

Career Development of Functional Positions in the Marine and Fisheries Service Riau Islands Province

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Abstract

The purpose of this study is to find out how the implementation of career development of functional positions at the Marine and Fisheries Service of Riau Islands Province. This study used a sample of seven people using a *non-probability sampling method*, namely *purposive sampling*. The method used in this study is qualitative method. The object of research at the Marine and Fisheries Service of Riau Islands Province. Data collection is carried out in two ways, namely, interviews and documentation. Where each informant answers questions made based on variables and dimensions in the study, namely qualifications, competencies, performance appraisals and the needs of government agencies. The results of the researchers show that from the 4 (four) dimensions of career development used in this study, it can be concluded that the implementation of career development of functional positions at the Marine and Fisheries Service of Riau Islands Province has not run optimally. Things that can be recommended in this study are for the Marine and Fisheries Service of Riau Islands Province if it can provide a budget for functional officials in career development, the need for regular coaching/meetings by the Head of Service to evaluate the performance of functional officials, for functional officials the need to make an activity matrix that lists the items of functional activities and activities of office duties and functions and the need for a Number Assessment Team Credit in Riau Islands Province so that the assessment of functional officials does not need to be carried out at the Ministry of Marine Affairs and Fisheries Jakarta.

Keyword : Career Development, Employees

1. INTRODUCTION

Quality and professional human resources (HR) are important factors in the growth and development of an organization (Zainuddin et al., 2014). Every organization must continue to develop both quantitatively and qualitatively. The growth of the organization is not only in maintaining its existence but also in developing itself well to achieve goals. Conditions like this require organizations to carry out career coaching for employees intensively which is carried out in a planned and sustainable manner. State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work in government agencies. In relation to the career development of civil servants, according to Law Number 5 of 2014 concerning the State Civil Apparatus (article 69) affirms: (1) the career development of civil servants is carried out based on qualifications, competencies, performance appraisals, and the needs of government agencies; (2) the career development of civil servants is carried out by considering integrity and morality; (3) competencies include: technical competence measured from the level and specification of education, functional technical training, and work experience; managerial competition as measured by level of education, structural or management training, and leadership experience; and socio-cultural competence measured from work experience related to plural societies in terms of religion, ethnicity, and culture so as to have national insight. (4) Integrity is measured by honesty, compliance with statutory provisions, ability to cooperate, and service to the community, nation and State. (5) Morality is measured by the application and experience of religious, cultural, and social ethical values.

In the same book Arif Hamali also suggests that career development is a change in values, attitudes, and motivations that occur in a person, because with increasing age will become more mature. Meanwhile, according to (Sunyoto, 2015), career development is the process of identifying employees' career potential and material and applying appropriate ways to develop that potential. According to him, career development can be done in two ways, namely training and non-training. (Wangkanusa and Mantiri, 2020). Functional positions are one of the options in the career development of civil servants, in addition to structural positions (supervisory positions, administrators and high leadership positions). Functional Positions are a group of positions that contain functions and duties related to functional services based on certain skills and skills and Functional Officers are civil servants who occupy functional positions in Government Agencies (Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 8 of 2019 concerning the Second Amendment to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 Year 2014 concerning Guidelines for Evaluation of Bureaucratic Reform of Government Agencies).

The Marine and Fisheries Service of Riau Islands Province is one of the Regional Apparatus Organizations (OPD) and has the task of carrying out some of the decentralization authorities, deconcentration tasks and assistance tasks in the marine and fisheries sector in accordance with the scope of their duties. Where the Vision

of the Marine and Fisheries Service of Riau Islands Province is the Realization of Riau Islands Province as one of the Leading Marine and Fisheries Product Producers in Indonesia.

