





Implementation of Policies in Career Development of PNS in West Sumbawa District, West Nusa Tenggara Province Based on Law Number 5 of 2014

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ABSTRACT

This research aims to analyze policy implementation in career development for civil servants in West Sumbawa Regency, West Nusa Tenggara Province. Based on Law Number 5 of 2014, the research method used is an empirical research method with a statutory study approach and a conceptual and sociological approach. The data analysis used is the method of statutory interpretation and authentic interpretation, as well as field data. The results of this research are expected. The specific target to be achieved is the protection of the rights of civil servants in career development so that they become independent and professional civil servants and free from the influence of political interests. As mandated in Law Number 5 of 2014, civil servants must be neutral. Supervision carried out by the State Civil Apparatus Commission (KASN) is carried out continuously in stages. Therefore, KASN must be present in every provincial capital to reduce injustice towards ASN in districts/cities.

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1. INTRODUCTION

Implementing regional autonomy to create a clean and authoritative government system and to create good, efficient, effective, and quality public services are supported by apparatus resources, especially Civil Servants (PNS) who are professional and responsible and have integrity and credibility.

Provisions of Law Number 43 of 1999 concerning amendments to Law Number 8 of 1974 concerning the Basic Principles of Civil Service as amended by Law Number 5 of 2014 concerning State Civil Apparatus (ASN), which was passed on January 15, 2014. In Article 1, paragraph 1 says, "State Civil Apparatus, hereinafter referred to as ASN is a profession as a Civil Servant and government employee with a work agreement who works for a government agency."

As mentioned in paragraph IV of the 1945 Constitution's preamble, the establishment of regional autonomy gives regions the chance to govern and manage their areas to enhance the welfare of their citizens. The concept of regional autonomy states that tasks, such as assigning workers to structural and functional positions transparently and professionally in accordance with Mempan RB Circular Letter Number 16 of 2012 (that aims to produce competent structural officials), are intended to hasten the realization of community welfare through enhancing services, empowering people, and the community's role in addition to boosting regional competitiveness. What is new in the circular is the transparency of the selection process, where filling structural positions must be carried out using an open selection mechanism by the Regent as regional head. Law Number 5 of 2014 concerning State Civil Apparatus (ASN) in Article 51 states that ASN management is carried out based on the Merit System, meaning that the placement of a civil servant in a position must follow Article 19, paragraph 4.



In the implementation of government, civil servants are often used as political machines because of their strategic position for vote mobility, which they can expect to be able to influence society. Violations committed by civil servants in regional elections violate Government Regulation 53 of 2010 concerning civil servant discipline. The regulation states that civil servants must be neutral and remain professional in the regional election process and are prohibited from participating in political activities and supporting one of the regional head candidates. Implementing several civil servant election processes is rarely neutral. Article 9, paragraph 2 of Law Number 5 of 2014 states, “ASN employees must be free from influence and intervention from all political groups and parties.” Examining the sound of this article, of course, ASNs who violate must be given strict sanctions by the applicable law. The non-neutrality of civil servants in the regional elections will benefit one pair of candidates, especially the incumbent whose position is very close to the civil servants. Based on democratic problems in the implementation of regional elections, according to researchers’ observations, several structural officials received unfair treatment in West Sumbawa Regency without seeing any clear mistakes.

After 6 months, elected regional heads are allowed to transfer, some structural officials are out of work or become expert staff, echelons are reduced, and some civil servants are transferred to remote areas with their place of residence in the absence of mechanisms or procedures as set out in the Civil Service Law, including verbal reprimands, written reprimands, and written statements—civil servants who are treated unfairly do not know where to complain. Korpri is an official civil service institution. Its main task is to build and maintain the quality and spiritual and physical well-being of its members so that they become officers of the Republic of Indonesia with high morals, authority, good ability, and useful and successful use. At the same time, the purpose of forming Korpri is a vehicle to bring together all Officers of the Republic of Indonesia to increase the struggle, dedication, and loyalty to the ideals of the struggle of the Indonesian nation based on Pancasila and the 1945 Constitution which is democratic, independent, independent and neutral. The Korpri Board is not a political tool. However, it provides protection and assistance to its members or becomes a communicator with the District Head if any member is treated unfairly. However, the Korpri Board has not made it a reality. The injustice to PNS in West Sumabawa Regency is caused by the behavior of supporters (NGOs, Political Parties, and Community Organizations) who play a major role in the placement of structural officials.

