

# Career Development of Civil Servants in the Autonomy Era in Indonesia

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## ABSTRACT

This study aimed to examine how the function and position of the Regional Head as an Official of Civil Servant Apparatus guarantees justice in the development of the Career of Regional Civil Servants and how the Concept of Career Development of Regional Civil Servants in Good Local Government Governance. The method of approach used was the socio-legal approach (socio-legal study), a study that reviews the law as a social fact that can be observed and lives in society as a behavioral value in realizing social institutions or social institutions, legal studies of theorizing and define law as a positive and empirical social fact. The results of the study showed that to realize good management of regional civil servants, the head of the regional government must exercise his authority as an Official Guiding Regional civil servant and create concepts of career development, promotion, placement in accordance with the expertise, and education and training for civil servants to guarantee the rights and obligations, a sense of justice, maintain neutrality as a servant of the state, improve the quality of professionalism, performance, competence of local civil servants to realize excellent public service. Local governments must have an ideal plan, such as a staffing master plan. In terms of promotion of the position assigned to civil servants, they must undergo a series of competency tests, such as the Assesment Test, Psycho-test, fit and proper test. In terms of developing career patterns, a civil servant must be considered for the his working experience up to the working achievements he has achieved through the assessments conducted by superiors, rewarding and punishment, by showing good performance in terms of improving the quality of human resources to support the development acceleration in the area by awarding the employees who perform best, and for those who do not show work performance, punishment must be given.

**Keywords:** *management, civil servants, career development*

## 1. INTRODUCTION

### 1.1 Background

Formation of Law Number 23 of 2014 regrading Local Governments aims to provide opportunities for regions to develop their respective regions based on the potential of natural and human resources. The authority in developing the region is also enacted in Law Number 5 of 2014, concerning Civil Servant, which is one of the important elements in managing their respective regions to realize a better regional development. The Government of Indonesia in managing local governments adheres to a decentralized system. The Central Government provides opportunities for Local Governments to carry out the best possible

governance, with the hope that the civil servant can fulfill the community demands, especially in terms of public services for the realization of a just and prosperous society. (Marwi, 2016)

The management of civil servants as a public service apparatus is something that must receive attention in improving government administration, including in the Regional Government. Meeting the improvement of public services must start from improving the performance of civil servants, who are the main energy element, that drives the wheels of local government organizations. Improving the competitiveness of a region is largely determined by the ability of the existing civil servants performance to improve the economy, the level of government efficiency, the efficiency of infrastructure available in the area. (Daryanto, 2010)

The problems that are often faced by civil servants in local government agencies are the lack of civil servants' work skills and the lack of ability of high-ranking leaders in managing human resources in the government organizations they lead. The lack of work capacity of the civil servants will affect the lack of the role of the organization, and lack of ability of high-ranking leaders or heads of Agencies to manage the human resources available for the benefit of their organizations.

To select or filter the high rank leadership positions in government agencies, the Head of the regional government must authorize the selection committee and it should be free from intervention, including the regional head, so that the selection committee can truly conduct its role as an independent institution to select candidates for the high-ranking officials and have the ability to manage their institutions professionally, with integrity and responsibility. (Pratama et al., 2015)

Civil servants are a decisive factor in a government organization, whatever the shape and purpose of government organizations, government agencies are formed various visions to provide the best service for the community. The importance of civil servants in a government agency, required each agency to get qualified and productive employees to conduct the mission of government agencies. It is expected that civil servants must become professional state servants in carrying out the tasks with a full sense of responsibility.

Civil servant career development is a development and improvement of civil servants with changes in the position of civil servants that always leads to a better and higher stage, which is also followed by rights, authorities, obligations and responsibilities. Every civil servant has the same desire to get the opportunity to pursue career development. If they get the same opportunity then every civil servant in the organization competes to improve their respective performance, so that they can get the opportunity to occupy a position or have career development. If what happens is the opposite that the career development system of civil servants is unclear and unfair, it will cause the lack of morale, discipline, comfort and professionalism (Ciobanu & Androniceanu, 2015)

The competence of civil servants in local government agencies is in the public spotlight. The public considers that the public services provided by civil servants in the regions are not satisfactory. Dissatisfaction for the service is because the ability of the assigned employee does not have the competence in his new field of duty, and also the lack of his superiors' ability to direct their subordinates in providing services properly. It is this awareness to serve that has not yet grown among policy makers in the regions to compete to provide the best service to the community.

