

# Evaluation of the Quality of Human Resources on Local Government Bureaucracy

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## Article Info

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**Abstract:** This study aims to evaluate and reform human resources in the local government bureaucracy of Ponorogo Regency to improve public services. A qualitative case study method was used, with data collected from journal articles sourced from various websites. Data analysis was conducted using a literature review based on relevant theories and references. The study identified several key aspects of performance evaluation within the Regional Apparatus Organization: performance planning, performance measurement, performance reporting, performance evaluation, and performance achievement. In addition, the bureaucratic reform efforts undertaken by the Ponorogo Regency Local Government focus on establishing a clean and accountable bureaucracy, ensuring an effective and efficient bureaucracy, and providing high-quality public services. This study provides a comprehensive evaluation and actionable reform plan for human resources in the bureaucracy of the Ponorogo Regency local government. It offers valuable insights and practical recommendations to improve public service processes, thus contributing to the broader discourse on bureaucratic efficiency and effectiveness.

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## INTRODUCTION

The regional autonomy system in Indonesia, initially regulated by Law No. 22 of 1999 and subsequently amended by Law No. 32 of 2004 and Law No. 23 of 2014 concerning Regional Government, reflects the evolving needs of Indonesia's diverse regions. This framework delegates authority from the central government to local governments, empowering them to manage their affairs and prevent power centralization (Fanany, 2014; Hidayah, 2019; Nurfurqon, 2020). By fostering local autonomy, the system supports establishing a democratic government as mandated by the constitution, which delineates Indonesia into provinces and regencies. Local governments are responsible for managing their respective territories and are accountable to higher governmental units (Hudaya et al., 2015; Witono et al., 2019). The primary aim of regional governance policies is to maintain national integration while encouraging regional independence and development. Within this context, evaluating the quality of human resources in local government bureaucracy becomes crucial. By enhancing the competency and effectiveness of these human resources, local governments can significantly improve their

public service delivery, ensuring that the goals of regional autonomy are met efficiently and equitably (Endah, 2016).

Despite the intended benefits of regional autonomy, significant challenges remain in its implementation, particularly in the quality of human resources within local government bureaucracies. The frequent changes in regulations suggest a need for continuous adaptation and improvement (Pahrudin & Darminto, 2021; Sahid et al., 2020). One critical aspect of these reforms is enhancing the human resource capabilities of local governments to ensure effective and efficient public service delivery (Purwanto et al., 2019; Roudo et al., 2018). Evaluating and reforming the human resources of Ponorogo Regency's local government bureaucracy is imperative. This study seeks to identify the key aspects of performance evaluation and propose actionable reforms to address existing inefficiencies. The study aims to provide comprehensive insights and practical recommendations to improve public service processes, thereby contributing to the broader discourse on bureaucratic efficiency and effectiveness by focusing on performance planning, measurement, reporting, evaluation, and achievement.

Public services provided by local governments are a reflection of ideal public administration practices, but in Indonesia they are still faced with the problem of stagnant quality (Aryani et al., 2023; Roudo et al., 2018). Poor public services have a wide-ranging impact on various aspects of community life, from declining investment to rising unemployment due to the closure of new job opportunities (Yuan et al., 2024). This highlights the need for a comprehensive evaluation of policies, governance, and human resource competencies. Improving service quality is not merely a technical matter but also requires strengthening accountability, transparency, and responsiveness to community needs in a systematic and sustainable manner.

In organizing state administration, including providing services to the community, local governments need the role of bureaucracy as actors who run a government system (Yulian et al., 2024). The bureaucracy in a local government administration system acts as a government organizer and provides services to the community through their respective duties and authorities (Raafat, 2024). Within the bureaucracy, human resources support the implementation of the duties and functions of the bureaucracy in the implementation of public services. Various institutions included in the bureaucratic order include the state civil apparatus, government apparatus, government officials, and resources that are not included in the state civil apparatus but are included in other bureaucratic ranks (Yusriadi et al., 2019). In implementing public services in the regions, the local government bureaucracy is directly involved with the community in providing public services.