The placement of structural offices (echelon II and III offices) that do not match their competence will have bad consequences for the survival of an organization. In the survival of an organization, Organization Theory is an idea about the organization in carrying out its role, influencing others, delegating authority, problem-solving, and decision-making. The appointment of someone to a position is to provide the best service to the community as a shareholder because the people, as taxpayers, have the right to get good service.

Position holders, as stated by (Muekijat, 2007, p. 10) that this position is part of the accountability called tax pavers who pay taxes and have the right to be served by competent people. Various problems have occurred with the appointment of structural officials in the Regional Government of West Sumbawa Regency. Some officials are appointed to occupy a position not by the requirements of the position and the needs of an organization but more due to an emotional relationship between officials who have authority in the field of human resources and civil servants. This means that the substance of the appointment to the position is not a consideration but is due to political interests (power).

State Civil Apparatus (ASN) as civil servants, as mandated in Law Number 5 of 2014 concerning ASNs in carrying out their duties and roles, must not conflict with the contents of articles 11 and 12. To carry out these duties and roles, civil servants as bearers of the civil servant professional mandate need to have noble moral integrity (*Akhlaqul Karimah*), and it is also necessary to provide an understanding of State administrative law because State administrative law will provide limits on authority, processes, and procedures that may be carried out and which actions may not be carried out by ASN as civil servants in carrying out their duties and functions. This is also a reference and benchmark in efforts to provide good and clean governance from KKN (Good governance and clean governance) practices. State administrative law provides the widest opportunity for every citizen to file a lawsuit with the State Administrative Court (PTUN) and make a report to the State Civil Apparatus Commission (KSAN) if State administrative officials harm them as a result of wrongly determined decisions or policies.

2. REVIEW OF THEORY

A public policy is a stage for implementing or implementing various plans, programs, and activities by mobilizing various policy resources to achieve benefits by the stated objectives. The failure of implementing public policy to achieve its objectives is not because the policy that has been determined is inappropriate but because the implementation process is inconsistent and is even supported by

various factors that are required in public policy in the form of strategic elements and factors for its smooth running.

Dunn William emphasized that the fourth stage of the public policy process involves implementing policies by public administration units by mobilizing public organization resources. Implementation of public policy after a decision is made in the form of statutory regulations, which provide authority for policies, programs, benefits, and real outputs for action by actors, especially government officials, to achieve the program objectives of the policy. The lack of effective implementation of public policy is also caused by a lack of implementing actors (and government agencies) in implementing public policy. Apart from that, this is also due to the still weak role of these actors in disseminating new public policies to citizens. Symptoms of ineffective policy implementation are that the size of the difference depends more or less on what Dunn William calls implementation capacity. Implementation capacity is nothing more than the ability of an organization/actor to implement policy decisions in such a way that there is a guarantee that the goals or targets set out in formal policy documents can be achieved.

The policy implementation model developed by Grindle (2009) shows that the success of policy implementation is determined by the content and context of the policy. In terms of policy content, Grindle (2009) explains:

“As Theodore Lowi has shown, the nature of the policies being established will greatly influence the nature of the political action that the policymaking process will encourage. This insight encourages evaluation of the “implementation ability” of different programs and can be used with equal validity to the implementation process. Programs offering apparent advantages can also be distinguished from those that promote categorical demand-making, as the latter may mobilize more particularistic demands during the implementation phase.” (Grindle, 2009, p. 9).

Theodore Lowi has demonstrated that the kind of political action sparked by the policymaking process will be significantly influenced by the kind of policy that is developed. This insight encourages thinking about the “application capacities” of different programs and can be used with equal validity to the implementation process. Programs offering shared benefits, which may mobilize more particularistic demands during the implementation stage, can be distinguished from those offering collective benefits, which promote the formulation of categorical demands.

Career development is a personnel activity that helps employees plan their future careers at work so that the office and employees concerned can develop themselves optimally. In practice, career development is more of an implementation of a work plan. As stated by Harsono (2005, p. 123), career development is the process of increasing individual work abilities, which is carried out to achieve a desired work plan. The career development process is a formal approach taken by an organization to ensure that people with the right qualifications and experience are available when needed. So, career development can be said to be a condition that shows an increase in a person’s status in the organization along the career path that has been determined in the organization concerned.

