

CAREER MANAGEMENT IN THE MINISTRY FOR ADMINISTRATIVE REFORM AND THE BUREAUCRATIC STATE APPARATUS

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ABSTRACT

Career management is one part discussion of human resources management. Human resources reform is a crucial element for the effectiveness of the performance of the bureaucracy. Especially for the Ministry for administrative and Bureaucratic reform of the State apparatus who have the authority to organize community resources bureaucratic apparatus. The challenge to organize community resources the apparatus must first be answered by the Ministry for administrative reform of the State apparatus and bureaucracy by making internal improvements, including revamping the management of careers. Therefore, this research aims to analyze the management career in the Ministry of utilization of State apparatus and reform the bureaucracy. This study used a qualitative approach. The data collected through the study of literature, interviews and observation. The data were analyzed using qualitative data analysis techniques, Miles and Huberman model consisting of data reduction, data display, and data verification. This research concluded that the Ministry for administrative and bureaucratic State apparatus reform (1) hiring employees through the process of recruitment of prospective civil servants abbreviated as (CPNS) and selection of high leadership position open and cannot be released from the problems in the recruitment process, two (2) places employees according the required position or desires, even though there are problems in the analysis of the position and workload analysis, (3) developing employees through learning and a learning permit, and (4) lay off employees appropriate conditions.

Keywords: Career Management, Development, Dismissal, Placement, Recruitment

INTRODUCTION

Indonesia as a country faced with the global challenges, both regional and international nature. For example, within the scope of regional, Indonesia faced with challenges of the ASEAN Economic Community (AEC) and the ASEAN economic community. While international in scope, the challenge in the form of the current globalization is increasingly heavy. The condition is seen can be profitable if Indonesia has a preparedness in a variety of fields, including human resources (Shah, 2006).

Tambunan (2012) explains that the Organization will benefit from a market competition is the organization which has competitiveness. Therefore, Tambunan (2012) by analyzing the various literatures concluded that several factors determining competitiveness into the organization. Those factors include the leadership skills, the availability of resources, employee expertise, structures and organization management, availability of information, the availability of technology, and the availability of other inputs. Of the determinants of competitiveness, Tambunan (2012) emphasize the aspect of human resources as the most priority aspects can shape the competitiveness of organizations. In the context of Indonesia as

a State Organization, then the human resources aspect of the apparatus or civil servant abbreviated as (PNS) has a very important role in increasing the competitiveness of the country of Indonesia.

When looking at aspects of the quantity, the number of civil servants in Indonesia as recorded in National Staffing Agency abbreviated as BPN per 30 June 2013 amounts to 4.4 million. If seen, compositionally more civil State apparatus that held the General Functional: functional (42,1% and Certain Functional: 52%). Meanwhile, the structural apparatus held very little, only 5.9% with the largest amount being on Structural Echelon IV Officials (70,1%) and Echelon III (22.5%) of the total number of apparatus that has a Structural Position.

If seen more profound especially for Certain Functional Office, data from the Ministry of Administrative Reform and reform of the Bureaucracy abbreviated as (KemenPANRB) showed that up to now there are 116 kinds of Specific Functional Position with 37 Instances of a particular type of Functional Office 114, 104 of which were embedded in the local governments, both at the level of provinces or district and city. Meanwhile, a total of 101 types of Functional Office have Particular instances of Pembina on Ministry/agency/agencies at the central level.

Aspects of the quantity of Civil servant cannot affect the improvement of the competitiveness of the country, if not accompanied by quality. The quality of the State apparatus is highly determined by the management of his career. Simamora (2001) explains that the career management is the process by which organizations assess, select, assign, and develop his servants in order to provide a collection of people who are weighted to meet needs in the future. Thus, the regional and international challenges described above one of which can be addressed by the management of the career civil servants who can produce good civil servants.

Broadly, management careers include all activities relating to the work of the employees. The activity begins with the process of recruitment, placement, development, until the dismissal of the employees (Walker, 1980). The fourth such activities have an important role in the management of career employees. Atmanti (2005) for example explained that one of the factors that can increase the quality of human resources is education. In addition, career development is needed in order to motivate employees (Flum, 2001; Blustein et al., 2004; Stead, 2004; Haryani, 2013).

