

Navigating Career Progression in Public Service: An Integration of Kerry B. Bernes' Synergistic Model

^a Ida Farida; ^b Nani Harlinda Nurdin; ^c Masayu Nila Juwita

^a Universitas Bandar Lampung, Faculty of Social and Political Science, Department of Public Administration; ^b Universitas Indonesia Timur, Faculty of Social and Political Science, Departement of Public Administration Science; ^c Universitas Bandar Lampung, Faculty of Social and Political Science, Departement of Public Administration

ABSTRAK

Pengembangan karir Aparat Sipil Negara (ASN) memiliki peran integral dalam meningkatkan kualitas pelayanan publik. Artikel ini ingin mengeksplorasi pengembangan karier ASN dengan mengintegrasikan model pengembangan karier dalam pelayanan publik. Model pengembangan karier yang digunakan adalah Model Sinergi yang dikeluarkan oleh Kerry B. Bernes dengan melihat fenomena yang ada dan kesesuaiannya dalam menjawab permasalahan yang mengacu pada dimensi individu, dimensi organisasi dan dimensi penyalarsan bagi pengembangan karer ASN. Untuk memperkuat argument penggunaan model pengembangan karier sinergi tersebut, penulis menggunakan study kasus yang ditunjang dengan studi dokumen. Hasil penelitian menunjukkan bahwa sinergitas antara individu, organisasi serta cara penyalarsannya merupakan kunci pokok bagi pengembangan karier ASN dalam penyelenggaraan pelayanan publik.

ABSTRACT

The career development of civil servants plays an integral role in improving the quality of public services. This article aims to explore the career development of CIVIL SERVANTS by integrating career development models in public services. The career development model used is the Synergy Model by Kerry B. Bernes, which looks at existing phenomena and their suitability for answering problems relating to the individual dimension, the organisational dimension and the alignment dimension for Civil Servant career development. To strengthen the argument for using the synergy career development model, the author uses a case study supported by a document study. The results showed that the synergy between individuals, organisations and the way they are aligned is the main key to Civil Servant career development in public service delivery.

ARTICLE HISTORY

Submitted: 18 08 2023

Revised: 23 08 2023

Accepted: 24 08 2023

Published: 26 08 2023

KATA KUNCI

Model Pengembangan Karier; Manajemen Karier; Model Sinergi Bernes; Pelayanan Publik

KEYWORDS

Career Development Model; Career Management; Bernes Synergy Model; Public Service

INTRODUCTION

The quality of public services has the potential to influence and determine the competitiveness of a nation or state. Public services provided by a nation's bureaucracy not only reflect but also contribute to social capital (Kuswati et al., 2023). The bureaucracy involved in providing services in the public sector certainly requires the capacity of competent human resources (Tasi, 2022). Increasing the capacity of these human resources plays an important role in meeting the demands and complexities of public services (Prasodjo, 2020). Increasing the capacity of human resources in the bureaucracy is identical to career development. The career development of employees or State Civil Apparatus (Civil Servant) an important role in increasing organisational efficiency and improving the quality of public services (Dahliansyah et al., 2021). This focus is still the main point that needs attention so that the government can guarantee the fulfillment of Civil Servant qualifications and competencies that are skilled and intelligent, equipped with strong competencies, high dedication to work, superior creative abilities, and excellent integrity.

Career development is a way for government organisations to improve the quality of their

apparatus. The phenomenon of civil servant occupying positions in the government bureaucracy is that they are appointed and very dependent on their superiors (Thoha, 2018). Moreover, Indonesian governance tends to be characterised by power politics and non-neutrality (Gunanto, 2020). Bureaucratic officials are automatically subordinated to political positions. Promotion is based on seniority, merit or both, which is far from the principle of promotion based on the merit system. In an ideal bureaucracy, the hierarchy of authority should be well organized, and staffing should be based on technical competence (Weber, 1947). In addition, career development in an organisation is where the person not only works for the organisation but also for one's own achievements (William H. Whyte, 1956).

The problem in Civil Servant career management, among others things, is the commitment of local governments, which, as staff supervisors, generally emphasize loyalty over qualifications, competence and performance (Mohamad Juffry Damima, 2022). This reality can be seen after the election of regional directors, which means that certain employees do not have the same opportunities for career development. Similarly, external organisational influences such as the appointment, transfer and dismissal of staff to and from positions are still dominated by the intervention of members of the legislature and other institutions. Some staff appointments are not based on job analysis, job requirements or job descriptions. Another phenomenon is the limited career development of staff in the regions due to budgetary constraints (Herlina, 2021). This has implications for the lack of equal opportunities for employees to develop their skills. Another problem is that employees are often placed in positions that do not match their expertise and training; the merit system has not been fully implemented objectively; and political officials have personal interests in placing employees in structural and functional positions.

It is undeniable that the career development of civil servants is a key factor in ensuring the quality and efficiency of public service delivery. However, if the issues outlined above are not properly addressed, serious problems may arise. When government management is coloured by power politics and the non-neutrality of bureaucrats, it will result in the selection and promotion of employees on the basis of factors that are not based on qualifications, competence or merit. As a result, individuals placed in strategic positions may lack the necessary skills to manage important tasks, which can hamper the effectiveness of public services. The importance of bureaucracy was described by Max Weber in his theory of rational and structured bureaucracy in government. If career development is not based on qualifications and merit, but is influenced by politics and loyalty, it can disrupt the principles of rational bureaucracy and reduce the efficiency and effectiveness of government work. (Serpa & Ferreira, 2019). If the local authority's commitment emphasises loyalty over qualifications, competence and performance, it may result in the use of staff who are less suited to the tasks to be performed. This could potentially reduce the efficiency and effectiveness of the services provided by civil servants. Maslow and Herzberg's theories of motivation suggest that job satisfaction and employee performance are related to the fulfilment of individual needs. (Seeley, 1988). If career development is not based on qualifications and performance, employees may feel less satisfied and less motivated to provide the best service to the community.

