



Employee competency and career development: Case study at the state prison (Rutan) class IIB wates

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Abstract

This study aims to evaluate the efforts to develop the competence and career of officers in the Class IIB Wates Prison. This study uses a qualitative approach with the ex post facto method to examine competency and career development efforts. By conducting interviews and observing the conditions that have occurred, this study aims to identify factors that affect competency and career development programs. The results of the study show that Rutan has made various efforts, such as providing training facilities, applying various development methods, and providing rewards and punishments. However, there are several obstacles that hinder the effectiveness of the program, such as lack of motivation of officers, limited resources, and the optimal use of performance assessment results. To increase the effectiveness of the development program, some of the suggestions put forward include analyzing more specific training needs, increasing the number of mentors, utilizing technology, providing attractive incentives, and collaborating with various parties. Thus, it is hoped that the competency development program can be more relevant and have an impact on improving officer performance.

Keywords: Competency development, career, training, motivation, performance assessment

Introduction

Employee competency and career development is one of the important pillars in building an effective and competitive organization. Adequate competence not only improves individual performance, but also contributes to the achievement of overall organizational goals ^[1, 2]. In the context of correctional institutions such as the Class IIB Wates State Prison (Rutan), the development of officers' competencies and careers has a very strategic role in providing quality services to inmates and maintaining the security and order of the institution.

In the context of human resource management, competence is a set of knowledge, skills, and attitudes that enable a person to carry out tasks or work effectively and efficiently ^[2]. In other words, competence is an integrated ability that allows a person to achieve the desired outcome in a specific role or context. Competency development is a very important long-term investment for individuals and organizations. By understanding the concept of competencies and implementing the right development strategies, organizations can improve employee performance ^[3, 4]. Every organization has different characteristics and needs. Therefore, competency development programs must be tailored to the specific needs of the organization.

Competency development in Class IIB Wates Detention Center is a very important long-term investment to improve the quality of services and the effectiveness of coaching. The focus of competency development needs to be directed to the technical aspect ^[5] Managerial ^[6], social-emotional ^[7, 8], and special competencies that are relevant to the duties and functions of the officers. Technical competencies include legal knowledge, security skills, and understanding of SOPs. Meanwhile, managerial competencies include leadership, planning, and effective communication. Social-emotional aspects such as professional ethics, empathy, and stress management are also very important for officers to have. In addition, special competencies such as inmate

coaching and inter-institutional cooperation need to continue to be developed. To achieve the goal of competency development, a comprehensive approach is needed, starting from needs analysis, preparation of structured training programs, to periodic performance evaluations. Thus, it is hoped that the competence of officers can continue to improve and contribute to the success of coaching in the Class IIB Wates Detention Center.

In developing the competence of Rutan officers, it is necessary to consider several challenges such as limited time, budget, and motivation ^[9, 10]. To overcome these challenges, flexibility is needed in the implementation of training programs, the use of technology, the provision of incentives, and partnerships with training institutions ^[11, 12]. It is important to remember that competency development is an ongoing process. Therefore, it is necessary to conduct periodic evaluations to measure the effectiveness of the programs that have been implemented and make adjustments according to evolving needs. Thus, the development of the competencies of Wates Class IIB Detention Center officers will not only improve individual performance, but also contribute to improving service quality and achieving overall organizational goals. Furthermore, career development is also the focus of this research. Career can be defined as a series of work movements experienced by an individual throughout his or her life ^[13]. Effective career development involves planning, implementing, and evaluating employee career growth.

Career development is an ongoing process that aims to improve an individual's competencies, knowledge, and skills over time ^[14]. The main goal of career development is to help individuals reach their full potential, increase job satisfaction, and contribute to the success of the organization ^[15]. General career development strategies include career goal identification, career planning, training and development, mentoring and coaching, and performance evaluation. In the context of Class IIB Wates Prison, career

development must be specifically designed to meet the unique needs of correctional institutions. This includes the provision of clear career paths, both vertically and horizontally, as well as training programs relevant to the duties and functions of officers. Additionally, mentoring and coaching can provide valuable support and guidance for officers in achieving their career goals.

