

## CAREER DEVELOPMENT AS PART OF EMPLOYEE COMPETENCY IMPROVEMENT PLANNING AT THE REGIONAL OFFICE OF THE MINISTRY OF LAW AND HUMAN RIGHTS OF NORTH SULAWESI

Pengembangan Karier Sebagai Bagian dari Perencanaan Peningkatan Kompetensi Pegawai di Kantor Wilayah Kementerian Hukum dan HAM Sulawesi Utara

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**How to Cite:** Basalamah. M. R. (2024). Career Development as Part of Employee Competency Improvement Planning at the Regional Office of the Ministry of Law and Human Rights of North Sulawesi. doi: [10.36526/js.v3i2.4794](https://doi.org/10.36526/js.v3i2.4794)

Received : 12-10-2024  
Revised : 11-11-2024  
Accepted : 30-11-2024

### Keywords:

Career Development,  
Planning,  
Competency,  
Regional Office of the Ministry  
of Law and Human Rights

### Abstract

This study aims to determine and analyze career development as part of employee competency improvement planning at the Regional Office of the Ministry of Law and Human Rights of North Sulawesi. The research method uses a research approach with a qualitative approach that focuses on career needs indicators, agency support, training, promotion, employee placement and career development. The study involved a total of 15 participants who provided information. Information was gathered from various sources, including direct observation, interviews, and reviewing documents. The process of analysing the information involved gathering, summarising, and presenting the data to draw conclusions. The findings indicated that career development was identified as a key strategy for enhancing the skills and competencies of employees. Agency support in terms of leadership and staffing support plays a role in providing direction, guidance, and new assignment opportunities, while staffing is tasked with developing training programs, performance evaluations, and helping employees plan their career paths clearly. Placing employees in the right positions not only improves individual performance, but also provides opportunities for employees to develop and lead in the future. Training serves as an important instrument in career development, especially in modifying employees' knowledge, skills and behavior. Periodic evaluation of employee performance and competence is essential in planning effective career development. Employee career development not only benefits the individual, but also contributes to the achievement of organizational goals. Well-developed employees will be able to make maximum contributions in supporting the organization's strategic tasks, such as improving legal services and protecting human rights. The findings of this study suggest that with the adoption of competency-focused career development strategies and strategic planning, the North Sulawesi Regional Office of the Ministry of Law and Human Rights has the potential to cultivate a workforce of highly skilled and dedicated individuals, ultimately leading to improved delivery of public services within the realm of law and human rights.

## INTRODUCTION

Competent human resources (HR) are the main asset in improving organizational performance, particularly in the public sector. Civil Servants (ASN) serve as the backbone of bureaucracy and hold a strategic role in delivering quality public services, including within the Ministry of Law and Human Rights (Kemenkumham). However, challenges in career development for ASN remain a pressing issue that requires serious attention.

According to Kemenkumham data, out of a total of 64,380 civil servants, approximately 32% have an education level equivalent to high school, underscoring the urgent need to improve competencies through further education and training. Furthermore, the implementation of promotion and placement systems has yet to fully support equitable career development for ASN. These challenges are particularly evident in the North Sulawesi Regional Office of Kemenkumham, where budget constraints, limited access to quality training, and promotion systems not entirely based on merit exacerbate the situation.

The literature highlights that effective career development involves three main aspects: training, promotion, and placement. Training aims to enhance the knowledge and skills of ASN to meet the increasing complexity of their tasks (Spencer & Spencer, 2008). Transparent and merit-based promotions can boost individual motivation and performance (Super, 1957). Meanwhile, appropriate placement ensures that ASN competencies are optimally utilized to achieve organizational goals (Fiedler, 1967).

In today's globalised world, advances in technology and science are significantly influencing the way people live, prompting them to continuously evolve and adapt. Efforts to develop each individual, especially those in a work organization both in government agencies and private agencies are very much needed and must be considered, including by increasing the competence of employees in accordance with existing competency standards. Efforts to develop themselves are very important because in every organization or agency in implementing programs are always directed to achieve predetermined goals. To achieve goals, one of the supporting factors is to identify and measure employee competencies.

Competence in general is an ability or a skill possessed by a person in carrying out work or tasks in a particular field, in accordance with the position he holds (Wibisono et al., 2022). Competence itself is useful for clarifying work standards and expectations to be achieved by an agency where individual competence can be used as a potential workforce selection tool related to the skills of workers or employees who can maximize agency productivity. Of course, competence must be built and planned through careful planning. This rule is also relevant for all government employees in Indonesia, known as State Civil Apparatus (ASN).

Competency development is the right of every ASN which aims to ensure and maintain employee abilities so that they can make an optimal contribution to the agency. Increased competence can enable ASN to have a deeper understanding of the work to be executed and can develop expertise so as to provide higher quality work. A strong skill set in ASN can greatly benefit employees in their career advancement. Competencies encompass a wide range of qualities that enhance overall performance and achievements within a job role. By assessing competencies, organisations can gain a deeper understanding of an individual's capabilities and future potential, aiding in making informed decisions about career progression. Utilising competencies and career development can help in identifying areas of strength and areas for improvement, as well as setting and achieving career objectives.

Career and competency development can encourage employees to move forward in their work. Pioneering a career is not only a way to earn income, but also a medium for growth. To obtain employees who are always qualified, both private and government agencies must certainly care about the process of career development and competency development. Therefore, one of the steps usually taken by agencies is through training. Through training, agencies can find employees who have the potential to develop careers for higher levels of work in an agency. The process, of course, must also be in accordance with the competency needs in the agency where the agency must provide support both morally and materially and the most important thing is to be able to provide promotions to employees, in this case ASN, who have capable abilities and can place ASN in accordance with the field of work or better known as the right man on the right place.