Appointing employees without considering the job analysis and job requirements can lead to a mismatch between the qualifications and responsibilities that employees are expected to perform. As a result, employees may find it difficult to perform their duties properly. Leadership theory emphasises the importance of selecting leaders based on their qualifications and ability to inspire and motivate their subordinates. (Robbins, 2012). Where career development is not based on merit, the possibility of selecting less competent leaders can

hinder an organisation's ability to effect change and improve service quality. Meanwhile, restrictions on the career development of employees in the regions, mainly due to budgetary constraints, can limit the ability of employees to develop their skills and knowledge, which can hinder innovation and reform in public service delivery. This is reinforced by rational choice theory, which highlights the influence of individual interests in government decision-making (Krstić, 2020). If promotions and placements are based on political loyalty rather than merit, this can lead to choices that are not optimal in terms of serving the public interest. Organisational performance can also be harmed by placing individuals in jobs below their level of training and ability, and in the absence of a merit system. Employees who are unsuited to the tasks they perform can lead to poor quality of service. This fact is supported by the new public service theory, which emphasises the importance of quality and accountable public services. Ignoring the principles of merit and ineffective career development can hinder efforts to create public services that are transparent, accountable and focused on the interests of society.

Research related to career development in public service support has been carried out by Vivi Herlina, who states that individual characteristics and career development affect public services in improving the quality of service where these employees are located. (Herlina, 2021). However, this study has a weakness, namely a relatively small sample, which may affect the generalisability of the research results. Lack of variables such as intrinsic motivation and working environment, which need to be added because of their role in public services and other factors that also affect the quality of public services. Similar research has been carried out by Adrian Tawai, who found that the career development of employees requires organisational support in terms of facilities and equal opportunities for all employees to undertake training as a support to increase their competence (Tawai et al., 2022). However, this research has weaknesses in that it does not provide specific details about the type of facilities needed or the type of training provided, and the scope of the research is small scale.

Earlier research by Muhammad Arifin also found that the barrier to improving Civil Servant performance in Maladum Mes District was the lack of skilled and competent staff who were not supported by adequate facilities to carry out their public service activities (Abd Kadir et al., 2022). This research has succeeded in identifying the factors that hinder the improvement of the performance of the state civil apparatus (Civil Servant) and in providing a more in-depth view of the obstacles that need to be overcome, so that it can help design strategies to overcome these obstacles. On the other hand, it has weaknesses because it did not recommend a strategy, which may affect the depth and validity of the findings.

This article explores the career development of Civil Servants in public service delivery by integrating Bernes' (2000) synergy model, which highlights the case of Civil Servant career development in a number of regional apparatus organisations (OPD) in Pangkep Regency, South Sulawesi Province. The selection of the research site was based on the fact that Pangkep Regency had received an award from the State Civil Apparatus Commission (Civil Servant) in 2022 for being considered successful in implementing the merit system. (Merit, 2022). However, despite these achievements, a number of problems have been identified in the application of the merit system, such as: job competency standards are not yet available or are of a general nature; competency mapping is only carried out for employees involved in the selection of senior management positions; no gap analysis has been carried out; and competency development is not based on gaps (BKPSDM, 2021). These problems are found in the aspects of needs planning, recruitment, career and skills development, promotion, mutation/rotation and demotion, performance management, pay, rewards and discipline, protection and benefits, as well as in the aspects of support systems.

In line with the projection and practice of career development based on the phenomena and problems that occur, Bernes (2000) highlights the theoretical gap in the alignment model of Organisation Career Management (OCM) and Individual Career Management (ICM) career development in organisations, which according to him there are two main problems with the model that is generally practiced at this time. First, there is a lack of emphasis on how personal and organisational visions can be used to facilitate individual and organisational goals. Second, existing models lack an interactive process for balancing the changing needs of individuals and organisations (Bernes, 2000). These two assumptions are the main keys to explore the progress of Civil Servant career development in public service delivery in Pangkep Regency, South Sulawesi Province. For the first assumption, Bernes emphasises that the individual's vision and goals are often completely at odds with the organisation's vision and goals for career development itself. The model is divided into three main dimensions: the individual dimension, which includes the philosophical, strategic and practical levels. The second is the organisational dimension, which includes the philosophical level, which includes the organisation's vision, the strategic level, which includes the organisation's human resource management planning, and the practical level, which is the alignment of employee competencies with the required organisational competencies. The third is the balance process dimension which includes the philosophical level in the form of mutual confirmation, the strategic level through critical discourse and the practical level which is the area of monitoring and management.

Literature Review

Career Management in Public Administration Perspective

The purpose of public organisations is to fulfill the public interest. it has become the duty of public organisations to provide maximum services to the community (Nurung et al., 2021). In order to achieve this maximum service, the very difficult task of public bodies is to ensure that their employees are effectively able to serve the public interest of citizens by taking full responsibility for each task they have to perform (Lim & Lee, 2021). As a public organisation has a very important role, every public employee, as part of the public system, needs to acquire professional skills that are truly certified according to explicit standards that focus on the basic principles of public management ((Krpálek et al., 2021). This is a necessary condition for improving performance at all levels of public organisations, anticipating future trends and better managing administrative activities with limited resources.