Based on the description above, career development is an approach or activity that is formally structured to increase growth. Job satisfaction, knowledge, and ability of staff ensure that people with suitable qualifications and experience are available in the organization. Employee career development can be carried out in two ways: training and non-training. The planned career development program contains three main elements (Moekijat, 1995, p. 103), namely:

- a) Assist employees in assessing their own internal career needs,
- b) Develop and communicate career opportunities that exist within the organization,
- c) Matching employee needs and abilities with career opportunities.

Based on the three elements above, it is hoped that the civil servant career will have a very important element of a personal nature. Therefore, organizations give employees the freedom to make their own decisions regarding their career goals and opportunities.

Fair treatment can only be realized if the promotion criteria are based on considerations that are objective, rational, and widely known among employees (Hamdani et al., 2024). Employees generally desire direct involvement in their respective career planning. One form of concern is providing feedback to employees regarding the implementation of their respective duties so that employees know the potential that needs to be developed and the weaknesses that need to be overcome. A person’s creativity needs to be controlled by a need to build or create something that is entirely his business. To create a clean and dignified government system (good governance) as well as realize good, efficient, effective, and quality public services, of course, it is necessary to be supported by Human Resources (HR) apparatus, especially Civil Servants (PNS), who are professional, responsible, fair, honest, and competent in their field. In other words, civil servants carrying out their duties must be

based on professionalism and competence according to the qualifications in their field of science by the provisions in Law Number 5 of 2014.

Civil servants, often called bureaucrats, are public servants who are obliged to provide the best public service to the community as customers. As stated in MPR-RI Decree No. VI/2001, the President has mandated that the President develop the culture of the Indonesian bureaucracy into a bureaucracy that is transparent, accountable, clean, and responsible and can serve the community and be a role model for the community. The bureaucracy must implement good and clean governance.

In Law Number 5 of 2014 concerning State Civil Servants, it is clearly stated that Civil Servant management is a comprehensive effort to increase efficiency, effectiveness, and degree of professionalism in carrying out civil service duties, functions, and obligations, which includes planning, procurement, quality development, placement, promotion, salary, welfare, and dismissal. In essence, personnel management is more oriented towards the professionalism of civil servant human resources (PNS), whose task is to provide services to the community honestly, fairly, and evenly in carrying out state, government, and development duties, non-partisan and neutral, free from all influence of political groups and parties and non-discriminatory in providing services to the community.

Formulation of the Problem

Starting from the description above, problems can be formulated as follows:

1. *How can civil servant career development policies and strategies in West Sumbawa Regency be implemented based on Law Number 5 of 2014?*
2. *What factors hinder the implementation of policies in developing civil servant careers in West Sumbawa Regency?*

3. METHOD

3.1. *Type of Research*

The research used in this research is empirical legal research, combining normative and empirical patterns to answer the problems in this research.

3.2. *Approach Method*

The approach method used in this research is as follows:

1. The sociological approach: It is the type of approach used to find out how legal rules are implemented in reality and is related to the effectiveness of the operation of law in society.
2. The conceptual approach: It is the approach that departs from the views and doctrines that have developed in legal science.
3. Statutory approach: It examines statutory regulations consisting of primary legal material and secondary legal material that is related to the issue being studied by examining all statutory and regulatory regulations related to the issue that is being faced.

3.3. *Types and Sources of Data*

3.3.1. *Data Type*

Primary data is data obtained from research in the field through interviews, with a direct question-and-answer process related to the problem being studied. This question and answer was conducted with the Head of the West Sumbawa Regency Community and Village Empowerment Service, as well as the community in Taliwang District.

Secondary data is data obtained through literature studies related to research by collecting data from official documents, books, statutory regulations, the internet, and other library data related to research.

3.3.2. *Data Source*

The source of field data is data obtained through interviews conducted with informants, namely the Head of the West Sumbawa Regency Community and Village Empowerment Service, the Taliwang District Head, the Village Head/Lurah in Taliwang District, and also respondents, namely community representatives at the research location.

Library data sources are data obtained through collecting data or information related to research. This data or information comes from documents, books, statutory regulations, theses, journals, the internet, or other sources related to literature.

