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## Analysis of Career Development Improvement in the Performance of Civil Servants in Pekanbaru

Edsa alkhumaira<sup>1</sup>, Nurifah dwi fatmawati<sup>2</sup>, Pransisca amelia<sup>3</sup>, Virna Museliza<sup>4</sup>

Public Administration Department, UIN Sultan Syarif Kasim Riau, Pekanbaru, Indonesia

Email Correspondent: [vmuseliza66@gmail.com](mailto:vmuseliza66@gmail.com)

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### ABSTRACT

The role of the State Civil Apparatus (ASN) is very important in achieving the objectives of governance and national development. The success of the implementation of government functions is largely determined by the quality of human resource management in the public sector. This study aims to analyze the relationship between career development and ASN performance in the city of Pekanbaru. Career development is seen as a systematic effort to improve the competence, motivation, and professionalism of employees in carrying out public service tasks. This study uses a qualitative descriptive approach with a literature study method and semi-structured interviews with several ASNs in the Pekanbaru city government. The data obtained were analyzed using source triangulation techniques to ensure the validity of the research results. The results show that career development has a significant effect on improving civil servant performance, particularly in terms of professionalism, work motivation, quality of public service, and performance accountability. Civil servants who have clear career direction and opportunities tend to have higher work enthusiasm, stronger commitment, and better job satisfaction.

## INTRODUCTION

In carrying out government activities, the role of Civil Servants (ASN) is very important. This is because Civil Servants are state officials who carry out governance and development in an effort to achieve national goals. The development of human resource management has always been an important factor in carrying out the functions and objectives of an organization. Therefore, improving the quality of human resources within the ASN environment is vital (Sophia, 2017).

The development of human resource management has always been a key factor in the effective functioning of an organization, as the quality of the apparatus greatly determines the success of the implementation of public programs and policies. Career development is an employee activity that can help employees plan their future careers and those of other relevant employees. Employees who want their careers to develop work as well as possible.

Based on the following BPS data, the number of civil servants and PPPK in 2024 is as follows:

| Jabatan   | PNS24(Laki-Laki) | PNS24(Perempuan) (Orang) | PNS24(Laki-Laki+Perempuan) | PPPK24 (Laki-Laki) | PPPK24 (Perem) | PPPK24 (Laki-Laki+perempuan) | ASN24(Laki-Laki) (Orang) | ASN24(Perempuan) (Orang) | ASN24(Laki-Laki+Perempu) |
|---|------------------|--------------------------|----------------------------|--------------------|----------------|------------------------------|--------------------------|--------------------------|--------------------------|
| Jabatan Pimpinan Tinggi Utama<br>Senior Executives                        | 5                |                          | 5                          | 2                  |                | 2                            | 7                        |                          | 7                        |
| Jabatan Pimpinan Tinggi Madya<br>Middle Executives                        | 531              | 108                      | 639                        | 29                 | 6              | 35                           | 560                      | 114                      | 674                      |
| Jabatan Pimpinan Tinggi Pratama<br>Junior Executives                      | 17546            | 3385                     | 20931                      |                    |                |                              | 17546                    | 3385                     | 20931                    |
| Administrator/Administrator   | 71673            | 26924                    | 98597                      |                    |                |                              | 71673                    | 26924                    | 98597                    |
| Pengawas/Supervisor   | 118258           | 76684                    | 194942                     |                    |                |                              | 118258                   | 76684                    | 194942                   |
| Eselon V/5th Echelon  | 6574             | 2742                     | 9316                       |                    |                |                              | 6574                     | 2742                     | 9316                     |
| Jabatan Fungsional Dosen<br>Certain Functional Position for Lecturer      | 55051            | 47455                    | 102506                     | 3610               | 3270           | 6880                         | 58661                    | 50725                    | 109386                   |
| Jabatan Fungsional Guru<br>Certain Functional Position for Teacher        | 421533           | 797388                   | 1218921                    | 250661             | 559931         | 810592                       | 672194                   | 1357319                  | 2029513                  |
| Jabatan Fungsional Medis<br>Certain Functional Position for Medical Field | 93826            | 378899                   | 472725                     | 44352              | 155586         | 199938                       | 138178                   | 534485                   | 672663                   |
| Jabatan Fungsional Teknis<br>Certain Functional Position for Technical    | 239073           | 176623                   | 415696                     | 82262              | 68191          | 150453                       | 321335                   | 244814                   | 566149                   |
| Jabatan Fungsional Umum/Pelaksana<br>General Functional Position          | 615041           | 416822                   | 1031863                    |                    |                |                              | 615041                   | 416822                   | 1031863                  |
| Jumlah/Total  | 1639111          | 1927030                  | 3566141                    | 380916             | 786984         | 1167900                      | 2020027                  | 2714014                  | 4734041                  |