In career management, there are two main views of career management: an individual perspective, which includes thoughts on individual career management (ICM), and organisational career management (OCM).(Bernes, 2000). Human capital theory is the basis for the design of the ICM, where human capital is not only represented by the civil servants of public organisations, but also includes what these people bring and how they contribute to the success of the organisation (Erten & Türkmen, 2022). Human capital represents the collective value of the knowledge, skills, abilities, motivation and life experience of the people who work in public organisations. Gary Becker broadens the view of human capital by emphasising the fact that countries that manage their human resources better tend to have better economic outcomes (Becker, 1993).

OCM views development as taking place within larger social and organisational systems. The number of interconnections has the potential to influence individual career planning and organisational career management (Bernes, 2020). The systems perspective allows one to consider and understand the complexity of interrelationships that have the

potential to influence individual career development in organisational settings. Finally, a structure is needed to organise or manage the change and development of the system. Consequently, in developing an organisational career, the organisation as a system needs to develop its own set of outcomes, processes and structures. In addition, a larger system needs to be created to facilitate the process of balancing organisational needs/objectives. In OCM, the purpose of career development is to help employees assess their skills and interests so that they are more in line with the needs of the organisation in the context of its development. Therefore, in an Civil Servant career development system, it should ideally be carried out in an organised, formalised and planned manner and designed to balance individual and organisational needs. (Vande Griek et al., 2020).

Civil Servant Career Development in Supporting the Quality of Public Services

The State Civil Service (Civil Servant) conducts career development based on qualifications, competencies, performance evaluations and the needs of government organisations, taking into account honesty and morality. Integrity is measured by factors such as honesty, respect for the law, ability to cooperate and commitment to serving the community and the country. Meanwhile, morality is assessed through the implementation and practice of ethical values based on religion, culture and social norms in society (Presiden RI, 2014).

The policy for developing Civil Servant careers in Indonesia involves a combination of career systems and job performance. The career system is a staffing structure that is based on individual competence at the initial recruitment stage. In addition, as an individual develops, their position and function are increasingly influenced by factors such as tenure, loyalty, obedience, commitment and other objective standards (Sedarmayanti, 2017).

Specifically, the management of Civil Servant career development is based on competency standards, Civil Servant profiles and career progression and is carried out at both agency and national level, which refers to career patterns that refer to the basic procedures for managing and moving Civil Servants in different positions, both on an ongoing basis in the horizontal career dimension, or vertically (Abd Kadir et al., 2022).

A solid basis for career progression based on qualifications, competencies, performance appraisals and the needs of the government organisation ensures that individuals occupying strategic positions in the bureaucracy have skills commensurate with the tasks they perform. In addition, integrity and morality as important elements in Civil Servant career development have a significant impact on the delivery of public services. Honesty, compliance, collaborative skills and commitment to community, nation and state are the moral foundations that not only shape the character of Civil Servants but also influence how they deliver services to the public. Strong integrity builds public trust in government and increases transparency in the service process.

The application of religious, cultural and social ethical values is also a pillar of morality in Civil Servant's career development. Integrating these values into career development creates employees who are aware of their social and cultural responsibilities in everything they do. When morality becomes the basis for career development, CIVIL Servants are measured not only on their competence, but also on how seriously they respect ethical principles and applicable rules.

Policies that combine a career system and a job performance system demonstrate a holistic approach to ensuring the quality of Civil Servant's career development. The career system, with its focus on loyalty, obedience, commitment and other objective requirements, provides the basis for the long-term development of employees. On the other hand, the work performance system encourages performance improvement through honest and objective assessments. This combination creates a balanced dynamic between rewarding long-term service and quality performance.

Civil Servant's career development management, which takes into account competency standards, Civil Servant profiles and career patterns, reflects a commitment to creating an efficient and effective bureaucracy. The focus on horizontal and vertical career patterns shows that every individual has opportunities for self-development and competence improvement. A clear understanding of career patterns opens the door for the transfer of Civil Servants, who gain experience and new knowledge that can have a positive impact on their roles and responsibilities. With an approach that combines career and performance systems, and management that focuses on competency standards and career patterns, the government aims to create a bureaucracy that is more professional, responsive and able to deliver better public services to all levels of society.

Synergistic Career Development Model

Bernes (2000) describes his model with a systemic presentation, the concepts of employees and organisation are developed in parallel for each level of the model to show the hierarchical organisational levels including outcomes, processes and structure.

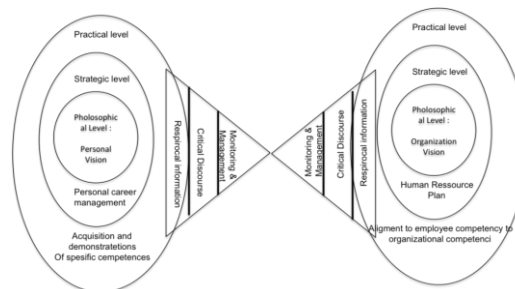
1. Individual Perspective

This model starts with a general objective to encourage employees to define their personal vision. The personal vision gives an individual an ideal view of life and career, which determines the way they interact with their environment and encourages employees to take more responsibility for their work.

2. Organisational Perspective

On the organisational side, the model starts with a general objective of encouraging the organisation to articulate its vision. The organisational vision is a realistic, credible and attractive future for the organisation. Like personal vision, organisational vision inspires action by engaging people in bold missions with higher goals.

Figure 1.
Synergistic Model Career Development



Source: Bernes 2000

3. Synergy Perspective

This model refers to the process of creating a shared vision between employees and the organisation, which begins with the alignment of employees and the organisation, which involves a process of balancing/interactive mutual confirmation, which refers to the goal of creating a mutually agreed vision. Next is the balancing/interactive process of critical discourse, which refers to the communication process through which informed, appropriate and careful judgements can be made about the strategic use of human resources. The final step is the process of monitoring and managing specific competencies, which refers to the ongoing need to monitor, guide and ensure that employees acquire and demonstrate essential competencies and that these competencies are aligned with the needs of the organisation.