3.4. *Data Collection Techniques*

1. Direct observation is a way of collecting data using the senses without the help of other standard tools for this purpose. Observation is a very important research technique.

2. Interview technique using an interview guide so that the questions that will be asked to the resource person regarding the implementation of the Regional Mutual Cooperation Empowerment Program in Taliwang District do not deviate from the problem.
3. Documentation is the process of gathering information and analyzing literature. Documents that are thought to support and be pertinent to the issue under study include annual reports, magazines, journals, tables, scientific papers, documents pertaining to government regulations, and laws that are accessible to the appropriate institutions. These materials are examined, analyzed, and categorized so that information related to the research to be conducted can be found.

3.5. Data Analysis

Before analyzing legal materials, the legal materials are first processed, processing which is carried out deductively, namely concluding a general problem regarding the concrete problems faced and looking at methods of legal interpretation that are relevant to the existing problems. Next, the existing legal materials and data are further processed by the research objectives and problems discussed in this research.

4. IMPLEMENTATION OF POLICIES AND CAREER DEVELOPMENT STRATEGIES FOR CIVIL SERVANTS IN WEST SUMBAWA REGENCY BASED ON LAW NUMBER 5 OF 2014

Career planning is a relatively new personnel function, and robust programs are rare, except in large or advanced organizations. However, organizational involvement in career planning is increasing. Many prospective employees, especially highly educated candidates, want a career, not just a position. Career planning benefits not only individual employees but also the organization. By developing employees for future positions, the organization is guaranteed a supply of capable employees who can be trusted to replace capable employees who can be trusted, who can be trusted for higher-level employees, both those who leave and those who get promotions. Career planning is a plan regarding the possibility of a civil servant in an organization being promoted to a rank or position according to the requirements and abilities. "A person's career success is influenced by, among other things, formal education, work experience, attitude of superiors, work performance, and work discipline." Career planning strategies enable organizations to develop and place employees in positions that suit their interests, needs, and career goals. This can increase employee satisfaction and make optimal use of employee abilities. Career planning can help retain and motivate employees. Viewed from the perspective of employee expectations, career planning is made after the employee concerned has worked for some time and after the organization has had the opportunity to assess the employee's work performance. The West Sumbawa Regency Regional Civil Service Agency has implemented an IT-based Employee Information System, usually accessed in all Departments, Agencies, and Districts. The Regional Civil Service Agency, in collaboration with Regional Work Units, uses work implementation assessment data as a basis for identifying civil servants who can advance or be promoted to positions with greater responsibility. Civil servants who have records of good work performance in another position. Based on records regarding past work implementation, employees with high abilities have the right to take advantage of opportunities and career development that will prepare civil servants for future positions in the organization. One of the responsibilities of the career planning function is to provide employees with information regarding career opportunities in the organization. The elements of career planning are:

1. Individual assessment of abilities, interests, career needs, and goals,
2. Organizational assessment of employee abilities and abilities,
3. Communication of information regarding freedom to choose career opportunities in an organization,
4. Career counseling to determine realistic goals and plans to achieve them.

To realize good governance through institutional structuring of regional government administration, policies in structuring institutional administration of government, both central and regional governments, are more directed at efforts to simplify government bureaucracy to perfect and develop organizations with more professionalism, transparency, shorter hierarchies, and decentralized authority. Therefore, regional apparatus organizations need to be structured based on the regional vision and mission, while the organizational structure pattern is prepared based on real needs and follows strategies in achieving the organization's vision and mission.

With these efforts, it is hoped that regional apparatus organizations will not be too large and their divisions will not widen as has happened (Fauzia *et al.*, 2023). With the spirit of renewal of government

functions to support the realization of good regional governance, the regional government of West Sumbawa district is expected to be able to create more efficient regional apparatus organizations by providing space for greater participation by the people of West Sumbawa in implementing development in West Sumbawa Regency. Apart from that, for the smooth implementation of personnel administration in the regions, the Regional Personnel Agency (BKD) was formed, an autonomous regional apparatus formed by the Regional Head. The Regional Civil Service Agency (BKD) manages regional civil servants and is responsible to the Regional Head through the Regional Secretary. The West Sumbawa Regency Government has made Regent Regulation Number 27 of 2022 concerning the position, organizational structure, main duties and functions, and work procedures of the West Sumbawa Regency Inspectorate and Regional Agency.