In reality, the implementation of the decentralization concept applied by local government officials seemed to deviate greatly from the mandate of Law Number 23 of

2014. This was clearly seen in the process of recruiting and appointing civil servants that are not in accordance with the existing provisions. Thus, the results of employee recruitment of the civil state do not meet the needs of the organization but to meet the interests of local authorities. Recruitment that has been running so far has not been able to produce qualified civil servants and meet the job formations required by local government organizations (Putra, 2015)

The management and regulation of civil servants in the regions is the responsibility of regional leaders to accelerate the development and utilization of existing civil servants to carry out the mission of local government organizations in serving the community. It is to carry out the tasks of the regional government and the development of regional governments, which become the responsibility of the regional leader, can be carried out effectively and efficiently. To realize the mission of the regional government, the management of civil servants needs to be well-planned and meet the needs of local government agencies, namely starting from recruitment, career development, coaching, welfare, reward and punishment. So, the regional government can produce the outputs from its civil servants.

The career development process of civil servants in the regions still has problems, namely recruitment, career patterns, measurement of employee workload and promotion of positions for civil servants who are eligible. Every time a civil servant is recruited for career development and promoted by a position, there is always a problem of dissatisfaction among civil servants in the region, namely lack of transparency, authoritarian policies and the exclusion of justice for employees in the region. Thus, the results of the recruitment are only obtained by civil servants, who do not have working ability and knowledge about work environment as well as are lacking of discipline. Also, the knowledge they have does not match their duties and responsibilities.

The career development of civil servants is very influential on the quality of employee performance. The existence of certainty about career paths and the mechanism for determining career development and promotion of positions that must be guided by the principle of justice for all civil servants in the local government environment, that is prioritizing for employees who have work performance and professionalism to increase motivation and morale for all civil servants, if the certainty of career development and a sense of justice is not applied, it will be a problem for civil servants; they have no desire to improve their performance, which will greatly affects public services, and this problem occurs almost in all regions in Indonesia. (Febriana, 2014)

Many civil servants in the regions are ineffective in carrying out their duties properly, in fact the number of civil servants owned by the regional government on average already meets the needs of each of the existing agencies. However, the ability of civil servants is still lacking. The

inability of civil servants is caused by the incompatibility of the placement of existing civil servants that are not in accordance with the knowledge and education they have, so that the employees feel uncomfortable carrying out their duties and responsibilities at work. The policy of regional leaders is not professional, that is, it does not provide opportunities for employees within the agency to get the opportunity to be promoted in available positions and does not consider abilities, such as work performance, experience, skills, motivation, strong commitment, morality, honesty and education level, which have been taken in both formal and informal education by existing employees. It also does not consider the policy of regional leaders and the Position and Rank Consideration Board (BAPERJAKAT) in selecting or recruiting civil servants to fill the available positions are not independent and unfair. This also includes providing opportunities for existing employees to receive education and training, such as PIM Training, Technical Training and Functional Training, not considering performance, workload, years of service and occupation. Many are assigned to civil servants based on the closeness or relationship with the leadership, instead of the needs of existing employees. This circumstance make it difficult for these civil servants to be motivated to improve performance in conducting their duties and responsibilities .

Previous research has been conducted on this subject, namely "Analysis of the Structural Position Promotion System of Civil Servants in the Aru Islands Regency Government", but the research has some shortcomings, such as not explaining the authority of the regional civil servant development policy in career development as a manifestator in Law Number 23 of 2014, concerning Regional Government, and Law Number 5 of 2014, concerning State Civil Apparatus to accelerate regional development and improve the quality of public services. Another shortcoming is that the research focus on aspects of career development of civil servants in the area and improving the performance of regional civil servants. What distinguishes this research to previous research is that previous research focuses on the ineffectiveness of career development through the promotion of structural positions in improving the performance of civil servants. While the research conducted by the researchers focused on the career development of regional civil servants with the principles of justice.