RESEARCH METHODS

This article on the integration of Berne's synergistic model of career development in the civil service applies a case study approach using qualitative methods. In this case, the author uses qualitative methods with the aim of obtaining more in-depth and detailed analysis results. The implementation process includes individual, organisational and alignment dimensions in Civil Servant career development, as well as conducting documentation studies. In addition, the case study method is a widely used method in qualitative research. This method is an empirical investigation of a real phenomenon in a particular context, in a way that is explored and developed (Yin, 2017). The approach taken in this case is a comprehensive and holistic one. This research uses case studies and provides a specific case, namely Civil Servant career development in Pangkep Regency. Qualitative techniques are used to obtain more detailed information about the integration of Bernes' synergistic model in Civil Servant career development in support of public services in Pangkep Regency, South Sulawesi Province.

There are two types of sources that are often used in this research, namely primary data and secondary data. Primary data are facts or details collected directly from the research topic. In this case, the data was collected through observations made in each OPD, in this case the Regional Secretariat, the Head of the Health Office, the Head of the Food Security Office, the Head of the Public Works and Spatial Planning Office and the Coordinating Agency for Human Resource Development, Civil Servants on duty who have been promoted from executive positions to managerial career levels. The selection of informants was based on their expertise and relevance to the problem under study. In addition, data collection was carried out through in-depth interviews with these informants, with several questions related to each dimension studied. In the individual dimension, the areas of data collection in the interview include motivation to join the organisation, clarity of the organisation's vision, perspective on the organisation's environment, assessment of current performance, career development projections and expectations of the organisation's existence. In the organisational dimension, interviews were conducted in the areas of organisational vision and mission, mapping of organisational strengths and weaknesses, and resource mapping. Interviews on the alignment dimension included performance agreements, career development communication patterns, opportunities to participate in career development programmes, performance monitoring and evaluation, and rewards and punishments for participants or stakeholders.

In order to make it easier to extract information about the implementation of this career development, various observations were also made to see what was happening in the field. The participation of researchers in discussions is also very helpful in obtaining more precise information about the cases under study. In addition, a literature review of various publications, including journals, books, online news, laws and regulations, as well as awig-awig

and pararem, is also carried out to obtain secondary data, including data collected by others as primary data. These supporting documents and secondary data help to clarify and broaden our understanding of the subject matter of this research.

RESULTS AND DISCUSSIONS

Individual Dimension/Career Vision

In career development, the individual dimension is the earliest dimension to be examined by the synergetic model, because it is the individual who is the core subject of career development itself. The philosophical aspect of this individual dimension includes the personal vision in interpreting careers and the existence of employees in the organisation, that the clearer the personal vision, the more focused the strategy employees have to carry out career development. The results of the study in Table 1 show that the majority of informants did not have a strong and specific motive for joining the organisation, except for their duties and responsibilities and the social influence to become civil servants. The lack of a sufficiently strong motive then influences the motive for planning an ideal career development to improve performance. Next is the organisational perspective, which is related to the motive for joining the organisation. In this area, employees see themselves as subordinates of the organisation rather than as actors in the organisation, so that the career development orientation leads to organisational decisions represented by the instructions and directions of their managers.

Table 1.
Reduction of research results on philosophical aspects

Description	Findings	Information
Motives to join the organisation	Does not have a strong motive	
Clarity regarding the vision of the organisation	Have Clarity	
Perspectives on the organisational environment	Very hierarchical	
Projection of future career development	Highly determined by the context of the organisational leader and the suitability of the class and the duration of work	
Expectations of the meaning of its existence to the organisation	Very low	

Source: Results of author's data processing

Regarding the clarity of the organisation's vision, it shows that although employees do not have a strong enough motive to join the organisation, they have sufficient knowledge about the organisation's vision. This is due to the existence of training and socialisation regarding the main tasks and functions of the existing positions. Therefore, although they have knowledge of the organisation's vision, they do not have a significant influence on the vision of career development. Employees leave the direction of career development entirely to the description of the needs of the organisation, which is represented by management as the authority in the organisation. This then has a direct impact on the projections of career development, in which employees are largely determined by the leadership of the organisation, the suitability of class and position together with the duration of work or seniority, the majority of informants are

limited to guessing about the length of time they have worked as an Civil Servant with the possibility of class and position increases. All this affects the expectations of their existence for the organisation, where informants feel easily replaced by other employees and are ready to occupy any position directed by the organisation, then has an impact on the employees' delay in having an individual career planning vision.

In this philosophical aspect, it can be said that most employees who have had careers in a number of Regional Apparatus Organisations are therefore late in forming a career development vision and have individual career plans. However, once they have a career vision, they generally have a career plan. This is then relevant to the suggestion made by Bernes that the articulation of a clear personal vision has a positive impact on the development of one's personal career management plan.

In the aspect of individual career development strategy, the personal career management plan is a process in which a person imagines his future and then develops the necessary plans to achieve his future. The results of the research on this strategic aspect are shown in Table 2, that although employees have a vision for career development, there are conditions that affect the suitability of the field of work with the educational plan, where the majority of informants who are late with the vision choose the path of formal education in accordance with their field of work, so that most CIVIL Servants occupy positions that are not linear with their educational competence when they join the organisation. In fact, in a more ideal perspective, formal education becomes the basis for determining the competence development plan needed for a linear career path.