However, problems management career State apparatus in Indonesia. For example, still the number of career development on the basis of kinship, affinity, friendship, and personal interest (Martins et al., 2002; Edy, 2008). According to Seibert et al. (2001), the career development patterns cannot provide career success for employees. In other words, not on the basis of competence and capability need. Career civil servants often rely on good fortune alone. Civil servants are not ready to tread the level of career or not prepared in advance her career and level or don't prepare for stepping on the level of the career. This led to the civil servants are not effective and efficient through the secondary-level career.

A career development system unfavorable impact on the leadership election positions by people who do not have the required competence (Sturges et al., 2002). Finally, implementation of the Government-defined program is not effective due to the less effective leadership. Tambunan (2012) has explained earlier that the expertise of the leadership is one of the factors determining the competitiveness of organizations.

Related to career management, recruitment State apparatus has an impact on the quality of bureaucracy. Good leadership qualities and competence is affected by the bureaucratic process of recruitment of civil servants. In the process of recruitment of civil servants can

capture candidates with a good competence, then the future leadership positions can be filled by people who are competence through a clear career level. Issue-related career management system which is captured by the Government to be altered in the reform agenda of the bureaucracy.

Law No. 17 of 2007 about the Long-term National Development Plan 2005-2025 requires that the construction of the State apparatus is done through bureaucratic reform to support the success of the development of other fields. As a national commitment to reform the bureaucracy, the Government has set reform of the bureaucracy and governance becomes a top priority in the presidential Regulation No. 5 of 2010 about the national medium term development plan (RPJMN) 2010 – 2014.

The national medium term development plan is followed up with discharge of presidential Regulation No. 81 in 2010 about the Grand Design of the reform of the bureaucracy abbreviated as (GDRB) 2010-2025. The meaning of the Grand Design of the intended Reform is the parent containing the draft of the policy directions of the implementation of the reform of the national bureaucracy in the period of 2010-2025. This means there is a desire to do a big change in the paradigm and the Indonesia governance. Translation as a guide implementation of this Regulation Ministry of State apparatus and reform of bureaucracy pored over no. 20 in 2010 about Bureaucratic Reform Road Map 2010-2014.

Of these policies, the specified area of bureaucratic reform changes, one of which related to human resource. Specifically with regard to competence, then these aspects into hope to be achieved in the area of human resources personnel changes. In detail, the expectations of changes in the human resources area of the apparatus is the human resources personnel of integrity, neutral, competent, capable, professional, high-performing and prosperous.

Regulation of Reforms in essence an attempt to reform and fundamental changes to the system of governance, especially concerning institutional aspects (organization), management (business process) and human resources personnel National Development Planning Agency abbreviated as (Bappenas, 2010). Specifically in aspects of personnel resources, reform efforts carried out by the establishment of policies concerning it, given the governance in Indonesia can't be separated from the issues, one of which relates to the state apparatus itself. The system of career public civil servants don't sure to be one of the problems that (Rozi, et al., 2006). Therefore, reforms relating to the conditions and problems that exist in the civil service to be a very important requirement.

Efforts to accommodate competence as a requirement for civil servants career management is done through a long process. Management career civil servants in relation to accommodate these competencies, it can be associated with the early stages of the government efforts to reform the human resources program bureaucratic apparatus / civil servants.

In the early stages, the government through the Ministry of State Apparatus Empowerment and Bureaucratic Reform explained that there are three main things that pursued into focus the agenda of bureaucratic reform program human resource, namely (1) the recruitment of civil service candidates are fair and free of corruption, collusion and nepotism , (2) the promotion of open, and (3) e-government to be more efficient and effective (Ministry utilization of state apparatus and bureaucracy reform, 2014).

However, in the implementation of recruitment of civil service candidates in 2013 for example, the government recognizes that recruitment hasn't been completed fully meet the expectations of all parties. Therefore, being filled formation of general applicants formations as much as 58 826, 30% power honorary K-2 who graduated from the total who are applying

for, and the appointment of temporary employees 31 013 K-1 still needs to be studied further whether the applicant received the required competence or not. Likewise related to the promotion of open government mandate for all agencies that have a high leadership officials acknowledged there are shortcomings of the agencies that have to implement.