Basically, career development is very important for employees in order to motivate themselves in advancing their careers. In addition, career development programs also have a good

impact on the agency. Career advancement is a crucial component of HR management, particularly in public institutions like the Regional Office of the Ministry of Law and Human Rights (Kanwil Kemenkumham), particularly in North Sulawesi. As an institution that plays a role in enforcing law and protecting human rights, Kemenkumham requires competent and professional employees to carry out their duties and functions effectively.

Focusing on enhancing employee skills and career progression is vital for creating a resilient and agile organization. This aligns with government guidelines on civil servant management, highlighting the significance of developing employees' careers and competence to enhance organisational effectiveness (Government of the Republic of Indonesia, 2017). Career development also applies within the ministries in the Republic of Indonesia without exception within the Ministry of Law and Human Rights of the Republic of Indonesia. Competency development must be carried out through the preparation of competency development needs and plans, implementation of competencies and evaluation of competency development.

Data from the National Civil Service Agency (BKN) shows that in 2020, 32% of civil servants in Indonesia were still at the high school / equivalent education level (BKN. 2020). In the Ministry of Law and Human Rights, there are 64,380 employees with diverse educational backgrounds and skills, according to the 2020 performance report (Kemenkumham, 2021). The regulations set by the Minister of Law and Human Rights of Indonesia in 2021 regarding civil servants' career management can be used to guide the career paths of Ministry employees. Nevertheless, the progress of development for all ASNs in the North Sulawesi Kemenkumham regional office has not been fully effective.

The results of initial observations made at the North Sulawesi Kemenkumham Regional Office show that there are problems in terms of competency and career development where the implementation of development in the form of education and training for all existing employees has not been evenly distributed. This can be proven by the fact that there is someone who has been appointed as a civil servant but is only equipped with basic training where the training is only required for someone who will be appointed as a civil servant and the development must be carried out continuously.

In addition, the number of human resources in the North Sulawesi regional office of the Ministry of Law and Human Rights is still insufficient so that it cannot meet the need for the required skills or competencies that cause a person to handle tasks and functions not according to ability. In addition, the lack of professional networks in possible jobs can make it difficult to find career opportunities. There are also employees who do not have clear career goals that can hinder progress. And rapid changes in industry and technology can make some jobs obsolete so that someone who does not have the ability to execute technology will automatically greatly hinder the work done which can also automatically affect opportunities in career development.

Other problems obtained show that discrimination treatment in terms of job fields in accordance with competence and there is also no support or mentorship so that it makes it difficult when facing challenges. Other career development problems where employees have difficulty achieving a balance between work demands and also personal life, have very little self-confidence which certainly hinders career progress and existing competencies. There are also poor health conditions that hinder competence and career development for employees.

The problem of implementing career development in the government as a whole faces various challenges including limited budget for competency development programs, resistance to change from some employees, lack of an objective and measurable performance evaluation system and misalignment between organizational needs and individual career aspirations.

Based on these problems, the author conducts deeper research related to this matter. Researchers consider it necessary to conduct deeper research on "Career Development as Part of Employee Competency Improvement Planning at the Regional Office of the Ministry of Law and Human Rights of North Sulawesi".

Drawing from the context outlined earlier, the main inquiry of this study is to examine how career development can be utilised to enhance the skills of employees in the Regional Office of the Ministry of Law and Human Rights in North Sulawesi. Building on the aforementioned background and problem statement, the primary aim of this research is to scrutinise the role of career development in boosting employee competence within the aforementioned government office.

It is hoped that this study will bring forth valuable insights for the realm of management, particularly in the domain of human resource management, and offer actionable recommendations for organisations such as the Regional Office of the Ministry of Law and Human Rights in North Sulawesi when it comes to enhancing the competency and career progression of their staff.

## **METODE**

### ***Place and Time of Research***

#### 1. Research Place

The study is being carried out at the Ministry of Law and Human Rights Regional Office in North Sulawesi.

#### 2. Research Time

The researchers conducted this study over a period of around three months, which included preparing proposals, receiving guidance, and presenting the findings in a thesis.

### ***Research Design***

The study utilised a qualitative methodology, evident from its focus on career advancement to enhance employee skills at the Regional Office of the Ministry of Law and Human Rights in North Sulawesi.

### ***Research Focus***

The focus of this research is based on Tamalika's (2017) theory of career development which is focused on indicators consisting of:

- 1) Career needs, employees' personal needs for career goals, tasks, and challenges for employees at the North Sulawesi Regional Office of the Ministry of Law and Human Rights.
- 2) Agency support, in the form of morale and material from the North Sulawesi Regional Office of the Ministry of Law and Human Rights.
- 3) Training, a planned process or program to modify the attitudes or behavior of knowledge, skills of employees at the North Sulawesi Regional Office of the Ministry of Law and Human Rights.
- 4) Promotion, granting greater authority and responsibility to employees as part of competency development and renewal opportunities for employees at the North Sulawesi Regional Office of the Ministry of Law and Human Rights.
- 5) Placement of employees, follow-up of selection and assessment of employee competence by placing employees according to their abilities as part of their career development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights.
- 6) Career development, staffing and leadership support to help employees plan future careers at the North Sulawesi Regional Office of the Ministry of Law and Human Rights.

### ***Research Data Source***

The research utilises primary and secondary data sources for analysis.

- 1) Primary data refers to sources that supply data directly to collectors or data collected firsthand from the source through observation and recording.
- 2) Secondary data, on the other hand, is data acquired from library resources and researchers through indirect means such as intermediary media. For example, other people or through intermediary documentation, or data that researchers do not seek to collect themselves, for example from journals, magazines or brochures.

### **Research Informants**

In this research, the researcher becomes a key informant where the researcher goes directly to the field and interacts with data sources. Researchers play a major role in the entire research process starting from choosing a research topic, approaching the research topic as well as collecting data and analyzing and interpreting which aims to make researchers get to know and understand informants more closely.