Table 2.
Results of Data Reduction on the Strategy Aspect

Aspect	Findings	Information
Projections on future career development and current competencies	Limited to the promotion of rank and class	According to regulations
Mapping of personal strengths and weaknesses	Has mapping	Based on documents
Knowledge in preparing and efforts that have been implemented to close the gap	Have knowledge	Bound to a budget

Source: Results of author's data processing

The second condition that affects career development projections relates to the career mechanism that has been regulated in personnel regulations, such as Regent Regulation Number 20 of 2020 Regarding Civil Servant Career Patterns, which contains the Civil Servant career development path both in terms of age and years of service achieved. In this category, informants project their future career based on the existing scheme in the regulation. This type of projection is mostly found among informants who do not have a vision for their career development.

The results of the research on the mapping of personal strengths and weaknesses show that the informants at the OPD have recognised their competences and strengths and weaknesses for the planned career development, but this mapping does not result from the competence mapping mechanism, but from the conformity of the competence criteria contained in the job

analysis document and the evaluation of the positions held by each informant. Furthermore, in terms of general knowledge of the steps to be taken and the efforts to be made to cover the gaps they have, the informants in principle already know the procedures to be carried out, but the planning depends on the availability of the budget.

The practical aspect of this individual dimension is the acquisition and demonstration of competence. The results of the study are presented in Table 3. It shows that civil servants with a good career have a positive tendency to adapt their competence to their career field. In this context, it is assumed that employees with a clear organisational vision will make efforts to acquire and demonstrate competence based on their career direction. Even if the motivation to fulfil the competences according to the position is very high, the tendency to take on roles and responsibilities is still very much influenced by the direction of the organisation and the direction of the leadership in the institution. The majority of informants stated that the instructions of their superiors strongly influenced their orientation towards taking on roles and responsibilities at work.

Table 3.
Results of Data Reduction at the Practical Level

Aspect	Findings	Information
Tendency to take on roles and responsibilities	Tend to be selective and sporadic	Individual
Tendency to perform well	Tends to perform well	

Source: Results of author's data processing

At the individual level, we can then conclude that there are at least three key characteristics in individual career development that have a significant impact on employees' career jumps, namely strong vision, strong planning and ambition, and the drive to demonstrate competence at work. This condition can also be theoretically explained by the concept of exploratory behaviour, which involves mental or physical activities undertaken by an individual to gain information about themselves and their environment. This information is then used to develop concepts of self and work. The results of Stumpt's research show that exploration in a career context consists of four elements, namely Where a person explores (environment versus self), how one explores (intentionally versus systematically), how much one explores (frequency and amount of information), and what the focus of exploration is (exploration orientation). (Stumpf et al., 1983). This illustrates that individuals gain knowledge about their careers through internal exploration of values, interests, skills and challenges, and through external exploration of the environment. Exploration is particularly necessary for individuals who want to progress and succeed in their careers. This exploratory activity aims to identify the factors that support career success in order to increase understanding of careers and to develop the skills and behaviours needed to achieve success in the field of work.

Self-exploration and the environment of career development have a significant impact on the quality of public services. In the administration of public services, the quality of the employees involved has a direct impact on the satisfaction of the community. Therefore, the application of the concept of self-exploration and the environment in Civil Servant career development can have a significant impact on better public services. A strong personal vision, as recognised by Bernes (2000), provides employees with a strong mental and emotional foundation to face various obstacles and challenges that may arise in public service tasks. By having a clear vision of career goals and the positive impact to be achieved, employees will be more motivated to

do their jobs better. This vision becomes a kind of guide for making decisions that will have an impact on service quality.

The application of the concept of self-exploration and the environment is also important in dealing with external realities, which can sometimes affect individuals' perceptions of their roles and responsibilities in the organisation. Particularly in rigid organisational structures such as government, where task demands and policy changes can occur, employees need to be able to adapt their personal views to wider external perspectives. Environmental exploration, including policy changes or evolving societal needs, provides the basis for employees to adapt their personal vision in order to provide services that are relevant and in line with changing contexts. In addition, the approach proposed by Krumboltz, which refers to underestimating one's ability to overcome external obstacles, also has implications for public services. (Mitchell, A.M., Jones, G.B. and Krumboltz, 1976). Employees who feel less confident or doubt their ability to overcome obstacles in public service may not provide optimal service. Therefore, through a career development approach that includes cognitive restructuring interventions and skills development, employees can become more confident and effective in carrying out service tasks.

In the context of public service, reframing personal vision through self-exploration and the environment becomes very important. This helps employees to identify areas in which they can develop and make the best contribution to service delivery. By having a vision that is linked to the needs and expectations of the community, employees can focus more on the larger goals of the service, which in turn helps to improve the overall quality of public services.

Organisational Dimensions/ Competency Mapping

The organisational dimension of career development is the second dimension examined by the synergistic model of career development, although the emphasis is on the individual as the core subject of career development itself. The results of the study show that, in principle, all regional agencies already have a vision of career development that is linked to national career development, so they do not have a specific vision designed for organisational needs. The existence of a clear vision then encourages the birth of a strategy characterised by a career development plan. This plan is then contained in several legal products and has fulfilled the dominant element for assessing the quality of the organisation's career development plan. It's just that there is an important aspect that can disrupt the implementation of this strategy, namely the lack of real information and data on the competence of existing employees, so it has the potential to threaten the success of the existing strategy. Figure 2 shows the interrelationships between the aspects of the organisational dimension:

Figure 2.
The interrelationships between aspects of the organisational dimension in the Pangkep Regency Regional Apparatus Organisation



Source: Results of author's data processing

Competency mapping on a good vision and strategy increases the high intensity of career development practices at a practical level, but is weak in the evaluation process of the suitability and quality of employee competency development with organisational needs. From this description of the linkages, the Regional Apparatus Organisation of Pangkep Regency will have many employees with the required career "profile" and competencies, but will not meet expectations for the quality of emerging competencies that are expected to be able to adapt to external changes in the organisation as a condition for an organisation to be competitive. Bernes (2000) argues that the existence of a career development vision can encourage organisations to have good employee career planning and trigger an alignment of employee competencies with organisational needs to remain competitive.