In the context of career management model among government agencies, the Ministry of utilization of state apparatus and bureaucracy reform mandated an example of good practice for other government agencies. This is because the Ministry of utilization of state apparatus and bureaucracy reform is the ministry of the leader in the structuring of human resources officials / civil servants. Remember, rule-based into one mindset developed in the bureaucracy (Prasojo, 2014). Rule-based mindset regarded as inhibitors of bureaucratic reform agenda, because the impact is not immediately transforms regulations that hinder the performance of the bureaucracy. Besides mindset, bureaucratic work culture is generally met by pathologies that are considered normal.

Ministry of Administrative Reform and Reform of Bureaucracy is one government agency that has the task to assist the President in determining policy on the utilization of state apparatus. In performing the duties of the Minister of State for Administrative Reform to coordinate a number of Non Departmental Government Institutions (Officials) whose duties relate to the areas of Administrative Reform, the State Civil Service Agency (BKN), Institute of Public Administration (LAN), the National Archives of the Republic of Indonesia (ANRI) and the Financial Supervisory Agency (BPKP).

Currently the ministry utilization of state apparatus and bureaucracy reform possess 308 employees. Given the task of the office is more emphasizing then the employees who work in those agencies are professionals with the competencies associated with the management of the state apparatus. Employees who work in the ministries utilization of state apparatus and bureaucracy reform coming from various institutions such as the Secretariat of State, Department of Trade and Industry, Ministry of Home Affairs, Government Bureaucracy, Institute of Public Administration, Agency for the Assessment and Application of Technology, the Secretariat of the Supreme Advisory Council, etc. another. Their backgrounds are also very diverse, such as a law degree, economics undergraduate, graduate mechanical engineering, industrial engineering undergraduate, graduate of agriculture, government scholars, and others. Therefore, it is questionable how far their competence in accordance with the competencies required by the position they occupied.

Terms of appointment in the applicable structural position is still less focused on competence requirements according to Government Regulation Number 100 of 2000 on Appointment of civil servants in Structural Position JO Government Regulation No. 13 of 2002. Administrative requirements for promotion are still quite dominant in lifting a clerk in a structural position, compared with competency-based performance. Therefore, the tendency of a person's career advancement of employees at the Ministry of utilization of state apparatus and bureaucracy reform based on its competence has not been fully realized.

Under these conditions, the purpose of the right man on the right place yet to be fully realized. In addition, career management that are not based on the ability of employees must be able to be a 'disincentive' for employees to try harder to improve their competence.

Normatively, career management competence which upholds aspects contained in the performance indicators established by the Regulation of the Minister of State for Administrative Reform No. 47 Year 2011 regarding the Key Performance Indicators in the Ministry of Administrative Reform. Inside the ministry has set four achievement of performance indicators within the Ministry of utilization of state apparatus and bureaucracy

reform as follow (1) the percentage of civil servants holding positions in accordance with the administrative requirements and competency, (2) the percentage of civil servants who already have a certificate of competence, (3) the percentage of government agencies that have implemented promotional policies open, and (4) the percentage decrease indication of corruption, collusion and nepotism involving civil servants.

In addition, the normative basis also, aspects of the competencies listed in article 69 of Law No. 5 by 2014 about Civil Apparatus of the State. In the article, explained that the career civil servant management is done on the basis of qualifications, competencies, performance appraisal, and the needs of government agencies. The management of the career civil servant was done taking into account the integrity and morality. The competence referred to in article is technical, managerial competence, and culturally. Technical competency is measured from the level of education and specialization, functional, technical training and experience work technically. Managerial competencies are measured from the level of education, structural or management training, and leadership experience. Social cultural competency is measured from work experience related to the compound of the community in terms of religion, tribe, and culture so as to have an insight of nationalities.

However, there is nothing of such performance indicators more documents, do not fully pay attention to aspects of the competency in question. The resulting documents any document such as a list of achievements assessment officer (DP3) cannot be separated from the problem. Field observations conducted at the Ministry for administrative reform and the bureaucratic State apparatus showed that the criteria used in making the DP3 is often biased, and employee performance is not made based on the results of the work indicated the employees, but the proximity with the assessors. Whereas, DP3 with good value absolutely need requirement to be able to in his structural.

