



## INTISARI

Pengembangan karir pegawai berdasarkan kompetensi tidak terlepas dari kegiatan manajemen sumber daya manusia, di mana setiap perilaku organisasi di dalamnya merupakan cerminan dari proses manajemen sumber daya manusia yang diterapkan di dalam organisasi untuk kepentingan organisasi. Selain itu, lingkungan organisasi juga berpengaruh dalam pembentukan kualitas sumber daya manusia itu sendiri sehingga lingkungan organisasi yang bagus dalam hal ini pemerintahan yang *good governance* harus diterapkan.

Penelitian ini membahas mengenai pengembangan karir pegawai berdasarkan kompetensi di Pemerintah Kota Yogyakarta melalui manajemen sumber daya manusia. Tujuan dari penelitian adalah untuk mengetahui bagaimana Pemerintah Kota Yogyakarta dalam mengembangkan karir pegawai melalui fungsi pengembangan dan pelatihan serta melalui fungsi pengembangan karir.

Metode penelitian yang digunakan adalah jenis penelitian kualitatif. Data diperoleh dari studi pustaka, observasi, dan wawancara secara mendalam. Pengembangan karir pegawai berdasarkan kompetensi melalui Fungsi pengembangan dan pelatihan dilihat dari indikator proses pelatihan dan pengembangan, metode pelatihan dan pengembangan, bahan pelatihan dan pengembangan, evaluasi pelatihan dan pengembangan, kurikulum pelatihan, dan pencapaian peningkatan pengetahuan, ketrampilan dan kemampuan kerja.

Sedangkan fungsi pengembangan karir dilihat dari indikator sistem pangkat dan kenaikan jabatan, sistem promosi, sistem kaderisasi, sistem penelusuran bakat dan minat, serta sistem kenaikan gaji dan kesejahteraan.

Berdasarkan indikator tersebut disimpulkan bahwa upaya pengembangan karir berdasarkan kompetensi pegawai di Pemerintah Kota Yogyakarta melalui dua fungsi MSDM dilakukan sesuai dengan kebutuhan dan kemampuan masing-masing. Fungsi pengembangan kompetensi pegawai dilakukan dengan mengadakan diklat sesuai dengan kebutuhan pegawai. Sedangkan fungsi pengembangan karir dilakukan dengan melakukan promosi pangkat dan kenaikan jabatan melalui sistem promosi, kaderisasi, penelusuran bakat dan minat pegawai, serta sistem kenaikan gaji dan kesejahteraan.

Saran atau rekomendasi dari penelitian ini adalah mengembangkan manajemen sumber daya di Pemerintah Kota Yogyakarta melalui sinergi antara kebutuhan pegawai dan harapan Pemerintah Kota Yogyakarta dengan tetap berpedoman pada peraturan pemerintah demi tercapainya reformasi birokrasi.

Kata kunci : Manajemen Sumber Daya Manusia, Fungsi Pengembangan Kompetensi dan Fungsi Pengembangan Karir.



## ABSTRACT

Competency based career development is inseparable from the human resource management activities, where each of organizational behavior within it is a reflection of the process of human resource management are implemented in the organization for the benefit of the organization. Moreover, environmental organizations are also influential in the formation of human resources itself so environmentally good organization in this government that good governance should be applied.

This study discusses the career development of employees based on competence in Yogyakarta City Government through the management of human resources. The aim of the study is to determine how the Yogyakarta government in developing the careers of employees through training and development functions as well as through career development functions.

The method used is qualitative research. Data were obtained from the literature study, observation, and indepth interviews. Competency based career development through training and development functions seen from training and development process indicators, methods of training and development, and the development of training materials, evaluation of training and development, training curriculum, and the achievement of an increase in knowledge, skills and employability.

While the function of career development seen from indicators of rank and promotion system, promotion system, regeneration system, the system searches the talent and interest, as well as salary increases and welfare systems.

Based on these indicators concluded that career development efforts based on employee competency in Yogyakarta City Government through two HRM functions carried out in accordance with the needs and capabilities of each. Employee competency development function performed by conducting training according to the needs of employees. While the function of career development is done by rank promotion and advancement through the promotion system, regeneration, search the talents and interests of employees, as well as salary increases and welfare systems.

The advice or recommendation of this study is to develop resource management in Yogyakarta City Government through the synergy between the needs of employees and expectations of Yogyakarta government by referring to the government regulations in order to achieve reform of the bureaucracy.

Keywords: Human Resource Management, Competence Development and Function Function Career Development.