Bernes (2000) also found that an important component of strategic planning is the internal analysis, which articulates the strengths and weaknesses of the organisation. The internal analysis also identifies the quantity and quality of resources available to the organisation. Finally, several strategic alternatives are identified as career development options, as the aim is to choose an appropriate strategy between the external environmental opportunities and threats and the organisation's internal strengths and weaknesses. The notion of talent management and merit systems, which are closely related to the selection of the right people with the right skills and the right competencies.

Bernes (2000) also found that an important component of strategic planning is the internal analysis, which articulates the strengths and weaknesses of the organisation. The internal analysis also identifies the quantity and quality of resources available to the organisation. Finally, several strategic alternatives are identified as career development options, as the aim is to choose an appropriate strategy between the external environmental opportunities and threats and the organisation's internal strengths and weaknesses. The notion of talent management and performance systems, which are closely related to selecting the right people with the right skills and talents and placing them in the right positions, is therefore inversely related to the lack of thorough competency mapping. To meet organisational needs and achieve strategic goals, organisations should ideally consider merit systems and talent management as fundamental components in the recruitment, development, management and retention of outstanding individuals.

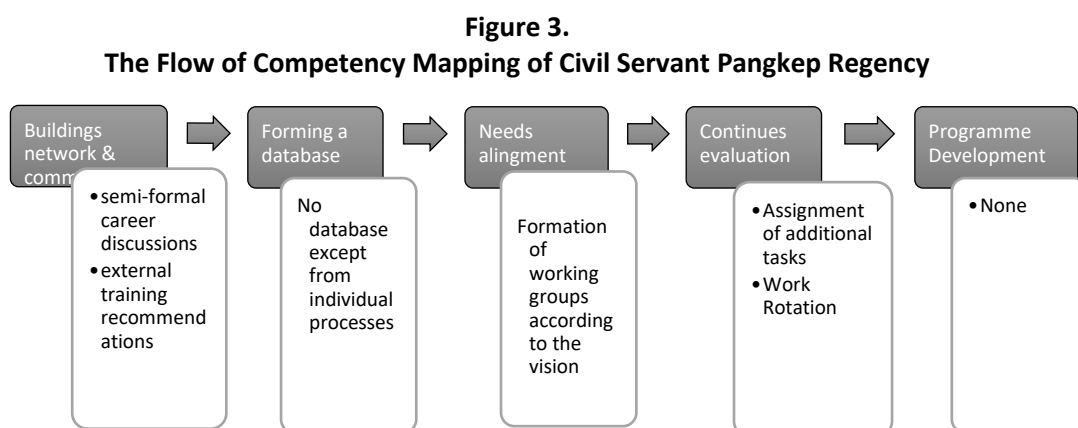
The organisational dimension of career development has a significant impact on the delivery of public services. Visions and career development strategies that are linked to organisational needs, in-depth competency mapping and adaptation to external changes can create a workforce capable of delivering high quality and responsive services. In the context of competitive public services, using career development as a tool to improve the competence and quality of the workforce can help to achieve a better end goal of providing services that meet the expectations and needs of society. (Szabó-Bálint, 2019).

Career development that links competence to organisational goals reflects the concept of performance management. Assessing the quality of competence growth, as revealed in the research, is consistent with the performance management approach, which assesses performance against predetermined goals and criteria. This enables organisations to identify development needs and design relevant training programmes. Civil Servant career development that supports adaptation to external organisational change is consistent with responsive service theory. Organisations that are prepared to respond to environmental changes and societal demands with employees who have the appropriate competence and vision are better able to provide services that are relevant and in line with public needs (Denhardt & Denhardt, 2000). Similarly, the concept of competence mapping and adaptation to external change can be linked to the theory of public service transformation.

Competency-based career development and improving the quality of public services have direct implications for the theory of user satisfaction. Employees who have the vision and competence to match the services expected by the community will be better able to meet expectations and increase user satisfaction. Career development that focuses on a vision related to change and improving service quality creates a foundation for transforming public services that are more responsive and innovative, so that Civil Servant career development not only affects the quality of employees, but also has a direct impact on the services provided to the community.

The Alignment/Communication Flow Dimension

This dimension is basically the desired key dimension in the Bernes model, where this dimension is based on the balance of conditions that exist in the individual dimension and the organisational dimension. The results of the research are shown in Figure 3 below:



Source: Processed results of the author's data

The research findings in the Alignment dimension are related to career development patterns in superior-subordinate relationships, but are not supported by a set of formal mechanisms

(this can be seen from the absence of coaching and mentoring programmes as one of the important things in building a career development communication network) and databases that can be used as a reference for alignment. Therefore, the process of critical discourse takes place personally, based on incidental needs and is not sustainable because it does not have a database and a good evaluation process. Similarly, the process of creating a database of employee competencies is part of an effort to build critical discourse in which OPD does not have solid data and information about existing employee competencies. This means that this area occurs in individual dimensions. This condition is directly related to the third aspect, which concerns efforts to match employee competencies with organisational needs. The absence of any effort to break down the organisation's vision into career development mechanisms was covered by the formation of working groups on several task categories that should be filled by people who adequately meet the existing competency criteria.

Critical discourse is also based on efforts to carry out a continuous evaluation by providing specific task descriptions related to the strategic needs of employees and organisational career development. However, because the existing process has shown inequality, the evaluation process is more frequent through the provision of additional assignments which very rarely correspond to career needs. Next is regarding the formation of a task force to build a patent design for career development as an effort to build a sustainable strategy. This then is not found in the level of critical discourse on the alignment dimension.