Strategically, career development in Class IIB Wates Prison requires careful consideration of various factors. Career development programs are not only about improving individual competencies, but must also be aligned with the organization's strategic goals. In other words, this program must support the achievement of Rutan's vision and mission. In addition, each individual has unique potentials, interests, and needs, so career development programs need to be tailored to the characteristics of each officer. Moreover, the work environment in Detention Centres has special characteristics, such as interaction with inmates and high work pressure, which need to be considered in designing the program. By considering all of these factors, a comprehensive and sustainable career development program can create a positive work environment, improve employee performance, and provide better service to the community. The development of competencies and careers of officers in Class IIB Wates Detention Center is the main focus in this research. Researchers observed several internal and external factors as the main causes of potential problems, such as lack of interest and motivation, unadaptive mindset, and limited access to training and development ^[16]. The results of this study are expected to provide benefits, of course, for class IIB Wates inmates as a consideration in developing a more effective competency development program and as input in developing employee competency development policies within government agencies.

Literature Review

a. Competency Development

Competence is a combination of knowledge, skills, attitudes, and behaviors necessary to be able to carry out tasks and functions effectively and efficiently ^[17]. In the context of the State Civil Apparatus (ASN) in state prisons, competence is a key factor in carrying out humanitarian and professional tasks. Competency development is a complex process that is influenced by various internal and external factors ^[18]. Determinants of competency development can be understood as key variables that affect an individual's capacity and potential in improving his or her abilities. At the internal level, individuals have a central role in the competency development process. Personal motivation is the main determinant that drives a person to proactively develop themselves ^[19]. An employee of a state prison who has a high awareness of the importance of developing professionalism will more easily receive various opportunities to improve competence. At the external level, organizational factors play a very significant role. Organizational policies are a key determinant in creating a competency development ecosystem ^[2]. An organization that fully supports human resource development will provide a comprehensive range of training programs, promotion opportunities, and career development access. The interaction between internal and external factors is what dynamically shapes the pattern of competency development. An individual with high motivation will find it easier to take advantage of the opportunities provided by the organization.

On the contrary, a supportive organization will be able to maximize the potential of individuals who have a spirit of self-development. In the context of state prisons, competency development is not just fulfilling administrative procedures, but a systematic effort to improve the quality of service, ensure the rights of prisoners, and realize the goal of fair development. Thus, the determinants of competency development are a complex and interconnected ecosystem, where individual, organizational, and contextual factors interact dynamically to produce an increase in the capacity and quality of human resources ^[20].

b. Career Development

Career development is a continuous process of an individual's efforts to develop their potential, acquire expertise, and improve competence in an organizational structure ^[21]. In the context of the State Civil Apparatus (ASN) in state prisons, career development has strategic significance in realizing professionalism and quality of public services. Determinants of Career Development are fundamental factors that affect the dynamics of the career journey of a State Civil Apparatus (ASN) in the state prison environment. Basically, these determinants are divided into two main domains: internal and external factors.

At the internal level, individuals play a key role in determining their career trajectory. Personal motivation is the main driving force. An employee with a high awareness of his or her potential will be more proactive in pursuing career development ^[22, 23]. The competencies possessed, both hard and soft skills, become the basic capital to access development opportunities. Meanwhile, external determinants indicate the complexity of the organizational environment that affects career development. Institutional policies are a key factor that determines the space for movement and individual opportunities. A transparent, objective, and merit-based human resource management system will create an ecosystem conducive to career development ^[24]. The Career Development Model offers a variety of strategic approaches in realizing an individual's potential. A structural, vertical approach provides a clear career path through employee promotion and mutation mechanisms ^[25, 26]. Every employee has the opportunity to move up the organizational hierarchy based on their achievements and competencies.