Based on the foregoing above, this article aims to analyze the function and position of the Regional Leader as an Official for Guiding State Civil Apparatus to ensure justice in the career development of the Regional Civil Servants and the Concept of Career Development of Regional Civil Servants in Relation to Good Governance of Local Government?

This research is expected to contribute theoretically and practically. This research benefits the contribution of thinking and theoretical concepts for the development of legal science, particularly the law of state administration,

related to the study of justice theory in good local government policy. Also, it has the practical benefit of contributing ideas to local governments in every area of management of civil servants in the region and the government in reorganizing Law Number 5 of 2014, concerning State Civil Apparatus and legislative bodies in the context of the formation and renewal of the law clearly without various interests underlying each law product.

To facilitate discussion in this paper and gain a clearer picture of what will be analyzed, some of the legislation, the Law Number 5 of 2014 concerning the State Civil Apparatus, including the Local Government Act Number 23 of 2014 on Local Government Act are presented. Thus, it is hoped that it will explain the regional leader authority in the development of civil servants in the area.

## **2. RESEARCH METHOD**

The purpose of this research is to explain and analyze the quality of the implementation of the development and career development of Regional Civil Servants conducted by the Regional Government that is not in accordance with the principles of justice and the concept of the rule of law. In the context further highlighting the role of the Head of the Regional Government in the fostering the career development of regional civil servants. Therefore, the approach used in this research was the socio-legal approach. A study that reviews the law as observable social facts that live in society as a behavioral value in realizing social institutions or social institutions, legal studies that authorize and define the law as positive and empirical social facts. (FEBRIANDA, 2009)

Data collection was conducted by documentation. Documents were each written material that was well-prepared for researching, testing an event, archives, and annual report documents. Data collection also involved direct observation, carried out by observing as well as recording behavior and incidents regarding the development and career development of regional civil servants.

Data collected included secondary data through records, reports, and other sources related to the quality of the implementation of the development and career development of local civil servants, as well as primary data obtained directly from civil servants. Data was analyzed by classifying, selecting and grouping according to the phenomenon under study. Next, the editing process was carried out, namely the process of re-examining the data and information obtained so that errors in the study could be avoided, thus the perfection in the validity of the data was obtained. Finally, an inductive analysis of the data was used as material in writing the research findings.

**3. RESULT AND DISCUSSION**

**3.1 Regional Head Policy in the development of Civil Servants.**

**3.1.1 The authority of the District Head as the Office of the Civil Servants Office**

The authority of the Regional Head as the Acting Guidance of the State Civil Apparatus in the area in managing the Organization is one of the mutations in the promotion. Mutation promotion is a tribute to civil servants who excel in assuming greater responsibility in the form of promotions, mutations of promotions as motivation for civil servants to further increase their service in carrying out their daily tasks.

The Government issued Government Regulation Number 99 of 2000 concerning the promotion of PNS as amended by Government Regulation Number 12 of 2002. In

Article 1 number 2 it is stated that the promotion is an award given for work performance and civil servant service to the State. Promotion is implemented based on two systems, namely regular rank and promotion of choice. The delegation of authority in the promotion of civil servants has basically experienced ups and downs in regulations that place the role of regional autonomy as one of the solutions to accelerate growth in the management of staffing by increasing human resources in the region. The promotion process has been going well, especially for the promotion of middle-class employees. In accordance with the provisions of Government Regulation No. 38/2007 concerning the distribution of Government Affairs between the Government, Provincial Governments and Regency / City Governments. It is stated that the Government has the authority to determine the norm, standard, procedure and criteria for promotion and determination of promotion, while the Regency / City Government has the authority to determine the promotion of Regency / City Civil Servants into space groups I / b through III / d.