The inception of the law No. 5 by 2014 about Civil Apparatus of State claimed as a spirit in the reform of bureaucracy in the field of apparatus, including the management of career civil servants. Currently, the draft Government Regulation as a mandate in civil law the State apparatus is being formulated by the Government. This is a very good momentum to provide input for the formulation of the draft regulation the Government particularly associated career management arrangements. With a variety of problems that arise in the management of the career and the opportunity to propose improvements, then the research aims to analyze the management career civil servant at the Ministry of State for administrative reform and reform of bureaucracy.

METHODOLOGY

This study used a qualitative approach. Data were collected by means of the study of literature, interviews and observation. The study of the literature used to browse a variety of writings, research findings, or previous studies related to career management. Study of literature is also performed to examine the books, documents, and literature-other literature relating to the management of his career in the Ministry of State for administrative reform and reform of the bureaucracy. As for the interviews are done to the officials at the Ministry structural utilization of State apparatus and reform the bureaucracy. While the observation is done at the Ministry for administrative reform and the bureaucratic State apparatus to identify management practice directly career employees.

Once collected, the data is analyzed using qualitative analysis techniques model Miles & Hubberman. Refer to the technical analysis, the stages being performed is a data reduction, data display, and data verification. At the stage of data reduction, a bunch of rough data (raw

data) simplified through particular patterns so as to be more easily analyzed. Then, at the stage of data display, data has been simplified and systematic are then presented in a way that is easy to read, understand, and be the source of analytical interpretation of research results. On the stage of conclusion drawing/verification, the thing that is done is a generalization based on interpretation against the findings of the field.

RESULT AND DISCUSSION

Walker (1980) explains that the management career includes recruitment, placement, development and dismissal of employees. Refer to the concepts expressed by Walker (1980), this chapter describes these four things.

Recruitment Officers of the Ministry of Administrative Reform and Reform of Bureaucracy

Employees at the Ministry for Administrative Reform and Reform of Bureaucracy can come from a process of prospective civil servant recruitment or selection. Both of these processes must be effective to attract qualified human resources. Moreover, the staff has the task to ensure the reform of the State apparatus field of bureaucracy is going well. Therefore, the existing human resources in the Ministry must be qualified, so that it can respond to the challenges of the task are available. A number of problems that arise in the community related to recruitment is not transparent recruitment processes, still feel of corruption, collusion and nepotism in the recruitment process is not based on the needs, as well as the pressure and the intervention of certain parties in the process of recruitment. So that gave rise to the view that the bureaucracy is still purely patrimonial rather than professionalism.

In the implementation of the prospective employee acceptance of civil servants by 2013 for example, the Ministry of Administrative Reform and Reform of the Bureaucracy recognizes that recruitment are carried out has not been fully able to meet the expectations of all parties. However, according to the Ministry the necessary understanding and support of the various parties because the selection policy and the system is designed in order to uphold the principle of transparent, accountable, free from corruption, collusion and nepotism, and fair charge, making it possible for all the sons and daughters of the best from all layers of the nation's population to become civil servants who will fight to become the powerful competitiveness of international bureaucrats.

In its organizing civil servants nationwide, the Ministry of Administrative Reform and Reform of Bureaucracy have the authority in the process of acceptance of civil servants are classified into general acceptance of employees applicants, K-2 honorary degrees, honorary degrees, and K-1. In 2013, the acceptance of employees of public applicants, the appointment through a selection of basic skills tests with material amounted to 1.027.841, as well as a test of competency appropriate to the needs of the Office. Method of the test through the system and answer sheet computers and computer assisted test with a number of formations that filled as much as 58.826. Acceptance of Honorary employee of K-2, the appointment through a selection with the basic skills and techniques in material engineering field skills among fellow honorary with the selection method using computer answer sheet, and passed about 30% nationally. As for the acceptance of Honorary employee of K-1 that his appointment was not done the selection as set forth in Regulation No. 48 in 2005 JO Regulation Law No 56 in 2012 from the proposed procurement 32.390 already resolved the process number of the employee's parent by the bkn as much as 31.013 (Ministry of Administrative Reform and Reform of Bureaucracy, 2014).