The functional approach provides space for the development of specific skills. In the context of state prisons, this is especially important given the complexity of tasks that require specialization, such as prisoner coaching, security management, or social services. Professional certification and competency recognition are important instruments in this model. The comprehensive approach is a synthesis of various models, which emphasizes continuous development. Talent management and succession planning are the main focus, where each individual is seen as a strategic asset that needs to be developed holistically ^[27]. The impact of career development on improving ASN performance is very significant. First, from the motivational aspect, clear and measurable career development will increase morale ^[28]. When an employee sees a bright and planned prospect, he will be more motivated to make the maximum contribution. Work productivity is the next direct impact. Through career development, state prison employees will continuously improve their competence. This has implications for service quality, work efficiency, and adaptability to increasingly

complex changes ^[29]. Competency development through career paths allows employees to master new technologies and work methods. In the context of ever-evolving corrections, the ability to adapt to innovation becomes a competitive advantage. Organizationally, the impact of career development does not only stop at the individual level. The contribution given will support the achievement of organizational goals, realize good governance, and in turn improve the image of the institution in the eyes of the public ^[30]. Thus, career development is not just an administrative mechanism, but a strategic instrument in building superior human resources, committed, and able to provide excellent service in the state prison environment.

c. Competency Development of Class IIB Wates Detention Center

Competency development in the Class IIB Wates Detention Center is a systematic effort to improve the knowledge, skills, and attitudes of officers in carrying out their duties and functions. Through various training programs, officers can gain the skills needed to handle daily tasks more effectively and efficiently. While the main objectives of competency development are:

- a. **Improve service quality:** With adequate competence, officers can provide better services to prisoners, visitors, and other related parties ^[31].
- b. **Improve security and order:** Training that focuses on security and emergency handling can help prevent security disturbances within the detention center ^[32].
- c. **Supporting the success of coaching:** Prisoner coaching programs will be more effective if officers have appropriate competencies in the fields of psychology, counseling, and education ^[33].

Examples of relevant competency development programs for Class IIB Wates Prison:

- a. **Riot handling training:** Train officers in dealing with emergency situations such as riots or prisoner escapes.
- b. **Inmate coaching training:** Providing knowledge and skills to officers in developing character, life skills, and education to inmates.
- c. **Security training:** Improve the ability of officers to maintain security and order in the detention center, including the use of security equipment.
- d. **Special case handling training:** Train officers in handling special cases such as prisoners with special needs (e.g., sick prisoners) or prisoners involved in specific cases.

d. Career Development in Class IIB Wates Prison

Career development at Wates Class IIB Detention Center is an ongoing process to help officers reach their maximum potential and provide opportunities to grow and develop within the organization. While the main goals of career development are:

- a. Increase motivation and job satisfaction.
- b. With opportunities to grow, officers will feel more motivated and satisfied with their jobs ^[34].
- c. Maintain employee retention.

- d. A good career development program can help reduce employee turnover ^[35].
- e. By having competent and committed human resources, Wates Class IIB Detention Center can become a stronger and more effective organization ^[36].

Examples of relevant career development programs for Class IIB Wates Prison:

- **Clear career path:** Provides officers with a clear career path, so they have a clear picture of their career goals.
- **Mentoring and coaching:** Providing guidance and support to officers in developing their careers.
- **Task rotation:** Provides opportunities for officers to work in different sections or work units, so that they can gain a wider range of experience.
- **Scholarship program:** Provides opportunities for officers to continue their education to a higher level.

Both competency development and career development are equally important to improve the performance of Wates Class IIB Detention Center officers. By integrating these two aspects, Rutan can create a positive work environment, support individual growth, and ultimately improve the quality of service to the community.

