Management System in Civil Servant Careers

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ABSTRACT

The formation of Civil Servant Career Path cannot be separated from intervention of political officials who take part in government bodies, the principle of neutrality of Civil Servants is at stake. Analysis of the Influence of the Merit System, Talent Scouting, and Talent Pool on Career Path of Civil Servants is the main objective of this research. To achieve the research objectives, the research object and population are all Civil Servants of the Government of Magelang Regency, Central Java, Indonesia, totaling 6627 civil servants. Sample determination is based on the provisions of Slovin Formula margin of error of 0.05 = 378 civil servants, using Random Sampling method. The data analysis technique uses Structural Equation Modeling (SEM). The research results show that Merit System has positive and significant effect on Career Path. Talent Scouting has positive and significant effect on career path. And Talent Pool has positive and significant effect on Career Path.

Keywords: *Career Path, Merit System, Talent Pool, Talent Scouting.*

ABSTRAK

Terbentuknya jalur karir PNS tidak lepas dari intervensi pejabat politik yang berkiprah di badan pemerintahan, prinsip netralitas PNS menjadi taruhannya. Analisis Pengaruh Sistem Merit, *Talent Scouting,* dan *Talent Pool* terhadap jenjang karir PNS menjadi tujuan utama penelitian ini. Untuk mencapai tujuan penelitian, maka objek penelitian dan populasi adalah seluruh Pegawai Negeri Sipil Pemerintah Kabupaten Magelang Jawa Tengah Indonesia yang berjumlah 6627 PNS. Penentuan sampel berdasarkan ketentuan Rumus *Slovin margin of error* sebesar 0,05 = 378 PNS, dengan menggunakan metode *Random Sampling*. Teknik analisis data menggunakan *Structural Equation Modeling* (SEM). Hasil penelitian menunjukkan bahwa *Merit System* berpengaruh positif dan signifikan terhadap *Career Path*. *Talent Scouting* berpengaruh positif dan signifikan terhadap jenjang karir. Dan *Talent Pool* berpengaruh positif dan signifikan terhadap *Career Path.*

Kata Kunci: *Career Path, Merit System, Talent Pool, Talent Scouting*

INTRODUCTION

Nowadays the position of bureaucracy is unable to remain neutral regarding power of political officials who are active within the government. Civil Servant career path are influenced by political intervention (Sandinirwan et al., 2022) from the ambitions of politicians (Vercesi, 2022). Civil servants are considered as an extension tool that is subject to direction of political officials even though it is contrary to civil servant neutrality regulations. Independence, objectivity and transparency as the goals of civil servants in public services are not working as they should (Perdana, 2019). From these strategic issues, laws were formulated Law No. 5 of 2014 regarding the State Civil Service, created Merit System, a system of protecting civil servants from political intervention (Saputra, 2022). Merit System can define as Positions must be filled by the best people because of their qualities and abilities, not because of non-merit factors or other ascriptive factors such as politics, family, friends, tribe, religion, ethnicity, region, social class, gender, wealth (Saputra & Renata, 2023).

Career Path is sequence of placement between positions in each type of position on an ongoing basis (KEMENPANRB RI, 2021) If implementation of Career Path is not in accordance with Merit System then reliability of the output produced by civil servant needs to be questioned (Novianti et al., 2022) vulnerable to politicization, triggering independence, fraud, corruption (Kuchinski, 2020), performance and qualification gaps (Dwiputrianti et al., 2023). In Career Path there is Talent Scouting and Talent Pool as supporting elements (Peraturan Gubernur Jateng, 2021). Talent scouting is method of identifying Human Resource Management SDM (Hawari et al., 2021) integrated (Narayanan et al., 2018). Talent Pool is database of Talent Scouting results (Peraturan Gubernur Jateng, 2021).