Any good agencies as well as centre area each year can estimate the needs of his civil servants respectively taking into account power shopping areas or countries in the form of proposal formation in proposing to naturist for further analysis and the results of the formation of assignment is sent to the Minister for administrative reform of the State apparatus and the bureaucracy to get the approval of the formation needs to be opened in the selection acceptance Candidate civil servants abbreviated as (CPNS). The number of the formation needs has been approved by both institutions the Youth Center or region will do the selection process for Civil Affairs of public serving.

However, the realization of a number of agencies that send the proposed formation of the civil servant appropriately and accurately only ranges 29.49%. More details, just as much as 41 Central Government agencies (IPP)/Institute local government (IPD) (20 K/L, 4 provinces, 17 district or city) or 29.49% of target as many as 139 IPP/IPD (40 K/L, 33 provinces, 33 districts, 33 cities). The realization of product indicators in 2012 as many as 41 IPP/IPD has decreased as much as 146 IPP/IPD compared the year 2011 as much as 187 IPP/IPD.

In the event that any employee set up belongs to low. There are 50 IPP/IPD (50 K/L) or lower by as much as 89 IPP/IPD compared with a target of 139 IPP/IPD (40 K/L, 33 provinces, 33 counties and 33 cities) that do the arrangement of employees according the rules.

Second, the related selection is open. There is a circular letter of the Ministry of State for administrative reform and reform of the bureaucracy is no. 16/2012 which is a breakthrough policy taken in an attempt to improve the recruitment and promotion system in government agencies as well as centre of the region, in order to guarantee the structural officials meet the required position competencies, the mouth of its impact is the harmonious public services better. The circulars into a corner stone of the Ministry for administrative reform of the State apparatus and the bureaucracy do the open selection to fill offices vacant high leadership in Ministry of environment utilization of State apparatus and reform the bureaucracy. As an example of the problem, in 2012, conduct of selection open to Office of Echelon I and II.

There are three important phases in the open recruitment process described in the circular letter of the Ministry of Administrative Reform and Reform of Bureaucracy was. First, the Office vacancy announces to the Bulletin Board, online media and print media. This announcement must be made at least 15 days before the registration is opened. Secondly, the formation of the selection Committee which consists of internal related officials, officials of the external kind and the competence of his Office in accordance with the position that will be filled, and an expert/professional/academics who have an understanding and experience in the position will be filled. Third, the selection based on competency assessment, either through the assessment center (Echelon I & II) as well as through the psychology tests and competency interviews or case analysis (Echelon III).

In general the implementation of recruitment and promotions open to the Office of Echelon I & II at the Ministry of Administrative Reform and Reform of Bureaucracy and the State apparatus has been running smoothly and fairly open. Even the occurrence of resistance and fears of disruption to a bold policy also tends not to happen. In this context, concerns Parker as quoted in the background section above does not occur in Ministry of Administrative Reform and Reform of Bureaucracy due to referrals and a strong political will of the Minister, Deputy Minister, and also Secretary of the Minister as the implementing technical policy.

The important stages of the selection process and just like the ads open, papers, interviews and assessment center continued in accordance with the signs that poured in circulars Youth-RB. This is an achievement for the Ministry of Administrative Reform and Reform of Bureaucracy as role models of reform bureaucracy in Indonesia. Recruitment and promotion processes open is expected to find "the right person in the right position" that would later contribute to the Organization's capacity to keep running the program, execute the regulations law, and effectively deliver public services to the community. Thus, this breakthrough could be the model for the example of ministries/government agencies and local government in the near future.

The success of the first breakthrough is that the announcement of vacancies in print and website provided by the related ministries are quite effective at attracting participants to submit applications. Improvement to be as many as 90 people applied for the post of Echelon II and 44 people applied for the post of Echelon I. Then, in the process of selection of presentations of papers and assessment center any serious progress in General, open, and fair because it involves people/independent agencies as a team evaluator. Even most of the participants give an incredible appreciation to the Ministry which political organization party brave enough.