Research Methods

a. Type of Research

This research is a research *Ex post facto*, that is, research is carried out by observing the consequences that occur and then trying to find the cause ^[37]. The research is also a Qualitative Research, namely the researcher directly carries out observations and observations on objects so that forms of analysis and conclusions that depend on the sharpness of the research analysis ^[38]. This research was carried out at the State Prison (Rutan) Class IIB Wates. Data collection will be carried out in stages starting from January 2023 to 2024. The main focus of this research is on the period after March 2023, considering that that month is the beginning of the implementation of various training and training programs relevant to the development of career competencies in the Class IIB Wates Detention Center

b. Research Subject

Research subjects are individuals who have knowledge and experience related to competency development and career in Class IIB Wates Prison. The informants in question include:

1. **Head of Class IIB Wates Detention Center:** As the highest leader, the Head of the Detention Center has a comprehensive perspective on competency development in his work environment.
2. **Head of the Class IIB Wates Detention Center Security Unit:** Have a deep understanding of the competency needs of officers in maintaining security and order in the detention center.
3. **Head of the Class IIB Wates Prison Management Sub-Section:** Responsible for the management of personnel administration, so that they have data and information related to competency development programs that have been implemented and planned

4. Head of the Class IIB Wates Prison Prison Service

Sub-Section: Have an understanding of the duties and functions of the prisoner service sub-section so that they understand the need for officers' competencies in prisoner service affairs and activities

Employees in the Personnel Section of Class IIB Wates Detention Center: Have direct knowledge about the implementation of competency development programs and the obstacles faced.

c. Data Collection Techniques

In this study, several data collection techniques were used to obtain comprehensive information regarding the improvement of the career competency development of officers in the Class IIB Wates State Prison (Rutan). These techniques include:

1. Interview

The interview was conducted with the aim of digging up in-depth information from the resource persons related to experiences, perceptions, and expectations^[39] they regarding the development of career competencies in the Class IIB Wates Detention Center. The interviewees included the head of the detention center, the head of security, the head of the management sub-section, the head of the Prisoner Services sub-section, and employees in the personnel section. This interview has been conducted since March 2023.

2. Observation

The observation was carried out to see firsthand the activities related to the development of career competencies in the Class IIB Wates Detention Center. Through observation, researchers can get an overview of the implementation of training programs, self-development activities, and interactions between officers in the context of career development^[40]. This observation has also been carried out since March 2023.

Result

a. Overview of Class IIB Wates Detention Center

The history of the establishment of the Class IIB Wates Prison starting from 1872 is: P eriode 1872-1905 as a criminal shelter for forced labor at the level of the former district capital (Arbeid straf). The period 1905-1921 as a prison in the south Jogja area (Ketting kwartier). The period 1921-1942 as criminal prisons (Strafgevangenissen). The period 1942-1945 as a shelter for Indonesian army prisoners. The period 1945-1950 as an emergency prison of the Indonesian government. The period 1950-1960 as a place for resocialization. The period 1960-1963 as the 3rd Indonesian prison period. The period 1963-1966 was borrowed by the military rulers for political prisoners. The period 1966-1975 as an LP of the Bina Tuna Marga era. The period of 1975 until now has returned to the Correctional Institution. It was used as a criminal shelter for forced labor at the arbed straf level (district level) until 1905. The Wates Class IIB State Prison is one of the Technical Implementation Units under the auspices of the Regional Office of the Ministry of Law and Human Rights of the Republic of Indonesia, Special Region of Yogyakarta. Wates Prison is located at Jalan Suparman Number 03, Wates District, Kulon Progo Regency, Special Region of Yogyakarta. Wates Prison has a capacity of 73 people with a land area of 3,250 m², and a building area of 2,646 m². Each

is used for offices of 320 m² while for the residence of Correctional Assisted Residents 346.8 m². The WBP Residential Blocks consist of:

- Wisma Sindoro is used for the Elderly, Disabilities, Children, and Mapenaling
- Wisma Merbabu is used for Prisoners and Inmates
- Wisma Sumbing is used for Accompanying Prisoners (Tamping)

The Class IIB Wates State Prison has main duties and functions that are always used as guidelines in the implementation of daily duties. The main task at the Class IIB Wates Detention Center is to carry out treatment of suspects or defendants in accordance with applicable laws and regulations. Meanwhile, to ensure that the main tasks mentioned above can run properly and optimally, the Wates Class IIB State Prison carries out the following functions:

- Providing services and treatment to the suspects/defendants.
- Maintaining security and order in Rutan.
- Carrying out administrative affairs of Rutan.

