



Analysis of Career Development as a Public Agency in *BPJS Ketenagakerjaan* Medan Branch

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Abstract. PERDIR/22/092021 stipulates *BPJS Ketenagakerjaan* (Employment Social Security Program) Staffing Management, including career development in the *BPJS Ketenagakerjaan*. It is an integral part of management, but in reality, there are no indications of the optimal implementation of career development in *BPJS Ketenagakerjaan*, especially seen from the aspects of objectivity, fairness, and transparency. This study attempts to analyze the career development of public agency in the *BPJS Ketenagakerjaan* Medan branch. This research used descriptive methods and qualitative design. This study's results show that career development as a public agency in *BPJS Ketenagakerjaan* Medan branch benefits the individual and the organization. With the development of a merit system-regulated career for these positions, *BPJS Ketenagakerjaan* gets a picture of competent, trusted, and reliable employees. Ideally, career development as a Public Agency in *BPJS Ketenagakerjaan* is done based on qualification, competence, performance assessment, and needs in each work unit for the present and the future.

Keywords: *Career development · Public agency · Merit system*

1 Introduction

To achieve the welfare of workers, *BPJS Ketenagakerjaan* (Employment Social Security Program) as a public body is appointed as an implementer, urgently in need of reliable and professional human resources, which has a very strategic role in carrying out public service tasks, government duties, and certain development tasks. According to Nugraha [1], reliable and professional resources are needed in carrying out very complex government and development tasks. According to Suripto [2], professionalism will increase along with the level of competence.

In order to carry out these tasks, *BPJS Ketenagakerjaan* must have a profession and management based on a merit system. PERDIR/22/092021 administers *BPJS Ketenagakerjaan* (Staffing Management, including career development in *BPJS Ketenagakerjaan*). Various qualifications, competencies, and performance are required for each position, with recruitment, appointment, placement, and promotion being carried out transparently, accountably, and competitively, in line with good governance.

According to Murtiadi [3], HR management holds a very important role in such a context. Career development is an integral part of management. In the science of HR Management, it is known a career is an entire job or position handled or held during someone's working life. Career development at *BPJS Ketenagakerjaan* increases employees' ability and career, which is achieved in the desired career planning framework. A person's career here is a sequence promotion or transfer to a higher managerial position, so that career reflects individual development that can be achieved during the working period in the organization.

This is to adjust the needs and objectives of existing employees with career opportunities available in the organization concerned. To find out the career prospects in *BPJS Ketenagakerjaan*, the available type and level of positions according to the provisions set out in PERDIR/22/092021 must be known first.

Some requirements that must be fulfilled to reach certain positions are performance assessment, integrity, working period, education, and recommendation of the head of the work unit.

According to Kadarisman [4], assessments are used to assess and evaluate a person's capacity comprehensively based on criteria established from the results of the work analysis, so it is expected that the results obtained can describe the specific criteria specified by the requirements of the position.

Thus, developing an influential career will improve and increase the effectiveness of work implementation by employees to contribute more to the realization of organizational goals. Higher work implementation will directly affect the opportunity for the employee to obtain the desired position. This study aims to understand and analyze career development in *BPJS Ketenagakerjaan*.

Career development refers to an increased self-potential for an employee to achieve a planned career. Career planning is developed in accordance with career development in a career path that the company has set. Career development is carried out based on qualifications, competence, performance assessment, integrity, morality, and needs; integrity is measured by honesty, obedience to the provisions of laws and regulations, the ability to cooperate, and service to the community, nation, and country. Morality is measured by applying and practicing the ethical values of religion, culture, and social society.

Thus, the notion of a career emphasizes employee performance, starting from the moment he is hired as a new employee and ending when he leaves the company. Moreover, coaching patterns officers describe the path of career development and show interrelationships and compatibility between positions, rank, education and training, competence, and tenure of person officers from the first appointment in certain positions up to retirement. To broaden your horizons, the following is related to employee career development as follows, Rivai [5] confirmed that career development is a process of achieving the desired career.

It is the organization's responsibility to prepare employees with qualifications and specific experiences so that the organization will have the talent when needed. Employees need to work the best they can and always increase knowledge, ability, skills, and attitude by following various education and training, national seminars, international, formal education, etc. required according to their needs in increasing their competence and

professionalism. Employees need to compete objectively and transparently in various career opportunities with promotion, position, or form other mutations offered by the organization in the merit system. Career development is generally in the form of career advancement vertically from one level to a higher level.

2 Discussion

2.1 Increase Self-potential in BPJS Ketenagakerjaan

In the discussion of this indicator, the following shows the results of in-depth interviews with key informants that it is necessary to explain in advance the understanding of the improvement. Improvement comes from the basic word level, namely processes, ways, and actions to improve (effort, activities, and so on). While the understanding of epistemological improvement is to raise the level and heighten, improve work productivity (performance), and so on. Indeed as a man created by God Almighty who has been given various advantages, it is important to be grateful for it, namely by utilizing everything in him to develop his potential.

According to the supporting informants, what is very important is employee self-confidence. Without high self-confidence, it is unlikely that the employee will actualize himself. The most important necessity of employee life is the need for self-confidence. An employee who lacks confidence will feel inferior. On the contrary, a too confident employee is not careful to impress arbitrarily. His behavior often leads to conflicts with officials or others. Confidence can overcome obstacles and success will bring joy and optimism.