Magelang Regency Regional Education and Training Personnel Agency is regional organization for career development, welfare, and coaching civil servants. Career Path System refers to the Magelang Regent's Regulations Law No. 43 of 2021. However, the reality is that the arrangement of civil servants is not fully in accordance with competency, the qualifications of civil servants are not in line with requirements of the position, and clean and accountable government governance is not yet optimal. (BPBD Magelang, 2023) This requires institutions to manage career path appropriately, The Right Man on The Right Place. The relationship between Merit System, Talent Scouting, Talent Pool and Career Path is based on 4 previous studies, the implementation of Merit System has significant influence on Career Path (Gajduschek & Staronova, 2023), the implementation of Talent Scouting has significant influence on Career Path (Setiadhie & Wibowo, 2020). Talent Pool has positive relationship with Career Path (Jooss et al., 2021) where Talent Pool helps build an effective and strategic Career path (Kichuk et al., 2019).
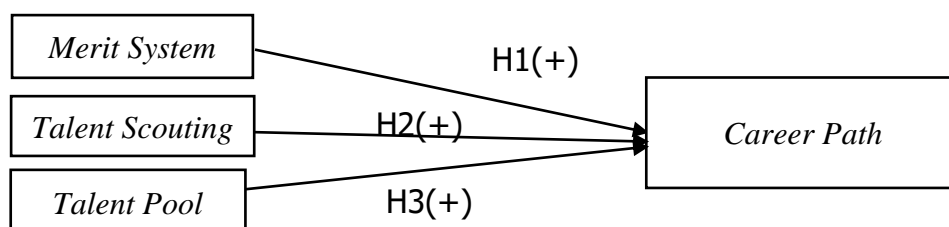

Fig 1. Research framework

THEORY AND HYPOTHESIS DEVELOPMENT
The Influence of Merit System on Career Path

Merit System as an efficient and transparent system, method, guideline (Hilmi et al., 2021) produce career path without distinguishing ethnicity, race, skin color and political background (Kusmana & Prasetyawan, 2021). Merit is strong variable that directly

influences perceptions of justice (Çamur, 2020). Career path must be given to those who deserve them because they influence success and productivity of organization (Demirbilek, 2023). Meritocracy has correlation between level of education and career position achieved (Acar & Ertek, 2020). This system significantly influences the Career Path recruitment process by identifying the right human resources thereby creating professional bureaucracy (Shafrullah et al., 2022) high quality, so that civil servants can be motivated to improve performance (Mustapha et al., 2022).

H1: Merit System has a positive and significant effect on Career Path.

The Influence of Talent Scouting on Career Path

Implementation goals Talent Scouting is to find Civil servants with the best talent (Saepuddin & Saputra, 2023) filter and collect potential civil servant cadres according to qualifications, competence, performance,integrity and morality (Peraturan Gubernur Jateng, 2021) Talent Scouting focuses on meeting organizational needs so that it is effective in forming precise career path (Hawari et al., 2021) and can have a significant effect in long term (Hidayah & Santoso, 2020). Talent Scouting as a road map to organizational success (Narayanan et al., 2018). Providing the right human resources can significantly help an organization achieve success (Kahfi et al., 2022).

H2: Talent Scouting has a positive and significant effect on Career Path.

The Influence of Talent Pool on Career Path

Role of Talent Pool is database of potential civil servant cadres who are competent to fill career path for positions in organization (Abioro et al., 2020). Human Resources Department will be more effective in developing civil servants talents and careers (Jooss et al., 2021). By using Talent Development Center program (Sari et al., 2022) can have significant positive influence on career readiness,through recruitment, civil servants selection processes by identifying the best talents and grouping them (Kanabar & Fletcher, 2022). The right career path through Talent Pool, organizations can restructure civil servants knowledge,experience and commitment in building an organization's long-term competitive advantage (Calle-Duran et al., 2021).

H3: Talent Pool has a positive and significant effect on Career Path.

METHODS

Research Model

The research Adopted: Merit System from U.S. Merit Systems Protection Board (2021), Talent Scouting from Diantono (2018); Novriyanti (2021); Putri (2023), Talent Pool from (Muti'ah, 2021), Career Pathfrom Putra (2018); Gumelar (2019), and modified by researchers.