In addition to having the main duties and functions mentioned above, the Class IIB Wates State Prison also carries out Coaching Tasks for Correctional Assisted Citizens as regulated in Law No. 22 of 2022 concerning Correctional Services.

b. Conditions for Competency Development and Career of Officers in Class IIB Wates Prison

Based on personnel data, the number of officers in the Class IIB Wates Detention Center is 68 people, consisting of 64 people with civil servant status, 3 CPNS and 1 PPPK. Then based on gender, it consists of 51 men and 17 women. Most of the officers serve in the security squad which has the main responsibility for maintaining security and order in the detention center. This is in line with the statement of the Head of the Prison Security Unit (KPR) which states that security officers have a crucial role in preventing prisoner escapes and other security disturbances. Given the importance of maintaining security and order in the prison environment, early detection training is very relevant. This training aims to equip officers with the ability to recognize early signs of potential security disturbances so that preventive measures can be taken proactively. Through early detection training, it is hoped that it can minimize the occurrence of unwanted events and increase effectiveness in dealing with various problems that arise. Prisoner services including Administration, Registration, Care to Coaching for Prisoners and Assisted Residents are also an important part. Training for coaching officers is very harmonious considering that most of the activities in the Class IIB Detention Center are in the context of coaching both Independence and Personality Development.

c. Obstacles to Competency Development and Career of Officers in Class IIB Wates Detention Center

Based on the results of interviews with officers and the Head of Class IIB Wates Detention Center, there are several obstacles that hinder the development of career competencies in the detention center. These obstacles can be grouped into two categories, namely internal factors and external factors. Internal Factors and Internal factors refer to obstacles that come from within the employee himself. One

of the main obstacles is the lack of interest of employees to participate in training programs or continue education ^[41]. External Factors: External factors refer to constraints that come from outside the individual, such as limited resources or institutional policies ^[42]. One of the external obstacles that is often encountered is the lack of implementation of education and training organized by training institutions such as BPSDM.

Obstacles in the Development of Competency and Career of Officers in Class IIB Wates Prison are the same as other institutions. Class IIB Wates Detention Center also faces a number of obstacles in efforts to develop officers' career competencies. These obstacles can come from internal and external factors.

Internal constraints are constraints that come from within the organization or the individual itself. In this context, the internal constraints that can be identified are:

1. Motivation related to an individual's attitude and perception of self-development.
2. **Lack of employee initiative:** It is also a matter of individual attitudes and behaviors.
3. **Traditional mindset:** This indicates that there is a mindset that needs to be changed in the individual.
4. **There needs to be a change in work culture:** This refers to the existence of problems in the system and values that prevail in the organization.
5. **Unevenness in training programs:** Although this is related to the program, the root of the problem often lies in the organization's internal systems that are not optimal in managing training.

External constraints are constraints that come from outside the organization or individual. External constraints that can be identified are:

1. High workloads and diverse task demands are external factors that limit an individual's time for development.
2. Budget constraints are external factors that limit the resources that can be allocated for development.
3. Frequent policy changes are external factors that cannot be fully controlled by the organization.

d. Efforts to Improve the Competence and Career of Officers in Class IIB Wates Detention Center

In order for efforts to improve the competence and career of officers in Class IIB Wates Detention Center can run effectively, various obstacles, both internal and external, need to be overcome. Class IIB Wates Detention Center has made various efforts to overcome obstacles in the development of officers' career competencies. With the support of leadership and adequate administrative facilities, it is hoped that efforts to improve employee competence can run more effectively and sustainably.