However, the process of recruitment in the Ministry of Administrative Reform and Reform of Bureaucracy apparatus are rather than not having the problem. There are several problems related to such recruitment process. These problems for example there are some criticism from participants regarding the competency profile that was auctioned off and a list of criteria assessment papers which were never announced the implementing committee. This problem turned out to be not only experienced by participants but also by members of committee organizer processes deemed still not perfect is at the stage of selection paper lasts, as complained of by some of the participants selection criteria that were never announced to the participants of the selection, as well as the weighting of value and selection of papers. Participants were not given information that is open about the weighting of the values they have to let them know their strengths and weaknesses in the writing and presentation of papers or at least if passed the selection reason paper what and if they don't pass the reason what.

The next problem that is there are still some shortcomings which should be remedied in the future concerning the transparency of the implementation stages of the schedule, as recognized also by the Managing Committee. The span of just one week between announcements in the print media and the closure of registration, as delivered by some of the participants, is too short. Although it was announced on the website of the Ministry of State for administrative reform and reform of the bureaucracy since last October, nonetheless the level of exposure of the community against the website announcement is still very minimal. Not to mention the requirements of administration so much. This kind of hardship is especially experienced by participants who have a strategic position in government agencies. The hectic schedule and often outside the area making them must prepare the completeness of the administrative completeness-within the time shifting in the midst of the flurry of limited affair. The transparency of the selection results not as expected. Participants who qualify for selection assessment center made confused because it is not certainly the results of the assessment center announced.

Placement Officers of the Ministry of Administrative Reform and Reform of Bureaucracy

Officials of the Ministry of Administrative Reform and Reform of Bureaucracy that has escaped the next recruitment process placed according the required position. Overall, the employee will be placed where they are applying for. For example, civil affairs prospective employee they are placed in the position they are applying at the moment following the selection of prospective civil servants. Likewise with officials who follow the open selection, for those who are selected are placed in the position needed to be filled. By looking at this, there is no question in the placement of employees who received President of the utilization of State apparatus and reform the bureaucracy. The effectiveness of the placement of the actual position can be seen from the planning Ministry employee utilization of State apparatus and reformation the bureaucracy in the form of job analysis. In the realm of Government, job analysis if such analysis is in the form of the Office and the analysis of the workload. Therefore, discussing the position analysis and analysis of the workload in the sub chapter is important because it relates to the right or whether an employee of the Ministry of Administrative Reform and Reform of Bureaucracy are placed in a particular position or positions.

Ministry of Administrative Reform and Reform of Bureaucracy have regulations concerning the analysis of the office through the regulation of the Minister of State apparatus and bureaucratic reform No. 33 in 2011 about the guidelines of the Office of Analysis and the analysis of the workload through the regulation of the Minister of State apparatus and Ministry of Administrative Reform and Reform of Bureaucracy have regulations concerning the analysis of the office through the regulation of the Minister of State and the analysis of the workload through the regulation of the Minister of State apparatus and bureaucratic reform No. 26 in 2011 about the manual calculating of the number of civil servants to the needs of the region. Regulations concerning the analysis of the position and analysis workload created tangent to the rule position analysis and analysis of the workload created by the Ministry of the Interior and Staffing State Organization.

From the side of substance and format are specified by these three policy analysis Office as well as the analysis of workload, using the approach with reference to the method that has been there and is often used, both by the Organization/institution of Government, private, or form of organization/other institutions. The standard policy analysis Office which has been established is easier to interpret for mapping forms (exposé) activities on the structural position, but will experience obstacles for mapping (description) of the term functional activities. Especially when faced with the diversity of the types of functional office.

Policy analysis of workload standards that have been set are very quantitative and only consider one – the three elements in the work so that it can't evaluate in depth about the quality and workload of a position actually is. There are limitations of the practice implementation analysis Office. The purpose of the existing policy is both purposive and on the suitable of or "limited" job-fit between job (job/position) and the job holder (Regent position). Not explicitly found that the policy of "encouraging" the onset of the integration of HR management practices intact from the source through to downstream. Position description (Auth) has been established in conjunction with the Statute the organizational structure. In the practice of human resources management, should position descriptions and specifications of the Office is the output of the implementation analysis Office. The results of the analysis of the position are (more dominant) interviews with the Regent Office and working relations in a vertical or horizontal function. Hardly found artifacts which supported into position

analysis performed (preceded) by mapping business processes to the post that will be analyzed. Various limitations in the practice of implementation of the Office's analysis, resulting in that the results of the analysis of the term "less worthy" when relied upon in the implementation of performance management practices of civil servants and Government employees with the agreement of work (especially for the application of performance-based management).

