

Original Research Article

Career Development System of Village Secretary after Becoming Civil Apertures (A Case Study in North Aceh District)

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ABSTRACT

This study aimed at understanding and describing the career development system of the village secretary and its obstacles after appointing to be a civil servant. The research method used was descriptive qualitative research type, with data acquisition procedures carried out through interviews, observation, and documentation. Data analysis techniques adopted through data collection, data reduction, data presentation, and data verification. This study uses 10 key informants determined based on purposive sampling consisting of the North Aceh stakeholders who have been appointed as the state civil apparatus. The results of the study found that the career development system of the village secretary as a state civil apparatus is implemented through a merger of the career system and the achievement system. The career system considers more the principles of seniority, age, tenure, rank and work experience. While the achievement system prioritizes the principles of professionalism, competence, level of education, education and training programs that have been attended, knowledge, abilities, and skills possessed enthusiasm and enthusiasm for work, work behavior and culture. Furthermore, the results of the study showed that the obstacles in increasing the career of the village secretary as a state civil apparatus were low education, lack of awareness and knowledge, low motivation, and lack of opportunities to participate in training in order to increase knowledge, skills, and abilities to realize maximum apparatus performance improvement.

Introduction

The Government Regulation Number 72 of 2005 concerning the Village Policy is one of the steps taken by the government to increase capacity and strengthen village governance through the appointment of a village secretary to become the state civil apparatus, whose task is to carry out better structuring and administration of village administration. The village secretary is expected to truly be able to carry out his main duties and functions in carrying out the administration of village governance on an ongoing basis, as well as in the effort to strengthen and facilitate public services as well as better management and administration of village administration.

The government in carrying out its government to be able to see wisely, because the relationship between one and the other is very related, the government here influences the entire geographical area of population, if it is not implemented properly it will become a political, economic geographical impact. To run this well, the government has formed a work unit that can help meet the needs of the community, which is often referred to as the government apparatus (Dean, 2017). The appointment of the village secretary to be the state civil apparatus is a tribute to the village secretary who is appointed directly without a test; therefore, it must be balanced with increased performance, competence and commitment of the village secretary to carry out their duties and functions properly, responsibly. Ideally, the performance of the village secretary must be assessed so that he can develop a career to be able to provide better quality public service performance.

The idea of career success is often accompanied by something wrong. The community respects career people. However, sometimes, the road confuses people with the real situation. Many valuable ideas are explained by the literature and practices of public human resource management and career management. In general, explicit tests can be oriented in the wrong direction and can lead to the development and also career management (Ilies, 2014). Career is a sequence of promotion or transfer to more positions according to responsibility or to a better location in or crossing the hierarchy of work relationships during one's work-life as a pointer to jobs that form a pattern of progress that is systemic and clear path career as someone's history or a series of positions held during work life. While the career development system: a systematic, planned effort that includes structures and processes that produce alignment of employee competencies with organizational needs (Kadarisman, 2012).

Observation results showed that North Aceh District consisted of 852 villages and only 348 villages had a secretary of the village civil servants and 504 other villages had no village secretary from civil servants. In 2018 it is predicted that 16 retired village secretaries will be active in the village secretariat in North Aceh. The problem that occurs is that 384 village secretaries after being appointed as state civil apparatus in the span of time since 2004-2018 there has been no effort to increase and career development, as a civil servant apparatus, so the performance of the village secretary is low. Because the village secretary is not given the opportunity to participate in training and career development such as adjusting his diploma (S.1), because the village secretary is evenly appointed, all villages in Indonesia are appointed by civil servants in class II / a high school diploma, although some the village secretary has a bachelor's degree. Based on the above facts, this Researcher is focused on understanding and describing the career development system of the village secretary and the obstacles and career development efforts of the village secretary after the appointment as a civil servant.

Literature Review

Public Policy

Nugroho (2003) mentioned that policy implementation can be seen from four aspects, namely who is implementing the policy, the nature of the administrative process, compliance with policies and effects and the impact of policy implementation. Furthermore (Mueller, 2019) states the meaning of policy implementation is implementing basic policy decisions, usually in the form of laws. But it can also take the form of orders or important executive decisions or other judicial bodies, these decisions identify the problem to be addressed, explicitly state the goals or objectives to be achieved in various ways to structure or regulate the implementation process. Winarno (2007) stated that policy implementation is "the stage of policymaking between the formation of policies and the consequences of policies for the people they affect". If a policy is inaccurate or does not reduce the problem that is the target of the policy, then the policy may fail even though a brilliant policy might also fail if the policy.

Career Development Principles

Whiston and Keller (2004) stated that career development must take into account the desires of employees to develop their career. The first is career equation (career equity); Employees want similarities in the promotion system and career advancement opportunities. Second, Supervisory concern; Employees want in the development of their careers there is an active role of supervisors and can provide feedback for work performance. Third Awareness of the opportunity (awareness of opportunity); Employees want the opportunity for a career. The fourth is employee interest (employment-interest). Employees have desires for different levels of interest in advancing their careers. The fifth is level of employee career satisfaction varies depending on the age and position of the employee.