At the practical level, the process of career monitoring and management refers to monitoring to ensure that employees acquire and demonstrate the competencies essential for career development and that these competencies are aligned with those required by the organisation. In the Bernes model, the practical level is realised through performance agreements between the organisation and employees, where the agreement is the result of employee expectations and organisational expectations. The performance agreements implemented by the Pangkep Regency OPD are seen as part of the job requirements without considering the impact on career development. the majority of employees do not negotiate for the achievement of performance agreements for career development. in principle, any performance agreement must produce direct benefits for both parties. In general, the outcome of performance agreements has an impact on employee incentives.

In this alignment dimension, the Bernes Synergy Model can then be seen in contemporary career management in Indonesia to bridge individual and organisational needs. For example, in the mutual validation process, the existence of Civil Servant profiles and career patterns is a reflection of the process offered by Bernes to share visions of what careers the organisation needs and possible career choices for CIVIL Servants to pursue. (Hidayah & Herachwati, 2021). Because the Career Pathway shows the level of certainty in the direction of the career path that any Civil Servant who has met all the legal and regulatory requirements can take.

Critical discourse refers to a communication process that is useful for choosing the best course of action in relation to the strategic use of human resources. The process of analysing, developing and deploying people in a sustainable and efficient way to meet business objectives is manifested through talent management. (Bai, 2022). An employee's talent is made up of a number of factors, including ability, potential, aptitude, characteristics and personality, as well as education, skills, previous experience, known strengths and additional training. The goal of talent management is to ensure a consistent supply of talent within an organisation and to match the right people with the right jobs at the right time.

CONCLUSIONS

The Synergy Model is an approach to career development initiated by Kerry B. Bernes. It combines the individual and organisational aspects of career development. This model emphasises the importance of having a clear career vision, mapping competencies, and aligning the individual vision with the organisational vision. In integrating the Bernes synergy model in Civil Servant career development in Pangkep Regency, South Sulawesi Province, in this case includes individual dimensions, namely career vision, organisational dimensions (competency mapping), and alignment dimensions (communication flow), which can be summarised as follows:

At the individual level, clarity of vision has a major impact on an employee's success in developing a career to its maximum potential, as a clear vision greatly facilitates planning and efforts to address skill gaps in the direction of future career needs. This will generate the drive to perform well and the ambition to achieve. The existence of a vision that arrives late will lead to standard planning, but will have difficulty accelerating with the required competencies, which, if working with the majority of employees, will lead to homogenisation of career development and create technical competency gaps. On the other hand, this homogenisation will result in many employees who meet the requirements but do not have enough competence to reach hierarchical positions, and in the end there will be a lot of non-job conditions or mismatched position placements in the organisation. This will have an impact on the quality of services provided, as employees will be more motivated to perform and achieve.

On the organisational dimension, without competence mapping, the existing strategic plan will not be properly updated, considering that the absence of a supporting database has an impact on the information bias regarding the competences that are appropriate for the organisation. As a result, the organisation's career development plan moves in an informal space and is disproportionate. The impact on employees is that it creates gaps in career development opportunities based on differences in employees' access to the organisation's informal space. If this is allowed to continue, the organisation will have a lot of capacity, but will not meet good quality standards to adapt to changes in the organisation's external environment. As a result, public services may be sub-optimal and disproportionate to career development plans. The existence of a competency support database is very important to ensure that employees have the competencies needed to deliver quality services.

On the alignment dimension, the flow imbalance in mutual affirmation causes individuals to engage in an imitation process of national profiles with global employee characters. This then leads to employees having difficulty accelerating and choosing to perform to standards without excessive ambition to achieve. Furthermore, the process of critical discourse, which takes place in informal and personal spaces, also leads to the subjectivity of discourse and career planning strategies, which ultimately affects the ability of employees and organisations to fully commit to the organisation's ability to remain competitive. If left unchecked, this series of things will result in an organisation that is downgraded to the limits of individual capacity. This means. Organisations and people within the organisation may be able to achieve objectives, but may not be able to maximise the potential of the organisation, affecting career planning strategies, which in turn may affect the ability of people and organisations to deliver public services in accordance with the needs of the community.

REFERENCES

- Abd Kadir, M. A., Kamaluddin, & Purnomo, A. (2022). Kinerja Aparatur Sipil Negara Dalam Pelayanan Publik Di Distrik Maladum Mes Kota Sorong. *Ganaya : Jurnal Ilmu Sosial Dan*