Bureaucracy in Indonesia, particularly within local government, has faced persistent issues since the New Order era (Madril, 2017; Sumintono et al., 2023). Problems with the bureaucratic system in Indonesia often arise from the improper execution of tasks and functions. The local government bureaucracy frequently receives criticism from the public due to its behavior, which is fundamentally aimed at providing services to the community. However, it is often seen as slow performance and a convoluted system, perceived as obstacles preventing the community from receiving

adequate services (Kristiansen et al., 2009; Nurung et al., 2021). This has resulted in a negative label for the performance and system of local government bureaucracies in Indonesia. Despite the importance of human resources in the effectiveness of public service delivery, there is a lack of comprehensive studies evaluating and reforming these resources within local government bureaucracies. Addressing these gaps is crucial for improving bureaucratic performance and ensuring efficient public service delivery (Bazarah et al., 2021).

Comprehensive bureaucratic reform is imperative to address the persistent issues of poor performance and convoluted bureaucratic systems, as well as the pervasive practices of corruption, collusion, and nepotism (Wijaya & Ali, 2021). The reform must focus on restructuring the bureaucracy to enhance transparency, accountability, and efficiency. Implementing rigorous performance evaluation mechanisms, including performance planning, measurement, reporting, and evaluation, is crucial. Fostering a culture of integrity and professionalism within the bureaucracy will help mitigate corruption, collusion, and nepotism practices. Training and development programs aimed at improving the skills and competencies of human resources are essential to ensure that government officials are well-equipped to perform their duties effectively (Al Hariz et al., 2024; Ismail et al., 2020). These reforms, combined with strict enforcement of ethical standards and anti-corruption policies, will create a bureaucracy responsive to the community's needs and capable of delivering high-quality public services.

The urgency of this research lies in the critical need to transform the local government bureaucracy in Ponorogo Regency. Given the historical context of bureaucratic inefficiencies and corruption, there is an immediate need to address these issues to restore public trust and enhance the effectiveness of public service delivery. The current state of the bureaucracy not only hampers economic growth and equality but also undermines the region's overall development. By providing a thorough evaluation and actionable recommendations for bureaucratic reform, this research aims to create a more transparent, accountable, and efficient government. The findings will serve as a valuable resource for policymakers and stakeholders involved in the reform process, highlighting the importance of human resource development in achieving sustainable bureaucratic improvements.

This research aims to evaluate the human resources within the local government bureaucracy of Ponorogo Regency and propose reforms to improve public service delivery. Specifically, this study aims to identify key aspects of performance evaluation, such as performance planning, measurement, reporting, evaluation, and achievement, and assess the current state of human resources in the bureaucracy. Furthermore, the research provides practical recommendations for bureaucratic reform, focusing on enhancing transparency, accountability, and efficiency. By addressing these issues, the study aims to contribute to the broader discourse on bureaucratic efficiency and effectiveness, ultimately leading to improved public services and increased public trust in the government.

This research pays particular attention to the human resources aspect of bureaucratic reform, an area that has been relatively under-explored in the context of local government in Indonesia. While previous studies highlighted issues of corruption and inefficiency in the bureaucracy, this study provides a comprehensive evaluation of human resource performance and proposes actionable solutions to address those challenges. The research also offers a distinct case study in Ponorogo Regency, providing insights that can be applied in other regions facing similar issues. By combining qualitative data and a thorough literature review, this research presents a holistic approach to bureaucratic reform, emphasizing the critical role of human resources in achieving sustainable improvements in public service delivery.

## **RESEARCH METHOD**

### ***Research Type and Approach***

The author used a qualitative and case study approach to conduct this research. This type of research is designed to describe cases or outcomes that occur naturally, without intervention or deliberate manipulation by the researcher (Cleland, 2022; Velec & Huang, 2014). By refraining from intervening, the researcher ensures that the findings reflect the true nature of the situation, providing an authentic picture of the case in question. This approach allows for a comprehensive understanding of the context and detailed findings relevant to the ongoing case.

### ***Data Collection***

Data for this study was collected from various literature sources, including books, journals, and related articles accessed through online platforms. These sources provided depth, accuracy, and appropriateness to the information obtained (Sekar & Bhuvaneswari, 2024). In addition, this research also utilized supporting documents, archives, and charts related to the research topic. The study was conducted to survey scholarly sources on the subject, provide an overview of current knowledge, identify relevant theories and methods, and point out gaps in existing research. This desk study was conducted over two days on March 21-22, 2024, to ensure a thorough review of the available literature.