The formation of Regent's Regulation Number 27 of 2022 is felt to be very effective in carrying out government tasks, is poor in structure, is rich in function, and is maximizing services to the community. "That with the formation of the Regent's Regulation, it is hoped that the placement of civil servants will be adjusted to their expertise, in the context of implementing regional autonomy and assistance duties as well as accommodating the existing institutional organizational conditions in West Sumbawa Regency, a Regional Regulation concerning institutions has been formed."

An organization can have a closed or open system depending on the starting point of the approach it adopts. A closed system is a system that does not depend on its environment; it moves independently, limits itself, and is very close to the outside world. However, finding the continuity of a perfect closed system is impossible. On the other hand, an open system organization is a system that seeks to maintain its performance in an interrelated and sustainable manner with its environment to achieve all the goals it has set. In this way, the organization is considered a relationship between the system and its external environment that connects input (input) to output (output). Civil servant education and training are intended for all civil servants, newly appointed employees (*CPNS*), and old employees to increase their existence. The implementation of training must be carried out continuously to anticipate unexpected and rapid changes so that civil servants as state officials and state servants and public servants must be able to anticipate change and public servants must be able to anticipate change and be able to respond to all the challenges of the times. In West Sumbawa Regency, career management is carried out by providing technical guidance and training and granting study permits to civil servants who wish to continue their studies. In the context of developing civil servant careers in West Sumbawa Regency, efforts to improve quality, such as skills, knowledge, expertise, and character of civil servants, are carried out through education and training provided to employees, which must be by the required requirements, so that improving the quality of employees will truly be fulfilled to develop civil servants based on the results of preparing a job analysis.

Civil servants in West Sumbawa Regency are allowed to take part in training according to their expertise. The West Sumbawa Regency Government has collaborated with various parties to improve the competency of civil servants in the West Sumbawa Regency, including the provincial government, BPK, Higher Education, and other technical departments. The West Sumbawa Regency government has always improved from year to year, especially in career development for civil servants. It is time for the West Sumbawa district government to improve the career development system for civil servants. One of the career development methods that it wants to develop in the West Sumbawa district is the Merit System. In essence, this method is used to appreciate employees' achievements in an organization. "The implementation of a merit system can create transparency in career management; in addition to that, there will be healthy competence among employees in the organization so that there will no longer be an impression of like or dislike in promoting someone to occupy a position."

Law Number 5 of 2014 emphasizes the consistent implementation of the merit system. This system emphasizes the competency and professionalism of candidates planning to occupy the same position or in line with the competency of their position. Apart from that, the candidate's morality is also a consideration in the appointment and promotion process. The career development path is determined openly and is based on a merit system based on the individual competency of the candidate by the competency of the position occupied. If the basic competencies are not met, then the method of recruitment or promotion means violating the merit system. Administrative and functional positions can openly occupy high leadership positions with open applications and selection. The basis for appointment and promotion is not determined by the candidate's rank but by competency. This State Civil Service Law is no longer based on rank but based on competency regardless of rank. This means that a person's career development is largely determined by expertise, knowledge, experience, skills, and professionalism, collected in one understanding of competence. Supervision is an important aspect of managing State apparatus so that all government tasks, functions, and programs can run as they should. The monitoring function is also very important and affects performance because the monitoring process can control the implementation of established policies. Therefore, a good supervisory function is also needed for government officials or employees to achieve good

performance. Supervision is very necessary for building an organization. To get a good organization, officials or civil servants must be professional in their field of duty and follow existing career paths so that, in the end, the State's goals, as stated in the preamble to the 1945 Constitution, are realized.

“To achieve good governance and clean government, awareness of each civil servant is needed because it is clearly stated in the regulations what civil servants cannot do and every civil servant must comply with Pancasila and the 1945 Constitution.” within an organization and the commitment of the government bureaucracy must be implemented for every apparatus or civil servant who violates it so that it becomes a good example in the implementation of government and society in general.

There is synchronization and firmness in regulations to obtain good bureaucracy so that policy implementation runs well. That synchronization is meant by looking at the suitability or harmony of statutory regulations vertically based on the systematization of positive law, namely between higher and statutory regulations. The synchronization of laws and regulations gives rise to conflict regarding which laws and regulations are more appropriate to use for a particular case because regional government administrators need to pay attention to applying the principles of laws and regulations. The principle of *lex superiori derogate legi inferiori* explains that if there is a conflict between laws and regulations that are hierarchically lower and those that are higher, then the laws and regulations that are hierarchically lower must be set aside.