The study participants were selected through purposive sampling, with the researchers choosing individuals deemed knowledgeable enough to provide information. The informants for this research included both leaders and staff from the Regional Office of the Ministry of Law and Human Rights in North Sulawesi, amounting to a total of 15 people, consisting of:

- 1) Head of Regional Office of the Ministry of Law and Human Rights of North Sulawesi (1 person)
- 2) Head of Division in the Regional Office of the Ministry of Law and Human Rights of North Sulawesi (4 people)
- 3) Head of Division in the Regional Office of the Ministry of Law and Human Rights of North Sulawesi (7 people)
- 4) Staff at the Regional Office of the Ministry of Law and Human Rights of North Sulawesi (3 people)

### **Data Collection Technique**

This research uses data collection techniques including observation, interviews and documentation.

#### 1. Observation

Observation is an essential research technique used to gather data pertaining to research issues by directly observing the subject in its natural setting. Researchers immerse themselves in the location to gather credible evidence for their report. The process of observation involves researchers documenting information as they observe it during their research (Gulo, 2002). This study involves a form of non-participant observation where the researcher simply observes the object without getting directly involved or participating actively (Husain & Akbar, 2008). This method of collecting data involves the observation of a phenomenon that is present and happening. The aim of the observations is to gather relevant and suitable data for the research.

#### 2. In-depth Interview

An interview involves a structured discussion between two individuals: the one posing the questions (the interviewer) and the one responding to them (the interviewee). Each party has a distinct role in the conversation, with the interviewer seeking information and the interviewee providing insights (Moleong, 2016). The key aspect of the interview involves individuals directly interacting with each other in person, where information is sought from a source. While a set of questions is prepared for the interview, additional queries may arise during the research process. Through these interviews, researchers delve into data, information, and information structures provided by research participants. The interview technique employed is that of a loosely structured interview, allowing for questions to be flexible and adaptable based on the context and circumstances of the setting.

#### 3. Documentation

The practice of using documents in research has been a common method for gathering data, as documents can be utilised to assess, explain, and potentially forecast outcomes in many instances (Moleong, 2016). The existence of documentation to support data.

### **Data Analysis Technique**

Some stages of the Miles and Huberman interactive analysis model go through four stages, namely data collection, data reduction, data presentation and conclusion drawing:

#### a. Data Collection

Notes were taken in the field by researchers based on data gathered from observations, interviews, and documents. These notes were divided into two categories: description notes and reflection notes. Description notes contained raw data of what was observed, heard, felt, and experienced by the researcher without any personal opinions or interpretations. On the other hand, reflection notes included the researcher's thoughts and comments on their interpretation of the findings, which were used to guide data collection for the next phase. The researchers obtained these notes through interviews with various informants.

#### b. Data Reduction

Data reduction involves the careful selection, simplification, and abstraction of information. It is achieved by choosing specific data, condensing it into summaries or concise descriptions, identifying patterns through transcription, highlighting key points, eliminating unnecessary details, and arranging the data in a way that facilitates drawing conclusions. Researchers will choose relevant data and categorize it as either raw or relevant data from interviews and documentation. Raw data will be further refined according to research goals before being presented for analysis.

#### c. Data Display

Data display involves organizing information in a way that allows for analysis and decision-making. To ensure that the focus remains on the main issue, data can be displayed in various formats such as tables, graphs, diagrams, or charts to effectively convey the findings. The information is presented based on the research conducted.

#### d. Conclusion

Seeking conclusions is an effort to uncover significance, consistency in patterns of reasoning, flow of cause and effect, or balance. The conclusions arrived at are promptly confirmed by reexamining and questioning while reviewing field notes in order to achieve a more accurate comprehension. This process can also involve dialogue. These steps are taken to ensure the data collected and the analysis of the data are credible, making the conclusions drawn firm (Bungin, 2010).

## RESULTS AND DISCUSSION

### Enhancing Employee Competency through Career Development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights

Fostering career growth is a crucial element in managing human resources, particularly within the public sector. In Indonesia, career development goes beyond personal achievements to also contribute to organisational success. At the Kemenkumham Regional Office in North Sulawesi, prioritising career development is essential for both individual and institutional advancement, career development as part of employee competency improvement planning is very important to improve the effectiveness and efficiency of employee performance, and support the achievement of the organization's vision and mission.

Increasing employee competence in Kemenkumham not only aims to prepare employees to face increasingly complex work demands, but also to create professionalism that supports better public services. Career development is an important instrument in achieving this goal. Good career development management can encourage the improvement of employee quality which in turn contributes to improving the quality of legal and human rights services in North Sulawesi.

Career development can be a structured and systematic effort to prepare employees to meet current and future job demands, both in terms of knowledge, skills and work attitudes. It involves various activities, ranging from education and training, diverse assignments, to planning a clear career path for each employee. According to Luthans (2011), career development includes activities that help individuals to plan their career path, starting from knowledge of their potential, career goals, and the steps that must be taken to achieve them. In the public sector, career development not only affects individuals, but also the organization as a whole, so it is important to be implemented as a whole.

The North Sulawesi Regional Office of the Ministry of Law and Human Rights (Kemenkumham) has a strategic role in carrying out government functions related to law and human rights. Therefore, it is important to ensure that employees in this agency have adequate competencies and continue to develop along with the changing times. One way to achieve this is to develop a clear and competency-based career development plan.

For example, to support the career development of employees at the Ministry of Law and Human Rights, training programs are needed that are tailored to the needs of the organization and the potential of employees. These training programs can include technical training related to the employee's field of work, as well as non-technical training that supports managerial and leadership skills. In addition, career planning at the North Sulawesi MOLHR must also include strategies to provide opportunities for employees to develop, both within a broader organizational scope and in the form of more challenging assignments. This process requires synergy between national HR development policies and more specific policies at the regional level.

Super (1957) focused on the understanding that career development is a continuous process throughout life. Super (1957) suggests that career is not only viewed as a professional matter, but also as part of an individual's overall self-development. According to Super, there are five stages in career development, namely the stages of growth, exploration, stabilization, maintenance, and decline.