The existence of functional positions in the Marine and Fisheries Service of Riau Islands Province is very interesting to be studied. The number of employees in the Riau Islands Provincial Marine and Fisheries Service is 99 people where the number of functional positions within the Riau Islands Provincial Marine and Fisheries Service is 32 people. This condition shows that functional positions are a forum for career development for functional officials and encourage the creation of competency-oriented organizations (*professional based*) and at the same time can spur professionalism. This can be seen from the phenomenon in the Marine and Fisheries Service of Riau Islands Province, namely the State Civil Apparatus who want to occupy functional positions must have certification of expertise obtained through special education, while only some employees can take part in the education, There are still many employees in filling Dupak experiencing obstacles in determining the credit score (PAK) obtained where the credit score assessment team does not exist in Riau Islands Province so that it still sends to the Ministry of Marine Affairs and Fisheries and to the Supervisory agency, In achieving the credit figure of the Functional Position of each official, some of them are constrained by the budget to go down the field so that the official uses his own funds to meet the credit figure. Based on the above problems, the author is interested in conducting research entitled "Career Development of Functional Positions at the Marine and Fisheries Service of Riau Islands Province".

2. RESEARCH METHODS

This research uses descriptive research method with qualitative approach. The data sources used are primary data and secondary data. Data collection techniques with interviews and documentation. Data processing techniques include data reduction, data presentation and conclusion drawing while the data analysis techniques used in this study are descriptive analysis. The validity test of the data used is source triangulation, which is to obtain the amount of population data and samples that are used as research objects. The location of this research is the Marine and Fisheries Service of Riau Islands Province. Thus, the focus of research is: the first focus is career development of functional positions at the Marine and Fisheries Service of Riau Islands Province, including: a) qualifications; b) competence; c) performance appraisal; and d) the needs of government agencies.

3. RESULT AND DISCUSSION

This study focuses on the dimensions of career development according to Law Number 5 of 2014 concerning State Civil Apparatus consisting of: Qualifications, Competencies, Performance Appraisals and Needs of Government Agencies. Based on Law Number 5 of 2014 concerning the State Civil Apparatus, functional positions are a group of positions that contain functions and duties related to functional services based on certain skills and skills. While functional officials are civil servants who occupy functional positions in government agencies. Functional positions are essentially technical positions that are not listed in the organizational structure, but are indispensable in the main tasks in the Government organization.

1. Qualification

The qualifications required vary according to their level and all qualifications have been met. In addition, the lack of budget to support functional officials in carrying out their duties for data and information collection in the field.

2. Competence

Functional officials at the Marine and Fisheries Service of Riau Islands Province have not participated in basic functional training, this is due to the limited budget available so that these functional officials must pick up the ball to improve their respective competencies in acquiring skills such as participating in socialization, bimtek, training, seminars held online or conducted by the central government.

3. Performance Appraisal

For now, the assessment team is only in the Ministry of Marine Affairs and Fisheries so that the performance assessment of functional officials is carried out based on the items of activity, education and work experience in the fields that have been occupied. Regarding the results of performance evaluations to functional officials, the Ministry of Maritime Affairs and Fisheries always submits these results through the Riau Islands Provincial Marine and Fisheries Service in the form of credit score assessment sheets (PAK). In terms of performance appraisal procedures, functional officials prepare SKP based on the items of activity that have been determined by Permenpan RB Number 1 of 2011 concerning Functional Positions of Fisheries Supervisors and their Credit Figures and Regulation of KP Number 2 of 2018 concerning Technical Guidelines for Functional Positions of Assistant Managers of Capture Fisheries Production.

4. Needs of Related Agencies

The Marine and Fisheries Service of Riau Islands Province has carried out guidance but it has not been well planned and sustainable, so guidance is needed in improving competence for functional officials, especially agency support in budgeting to meet the needs in improving the competence of functional officials. In addition, the career development of functional officials until now has been in accordance with the needs of the marine

and fisheries service of Riau Islands Province, but it is still not optimal due to the lack of budget for the fulfillment of functional activities, the absence of communication and synchronization of duties and functions of functional positions with the needs of service activities.

4. CONCLUSION

Based on the results of the study that the implementation of career development at the Marine and Fisheries Service of Riau Islands Province is in accordance with the dimensions of career development implementation used in this study which refers to Law Number 5 of 2014, where in the qualification dimension it was found that to be able to occupy functional positions different qualifications are needed according to the position occupied. Then for competence, different competencies are also needed according to the functional position to be held, but in the implementation of career development in the Marine and Fisheries Service of Riau Islands Province has not run well due to limited budget to collect data and information in the field, has not followed basic functional training, there is no Credit Score Assessment Team in Riau Islands Province, the need for regular coaching to Functional Officers and the absence of communication and synchronization of duties and functions of functional positions with the needs of official activities.

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