**Table 1 Inauguration of Civil Servants Esselon IIa to IVb in Subulussalam in 2018**  
**Source: Civil Service Agency of Subulussalam in 2018.**

No	Echelon Position	Gol IV/b-IV/e		Gol IV/a		Gol III/d		Gol III/c		Gol III/b		Gol III/a	
		Frequen cy	%	Frequen cy	%	Frequen cy	%	Frequen cy	%	Frequency	%	Frequen cy	%
1	Echelon IIa	1	100 %										
2	Echelon IIb	20	58.8	9	26.5	5	14.7						
3	Echelon IIIa	20	40	5	10	15	30	5	10				
4	Echelon IIIb	16	18.6	10	11.6	20	23.3	35	40.7	5	5.8		
5	Echelon IVa	39	14	50	18	25	9	45	16.1	95	34	25	9
6	Echelon IVb					6	10.7	5	9	5	9	40	71.4
7	Fired	11		27		23		13		8		7	

echelon II, echelon III and echelon IV and to impose disciplinary civil servants to submit to the Minister of Home Affairs, through the Governor to request permission to mutate and impose disciplinary civil servants based on the provisions of Article 132 of the ASN Law. (Marwi, 2016)

The regional government has the authority to reform the management of regional civil servants to provide enthusiasm and motivation for the work of civil servants to increase the employee performance and influence the professional implementation of development and provide better service to the community. The authority of the government apply the principles of good governance. It is necessary to make efforts to strengthen the career development of employees and empower civil servants who have work and professional achievements to carry out promotions, as a proof of concern for leaders in the regions in implementing certainty of rights and obligations, as well as providing a sense of justice to his subordinates. (Ashari, 2010)

The career development of civil servants in the regions needs to be done openly and must provide opportunities for all civil servants. Local governments have the authority to recruit civil servants to occupy certain positions through the open system, assessment and also to do track records in carrying out their daily duties and responsibilities in the office. The authority of the regional government is to implement strategic policies in carrying out bureaucratic reform in local government organizations. The policy had a very positive impact and was accepted by all civil servants because the policy had not sacrificed the civil servant rights and provided an opportunity for all civil servants to develop their careers.

The principle of neutrality in the state civil apparatus has been implied in Article 1 paragraph (5) of Law Number 5 of 2014, that management of civil servants must be professional, have basic values, professional ethics and is free from political interference, free from corrupt practices, collusion and nepotism. Public servants must be free from the intervention and influence from inside and outside government organizations. Neutrality of civil servants in local government organizations is rare, because political parties play an important role in regional development. Government bureaucracy, in formulating and implementing regional government work programs, is politically support by political parties (Dewi, 2014)

In Law Number 43 of 1999, concerning Civil Servants, civil servants who are domiciled as elements of the government apparatus are tasked with carrying out public policies established by the Civil Service Officers in accordance with the statutory provisions, and providing services to the

professional, quality, honest public, fair and equitable in the implementation of the State's tasks.

### *3.1.2 Regional Head's Policy in Fulfilling Sense of Justice*

The nature of justice in a law must be translated in the form of legal norms that are free from personal or group interests. The embodiment of the truth of legal norms into law is to provide its own value about justice in realizing legal justice for the Indonesian people. Legal justice that comes from norms, is expected to provide an understanding of the true meaning of justice. Justice based on norms must be realized, elaborated, and realized into Law number 23 of 2010 to realize the value of justice that protect the rights and obligations for all civil servants in the form of the authority of the Regional Leader, as the Regional Civil Servant Officer, in terms of developing the civil service careers. (Journal, Law & Hadi, 2017)

According to Radbruch's theory of law and justice, the value of justice is "material", which must be the content of the rule of law. Meanwhile, the rule of law is a form that must be protected and contained the values of justice. Law is a *Kulturwissenschaft*, not a formal order of the values of legal norms. This concept aims to realize the values of justice and the law carries the value of justice for people's concrete lives. Justice has a normative and constitutive nature for law. Normative functions as a transcendent requirement that underlies each positive law with respect. Moral foundation of law and at the same time a benchmark for a positive legal system. Justice is an absolute element of law, without justice it has not been as complete as a law. (Bernard L. Tanya, 2010)

Justice is an act that contains fair or impartial values or is not biased. A law that is issued in the form of laws and regulations is required to contain the values of justice, if they do not contain the value of justice then a rule cannot be called a law. The element of justice is one of the elements that is formed naturally. Literally every human being generally expects the presence of justice values in their environment. Many people assume that justice can be achieved if they struggle to get it (Susilo, 2011)

The implementation of the policy of civil servant supervisors in the management of civil servant career development is still far from the values of justice. The appointment of promotion is

still dominated by many civil servants who do not meet the requirements. On the other hand, civil servants who have good performance, achievement, good work experience, professional, and educated are not given the opportunity to occupy vacant positions. Some civil servants feel there is no value of justice in the policies issued by the regional leader.