In the context of Kemenkumham North Sulawesi, this theory can be applied by mapping employees' careers through these five stages. For example, at the exploration stage, newly joined employees can be given the opportunity to try out various functions in the organization so that they can discover their interests and potential. At the maintenance stage, senior employees can be given further training to improve their competencies, as well as given opportunities to expand their responsibilities.

Career development must be supported by competence. This is in line with the opinion of Spencer and Spencer. Where they suggest that competence is a combination of knowledge, skills, behaviors, and personal attributes needed to achieve high performance in work. Spencer and Spencer (2008) identified five types of competencies, namely technical competence, behavioral competence, conceptual competence, interpersonal competence, and decision-making competence.

The application of competency theory in the Ministry of Law and Human Rights of North Sulawesi can be done by identifying the competencies required in each position or position within the Ministry of Law and Human Rights. Career development can be adjusted to the achievement of certain competencies, which in turn will determine the career path that employees can take.

This is part of a managerial. But Fiedler (1967) argues that no one managerial approach is suitable for all situations. According to Fiedler, the effectiveness of an organization is highly dependent on the particular conditions faced by the organization. In the context of career development, an approach that suits one individual or position in the North Sulawesi MOLHR may not necessarily be effective for another. This theory contradicts a more structured approach to career development, as it places more emphasis on the need to tailor career management to the situation and conditions of each individual or organizational environment.

Organizational behavior theory argues that individual behavior in organizations is determined by environmental factors and external conditions. In terms of career development, this theory focuses on the influence of organizational culture, leadership, and social relationships in determining individual success in undergoing a career. As such, career development that is more focused on individuals and personal competencies may not be very relevant if the organizational context or existing culture does not support individual development.

Career development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights is an integral part of employee competency improvement planning aimed at improving organizational performance. The application of theories such as Super's Career Development Theory, Competency Theory, and Career Management Theory can assist in developing career

development planning that is in line with organizational and individual needs. However, conflicting theories such as Contingency Theory and Behavioral Theory remind us to pay attention to the specific conditions that exist in the organizational environment as well as the influence of organizational culture on career development effectiveness.

By implementing competency-based career development and careful planning, the North Sulawesi MOLHR Regional Office can create more qualified and professional employees, which in turn can support better public services in the field of law and human rights. While training has a positive effect on skill enhancement, its misalignment with job demands reduces its impact. Additionally, the lack of equitable access and post-training evaluation hinders its effectiveness as a career development strategy. The promotion system at the North Sulawesi Regional Office requires significant improvements to ensure meritocracy. Transparency and fairness in promotions are crucial for maintaining employee motivation and fostering a culture of trust and accountability. Effective placement decisions are essential for optimizing employee performance and job satisfaction. The lack of a structured placement framework undermines the potential of ASN to contribute fully to organizational goals.

Research conducted on career development as part of planning to improve employee competence in the Regional Office of the Ministry of Law and Human Rights of North Sulawesi, focused on indicators of career needs, agency support, training, promotion, employee placement, and career development.

#### 1) Career needs

Based on interviews with informants from the North Sulawesi Regional Office of the Ministry of Law and Human Rights, it appears that employees' career needs focus on competency development, increased training opportunities, and support from superiors. In terms of personal career goals and expectations for career development, each employee has clear and diverse career goals, which reflect their commitment to personal and professional development. One employee aspired to become a specialist in immigration law in the hope of contributing to national policy formulation. Another employee is oriented towards leadership in public service with a focus on technology-based innovation. Meanwhile, one employee wants to become an expert in regional regulation-making and contribute at the national level. In the short term, their expectations include technical training, cross-divisional internships, and involvement in specific projects relevant to their fields. In the long term, they hope to occupy strategic positions, both at the regional and national levels, which will allow them to make a significant impact on the organization.

However, there is no escaping the challenges of work and competency development. Employees face diverse challenges in their current jobs. For example, employees working in immigration law feel the biggest challenge is implementing policies fairly and efficiently. For employees who focus on public services, the main challenge is cross-divisional coordination which requires good communication and management skills. On the other hand, employees engaged in regulation face challenges in harmonizing local policies with national regulations. To face this challenge, they expressed the need for more specific training programs. Examples include training in policy and regulatory analysis, leadership development, and training in drafting laws and state administrative law. This indicates an urgent need to improve both technical and non-technical skills relevant to their responsibilities.

Based on the availability of competency development programs, informants appreciated the existence of several internal development programs, such as general training and mentoring. However, they also highlighted that these programs were not specific enough to support their career development. For example, employees who focus on immigration law would like training on international regulations, while employees in the public service sector feel that there is a need for cross-divisional programs to improve their understanding of various aspects of work within the Regional Office.



Employees generally felt supported by their supervisors in planning their career development. Some employees stated that their supervisors encourage participation in training and provide direction for competency development. However, some noted budget constraints and lack of transparency in the promotion process. Their hope is that support from superiors is not limited to verbal encouragement, but also translates into more concrete policies, such as providing greater access to specific training and increased transparency in the promotion process. This is important to ensure that every employee feels valued and motivated to achieve their career goals.

Career needs can be understood as the set of expectations and goals that an individual has in their career development. These needs include professional aspirations related to long-term goals, the type of tasks they want to perform, and the challenges they want to face in their career journey. Each individual has a different view of their career, so it is important for organizations to understand and facilitate these needs in order to encourage employee performance and satisfaction.

According to Maslow's needs theory (1943), humans have various needs that must be met in stages, ranging from physiological needs to self-actualization. In the context of career, self-actualization is the highest need, which is the achievement of one's maximum potential, including in the professional field. Therefore, fulfilling career needs for employees at the North Sulawesi MOLHR Regional Office is very important to ensure employees can reach the peak of their self-actualization in government careers.