Population and Sample

The research was conducted at the Regional Apparatus Organization Education and Training Personnel Agency Magelang Regency, Central Java, Indonesia. The population is 6627 civil servants (Magelangkab.go.id, 2024). Sampling Method, using Slovin formula with confidence level of 95% and margin of error of 0.05 (Khalaf et al., 2019). Sample size to be studied is 378 civil servants.

Analysis Tools

Using Structural Equation Modeling (SEM) Partial Least Squares (PLS), is multivariate statistical method for testing series of influences between variables that are estimated simultaneously with aim of prediction studies, structural model development or exploration, SEM PLS does not require certain distribution assumptions, can work with

complex models, and aim of study is testing model theory which focuses on prediction studies, developing structural or exploratory model theory. (Hair et al., 2019) PLS SEM analysis has more potential to provide more detailed findings and conclusions (Magno et al., 2022). Reliability Test by looking at Cronbach's alpha and Composite reliability values (Taber, 2018) >=0,70 (Hair et al., 2021). Reflexive indicators need to be tested with convergent validity,Average Variance Extracted (AVE) >0,50 (Hair et al., 2021). Heterotrait Monotrait Ratio (HTMT) Recommended value <0.90 (Hair et al., 2021). Hypothesis testing looks at t-statistic test value >=1.96 and p-value <0.05(Al-Kassab, 2022). Evaluation of Goodness of Fit Index, Analysis of SRMR values, PLS predict, R square, Q Square, and Goodness of Fit Index (Wang et al., 2020).

Operational Definition of Variables

Table 1. Operational Definitions and Indicators of Research Variables

Variable	Operational Definition	Indicator	Reference
Merit System (X1)	Rules and justice system, civil servants are valued based on their talents, competencies and skills.	Rules, Systems, Justice, Rewards.	Demirbilek (2023), Shafrullah et al. (2022), U.S. Merit Systems Protection Board (2021)
Talent Scouting (X2)	An integrated talent search method to identify, screening, select and develop human resources.	Method, Strategy, Policy, Justice, Rewards.	Jooss et al. (2021), Diantono (2018), Novriyanti (2021), Putri (2023)
Talent Pool (X3)	Database of Talent Scouting method results containing human resource cadres based on their competencies and expertise.	Methods, Monitoring, Development, Evaluation. Justice, Rewards.	Jooss et al. (2021). Muti'ah (2021)
Creer Path (Y)	Career development flow, regarding relationship, harmony between position, rank, education, training, competency and tenure.	Regulation, Policy, Justice, Development, Rewards.	Irhamna (2021) Putra (2018) Gumelar (2019)

RESULTS

Table 2. Respondent Profile

Object Research	Amount	Precentage (%)
Gender		
Man	117	30,95
Woman	261	69,05
Age		
20–30 Years	42	11,11
31–40 Years	270	71,43
41–50 Years	52	13,76
>51 Years	14	3,70
Level Of Education		
Senior High School	15	3,97
Associate Degree	45	11,90

Bachelor	247	65,34
Magister	71	18,78
Years Of Service		
4 Years	4	1,06
5-7 Years	113	29,89
7–10 Years	224	59,26
>10 Years	37	9,79
Regional Apparatus Organizations		
Regional Research and Development Planning Agency	21	5,56
Regional Education and Training Personnel Agency	225	59,52
Regional Financial and Asset Management Revenue Agency	21	5,56
Department of Public Works and Public Housing	17	4,50
Department of Library and Archives Service	16	4,23
Department of Transportation	21	5,56
Department of Cooperative and SME Trade Service	10	2,65
Department of Livestock and Fisheries	16	4,23
Department of Communication and Information	19	5,03
Department of Tourism, Youth and Sports	12	3,17