Article 46 paragraph (2) of Law 12 of 2011 concerning the Formation of Legislative Regulations stipulates that the harmonization, rounding up, and stipulation of draft laws originating from the DPR are coordinated by the DPR apparatus, which specifically handles the legislative sector so that synchronization occurs. Laws with Special Regional Regulations regarding Civil Servant careers and producing good work patterns require the existence of Regional Regulations (PERDA) on Career Management in West Sumbawa Regency. To create a clean and dignified government system as well as realizing good and efficient, effective and quality public services, of course, it is supported by the existence of human resources (HR) for civil servants who excel are given awards and civil servants who violate are given warnings as mandated by law.

The era of reform and the competitive impact of globalization have encouraged accelerated changes in globalization, accelerated changes to improve the performance of government officials. Civil Servants (*PNS*), as elements of the government apparatus, are required to work more professionally, morally, cleanly, and ethically in supporting bureaucratic reform and the smooth running of government and development tasks. For this reason, a civil servant must be an example in social life. The success of government tasks is largely determined by the quality of civil servants and, of course, the existence of regulations that regulate them. To produce a good work pattern in a bureaucracy, there needs to be management and evaluation of main duties in stages from staff to the Regional Secretary so that the results of the work of these civil servants can be known. If you excel, you are proposed to hold a higher position than the one you have now, so the Regent is not wrong in making decisions, in this case, to implement his policies. This research found that there are no achievement measures, performance standards, and accomplishments for civil servants (*PNS*) in West Sumbawa Regency, so leaders need to provide competitive opportunities so that they can motivate civil servants (*PNS*) to work, especially if the workload is based on ability-apparatus (*PNS*), which can ultimately encourage increased employee performance. The results of employee work in each period must be evaluated so that the next policy that the leadership will take can be determined, so it is necessary to carry out a performance assessment, which is a way of measuring the contribution of individual members of the organization to the organization. Performance appraisal aims to reward performance in the previous period and to motivate performance improvements in the future.

5. FACTORS THAT HINDER THE IMPLEMENTATION OF POLICIES IN DEVELOPING CIVIL SERVANT CAREERS IN WEST SUMBAWA REGENCY, WEST NUSA TENGGARA PROVINCE

For more than 32 years, this situation has persisted, and the era of reform that has emerged has made it very difficult to change and free the government bureaucracy from political influence. The existence of political interference in the bureaucracy worsens the legacy of the Indonesian bureaucracy. Government and politics must be understood as a means of competition between minority interests and in determining specific policies regarding the development and placement of structural officials in positions that cannot be separated from political interests, which, although now somewhat reduced with the enactment of Law Number 5 of 2014 concerning The State Civil Apparatus, in West Sumbawa Regency, is currently starting to hold auctions for positions with the formation of a selection committee. Meanwhile, the involvement of civil servants in the Regional Head Election (*PILKADA*) still exists, although it is not yet clear and difficult to prove that in the implementation of government so that it can run according to what is required by Pancasila and the 1945 Constitution, there needs to be

clear transparency in government implementation and professionalism in the placement of structural officials so that corruption, collusion, and nepotism do not occur. The steps are:

- a) Developing Civil Servant competencies,
- b) There is a need for regional regulations regarding career management,
- c) Structuring Civil Servants,
- d) Provisions of income must be auctioned off,
- e) There must be regulations governing the relationship between regional heads and regional secretaries and civil servants (PNS).