Discussion

a. Competency Development and Career of Officers in Class IIB Wates Detention Center

The development of competencies and careers of officers in Class IIB Wates Detention Center is not only the responsibility of individual officers, but also an integral part of the organization's efforts to improve the quality of

performance ^[14]. In addition to planning individual careers, rutan management must also be active in providing various facilities and programs to support the development of these competencies. The competency development facilities available at the Class IIB Wates Detention Center cover various aspects, ranging from skill improvement, formal and informal education, to work experience. In addition, there are also programs designed to develop better work attitudes and behaviors. All of these efforts aim to provide added value for officers so that they can carry out their duties more effectively and efficiently. Methods used in competency and career development at Wates Class IIB Detention Center include:

- a. **Career education and counseling:** Provides information on career paths, development opportunities, and requirements that must be met.
- b. **Provision of information about the organization:** Opening access for officers to obtain information related to organizational structure, policies, and work culture.
- c. **Performance appraisal system:** Conduct periodic performance appraisals to identify strengths and weaknesses and provide constructive feedback.
- d. **Workshops and training:** Conduct trainings relevant to officers' duties and responsibilities, such as leadership, communication, and conflict management training.

b. Efforts to Improve the Career Competence of Officers in Class IIB Wates Detention Center

Wates Class IIB Detention Center has carried out various strategies to improve the competence and career of its officers including:

1. Provision of Rewards and Punishments for officers in the context of improving the career of officers to increase the interest and motivation of officers in career development.
2. Increasing the capacity of employees through Technical Guidance, Equitable Training for All Class IIB Wates Prison Officers. Granting permission to continue education to increase human resource capacity.
3. Internalization and socialization of work culture in accordance with the grand design of Bureaucratic Reform.
4. Participating all Wates Class IIB Prison officers for Training, as well as Technical Guidance

c. Strategies to improve competence and career

1. **Increase officer motivation:** Through the provision of incentives, recognition of achievements, and clear career development opportunities.
2. **Changing mindsets:** Through training programs that focus on developing soft skills such as leadership, communication, and problem-solving.
3. **Strengthen the learning culture:** Create a work environment that supports continuous learning and provides easy access to learning resources.
4. **Improve the performance management system:** Conduct periodic performance appraisals and provide constructive feedback.

- 5. Increase the budget for training:** Allocate sufficient budget to organize quality and relevant training programs.

By making these efforts, it is hoped that the development of officer competencies in the Class IIB Wates Detention Center can run more effectively and sustainably.

Conclusion

Based on the results of the analysis that has been carried out, it can be concluded that the Class IIB Wates Detention Center has tried to improve the competence and career of its officers. This effort includes the provision of various development facilities and methods, such as training, education, and other self-development programs. The goal is to improve the quality of officers' performance and provide added value to the organization. However, in its implementation, there are several obstacles faced, such as lack of motivation of officers, limited resources, and the optimal use of performance assessment results. These obstacles need to be a serious concern to be able to increase the effectiveness of competency development programs.

In more detail, the competency and career development efforts that have been carried out include:

- 1. Provision of development facilities:** Rutan has provided various facilities such as training, education, and other self-development programs.
- 2. Application of development methods:** The methods used include training, counseling, performance appraisal, and workshops.
- 3. Reward and punishment:** As a form of appreciation and motivation, the prison provides awards to outstanding officers and sanctions for those who violate the rules.
- 4. Capacity building:** Through training, education, and technical guidance, officers are expected to improve their knowledge and skills.
- 5. Internalization of organizational values:** Rutan seeks to instill organizational values such as integrity, professionalism, and excellent service to all officers.
- 6. Cooperation with other institutions:** Rutan also collaborates with training and education institutions to expand officers' access to development programs.

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