Outer Model Test

Testing outer model or reflective measurement model aims to specif relationship between variables and indicators (Hair et al., 2021).
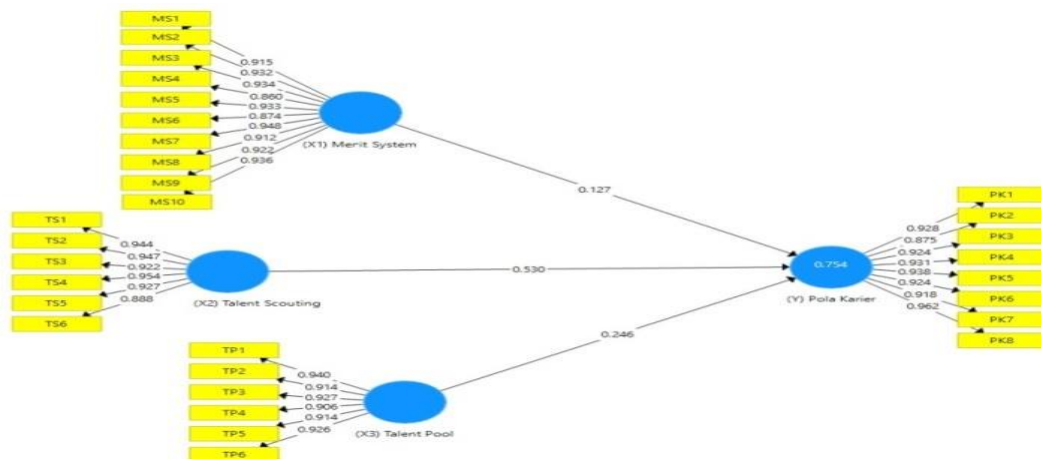

Fig 2. Outer Model Test

In Figure 2, none of indicators were eliminated because they had good values and passed test. Discriminant validity can be evaluated using cross loading value, an indicator is declared to meet discriminant validity if cross loading value of indicator on variable has a value that is greater than value of indicator on other variable (Rönkkö & Cho, 2022).

Average and Outer Loading
Table 3. Average and Outer Loading Result

Variable	Indicator	Average	Loading
Merit System	(MS1) Merit System helps career management be fair and open.	3,876	0,915
	(MS2) Civil servants recognition and rewards are based on competency and performance.	3,944**	0,932
	(MS3) Career promotion based on kinship or politics.	3,923	0,934

	(MS4) Institution manages human resources with best conditions according to field of education.	3,905	0,860
	(MS5) Leaders politicize or pressure civil servants to support or oppose elected political office.	3,923	0,933
	(MS6) Institutions take effective decisions regarding management of Career Path based on Merit System.	3,926	0,874
	(MS7) Leaders try to influence civil servants to withdraw from career positions.	3,921	0,948
	(MS8) Institutions does not show favoritism and protects civil servants from arbitrary actions regarding career path process.	3,884	0,912
	(MS9) Civil servants are discriminated against for political interests or against someone in personal action on the basis of behavior outside of duty.	3,934	0,922
	(MS10) Merit System produces right career path and high quality civil servants services	3,873*	0,936
Talent Scouting	(TS1) Institutions have good Talent Scouting strategy to identify civil servants needed in Career Path positions.	3,913	0,944
	(TS2) Institution has definition of civil servants classification based on talent and competency for managing career path.	3,934**	0,947
	(TS3) Institutions screen civil servants who will be promoted without looking at ethnicity, kinship, religion, culture and origin.	3,854*	0,922
	(TS4) Institutional Talent Scouting Produces a good non-financial reward system.	3,931	0,954
	(TS5) Talent Scouting helps civil servants avoid political intervention in career path management.	3,931	0,927
	(TS6) occupied in civil servants positions that suit their abilities.	3,894	0,888
Talent Pool	(TP1) Institutions produce an effective Talent Pool in Career Path management.	3,923	0,940
	(TP2) Fair leader in providing civil servants talent development through Talent Pool.	3,944	0,914
	(TP3) Talent Pool helps career path become more systematic and structured according to credit score of civil servants work.	3,868*	0,927
	(TP4) Leaders monitor, check talent progress and civil servants performance.	3,929	0,906
	(TP5) Talent Pool helps civil servants avoid political interference in Career Path management.	3,971**	0,914
	(TP6) Institution places civil servants according to their appropriate career level.	3,902	0,926
Career Path	(PK1) I feel that I have received fair treatment in my career.	3,963*	0,928
	(PK2) Leader always pay special attention to development of civil servants career path.	4,045	0,875
	(PK3) Institution provides information about Career Path promotions in transparent manner.	4,011	0,924
	(PK4) Development of career path provided in accordance with work period.	4,021	0,931
	(PK5) Career path in institutions are protected from political interference.	3,984	0,938
	(PK6) I feel satisfied with career path that I have obtained based on competencies that I have.	4,003	0,924