Fulfilling the career needs of employees at the North Sulawesi MOLHR Regional Office is an integral part of efforts to improve organizational competence and performance. Employees who have clear and well-facilitated career needs will be more motivated and committed to their duties and responsibilities. There are several aspects of career needs that are important for employees at the North Sulawesi MOLHR Regional Office:

a. Clear Career Objectives

For every employee in the North Sulawesi Regional Office of the Ministry of Law and Human Rights, having clear career goals is very important. These career goals may include achieving a particular position, mastering a particular field, or contributing to legal and human rights reform in Indonesia. Career goals provide direction and focus for employees in their careers. Without clear goals, employees can lose motivation and direction in their work.

The importance of career goals is in line with Super's career development theory, which emphasizes that individuals go through various stages of career development aimed at achieving a deeper understanding of their abilities and the options available in employment. In the context of the North Sulawesi MOLHR Regional Office, employees need to be helped to understand the career paths available and how they can plan the steps towards their goals.

b. Tasks that match competencies and interests

In addition to career goals, tasks that match employees' competencies and interests are also part of the career needs that must be considered. Employees at the North Sulawesi Regional Office of the Ministry of Law and Human Rights have diverse expertise and competencies, both in the fields of law, human rights, and state administration. Therefore, assigning tasks in accordance with these competencies can increase the effectiveness of employee performance, while giving them satisfaction at work.

Challenging and interest-based tasks also play a role in reducing burnout and work stress. Employees who are given tasks that match their interests and abilities will develop faster and contribute more to the organization. In addition, diverse assignments can provide opportunities for employees to develop new skills and broaden their professional horizons.

c. Career Challenges

Career challenge is another important element that can increase employee motivation at the North Sulawesi MOLHR Regional Office. Every individual need challenge to encourage them to continue learning and developing. This could be in the form of more complex tasks, decision-making in complex situations, or involvement in strategic projects with far-reaching impact.

These career challenges are important because they boost employees' confidence, give them the opportunity to demonstrate their skills and broaden their professional experience. For employees who feel stagnant or stuck in a monotonous work routine, new challenges can be an invaluable stimulus to improve their performance and loyalty.

#### d. Continuous Career Development

At the North Sulawesi Regional Office of the Ministry of Law and Human Rights, it is important for employees to feel that there are opportunities for continuous career development. Employees who see opportunities for growth, whether through training, further education or job rotation, tend to be more committed and feel valued by the organization. Sustainable career development is also important to prepare employees for the evolving demands of the job, especially in the dynamic field of law and human rights.

Career development policies that support the needs of these employees will help them not only to fulfil their personal expectations, but also to contribute more to the achievement of Kemenkumham's vision and mission. For example, employees who wish to develop expertise in a particular area, such as human rights or legislation, should be given the opportunity to attend specialized training or education in that area.

#### e. Work-life balance

While career needs are closely related to professional ambitions, employees also need a work-life balance. This balance is important to prevent burnout and maintain long-term motivation. Employees at the North Sulawesi MOLHR Office who have flexibility in their working hours or can manage their tasks well will be better able to maintain their quality of life and performance. In addition, this understanding of personal needs is also part of a more humanistic HR management effort, where employees are valued as individuals with various aspects of life that need attention.

Fulfilling the career needs of employees at the North Sulawesi MOLHR Regional Office is not only beneficial for individuals, but also for the organization itself. By providing opportunities for employees to achieve career goals, obtain tasks that match competencies and interests, face challenges that encourage development, and feel the existence of sustainable career development, the North Sulawesi Regional Office of the Ministry of Law and Human Rights can create employees who are more enthusiastic, high-performing, and have high loyalty to the organization.

Career needs met will result in employees who are not only competent, but also feel valued and motivated to make their best contributions. As a result, the Ministry of Law and Human Rights will be stronger in carrying out its duties in the field of law and human rights in North Sulawesi, and become a good example of HR management in the public sector.

## 2) Agency Support

In order to support career development as part of employee competency improvement planning, the Regional Office of the Ministry of Law and Human Rights (Kanwil Kemenkumham) North Sulawesi plays a very important role. Employee career development is not only an individual responsibility, but also requires strong support from the agency to ensure that every employee has the same opportunity to develop and improve their competence. This support can be in the form of moral and material support tailored to the needs and potential of employees.

Moral support in the context of career development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights is very important because it can raise the enthusiasm, motivation and confidence of employees. This moral support includes:

#### a. Recognition of Employee Achievement and Potential

One form of moral support that can be given is recognition of the achievements of employees. This recognition can be in the form of awards, appreciation, or even formal recognition through existing reward programs. When employees feel valued, either through informal or formal recognition, they tend to be more motivated to continue to develop and make the best contribution at work.

#### b. Inspirational Leadership

Another moral support is supportive and inspiring leadership. Leaders in the North Sulawesi MOLHR Office must set an example in terms of career development. By facilitating open communication and providing space for employees to express their career aspirations and expectations, leaders can create a work atmosphere that supports professional development.

#### c. Supportive Work Environment

In addition, it is important for the North Sulawesi MOLHR Regional Office to create a positive work environment that supports employees' career development. This includes building a work culture that values collaboration, self-development and innovation. When employees feel they are in a supportive environment, they are more likely to face challenges and improve their competencies.

Material support or resources are also very important for employee career development at the North Sulawesi MOLHR Regional Office. This support is more concrete and directly related to the provision of resources needed to improve employee capabilities. Some forms of material support include:

##### a) Training and Education

One of the most direct material supports is the provision of training and education facilities relevant to employees' career needs. The North Sulawesi Regional Office of the Ministry of Law and Human Rights needs to ensure that employees have sufficient access to training programs, seminars or further education that can improve their competencies. This will not only help employees develop the necessary technical skills, but also enhance their managerial and leadership capabilities.

##### b) Quality Assignment Opportunities

Providing diverse and challenging assignments is also a valuable material support for employees' career development. Diverse assignments allow employees to gain experience in different areas of duty and broaden their skills. For example, assignments in human rights, legal administration or supervision can broaden employees' horizons and help them identify areas of expertise they would like to develop.