Career development is a systematic effort to help employees plan and develop their future career paths. Through career development, employees are given the opportunity to improve their competencies, expand their knowledge, and hone skills relevant to the demands of their job. Employees who have clear career direction and opportunities will be encouraged to work better, be highly motivated, and contribute more optimally to the organization (Poiyo et al, 2018).

However, in practice, career development in the civil service does not always go as expected. In some government agencies, there are still employees who feel that they do not get adequate promotion or training opportunities. This phenomenon is also evident among some civil servants in the city of Pekanbaru, where some employees feel that the career development system is not yet optimal and does not fully support their performance improvement. This condition can lead to decreased work motivation, low job satisfaction, and reduced employee productivity in carrying out public service duties (Iskandar & Mulyadi, 2011). Based on this phenomenon, the researchers conducted a study on several civil servants to determine the extent to

which career development affects the performance improvement of civil servants in Pekanbaru City.

## **LITERATURE REVIEW**

### **Civil Servants**

The State Civil Apparatus (ASN) plays an important and decisive role in the administration of state government in accordance with laws and regulations to achieve the objectives and targets of public service delivery that have been determined in the context of national objectives. ASN, as defined in Article 1 paragraph 1 of Law Number 5 of 2014, refers to the profession of civil servants and government employees with employment agreements who work in government agencies.

There are three main functions of ASN as determined by law, namely: implementing public policy, providing public services, and acting as a unifying force for the nation. The tasks that must be carried out in relation to these functions are: implementing public policies made by civil service officials in accordance with the provisions of laws and regulations; providing professional and quality public services; and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia.

The role of civil servants in government includes:

- a. Public Policy Implementers: Civil servants are tasked with translating government policies into concrete programs and activities, coordinating their implementation, coordinating and disseminating their effectiveness, and providing input for policy improvements.
- b. Public Servants: Civil servants provide direct services to the public in a professional and high-quality manner, acting as facilitators and liaisons between the government and the public.
- c. Adhesive and Unifier of the Nation: ASN is responsible for maintaining national unity and integrity by promoting the values of Pancasila and the 1945 Constitution and building social harmony.

The importance of civil servant career development is closely related to improving the professionalism, integrity, and loyalty of civil servants to the state and government. Career development also plays a role in improving the quality, effectiveness, and efficiency of public services provided to the community. In addition, civil servant career development can increase motivation, job satisfaction, and welfare of civil servants, while also improving the capacity and accountability of civil servant performance to achieve national development goals.

Career development also helps civil servants adapt and innovate in the face of ever-changing bureaucratic challenges. For civil servants, this is a process that helps them map and manage their careers optimally in line with their potential and aspirations, as well as improve their competence and performance. For government agencies, career development is important in preparing qualified, competent, and integrity-driven civil servants to occupy strategic positions. Meanwhile, for the public, civil servant career development ensures quality and accountable public services, thereby increasing public trust in the government.

## **Career Development**

T. Hani Handoko states that “career development is an employee's personal efforts to achieve a career plan.” In line with this opinion, William B. Castetter & Keith Davis argue that “career development is personal improvement undertaken by an individual to achieve a personal career plan.” Here, it can be seen that career development is a personal effort by an employee to improve their status in order to obtain a higher income or position.

Career development carried out by agencies aims to develop the potential of human resources owned by the agency, in this case employees, in accordance with their needs. The objectives of career development according to T. Hani Handoko are: Developing potential employees, Reducing employee turnover, Revealing potential, Encouraging growth, Reducing hoarding, Satisfying employee needs, Assisting in the implementation of approved activity plans, Improving employee capabilities, and Increasing the supply of capable career development.

In career development, agencies perform their functions through several tools that are forms of career development: education and training, promotion, and transfer.