(PK7) There is no career discrimination due to political interests or against someone in personal action based on behavior outside of duty.	4,048**	0,918
(PK8) Development of career advancement at institution in accordance with work performance provided.	3,997	0,962

Loading factor values in Table 3 show that all indicators have value of >0.70, meeting convergence criteria or rule of thumb. Valid as a tool for measuring relevant variables.

Reliability Test and Convergent Validity Test
Table 4. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Construct Variables	Cronbach's alpa	Composite reliability(rho_a)	Composite reliability(rho_c)	AVE	Results
Merit System	0,979	0,981	0,981	0,841	Valid & Reliable
Talent Scouting	0,969	0,972	0,975	0,866	Valid & Reliable
Talent Pool	0,964	0,965	0,971	0,849	Valid & Reliable
Career Path	0,976	0,976	0,979	0,856	Valid & Reliable

Table 4 shows results of Cronbach's alpha, Composite Reliability and AVE values for all construct variables that meet requirements for reliability and validity.

Discriminant Validity Test
Table 5. Discriminant Validity Test Results

	Merit System	Talent Scouting	Talent Pool	Career Path
Merit System	0.917			
Talent Scouting	0,789	0,931		
Talent Pool	0,761	0,920	0,921	
Career Path	0,733	0,859	0,836	0,925

Table 5 shows that validity test is acceptable (valid).

Heterotrait Monotrait Ratio (HTMT)
Table 6. HTMT Test Results

Construct Variables	Merit System	Talent Scouting	Talent Pool
Merit System			
Talent Scouting	0,809		
Talent Pool	0,782	0,960	
Career Path	0,747	0,881	0,860

Table 6 shows that HTMT value is <0.90 for variable pairs, discriminant validity is achieved, except for Talent Pool with Talent Scouting which slightly exceeds criteria limit but this is no problem, because model is valid after being tested using other validity measuring tools.

Hypothesis Testing
Table 7. Hypothesis Test Results

Correlation	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P Values	Results
Merit System → Career Path	0,127	0,135	0,061	2,091	0,037	Significant Positive
Talent Scouting → Career Path	0,530	0,513	0,119	4,472	0,000	Significant Positive
Talent Pool → Career Path	0,246	0,258	0,119	2,071	0,039	Significant Positive

Based on Table 7, direct effect can be explained as follows: Results of t-statistic test between Merit System variable and Career Path (2.091>1.96), p-value (0.037<0.05), path coefficient value of 0.127 in positive direction. Results of t-statistical test between Talent Scouting variable and Career Path (4.472>1.96), p-value (0.000<0.05), path coefficient value is 0.234 in positive direction. t-statistic results between Talent Pool variable and Career Path (2.071>1.96), p-value (0.039<0.05), path coefficient value is 0.326 in positive direction. In conclusion, H0 is rejected. H1, H2, H3 are accepted. The influence of Merit System (X1), Talent Scouting (X2), and Talent Pool (X3) on Career Path (Y) is positive and significant.
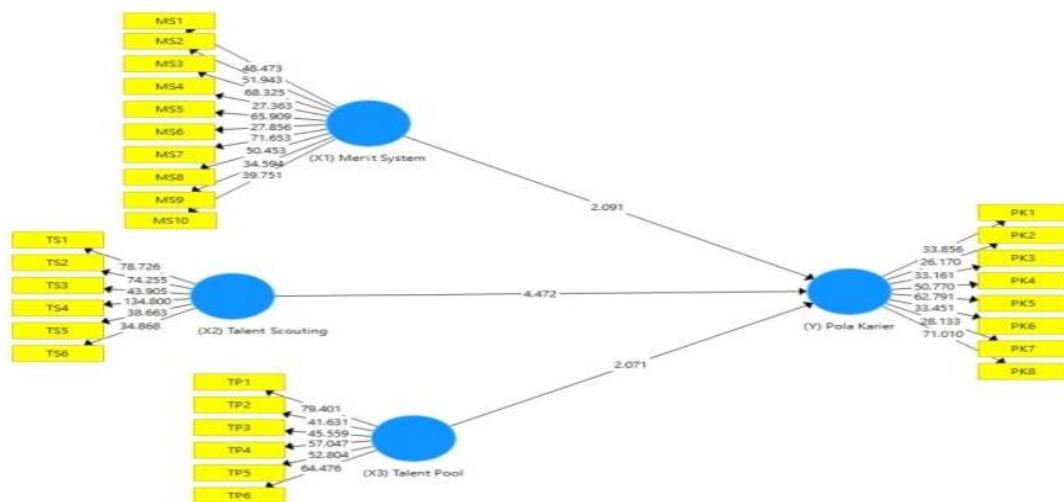