Limitations also occurred in the implementation of the analysis of the workload. The analysis of the workload has not become part of the process of the system in a system of organization that is integrative. Implementation analysis of the workload does not refer to (map) description of business processes, Office and only emphasized on the end result, namely the determination of the number of employees of the formation; Ideally, the determination of the number of formations just being one of the benefits of the workload analysis and can be used as a guide to long-term rather than just on one year in the future. Implementation analysis of the workload in general ad-hoc activities in nature and does not do routine updates appropriate developments or changes that occur. The workload analysis was not done by a special human resources related expertise analysis workload so that the subjective and charge interest will be very high in the determination of workload.

The Development of the Employees of the Ministry of Administrative Reform and Reform of Bureaucracy

Related development for employees, the Ministry of Administrative Reform and Reform of Bureaucracy issued circular letter No. 4 2013 about Granting Permission to study and Learn for civil servants. That is, the task of learning and study permits is conducted by the Ministry related to develop officers. There are some provisions regarding the way development through learning and study permit.

First, the provisions related to the learning task. Learning tasks given to civil servants who have had at least one year of employment calculated since appointed as civil servants. For a rare science as well as needed by an organization can be given since it was appointed as a civil servant needs criteria set by each agency. To run the learning tasks, employees must obtain a letter of assignment from the competent authority. The field of science that will be adapted to the knowledge or skills required in the position in the organization and in accordance with the workload analysis and planning of the Ministry of human resources utilization of State apparatus and reform the bureaucracy.

Ministry of Administrative Reform and Reform of bureaucracy specifies the maximum age limit of a clerk who will follow the learning task. For diplomas I, II, III, and Bachelor Degree or equivalent, the maximum age limit of employees is 25 years. For those who will be taken Master Degree (S-2) it should not be more than 37 years. For employees who will be taken doctorate Program (S-3) must be a maximum of 40 years. Courses to be taken must be accredited by the bare minimum of B from the authorities. Such employees must complete a long education appropriates strata that were taken. For employees who attended the Diploma I have to finish the longest-1 year, 2 year for Diploma II, Diploma III is 3 year, 4 year for Bachelor Degree, Master Degree and Doctorate Program is 4 years.

Second, provisions related to the study permit. Study permits are granted to civil servants who have had at least one year of employment calculated since appointed as civil servants. Employees also get permission in writing from the competent authority. Civil Servants doesn't leave their office, excluded the nature of education that is being followed, civil servants can leave the Office part time work on permission management. The assessment implementation of items work consists in the past year at least affordable. Civil servants are

not currently serving the discipline level of moderate or heavy the civil servants also have never violated the code of ethics of staffing levels moderate or heavy. In addition, the civil servants are not to be seeking suspension as a civil servant. Education that will be able to support the implementation of duties of the position in the organizational unit. Education expenses are incurred by civil servants in question. Courses are taken at least B of accredited institutions that are authorized. Civil servants haven't right to demand the adjustment diploma into a higher rank unless there are formations.

The Dismissal of Employees in the Ministry of administrative Reform and Reform of bureaucracy

The dismissal of the civil servant at the Ministry of Administrative Reform and Reform of Bureaucracy currently follow provisions provided in the Act No. 5 by 2014 about Civil Apparatus of the State. Civil Servants at this Ministry can be dismissed with honor because of the death, at the request of himself, reached the age of retirement, downsizing of the organization or Government policies that resulted in the early retirement, or are not capable of physical and/or spiritual so could not perform duties and obligations. In addition, a civil servant could be dismissed with respect or not dismissed due to imprisonment based on court rulings that have had the force of law remains for committing a crime with a sentence of imprisonment most short 2 (two) years and not performed criminal plan.