## **Performance**

Every agency expects its human resources to perform optimally for the advancement and survival of the agency. In general, performance is defined as a person's success in carrying out a job. Malayu S.P. Hasibuan, who refers to performance as work achievement, states that: “work achievement is the result of work achieved by a person in carrying out the tasks assigned to them based on their skills, experience, sincerity, and time.”

Broadly speaking, the factors that influence performance are internal and external factors. Internal factors are those that originate from within the employee, such as intellectual ability, work discipline, work experience, job satisfaction, educational background, and employee motivation. Meanwhile, external factors are factors that support employees in their work and originate from the environment, such as leadership style, career development, work environment, training, compensation, and management systems. These factors should be taken into consideration by leaders so that employee performance can be optimized.

## **Employee performance characteristics**

Employee performance characteristics are essentially the components that make up employee performance. Meanwhile, Idochi Anwar states that employee performance characteristics are as follows: Carrying out tasks in accordance with the expectations of the agency without orders and supervision from superiors, Using office stationery effectively and efficiently, Having a high work ethic, Having good working relationships with superiors and other employees, Being able to overcome problems related to routine tasks carried out every day.

## **Performance standards**

According to Malayu S.P Hasibuan, “performance appraisal covers *what, why, where, when, who*, and *how*, often referred to as 5W + H.”

*What* is assessed Employee behavior and performance are assessed, such as loyalty, honesty, cooperation, leadership, current work, future potential, character, and work results.

*Why*: to increase employee satisfaction by recognizing their work results, to assist in the development of the personnel concerned, to maintain work potential, to measure employee performance, to measure employee abilities and skills, to collect data for determining future employment programs.

*Where* the assessment is conducted. The location where the assessment is conducted. On the job performance (formally), off the job performance (both formally and informally).

*When* the assessment is conducted. The time the assessment is conducted. Formally, assessments are conducted periodically. Informally, assessments are conducted continuously.

*Who* will be assessed and who will assess. All employees working at the agency will be assessed. The assessors (appraisers) will be their immediate superiors, the superiors of their immediate superiors, and/or a team formed by the agency/institution.

*How* to assess it. What assessment methods are used and what problems are faced by assessors in conducting assessments.

It can be concluded that performance standards are: a tool for measuring the standard of work expected of employees by an agency in accordance with applicable regulations.

## **METHODOLOGY**

The research method used in this study is descriptive qualitative research. Based on the opinions of Strauss and Corbin quoted by Nugrahani (2014:9), qualitative research is a type of research that does Based on the opinions of Strauss and Corbin as quoted by Nugrahani (2014:9), qualitative research is a type of research that does not describe statistical figures or other calculation methods to obtain research results. Qualitative methodology involves a series of words that are arranged into sentences, either found in writing or spoken by informants. In selecting informants for this research, the purposive sampling technique was used, where selection was based on certain characteristics, namely individuals who have an understanding and direct connection to the issue being studied. Maleong (2006:112) states that informants are individuals who are asked to provide information about a particular situation and act as sources in the context of research. This research uses data collection techniques through interviews and documentation studies. For data analysis, this research uses triangulation, considering that the data obtained came from various sources, making the triangulation technique the appropriate choice. Regarding the objectives of this research, the researcher wanted to determine the

improvement in the quality of the civil service in supporting bureaucratic reform in the population and civil registration office of the city of Pekanbaru.

## **RESULTS AND DISCUSSION**

### **Results**

#### **a. The relationship between career development and civil servant performance**

1. Enhancing Professionalism, Integrity, and Loyalty Career development helps civil servants become more professional in their work, improve their integrity as responsible employees, and foster their loyalty to the country and government. Civil servants who develop their performance usually have high work ethic and a strong commitment to giving their best for the people and the country.
2. Improving the Quality of Public Services Civil servants who receive career development tend to have better skills, resulting in higher quality, more effective, and more efficient public services. This is very important because civil servants are the spearhead of the government who deal directly with the public.
3. Increasing Motivation, Satisfaction, and Well-being When civil servants are aware of career development paths and opportunities, they feel more motivated and satisfied in their work. Well-being also has the potential to increase because such development is usually associated with improvements in competence, position, and income.
4. Improving Capacity and Performance Accountability Career development encourages civil servants to continuously improve their work capacity and take responsibility for their performance. This contributes to national development targets that demand reliable and accountable bureaucratic performance.
5. Helping Civil Servants Adapt and Innovate Changes in bureaucracy and increasingly complex public service demands require civil servants who are able to adapt and innovate. Career development provides space for civil servants to learn new things and develop competencies so that they are ready to face these challenges.
6. Benefits for Civil Servants, Agencies, and the Community

For civil servants: Helping them map and manage their careers according to their potential and aspirations, thereby improving their competence and performance.