Fig 3. Inner Model Test Results

Goodness of Fit Index
Table 8. Goodness of Fit Index Results

Indicator	Criteria	Value
SRMR	Model Fit ≤0,08 Still accepted if 0,08-0,10	0,037
d_ULS	Acceptable if ≤0,95	0,642
d_G	Acceptable if P ≥0,05	1,153
Chi-square	Approaching zero	2505,594
NFI	Worth 0-1	0,868
R-square Adjusted	Low Influence (0,25) Moderating Influence (0,50) High Influence (0,70)	0,752
Q-square	Low Influence (0)	0,637

Indicator	Criteria	Value
	Moderating Influence (0,25)	
	High Influence (0,50)	
GoF Index	Low Influence (0,1)	0,367
	Moderating Influence (0,25)	
	High Influence (0,36)	

Based on Table 8, SRMR results are 0.037, d_ULS confidence interval value is 0.642, d_G value is 1.153, Chi-Square value is 2505.594, and NFI is 0.868, indicating that each model built is good and meets model fit criteria. The higher R-squared value, better the prediction model of proposed research model (Chicco et al., 2021) R-square interpretation value 0.752 (high/strong influence).Q-Square test to see the predictive relevance value for evaluating the inner model that the latent predictor variables have their respective influences (Yusif et al., 2020), Q^2 value =0.637. GoF Index value of 0.367 indicates high GoF Index value interpretation. In conclusion, Merit System, Talent Scouting, and Talent Pool have predictive relevance and large influence on model studied (Career Path).

DISCUSSION

Merit System Has a Positive and Significant Effect on Career Path

The first finding with highest average indicator MS2 "Civil servants recognition and rewards are based on competency and performance". Positive impact of implementing an appropriate Merit System can overcome career path problems,which include intervention of political officials and civil servants background discrimination (U.S. Merit Systems Protection Board, 2020), can improve quality of civil servants performance, human resources career paths in organization will be more transparent, increasing development of democratic values (Stančetić, 2020) impartial competition, equality and career opportunities (Nurhayati et al., 2023) Justice is upheld when civil servants receive rewards commensurate with contributions made to organization (Rahman & Saputra, 2023) so that quality of work unit's output will be better (Brewer et al., 2022) implementation of this system helps ensure more responsive, fair and competent government organization (Hubbell & Kreci, 2019) to utilize human resources efficiently (Novanda et al., 2023) where Career awards are distributed based on achievement of personal qualities, effort, and skills, not based on qualitative characteristics (Demirbilek, 2023). Of course implementation of Merit System is necessary for Career Path, Merit is like medicine for organizations to continue their lives in healthy way,Merit is an open attitude towards development, meritorious civil servants with good skills can influence institutions and their environment,so that organizations will find it easier to successfully achieve vision with quality civil servants with the right career path (Gök, 2020).