**3.2 The Concept of Career Development of Regional Civil Servants in Relation to Good Local Government Governance**

**3.2.1 The Concept of Career Development of Regional Civil Servants**

Regional development is a government effort to create prosperity for society as a whole, namely through improving the quality of public services provided by each local government organization, certainly not free of the quality human resources and reforming the good local government bureaucratic system. (Pratama et al ., 2015). Alex S. Nitisemito believed that Personnel Management is an art to carry out, among others, planning, organizing, controlling, so that the effectiveness and efficiency of personnel can be increased to the maximum extent in achieving goals. Personnel management is the art and science of planning, implementation and workforce to achieve predetermined goals with the satisfaction of the employees themselves. Personnel management is basically a totality of activities that support each other, integrated and sustainable to get skilled employees who are able to work following the need of the agencies/institutions and organizations to achieve goals. (Son, 2015)

Organizational management in government organizations has shifted from an administrative approach to human resources management. Human resource management is the process of differentiating civil servants from government organizations, because civil servants include the procurement of human resources needed by government organizations to achieve their goals, develop their capacities, utilize their capacities to achieve the objectives of the organizations. To create good resources, the organization applies a compensation system in accordance with its responsibilities and performance within the

organization, and guarantees loyalty to the organization through the provision of adequate welfare guarantees, both when active and inactive (Sri Hartati, 2017)

The system of regional governance of Indonesia is a broad regional autonomous government to run the wheels of government in their respective regions. In Article 1 paragraph (12) of Law Number 23 of 2014, what is meant by an autonomous region is a legal community unit that has territorial boundaries that have the authority to regulate and administer the government and the interests of the local community based on their initiatives following the aspirations of the people of the Republic of Indonesia system. Each local government work unit is managed by civil servants with some position formations to move the function of the institution. The existing formation must be fulfilled by the employees with good skills.

The concept of fostering and developing the career of civil servants in the regions is regulated in Article 129 paragraph (2), which explains that the management of regional civil servants includes the determination of pensions, salaries, benefits, welfare, rights and obligations, legal position, developing competence and controlling numbers. Then in Article 135 paragraph (1), it is explained that the fostering and supervision of regional civil servant management is conducted in coordination at the national level by the Minister of Home Affairs and at the regional level by the Governor.

In reality, in its implementation, there are still problems related to the management of regional civil servant management. This is due to problems, namely, first, the problem of implementing decentralization that is related to regional financial management issues that have implications for reducing development spending resulting from the allocation of the General Allocation Fund (DAU) ) for employee expenditure. Second, there is no regulation that can implement the objectives of the Civil Service Law in terms of work performance and career systems. Third, namely the non-optimal performance of the State Civil Apparatus Commission, which only highlights the administrative effects of the management of civil servants, occurred in the appointment of structural positions within the Subulussalam City Government.

**Table 2. The number of civil servants who have conducted education and training in the Subulussalam City in 2018**

No	Position /Room	Education and training of	Education and training of Pim II	Education and training of Pim III	Education and training of Pim IV	Technical education and training	Fuctional Education and training
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		PIM I					
1	Gol IV/b-IV/e						
2	Gol IV/a		9	31	70	89	110
3	Gol III/d			5	19	67	52
4	Gol III/c				28	87	89
5	Gol III/b				12	15	91
6	Gol III/a					75	61
7	Gol II					83	75