For government agencies: Obtaining qualified and honest civil servants to fill strategic positions that support the smooth running of the organization. For the public: Obtaining higher quality, responsive, and accountable public services, thereby increasing trust in the government.

Overall, civil servant career development is not only about promotion or income, but also about building a human resource system that is capable of serving the public optimally and contributing to the overall progress of the nation.

## **Discussion**

### **a. Implementation of Career Development Programs in Pekanbaru**

There are several civil servant career development programs in Pekanbaru that have been implemented by the government, including:

#### **1. Talent Management as a Key Pillar**

Pekanbaru, together with the Riau Islands Province and the working area of Regional Office XII of the National Civil Service Agency, implements talent management that includes the acquisition, development, retention, and placement of civil servants in positions that match their potential and performance. This system supports sustainable and professional careers.

#### **2. Supporting Regulations and Digitalization**

There are Governor Regulations and policy strategies that form the basis for talent management implementation, as well as the development of digital systems such as the “Talenta Kepri” application to facilitate career management, transparency, and documentation processes.

#### **3. Pilot Program and Clinic Coaching**

The working area of the Regional Office XII BKN Pekanbaru is conducting a pilot phase of talent management and virtual civil service coaching clinics to improve the competence of civil servants through a structured and standardized approach. This program supports the acceleration of merit-based career development implementation.

#### **4. Training and Competency Development**

Civil servants in the Pekanbaru region have access to training programs, study assignments, and inclusive competency development, both for structural and non-structural civil servants, in order to prepare civil servants who are adaptive to bureaucratic changes and the demands of modern public services.

#### **5. Efforts to Reform the Bureaucracy and Promote Inclusiveness**

The local government strives to create a participatory career management system by involving civil servants in the process of planning training, job rotation, and providing space for aspirations related to their career development.

### **b. Challenges faced in career development in the performance of civil servants in Pekanbaru**

1. Civil Service Management has not been implemented optimally, resulting in suboptimal career development processes, including a lack of career

development plans for each civil servant, especially functional officials who are personnel analysts. This has become an obstacle in the career development process

2. Budget constraints are one of the biggest obstacles, including the diversion of funds to combat COVID-19, which has reduced the training budget for civil servants, resulting in very limited training opportunities that are only available through socialization or technical guidance.
3. Other inhibiting factors include limited formation or requirements, bureaucratic simplification policies, mismatches between placements and competencies and experience, a lack of interest and talent searches, and inadequate facilities for heavy workloads.
4. The lack of support and commitment from leadership in planning employee competency development is also a challenge that affects the effectiveness of career development.
5. Limited technological infrastructure and resources also hinder the optimal development of employee competencies within the Pekanbaru City Government.

## **CONCLUSION**

Based on the results of discussions regarding the relationship between career development and the performance of the State Civil Apparatus (ASN) in the city of Pekanbaru, it can be concluded that career development plays a very important role in improving the quality and performance of ASN. Career development is not only oriented towards promotion, but also towards improving competence, professionalism, and work ethic, which have a direct impact on the quality of public services.

Civil servants who have the opportunity to develop their careers tend to show higher levels of motivation, job satisfaction, and performance. This is due to a sense of appreciation, clarity of career direction, and opportunities to improve their skills in line with their field of work. Career development also plays a role in building civil servants who have integrity, are adaptive to change, and are able to provide effective, efficient, and responsive public services to the needs of the community.

However, the findings show that civil servant career development in Pekanbaru still faces several obstacles. These include limited training and education budgets, suboptimal human resource management, unequal career development opportunities between agencies, and limited supporting facilities and infrastructure. In addition, career policies and planning that are not fully integrated with the merit system also pose a challenge in the implementation of civil servant career development in this region.

Thus, a planned and sustainable analysis of career development improvement in the performance of civil servants in Pekanbaru will have a positive impact on



improving the performance of civil servants in the city of Pekanbaru. The local government is expected to strengthen its career development strategy through training programs, job rotations based on competence, and performance-based rewards. As a result, Pekanbaru civil servants can transform into a professional, competitive workforce focused on delivering high-quality public services.

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