Talent Scouting Has a Positive and Significant Effect on Career Path

The second finding with highest average indicator is TS2 "Institution has definition of civil servants classification based on talent and competency for managing career path". Talented civil servants hold important roles and positions in organization (Schreuder & Noorman, 2019). Important aspects in Career Path are developing talent management strategies designing talent teams, obtaining talented classifications, and developing talented civil servants. (Rožman et al., 2023) to ensure that all civil servants have defined classifications according to competency at all levels of organization so that they can work optimally (Kafetzopoulos & Gotzamani, 2022). Talent Scouting plays an important role in competency formation(Bergkamp et al., 2022).
Talent Scouting applies holistic multidisciplinary approach to talent identification that can consider various tactical, technical, psychological and physical aspects (Larkin et al., 2022).

Incorporates a systematic analysis process in Career Path decision making (Wicki, 2023), observe,collect data,and use subjective judgments based on actions (Reeves et al., 2019) relying on intuition and observation in field (Juliyando & Saputra, 2023). Identification with various experts to reveal an individual's talents and competencies (Wicki, 2023). Talent Scouting plays an important role in the classification of civil servants in the database (Talent Pool) (Reeves et al., 2019). This system is more effective,efficient,and appropriate in forming career path because it can combine real data analysis and direct assessment of human resources based on talent and competency (Ardiyati & Saputra, 2023) so that organization will get most potential and appropriate individuals for reliable organizational performance in the future (Lüdin et al., 2023).

Talent Pool Has a Positive and Significant Effect on Career Path

The third finding with highest average indicator is TP5 "Talent Pool helps civil servants avoid political interference in Career Path management". Political intervention is attitude of leaders who attempt to involve political interests in decision making and influence certain results,mresulting in overlap within an organization (Margulis, 2021), creates big problems in work culture and civil servants career path (Mengistu, 2023). Organization must be free from political interference (Weber, 1968) Talent Pool can minimize occurrence of these problems, grouping civil servants based on work experience is key factor in success of an organization (Bailey et al., 2018). Grouping of potential civil servants who are targeted to assume greater responsibility in certain areas and forms the basis for succession (Federal Authority UEA, 2019). Organizations must consider what type can maintain on an ongoing basis (Anggoro & Saputra, 2023) explore what skills, education,and experience organization is looking for (A. R. P. Saputra et al., 2022) creation of an civil servants database on an easy-to-use platform (Ahonen, 2020) flexible, accurate (Mulya et al., 2022) and relevant to occupying certain career path (Collings et al., 2019). This system can be tool for creating career path roadmaps horizontally and vertically (Ahonen, 2020) evaluate career gaps resulting from political intervention (Shekar, 2021). Talent Pool allows civil servants to commit to skill development and organizational strategic priorities (Hartiana & Saputra, 2022) Talent Pool is very dynamic, there needs to be strategic monitoring so that talent pool can be monitored regularly (Federal Authority UEA, 2019). Talent Pool is valuable and efficient step in making it easier for organizations to plot civil servants (Shekar, 2021).A well defined system inherently creates higher level of human resources transparency, organizations can determine right Career path (Bramanto & Saputra, 2022). The Talent Pool is effective in helping organizations restore civil servant neutrality and be free from political interference (Mengistu, 2023), The right career path can support achievement of organization's vision and goals (Pane, 2023).

CONCLUSION
Based on the results of data analysis and discussion, it can be concluded that Merit System, Talent Scouting and Talent Pool have significant positive influence on career path of civil servants in the Regional Government of Magelang Regency, Central Java, Indonesia. By implementing Merit System, Talent Scouting and Talent Pool, HR management becomes more efficient and can help civil servants avoid political interference in determining career path. This research can be reference for future researchers. In relation to Career Path, it is expected to look for other variables such as Leadership Agility, Team Building, Career Development, Career Guidance, Employee Engagement, Work Engagement, Designing Competency Based Career Paths, Organizational Citizenship Behavior which can be or are more significant in terms of influencing Employee Career Path with objects different from using other measuring instruments.

CONFLICT OF INTEREST

We, the authors, have no conflict of interest regarding finances or the content of the material in this article.

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