Before an employee develops his career to use and optimize all his abilities to achieve superior performance, there are several ways to know, assess or measure accurately, sharing its advantages and weaknesses as follows: 1) Self-introspection (individual measurement). This way, the employee takes the time to evaluate what he has done, achieved, and what he has as an advantage and what he has as a deficiency that hinders high achievement. This method is effective if the employee is honest, open to himself, and willing to pay attention seriously to the heart. 2) Feedback from others. This way, an employee asks for input in the form of information or assessment data about himself from others. This feedback includes everything about the employee's attitude and behavior that appears and is perceived by others who meet and interact with him. This method aims to help the employee learn and improve. 3) Psychological tests. Psychological tests that measure the psychological potential of individual employees can give an overview of individual strengths and weaknesses in various psychological aspects such as intelligence/intellectual ability (analytical skills, the logic of thinking, thinking logic, creative thinking, numerical thinking), work potential (vitality, work-energy sources, motivation, resistance to work stress), sociability (emotional stability, the sensitivity of feelings, ability to foster social relations), leadership potential, and employee behavior.

The position, however, is the dream feed and desire of every employee; therefore, an explicit guarantee of an employee's career development is an inevitability for the creation of an effective Medan branch. Creating an effective organization must start by increasing the effectiveness of employees. Without any guarantee of an employee's career development, increasing organizational effectiveness is impossible as long as the

absence of a pattern of U.S. career development is apparent, causing employees to have no motivation to excel. This causes the organization to run in place or at least run slowly. Therefore, employees' clear and measurable career development is critical to prepare. Still, concerning career development, this employee Law also creates a breakthrough in terms of increasing employee competence, namely as stated in Article 70 paragraph 2, which in essence is about the need to draw up a plan for developing the competence of civil servants per budget year.

2.2 Achievement of Employee Career Plan

Employee career planning here is a plan about the possibilities of employees as members of the Medan branch as individuals to follow the promotion process and position following their requirements and abilities. Thus, a career is the entire work position held by an employee during the work life cycle of an employee in Medan branch. In addition, career planning also acts as a benchmark throughout the career level of the employee concerned.

Meanwhile, the results of the triangulation process explain that the benefits of career planning can be stated as follows: a) Develop employee career. Career planning can help the supply of employees, especially potential employees. b) Decrease employee turnover (turnover). Attention to individual careers can increase loyalty to the Medan branch where they work. c) Uncover the potential of the employee. Clear career planning encourages individuals to explore each other's potential to achieve their desired career goals. d) Encourage change. Good career planning encourages employee morale, and work motivation can be maintained. e) Reduce hoarding. Career planning can help an unqualified employee to progress. f) Satisfy the needs of the employee. Career planning means the recognition and appreciation of individual employees. g) Assist in the implementation of approved employee activities. Effective and realistic career planning encourages employees to be more proactive and anticipate every problem and challenge better.

The vision reflects what the Medan branch wants to achieve, provide a clear strategic direction and focus, and becomes adhesive. It unites various strategic ideas contained in the Medan branch. Therefore, a vision is expected to foster the commitment of all levels in the organization and be able to ensure the continuity of leadership of the Medan branch. Thus, all employees must play an active role in defining the organization's future and strive earnestly to make it happen. The mission is something that the Medan branch must implement to explain the vision that has been set. A clear department map that reflects the department's composition clearly describes, vertically describes the authority structure of the duties and responsibilities of the department, and horizontally describes the grouping of types and specifications of tasks in the organization of the Medan branch.

Assessment of the performance of the Medan branch, among others, can be done by looking at the level of achievement of the job description contained in each position in the work unit for a predetermined period and supporting resources for the implementation of employee education and training, which is an effort to harmonize the performance of employees who occupy the position with the established competency standards. This effort is carried out through educational channels, pre-employment training, and/or

training in positions carried out through tiering training in structural positions and technical and functional training for available positions.

Certainty such as promotion in office and sanctions against violations due to his work will spur employees always to work optimally. Therefore, a clear career pattern is needed to improve employee performance, which will lead to the better performance of the Medan branch as a whole. Although not yet explained in this Law, this employee career pattern must include the division of positions based on competencies, characteristics, mechanisms, and working patterns as stipulated in Article 68. The requirements to occupy are based on the qualifications, competencies, morality, and integrity of employees, as well as the needs of agencies as stipulated in Article 69. Promotion flow, mutation, and demoralization of employees are definite and rewards and punishments for employees. In addition to the position, career patterns must also include the possibility of promotion and demotion, both regular, optional, and special, which is carried out measurably and with clear indicators and mutually agreed upon by employees.

3 Conclusion

Based on these discussions, the development of employee careers in the Medan branch benefits employees individually and benefits the organization. By developing employees for upcoming positions, the Medan branch gets a guaranteed supply of capable employees who can be trusted to fill critical vacant positions. Of course, this facilitates employee preparation in the internal organization and reduces the cost of hiring candidates from outside. After all, a career planning strategy allows the Medan branch to develop and place employees in positions in accordance with their needs and career goals.

Through a good career planning process, employees are helped to determine realistic goals and develop the skills and abilities necessary for the desired positions. Viewed from employees' expectations, the career development was made after the employee concerned worked for some time and after the Medan branch had the opportunity to assess the implementation of the employee's work. While viewed from the point of the organization's expectations, the development of employee career is a management function that continues to take place and has a close relationship with macro-HR planning in the Medan branch and the existing employee development function. Therefore, it is very important to have an objective, transparent, and measurable assessment of work implementation. Assessment of the work implementation is used to inform employees in Medan branch about their strengths and weaknesses, their position in the organization, and their opportunities for promotion or progress. This information is very important to determine the realistic career goals of individuals going forward. Such objectives, often determined in interviews, are objectively developed assessments of work execution.

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