##### c) Work Facilities and Resources

In addition to training, material support also includes providing adequate facilities and resources for employees to perform their duties and develop their careers. This can include providing access to the latest technology, comfortable workspaces, and tools and materials that support work effectiveness.

##### d) Reward and Promotion System

To encourage employees to continuously improve their competence, a clear and fair reward and promotion system is also an important form of material support. Rewards are not only financial bonuses, but also opportunities for promotion and greater responsibility, which can open up further development opportunities.

Moral and material support from the North Sulawesi Regional Office of the Ministry of Law and Human Rights plays a very important role in employee career development. Moral support, which includes recognition, inspirational leadership and a positive work environment, will motivate employees to continue developing. Meanwhile, material support such as training, diverse assignments, and adequate facilities will provide employees with the necessary tools to improve their competencies. With these two types of support, employees at the North Sulawesi Regional Office of the Ministry of Law and Human Rights can better plan and develop their careers, which in turn will contribute to improved organizational performance in providing public services in the field of law and human rights.

### 3) Training

Training is one of the important instruments in employee career development, especially in improving competencies within the Regional Office of the Ministry of Law and Human Rights (Kemenkumham Regional Office) of North Sulawesi. As a planned process or program, training aims to modify employees' attitudes, behaviors, knowledge, and skills, so that they can face job challenges

more effectively and professionally. Well-designed training not only provides direct benefits to individuals, but also contributes to improving the overall quality of organizational performance.

Training is a systematic process designed to improve the skills, knowledge and attitudes of employees to make them more effective in carrying out their duties. According to Armstrong (2006), training is an effort made to improve the knowledge, skills and abilities of employees in order to work more effectively and efficiently. In the context of the North Sulawesi Regional Office of the Ministry of Law and Human Rights, training can be used to achieve the organization's strategic goals, including improving the quality of legal and human rights services at the regional level.

The main objective of training in the North Sulawesi Regional Office of the Ministry of Law and Human Rights is to ensure that employees have competencies appropriate to the demands of their duties, which include knowledge of the latest legal regulations, administrative skills, as well as the ability to deal with human rights issues. In addition, training also aims to motivate employees to progress in their careers, provide them with opportunities to develop their personal and professional potential, and prepare them for bigger roles in the organization. Training for career development can be done by:

a. Technical Training

Technical training aims to improve employees' knowledge and skills in specific areas directly related to their duties. For example, training on the latest legislative regulations, legal administration training, or technical training related to human rights. This training is important so that employees can work efficiently and effectively, in accordance with applicable legal and policy standards.

b. Managerial and Leadership Training

In addition to technical training, managerial and leadership training is also very important, especially for employees who occupy higher positions or have the potential to move up. This training aims to develop leadership skills, team management, and proper decision-making. With this training, employees in the North Sulawesi Regional Office of the Ministry of Law and Human Rights can be better prepared to manage change, solve problems, and lead strategic projects.

c. Soft Skills Training

Soft skills, such as communication, time management, teamwork, and conflict resolution, should also receive attention in training programs. These skills are essential for improving interactions between employees as well as the quality of public services. Employees who have good communication skills and can work together in teams will be better able to deal with the dynamics of complex tasks in the work environment.

d. Training for Special Assignments

This training is provided to employees who will be given special tasks or assignments that require specific skills or knowledge. For example, training for handling human rights cases, training in regulatory oversight, or training for tasks that involve interaction with external parties, such as international agencies or community organizations.

Training not only has an impact on improving employee competencies in the short term, but also plays a role in long-term career planning. In the context of the North Sulawesi Regional Office of the Ministry of Law and Human Rights, training can be a means of preparing employees to be eligible for promotion or increased responsibility. By providing relevant training, employees have a greater chance of developing their careers, as well as addressing increasingly complex job challenges.

It is important to note that effective training must be tailored to individual and organizational needs. Therefore, the North Sulawesi Regional Office of the Ministry of Law and Human Rights needs to conduct regular training needs analysis, involving employees in the process of identifying skills that need to be developed. This process will ensure that the training provided is not only relevant to current tasks, but also supports employees' long-term career development.

For employees, training provides direct benefits in the form of improved skills that can be applied directly in their work. It also boosts employees' self-confidence, broadens their professional horizons and opens up opportunities for career advancement. For the organization, training improves the productivity and quality of employee performance, which in turn contributes to the achievement of organizational goals, such as improving the quality of legal services and protecting human rights.

Training as part of employee career development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights has a very strategic role in improving human resource competencies. By developing a planned training program, the North Sulawesi Regional Office of the Ministry of Law and Human Rights can prepare employees to face job challenges and achieve their career goals. Effective training will encourage employees to continue to develop, improve their performance, and ultimately contribute to the organization's big goal of providing better, fairer, and professional public services in the field of law and human rights.

#### 4) Promotion

Promotion is one of the key elements in employee career development that is very important, especially in government agencies such as the Regional Office of the Ministry of Law and Human Rights (Kemenkumham Regional Office) of North Sulawesi. In general, promotion is defined as the granting of a higher position or position to an employee, which is accompanied by the granting of greater authority and responsibility. In the context of career development, promotion serves not only as a recognition of employee achievement, but also as an opportunity for employees to improve their competence and further develop their potential.

Promotion can be an effective way to improve employee competencies. When employees are promoted, they are given greater responsibility and more complex work, which requires them to develop deeper skills and knowledge. For example, an employee who previously handled only basic administration may be promoted to a position that involves more strategic policy-making or supervision, which requires greater knowledge and skills. As such, promotions motivate employees to continue learning and developing, and prepare them for new challenges. The promotion process creates a clear "path forward" for employees, which helps them feel more engaged in their work and committed to improving the quality of their work. Employees who feel there is an opportunity to be promoted tend to be more proactive in developing their competencies, whether through training, further education or on-the-job experience. Apart from being a competency development tool, promotions also serve as a renewal opportunity for employees in developing their careers. By getting a higher position, employees have the opportunity to be involved in more strategic and impactful projects. They will also work with larger teams or have greater influence in organizational decision-making. For employees at the North Sulawesi Regional Office of the Ministry of Law and Human Rights, promotions also provide opportunities to broaden their horizons in the fields of law, public administration and human rights. Along with greater responsibility, employees will be faced with more complex problems, which will require them to update their thinking, improve their managerial skills and develop more effective leadership skills.