Source: Subulussalam City Civil Service Agency in 2018

Each local government work unit is managed by civil servants with some number of positions to move the functions of existing institutions so that civil servants are needed to fill in existing formations and must be fulfilled by employees who have good work quality for the institution to function properly (Chokprajakchat & Sumretphol, 2017). The process of appointing civil servants so far has not been able to answer the needs of problems in the regions. This can be seen in the lack of competency of civil servants who have been appointed to fill the structural positions because they have not participated leadership training, technical training and functional training. Based on the view that regional government is all organs, agencies and government agencies that are domiciled under regional government based on the state and the people to achieve the goals of the Republic of Indonesia, the authority is owned by the Regional Head. Regional government has a strategic position in the management of regional government. Regional government is a logical consequence of the differences in ethnicity, linguistics, religion, and social institutions of various local community groups in an area.

Human resource development is an important aspect that is carried out in the short term to meet a skilled, broad-minded workforce and have an organizational vision. To achieve this expectation, it is necessary to have the resources of government apparatus that are dynamic, proactive, have a vision, innovative, corrective, technology conscious, and sensitive to the changing demands of the organization's needs. In every organization employees are the most important element resources to support organizational functions. In the current condition, the role of employees really determines the direction of the organization, the ability and competence of apparatus resources need to be developed in an effort to realize its existence in the form of achieving organizational goals and other benefits. That is the case in government institutions, the role of government apparatus resources needs to get special attention in career coaching and development. (Sulistio, 2010)

In running the wheels of government organizations, the government is required to improve itself into an efficient government, encouraged by the spirit of entrepreneurship government. Increasing the resources of civil servants

actually aims to improve the quality of professionalism or entrepreneurial, civil servants, which are characterized by:

- First, the ability to look for opportunities in developing the regional economy, the ability to make decisions and take advantage of opportunities, the ability to plan budgets according to the needs of the community and the ability to manage the budget so that it is right on target and can benefit the community and have professionalism in providing services to the community.
- Second, is the ability to make strategic decisions and steps that are guided by the vision and mission of the organization, and the ability to formulate a policy plan for the regional leader in developing regional development.
- Third, the ability to identify subjects that have the potential to provide benefits and advantages in regional development, and have the ability to prevent things that can damage the environment.

The main function of civil servants is to provide productivity or work for regional development, carry out regional vision and ideals for the welfare of society, advance the region towards a better, more orderly and more advanced.

The career development of regional civil servants is a very important factor as a regional government organization, because civil servants are the drivers and determiners of regional development direction and how to take strategies to achieve the development direction and goals of local government organizations. Civil servants have the ability to think, develop a concept of development, analyze, finalize a development plan and determine the course of regional governance well. The better the quality of the civil servants in an area, the more successful an area is in running a government organization (Aminah Hasniansy Ely, 2014)

In the era of regional autonomy, the procurement/appointment of civil servants is a very important. Considering that civil servants are responsible for carrying out public affairs as the implementation of programs and targets owned by each region, procurement and appointment are first adjusted to the analysis of employee needs, as well as the analysis of positions and workload required by local government units (Ilies, 2014). For this reason, some ideal considerations are

needed in determining the procurement and appointment of staff in the region, while some of the considerations include: First, the regional government must have an ideal plan, such as a civil service master plan arranged in stages starting from the organizational unit of the district/city, province, up to the institution above and based on consideration of the quality of civil servants needed; the competence can be improved through education and training needed by civil servants, and budgeting needed for salaries, benefits and employee development. Second, in terms of promoting positions held by employees civil countries must undergo a series of competency tests, such as Test Assistance, psycho-test, and fit and proper tests. Third, in terms of the development of career patterns, a civil servant must be considered his work experience to the work achievements he has achieved through an assessment conducted by his superiors. Fourth, providing reward and punishment, by showing good performance in terms of improving the quality of human resources in supporting the development acceleration in the region by awarding the employees who perform, and punish those who do not show work performance by taking into account violations of the rules they have done.

### *3.2.2 The Concept of Building a Good Performance of Civil Servants*

Performance is the real behavior displayed by each person as a work achievement produced by someone in accordance with their role at work. Performance is guided by the target achievement of tasks that produce a person's work. Performance shows the ability of the employee in carrying out and completing his responsibilities and achieving the targets. Achievement of someone's performance in the final stage will be assessed from the results that can be achieved by someone. Then, it can be stated that the work results of employees are in accordance with their role in a government agency (Luh, Yuanda, Salit, & Netra, 2016).