- Humaniora*, 5(1), 59–68. <https://doi.org/10.37329/ganaya.v5i1.1641>
- Bai, C. (2022). Problem Analysis and Strategy Reform of Talent Management in Multinational Chinese Enterprises. *Open Journal of Social Sciences*, 10(11), 550–558. <https://doi.org/10.4236/jss.2022.1011035>
- Becker, G. (1993). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*. University of Chicago Press.
- Bernes, K. B. (2000). *A Synergistic Model of Organisational Career Development: Bridging the Gap between Employees and Organisations*. 118.
- BKPSDM, K. P. (2021). *Hasil Penilaian KASN Pada Aspek Pengembangan Karir di Kabupaten Pangkep*.
- Dahliansyah, D., Tenri Sompia, A., & Riduansah Syafari, M. (2021). Strategy For Improving The Performance of State Civil Service In Developing Employee Performance Targets In The Government Environment of Tanah Bumbu District. *International Journal of Politic, Public Policy and Environmental Issues*, 1(02), 96–102. <https://doi.org/10.53622/ij3pei.v1i02.26>
- Erten, Ş., & Türkmen, İ. (2022). The Effect of Human and Social Capital on Employee Performance in Public Sector. *Celal Bayar Üniversitesi Sosyal Bilimler Dergisi*, 20(1), 261–278. <https://doi.org/10.18026/cbayarsos.1034365>
- Gunanto, D. (2020). Politisasi Birokrasi Dalam Pelaksanaan Pilkada di Indonesia. *Independen (Jurnal Politik Indonesia Global)*, 1(2), 87–94. <https://doi.org/10.24853/independen.1.2.87-94>
- Herlina, V. (2021). Perbaikan Kualitas Pelayanan Publik Berbasis Karakteristik Individu dan Pengembangan Karir Pegawai. *JPSI (Journal of Public Sector Innovations)*, 6(1), 51–56. <https://doi.org/10.26740/jpsi.v6n1.p51-56>
- Hidayah, N., & Herachwati, N. (2021). The Merit System Development to Actualising Career Establishment of Civil Apparatus in East Java Province Government. *Kontigensi : Jurnal Ilmiah Manajemen*, 9(2), 615–621. <https://doi.org/10.56457/jimk.v9i2.216>
- Krpálek, P., Berková, K., Kubišová, A., Krelová, K. K., Frendlovská, D., & Spiesová, D. (2021). Formation of professional competences and soft skills of public administration employees for sustainable professional development. *Sustainability (Switzerland)*, 13(10). <https://doi.org/10.3390/su13105533>
- Krstić, M. (2020). Rational choice theory: Limitations and alternatives. *Socioloski Pregled*, 54(1), 40–63. <https://doi.org/10.5937/socpreg54-22028>
- Kuswati, Y., Kusmayadi, D., & Hartati, T. (2023). The Role of Bureaucracy on the Effectiveness of Public Services. *International Journal of Social Science and Human Research*, 06(02), 1047–1052. <https://doi.org/10.47191/ijsshr/v6-i2-37>
- Lim, D. H., & Lee, D. W. (2021). Non-face-to-face public services and perceptions of public organisations. *Sustainability (Switzerland)*, 13(21), 1–15. <https://doi.org/10.3390/su132112185>
- Merit, M. S. (2022). *Laporan Tahunan KASN 2022*.
- Mitchell, A.M., Jones, G.B. and Krumboltz, J. D. . (1976). *Social Learning And Career Decision-Making*. Carroll Press.
- Mohamad Juffry Damima, U. H. (2022). DETERMINING FACTORS IN CIVIL SERVICE CAREER DEVELOPMENT. *Public Plicy Journal*, 3(2), 96–103.
- Nurung, J., Tamsah, H., & Hamsinah. (2021). Relationship between Leadership Quality and Service Innovation in Public Organisations: A Conceptual Framework. *IOP Conference Series: Earth and Environmental Science*, 921(1). <https://doi.org/10.1088/1755-1315/921/1/012006>
- Prasodjo, T. (2020). Knowledge Management: Sustainable Human Resource Development in Public Sector Organisations. *Jurnal Ad'ministrare*, 6(2), 159. <https://doi.org/10.26858/ja.v6i2.12466>

- Presiden RI. (2014). UU RI No.5 tahun 2014 tentang Aparatur Sipil Negara. *Bpk.Go.Id*, 1–104.
<https://peraturan.bpk.go.id/Home/Details/38580/uu-no-5-tahun-2014>
- Robbins, S. P. and M. C. (2012). *Management*. Pearson Education, Inc.
- Sedarmayanti. (2017). Perencanaan dan Pengembangan Sumber Daya Manusia. In *Journal of Chemical Information and Modeling* (Vol. 53, Issue 9). Alfabeta.
- Serpa, S., & Ferreira, C. M. (2019). The Concept of Bureaucracy by Max Weber. *International Journal of Social Science Studies*, 7(2), 12. <https://doi.org/10.11114/ijsss.v7i2.3979>
- Stumpf, S. A., Colarelli, S. M., & Hartman, K. (1983). Development of the Career Exploration Survey (CES). *Journal of Vocational Behavior*, 22(2), 191–226.
[https://doi.org/10.1016/0001-8791\(83\)90028-3](https://doi.org/10.1016/0001-8791(83)90028-3)
- Szabó-Bálint, B. (2019). Organisational career development versus employees' career needs in Hungary. *Strategic Management*, 24(4), 3–12. <https://doi.org/10.5937/straman1904003s>
- Tasi, R. (2022). Improving the Quality of Public Services through Bureaucratic Reformation: Human Right Perspectives. *Jurnal HAM*, 13(3), 589.
<https://doi.org/10.30641/ham.2022.13.589-602>
- Tawai, A., Aprianto, I., & Taufik. (2022). Pengembangan Karir Pegawai dalam Meningkatkan Kinerja Organisasi Publik. *Indonesian Annual Conference Series, 2005*, 61–65.
<https://www.ojs.literacyinstitute.org/index.php/iacseries/article/view/578>
- Thoha, M. (2018). *Sistem Merit dalam Pemerintahan*.
<https://Antikorupsi.Org/Id/Article/Sistem-Merit-Dalam-Pemerintahan>.
- Vande Griek, O. H., Clauson, M. G., & Eby, L. T. (2020). Organisational Career Growth and Proactivity: A Typology for Individual Career Development. *Journal of Career Development*, 47(3), 344–357. <https://doi.org/10.1177/0894845318771216>
- Weber, M. (1947). *The Theory Of Social And Economic Organisation*. Oxford University Press.
- William H. Whyte. (1956). *The Organisation Man*. Simon & Schuster.
- Yin, R. K. (2017). Studi Kasus: Desain dan Metode, translation. In *Jakarta, PT Raja Grafindo Persada* (17th ed.). RajagrafindoPersada.