A fair and transparent promotion process, with equal opportunities for every employee, will also increase the sense of fairness and motivation among employees. When employees feel that promotions are based on merit and ability, they will feel valued and increasingly motivated to work harder and improve their performance. This, in turn, will have a positive impact on the North Sulawesi MOLHR Regional Office in achieving its long-term goals, such as improving the quality of legal services and protecting human rights. To ensure that promotions are effective and have a positive impact on employees' career development, the North Sulawesi MOLHR Office must have a clear and transparent promotion system. The promotion process should be based on objective criteria, such as employee performance, level of education and training, work experience, and leadership potential. The process should also involve periodic evaluation of employee competencies, which can be done through performance appraisals or assessment centers. It is also important to ensure that promotions are not only done as a reward for achievement, but also as a tool to prepare employees to face

increasingly complex organizational challenges. Therefore, promotions in the North Sulawesi MOLHR Office should always be accompanied by additional competency development, such as leadership training, human resource management, or capacity building in the field of law and human rights.

Promotion is one of the most effective ways to support employee career development in the North Sulawesi MOLHR Regional Office. By providing greater authority and responsibility, promotions help employees improve their competencies and prepare them for higher career challenges. In addition, promotions also serve as a renewal opportunity for employees, where they can develop further and contribute more to organizational goals. With a clear, fair and competency-based promotion system, the North Sulawesi MOLHR Regional Office will be able to create an environment that supports employees' career development and improve overall organizational performance.

#### 5) Employee Placement

Employee placement is one of the important aspects of human resource management that is directly related to employee career development. At the North Sulawesi Regional Office of the Ministry of Law and Human Rights (Kemenkumham Regional Office), employee placement is carried out as a follow-up to the selection process and assessment of employee competencies. The main objective is to place employees in positions that match their abilities and potential, so as to encourage career development and improve organizational performance.

Effective employee placement begins with a rigorous selection process, which aims to ensure that the selected employees have qualifications that match the needs of the organization. This selection involves assessing various aspects of employee competencies, such as technical skills, legal knowledge, managerial abilities, as well as soft skills required in their jobs.

After selection, periodic assessment of employee competencies is the next important step. This competency assessment not only involves evaluating performance in daily tasks, but also measuring the potential of employees to develop in the future. In the context of the North Sulawesi MOLHR Regional Office, this assessment is usually carried out through various mechanisms, such as:

- a. Performance appraisal. Regular appraisals of employee performance help determine whether employees are meeting the standards set for their jobs. It also provides an overview of competency areas that need improvement or further development.
- b. Assessment centers. Another method of assessment is through assessment centers, which can involve simulating tasks, in-depth interviews, and testing employees' skills and potential in more complex situations. This provides a clearer picture of an employee's readiness to be placed in a more strategic position.
- c. Education and training. Employee placement can also be driven by an evaluation of the results of training that has been attended. Training that is relevant to a particular field of work and expertise can be an indicator to assess an employee's readiness to occupy a higher or more specific position in the organization.

After the assessment is done, placing employees in positions that match their competencies is an important step in employee career development. The right placement will not only improve individual performance, but also provide opportunities for employees to develop further in their careers. Placement of employees according to their abilities and competencies allows employees to:

- a. Optimizing potential. When employees are placed in positions that match their skills and experience, they can work more effectively and efficiently. Employees will feel more confident and can make greater contributions to their work, which in turn will boost their career development.

- b. Increase job satisfaction. Proper placement is also directly related to employee job satisfaction. When the tasks assigned match employees' skills and interests, they will feel more valued and motivated to develop further. This job satisfaction contributes to employee loyalty to the organization and reduces turnover rates.
- c. Encourage continuous learning and development. By placing employees in positions that match their competencies, the North Sulawesi MOLHR Regional Office also provides opportunities for employees to continuously develop their skills and knowledge. They will have the space to learn new challenges and adapt to bigger roles, which over time may open up opportunities for promotion or more challenging assignments.

Employee placement is also part of long-term planning in improving employee competencies. By understanding the strengths and weaknesses of each employee, the North Sulawesi MOLHR Regional Office can plan appropriate career paths for each individual, as well as provide additional training needed to support their competence in their new positions. Careful placement planning will help the North Sulawesi Regional Office of Kemenkumham to:

- a. Develop a more systematic employee development strategy, based on the potential and needs of the organization.
- b. Prepare employees for higher or more complex job demands, by providing them with relevant experience and learning.
- c. Improve organizational effectiveness by ensuring that each employee is placed in the optimal position for best performance.

Proper employee placement is a key element in employee career development and competency improvement at the North Sulawesi MOLHR Regional Office. Through rigorous selection, objective competency assessment, and placement of employees according to their abilities, the organization can ensure that every employee has the opportunity to develop and make the best contribution. In addition, the right placement will give employees the opportunity to achieve their career goals, while at the same time supporting the achievement of the organization's goal of providing better legal services and human rights protection.

#### 6) Career Development

Career development is one of the important elements in human resource management that serves to support employees in planning and developing their future careers. At the North Sulawesi Regional Office of the Ministry of Law and Human Rights, career development is not only the responsibility of the employees themselves, but is also part of the staffing and leadership responsibilities of the organization. By providing the right support, the North Sulawesi Regional Office of the Ministry of Law and Human Rights can help employees plan and achieve their career goals, ultimately contributing to improved performance and quality of public services.