Factors that affect the performance of employees in the public sector are equal opportunity to get a promotion, job comfort, high income and award for performance. Every organization in the public sector is prioritized employing people whose values and needs are in accordance with the mission of the government organization. Placement of civil servants in a position is largely determined by the needs of the position to be filled and the ability of employees, and it will have an impact on improving the performance of civil servants. The placement of employees in accordance with the needs of their positions greatly affects the comfort and loyalty in work (Ciobanu & Androniceanu, 2015)

The supervisory officer for the regional civil servants needs to consider the principle of justice when making decisions for each civil servant serving under the organization he leads. Officials Guiding employees must be

able to prioritize sensitivity or meet the values of justice that must be felt by every civil servant. Employee coaches who do not consider the values of fairness when making decisions will have a negative impact on the results of their decisions, namely a decrease in performance, dissatisfaction of subordinates, lack of responsibility of each employee and unprofessional civil servants in working, and ultimately the organizational functions he leads are not running as expected. (Luh et al., 2016)

Factors influencing the motivation and performance of civil servants in government organizations are the appreciation from the leader of government organizations, awards an opportunities for promotion, job convenience, and provision of benefits. The leadership of government organizations must be able to place the duties of their employees in accordance with the capabilities of each civil servant and the needs of the organization, because if one occupies human resources it will affect the quality of civil servant performance and organizational effectiveness (Ciobanu & Androniceanu, 2015).

The Head of the Area must develop a career development policy for civil servants in the regions in order to create employee work motivation and establish responsibilities in carrying out their duties. Of course, the local government must make efforts, namely professional training education, career development of civil servants through the promotion of structural positions according to the quality of their performance, improving employee welfare through job allowances or workload benefits, and independent monitoring of the selection process for employee career development. Employee career development is also strongly influenced by leadership styles in the local area, inconsistency of leaders to implement existing rules results in discriminatory policies, not transparent in selecting civil servants to be promoted, increasing employee welfare unfairly, and assigning employees not based on needs but more because of likes and dislikes (Ciobanu & Androniceanu, 2015). The concept of regional autonomy is intended to accelerate the process of regional development in realizing the equitable distribution of community welfare. Realizing a prosperous state, the government was given the task of organizing the government for the public interest, such as public health, teaching, housing, land distribution, and so on, Based on these arguments, the achievement of targets from the state apparatus in realizing good governance is very necessary, the management of civil servant career development must be adjusted to the needs of the conditions of each region, so that the overall target of the organization can be optimally achieved.

## **4. Conclusions**

The regional government has the authority to reform

the management of regional civil servants to provide enthusiasm and motivation for the work of civil servants so that an increase in the performance of civil servants and influence the professional implementation of development and better service to the community. In the implementation, the policy of civil servant supervisors in the management of civil servant career development is still far from the values of justice. Appointment of promotion is still dominated by many civil servants who do not meet the requirements. On the other hand, civil servants who fulfill conditions and perform well are not given the opportunity to occupy the vacant positions.

The development of regional civil servants is a very important factor as a regional government organization, because civil servants are the main element of mobilizing or carrying out the functions and programs of the organization and determining the direction of regional development and how to take strategies to achieve the direction of development and the objectives of local government organizations. To realize good management of regional civil servants, the head of the regional government must exercise his authority as a Regional Civil Servant Officer to make the concept of career development, promotion, placement in accordance with the expertise, education and training of civil servants to guarantee the rights and obligations, a sense of justice, to maintain neutrality as state servants, to improve the quality of professionalism, performance, competence of regional civil servants, to realize good public services. The concept of building a good performance of civil servants is very much determined by the policies of civil service development officials. They must apply the principles of justice in the policy making of education and training assignments that must be evenly distributed to all civil servants as needed, free from intervention in carrying out tasks, giving equal opportunities to be promoted, provide equitable welfare based on their performance, comfort of work and placing resources based on their abilities and scientific discipline.

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