Civil Servants can also be dismissed with respect not by own request because of violation of discipline civil servant level. As for the civil servant dismissed with disrespect because (a) do the abuses against Pancasila and the 1945 Constitution, (b) sentenced to imprisonment or confinement based on a court decision that has had the force of law remains for committing a criminal offence or a criminal offence Office crime has to do with the title and/or common criminal, (c) became a member of the Executive Board and/or political party; and (d) sentenced to prison based on court rulings that have had the force of law remains for committing a criminal offence with imprisonment most short 2 (two) years and conducted criminal plan. Civil servant may also be temporarily laid off if (a) the appointed officials, (b) was appointed the commissioner or a member of the institution of non structural, or (c) was arrested for being a suspect of the crime.

As for the Limits on the age of retirement (BUP) officers of the Ministry of Administrative Reform and Reform of Bureaucracy if the referring article 90 Act No. 5 2014 states that limit retirement age is 58 years administration officials and officials of the leadership of the high is 60 years. For employees who occupied the post of functional conditions of retirement age limits set in the Government Regulation No. 9 2014 about dismissal of civil servants who reach Retirement age limit for functional officials.

There are three provisions of the BUP in terms of functional Office. First, age 58 years is BUP officials for Young Experts and functional Experts as well as officials of the First Functional skills. Second, the age of 60 years is BUP for employees to assume the post of the Ministry of Administrative Reform and Reform of Bureaucracy functional Experts and Expert Associate. Third, 65 years is Ministry of Administrative Reform and Reform of Bureaucracy the clerk placed the BUP Office functional principal researcher and Associate Researchers and librarians.

The retired civil servant have protection of assurance and guarantee of the old civil servant given continuity income protection as the old days, as the recognition of rights and the devotion of the civil servant. Pension assurance and guarantee of the old days as intended

include the guarantee of pensions and old age guarantees given in national social security programs.

Still, officials of the Ministry of pensions related utilization of State apparatus and the reform of the bureaucracy was given the option to retire early. In this case, there should be two terms are met. First, the minimum age of employees is 50 years old and has served with a minimum working period of 20 years. Second, apply in writing to cease as a civil servant before BUP to U.P. State Secretary Deputy State Secretary of the human resources Field.

CONCLUSION

Management aspects of the career employees of the Ministry of Administrative Reform and Reform of Bureaucracy is described in reference to the opinion of Walker (1980) which include recruitment, placement, development and dismissal of employees. The fourth aspect include of the scheme and the respective problems.

In aspects of recruitment, there is a selection of prospective civil servant for those who want to start a career as a civil servant at the Ministry of Administrative Reform and Reform of Bureaucracy. For those who have met the requirements of the reinstated leadership high, the Ministry should conduct an open selection to fill the position of chairman of the empty high. Both of these processes have a problem in the transparency of the process needs to be improved.

In aspects of placement, are generally not seen the existence of problems. This is because employees who are placed in accordance with the position applied when following the selection of prospective civil servants or open Office the leadership selection high. Layout issues on aspects of this placement are whether the position and the qualifications of the employees have done based on the analysis of the position and the appropriate workload analysis. In practice, there is a shortage of appropriate Ministry utilization of State apparatus and reform of bureaucracy in the office of analysis and the analysis of the workload.

In the aspect of the development officer, the Ministry of Administrative Reform and Reform of Bureaucracy has its own way to develop employees. The Ministry of Administrative Reform and Reform of Bureaucracy can give the task of studying and learning to permit its officers. As for the termination, in the aspect of civil servants employee at the Ministry related can be dismissed in respect or disrespect in accordance with his condition.

These four aspects of the conclusion, there are some recommendations that hopefully can fix existing problems. First, the process of recruitment of civil servants should be upholding the principle of transparency in both the recruitment of prospective civil servants as well as the selection of high leadership position open. Second, in order for the placement of the civil servant upholds the principle of the right man on the right place, then the Office of analysis and the analysis of the workload must be done correctly by observing the competency of employees who will occupy these positions. Thirdly, the granting of study and study permits must be based on the analysis of the aspects that need to be developed from the employees, not limited to routine that does not produce results. Fourth, specifically linked the dismissal of civil servants are not respectful, then ministerial utilization of State apparatus and reform of bureaucracy must be firmly cracked down on civil servants who commit offences and are entitled to be dismissed in disrespect.

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