Career development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights aims not only to improve employee competence, but also to create a clear career path for employees. Without well-planned career development, employees may feel stuck in their positions without knowing how to progress or achieve higher positions. Structured career development will give employees a clear picture of their career goals, as well as the steps to take to achieve them.

For organizations, employee career development can provide many benefits, including increased motivation, job satisfaction, and productivity. When employees feel that they have opportunities to develop and advance in their careers, they will be more eager to work better and make maximum contributions to the organization.

Personnel at the North Sulawesi Regional Office of the Ministry of Law and Human Rights play an important role in providing support for employee career development. This support can be provided in various forms, including:

- a. Preparation of career plans. Personnel can assist employees in developing a clear career plan, taking into account their potential, interests, and skills. This career plan may include steps that employees need to take to achieve their goals, such as attending training, obtaining certifications, or taking on more responsibility in specific projects.
- b. Training and education. One of the most significant supports that can be provided is by facilitating training and education relevant to employees' career development. Personnel can identify the types of training or courses needed by employees to prepare them for higher career paths. For example, training in law, leadership or management can improve employees' competencies to handle more complex tasks.
- c. Providing periodic feedback and evaluation. Staffing can also provide periodic evaluations of employees' performance and career development. Constructive feedback helps employees know their strengths and areas for improvement, so they can focus on developing competencies that match their career goals.

Leaders in the North Sulawesi MOLHR Regional Office have a strategic role in directing and supporting employee career development. Leadership support is not only limited to providing direction, but also includes:

- a. Mentoring and coaching. Leaders can act as mentors for employees who have the potential to develop further. Through intensive coaching, leaders can provide the insight, experience, and skills needed to reach a higher level of position.
- b. Provide opportunities for new assignments. Leaders can also provide opportunities for employees to take on challenging new assignments or projects. These assignments allow employees to learn new things, broaden their experience, and develop skills relevant to their careers.
- c. Encourage open and inclusive leadership. Leaders who are open to employees' aspirations and listen to their input will create a work atmosphere that supports career development. By providing space for employees to talk about their career goals, leaders can help them plan the steps that need to be taken to achieve these goals.

Career development at the North Sulawesi MOLHR Regional Office will be more effective if there is close collaboration between staffing and leadership in planning and supporting employee career development. Staffing provides the administrative and managerial support needed to plan career development steps, while leadership provides the strategic guidance and motivation needed to achieve larger career goals. This collaboration will also ensure that employees' career development is aligned with organizational goals. Thus, employees not only develop individually, but also contribute to the achievement of the vision and mission of the North Sulawesi Regional Office of the Ministry of Law and Human Rights in providing better legal services and more optimal protection of human rights.

Career development in the Regional Office of the Ministry of Law and Human Rights of North Sulawesi is an effort that involves various parties, from the employees themselves to the leadership and staffing. The support provided by staffing and leadership to help employees plan their future careers is critical to ensuring employees have opportunities to develop and achieve their professional goals. With clear career planning and appropriate support, employees can improve their competencies, feel more motivated, and contribute more to the organization in achieving its goals.

## CONCLUSION

### *Conclusion*

The research findings and discussion lead to the conclusion that :



1. Career development as a competency development strategy. Career development at the North Sulawesi Regional Office of the Ministry of Law and Human Rights (Kemenkumham Regional Office) acts as one of the main strategies to improve employee competence. Through a structured career development program, employees have the opportunity to improve skills, increase knowledge, and develop attitudes relevant to more complex tasks.
2. The importance of leadership and staffing support. Career development cannot be successful without the full support of leadership and staffing. Leadership plays a role in providing direction, guidance, and opportunities for new assignments, while staffing is responsible for structuring training programs, performance evaluations, and helping employees clearly plan their career paths.
3. Appropriate promotion and placement opportunities. Promotion and placement of employees in accordance with their competencies and potential play an important role in career development. Placing employees in the right position not only improves individual performance, but also provides opportunities for employees to develop and lead in the future.
4. The importance of training for competency improvement. Training serves as an important instrument in career development, especially in modifying employees' knowledge, skills and behavior. Training that is relevant to job needs and organizational challenges helps employees develop their competencies and prepares them for greater tasks.
5. Periodic evaluation for effective career planning. Periodic evaluation of employee performance and competencies is essential in planning effective career development. These assessments provide constructive feedback, allowing employees to know their strengths and areas for improvement, so they can plan steps to achieve their career goals.
6. Linkage between career development and organizational goals. Employee career development not only benefits the individual, but also contributes to the achievement of organizational goals. Well-developed employees will be able to make maximum contributions in supporting the organization's strategic tasks, such as improving legal services and protecting human rights.

### **Suggestions**

Based on the discussion and conclusions that have been described, the authors provide suggestions:

1. Expansion of career development programs. The North Sulawesi Regional Office of the Ministry of Law and Human Rights needs to expand and develop a more varied and sustainable career development program. In addition to technical training, development programs can also include soft skills, leadership, and managerial development, so that employees are ready to face greater challenges in the future.
2. Improve evaluation and feedback systems. A more structured performance evaluation and feedback system should be implemented to more clearly monitor the development of employee competencies. Periodic evaluations should be conducted transparently and objectively, involving employees in the assessment process to enhance their understanding of career progression.
3. Improve access to further education and training. The North Sulawesi Regional Office of the Ministry of Law and Human Rights needs to provide more access to further education or courses that can improve their competencies in legal, managerial or human rights fields. Cooperation with educational or training institutions can open up opportunities for broader career development.
4. Clear career path planning. The North Sulawesi MOLHR Regional Office needs to provide clear career paths for employees, both in the short and long term. A structured and well-planned career

development plan will help employees understand the steps that need to be taken to achieve their career goals and provide clear direction on achievable career paths.

5. Strengthen the mentoring and coaching system. Leaders need to strengthen the mentoring and coaching system for employees who have the potential to be promoted. With more intensive mentoring from leaders, employees can gain deeper insights into career management and more strategic tasks in the future.

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