In good governance for the career development of structural officials in West Sumbawa Regency, a Selection Committee (*PANSEL*) has been formed for Echelon I and Echelon II, while for Echelon III, it has not been formed. This is a problem, of course. There will be a lot of nepotism since the enactment of the Law. ASN Law has reduced political influence in the placement of structural officials because the results are reported to the State Civil Apparatus Commission (*KASN*), while the involvement of civil servants in Regional Head Elections still exists but is difficult to prove by the Election Supervisor (*PANWASLU*). The role of civil servants in the election of Regional Heads includes (1) the civil servants' own will and secretly contributing to one of the candidates for Regent, even secretly joining the success team, although according to Law Number 5 of 2014, civil servants must be neutral. Even though there is a law, civil servants' involvement in politics is still there, but not as much as before. Now, they are secretly providing support to Regent candidates, as we saw in the 2019 Regional Head Election (*PILKADA*). Every civil servant who is involved in politics must accept all the consequences. It is difficult to produce a clean government because there is always political intervention in it: (1) the implementation of regulations is not running well, (2) the supervision system is not working, and (3) it is difficult to get civil servants who work professionally. The political nuances are very high when there is a transfer of structural officials. Shifting positions is indeed the Regent's right, but please review whether the removal or demotion of someone from office is truly following the Law.

Bureaucracy and politics can be distinguished but cannot be separated. Politics can be the master of bureaucracy, and that master can be separated. Politics can be the master of bureaucracy, and that master can come from political circles whose leaders come and go. Therefore, neutrality for the government bureaucracy regarding the political influence brought by the master is very important to pay attention to. Since the enactment of Law Number 5 of 2014, the State Civil Apparatus (*ASN*) is considered to be more comprehensive in regulating ASN employees consisting of civil servants and non-permanent employees, the government of ASN positions, institutional rights and obligations, authority, management of civil servants, sanctions, up to nomination and appointment, in the state office. In West Sumbawa Regency, a Selection Committee (*Pansel*) is held to occupy echelon I and echelon II positions. For echelon I and echelon 2 positions, *BKD*, with the approval of the Regent, has sent the names of those who are members of the *Pansel* to *KASN*, and the names we proposed were approved by *KASN*. The members of this *Pansel* consist of 5 people and are representatives of all aspects of society. They are expected to work optimally without any particular interests to create a healthy bureaucracy. The formation of the Selection Committee is very good so that there is no placement of employees who are not following their expertise, but what we should note is that all members of the Selection Committee must have the approval of the Regent before being sent to *KASN*. This means there are political interests. The results of the panel's selection of prospective officials who will hold echelon I and echelon 2 positions will be sent to *KASN*, but *KASN* returns to the Regent who is selected to hold the vacant position because the Regent is the user in the sense of who he wants and can be comfortable working with.

6. CONCLUSION

1. Career development is carried out and developed in civil servant human resources (HR) through career coaching and assessment of work performance systems and career systems in general through promotions, job transfers, and promotions. Career development through promotions for civil servants is something that is highly expected and is the goal of career planning. In career planning for civil servants, there needs to be good coordination between each work unit in the organization and the personnel department. Career planning can prevent the accumulation of obstructed personnel in career development only because their direct superior is aware of it or does not prevent it. If some of these workers can be developed, planning for civil servant competency development so that the organization has the availability of employees who can carry out organizational tasks and with planned development, the regional apparatus organization have employees who are ready to work when needed for a structural position or functional position.

2. Bureaucracy in providing services based on professionalism, not political interests, the issue of government neutrality regarding the influence and intervention of political parties cannot be taken lightly. The emphasis in expediting the development process is regarding the decisions of bureaucrats in carrying out their duties so that a climate of legal certainty is created. Leadership management is needed so that regional government organizations run well. There is visible political influence, so what is mandated in Law Number 5 of 2014 can quickly be realized by implementing a merit system in civil servant career development.

7. SUGGESTIONS

1. Practical advice to the West Sumbawa Regency government is to increase financial resource support to improve the performance of civil servants (*PNS*) through training and training. By doing so, it aims to develop civil servants (*PNS*) who have the identity as civil servants of the Republic of Indonesia, serving both the state and the community. Additionally, these programs should aim to elevate the professional capabilities of civil servants to a high level, ensuring they can effectively carry out government duties. As a result, civil servants will be better equipped to meet contemporary challenges as state officials and servants.
2. The Regional Government of West Sumbawa Regency needs to expand its collaboration network with government and non-government agencies both domestically and abroad to increase civil servant human resources in facing the Industrial Revolution 4.0. Even in other places, it has already become 5.0 as a result of developments in the use of ICT (Information, Communication, and Technology).
3. There should be a State Civil Apparatus Commission in every province so that it makes it easier to monitor the performance of civil servants and arbitrary actions carried out by political officials whose political content is very strong.

CONFLICT OF INTEREST

The authors declare that they do not have any conflict of interest.

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