Methodology

Type of study

This research uses a qualitative descriptive approach. Qualitative research is a type of approach that seeks to interpret the meaning of an event as an interaction of human behavior in certain situations. This descriptive research can be interpreted as a problem-solving process that is investigated through portrayals and observations by describing the present state of the subject and object of research based on facts that appear as they are (Moleong, 2007).

Data collection technique

Techniques to obtain data (information) used in this study were taken several steps Observation (interview), Interview (interview), Documentation / Literature (Thorne, 2000).

Data Analysis

Techniques to obtain data (information) used in this study were taken several steps Observation (interview), Interview (interview), Documentation / Literature (Thorne, 2000).

Data Collection

This study uses 10 key informants determined purposively consisting of officials in the North Aceh environment, including Asitsen I Setwilda North Aceh, North Aceh DPRK Member, Head of BKPSDM and Secretariat of North Aceh BKPSDM. Furthermore, as many as 84 village secretaries who had been appointed as civil servants were taken randomly as key informants.

Results and Discussion

Career Development System for Village Secretaries after Becoming a State Civil Apparatus

The results of this study showed that the system of career development and career development of village secretaries as state civil apartments can be realized through the merging of the career system with the work performance system. Because both systems are inclusive this is by the principles of fair and civilized humanity.

1. Career System.

The steps taken towards fostering and developing the career of the Village Secretary after the appointment to become the state civil apparatus are through the career system, which emphasizes the consideration of the principles of seniority, such as age, rank/ goals, years of service and work experience.

2. Work performance and achievement

Guidance and career development of the village secretary as a state civil apparatus is through a work achievement system that prioritizes the principles of professionalism, competencies, level of education acquired, training courses that have been followed, consideration of work capabilities, knowledge, skills possessed, enthusiasm and enthusiasm for work and consideration of attitudes and behaviors and have a good work culture.

In every organization or village, there is a career advancement that can be directed by the village secretary. Efforts to increase expertise are something that really needs to be done by an employee to achieve a career plan, where the role of career development is very important for the organization or village, namely to improve the performance of the apparatus better. This is consistent with the opinion (Whiston & Keller, 2004) which states that careers can be directed from several different points of view, including from an objective and subjective perspective. Viewed from the perspective of subjective perspective, career is a sequence of positions occupied by someone during his life, while from an objective perspective, career changes in values, attitudes, and motivations that occur because a person gets older.

In seeing and designing needs when planning employee careers arise, both from economic strength and from social strength. First, if the organization or village wants to run well in an ever-changing environment so that its human resources must strive in a state of good development. Furthermore, work will lose its most important position as one of the values sought in life by the village secretary as the state civil apparatus.

The employee career development system is very good that uses two systems, the career system, and the achievement system by prioritizing two focus/goals, namely increasing salary and promotion. This is in accordance with the opinion of experts Puji Isyanto that realizing the target or the main focus of course with the stipulated provisions is to see from the persistence in obtaining work performance in the field which can later be in the form of promotion. Thus, career development is the process of increasing the workability of a village secretary, both with the organization of the village, preparing the village secretary and personal effort by an employee to obtain a career plan so that there is an increase in status within an organization or village.

Obstacles and Career Development efforts of the Village Secretary after Becoming a State Civil Apparatus

The results of the study found that the obstacle in the career development of the village secretary as a state civil apparatus was the low level of education in line with thought (Bridgstock, 2009), but there was another side to the problem in the career development of the civil service apparatus, namely lack of awareness, low motivation, lack of desire to developed and developing, low enthusiasm and enthusiasm for work, lack of attention from the leadership and no opportunity to follow the Training.

1. Low education

The obstacle for the village secretary to develop a good career as a state civil apparatus is the low level of education in which 348 village secretaries have been appointed as state civil servants, most of whom have a high school / MA level of education and a small number have a bachelor's degree

2. Lack of Consciousness.

The obstacle for the village secretary in career development as a state civil apparatus is the lack of awareness in providing public services. This becomes an assessment by superiors of performance appraisals.

3. Lack of motivation.

Another obstacle for the village secretary in advancing his career as a state civil servant is low motivation because the apparatus considers getting awards, not from work but there is personal closeness.

4. No Training Opportunities.

The obstacle for the village secretary in developing a career as a state civil apparatus is never having the opportunity to take part in the training. This is important to get attention because the training can increase knowledge, expertise, and skills in carrying out work tasks with high performance.

Conclusion

Based on the results the following conclusions are drawn:

1. The system of career development of the village secretary after the appointment of the state civil apparatus is carried out through a merger of the career system and the achievement system. The career system considers more the principles of seniority, age, tenure, rank and work experience. While the achievement system prioritizes the principles of professionalism, competence, level of education, Education and Training programs that have been attended, knowledge, abilities, and skills possessed enthusiasm and enthusiasm for work, work behavior and culture. Both career development systems have a focus on two main objectives, namely salary increases and the provision of positions. However, the two career development systems did not materialize effectively in North Aceh, because there were still various obstacles.
2. Obstacles in enhancing the career of the village secretary as a state civil apparatus are low education, lack of awareness, lack of knowledge, low motivation, and do not provide opportunities to follow Training to increase the knowledge, expertise, skills, and abilities to realize the maximum increase in apparatus performance.

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