### ***Data Analysis***

The data analysis process began with a general exploration of the topic by visiting several research sites to gather preliminary data and information on the issue. This stage involved data reduction by summarizing and selecting important information, which was organized to provide a clearer picture and facilitate further research. Data is displayed in tables, graphs, or similar formats to make it easier to understand and analyze (Sagena et al., 2023). By presenting the data in an organized manner, researchers can identify patterns and insights that help in the following research stage. Provisional conclusions are drawn up based on preliminary data, which may be revised as new evidence is collected and further information is gathered.

### ***Process and Outcome Analysis***

The case study approach focuses on the research's process and outcome aspects. The process involves observing the ongoing activities and interactions of each actor involved in the case, which provides insight into the dynamics and behaviors of the participants. On the other hand, outcome analysis examines the results and impact of each issue under study, assessing the effectiveness and implications of the actions taken. By treating the object of research as a creative process, qualitative methods enable a deeper understanding of social life, allowing researchers to digest and interpret social phenomena more comprehensively. This holistic approach ensures that the procedural and consequential aspects of the case are thoroughly analyzed, thus providing a well-rounded perspective on the research topic.

## **RESULTS AND DISCUSSION**

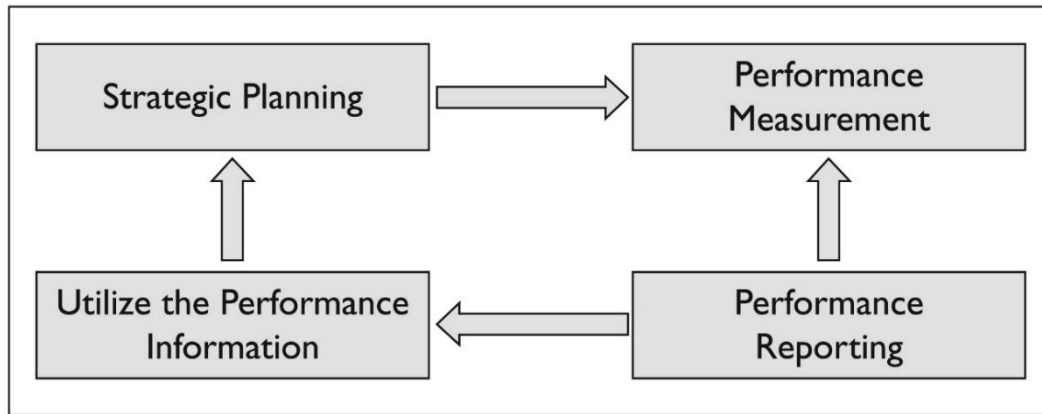
### ***The Ponorogo Regency Government's Evaluation of the Human Resources of its Government Bureaucracy***

The realization of a good bureaucracy cannot be established in a short time and in a simple way (Rahmawaty et al., 2022). This is evidenced by the fact that bureaucratic reform efforts that have been carried out so far have not been able to deal with various problems that occur in the running of the bureaucratic system in Indonesia. The stagnation still continues to occur due to the rigid bureaucratic structure, poor behavior and characteristics of human resources in the bureaucracy, and even poor service quality (Daraba, 2019). To realize a good bureaucracy, it is necessary to evaluate various aspects, such as aspects of human resources and aspects of bureaucratic performance. Evaluation of the running of the bureaucracy is needed to support the implementation of the objectives of the organization or government agency in order to implement good governance (Fitriana, 2015).

In essence, the evaluation of regional bureaucratic resources in Ponorogo Regency is an effort made to fix the bureaucracy by studying the consequences of the bureaucracy in the region. There are several things that must be considered by the Ponorogo Regency Regional Government in evaluating bureaucratic resources in the region, including the assessment of bureaucratic performance, estimation of performance achievement, assessment of bureaucratic performance, estimation of the process of running the bureaucracy, and the impact caused by bureaucratic behavior and performance (Ashrofil et al., 2024). Therefore, to conduct an evaluation of regional bureaucratic resources, the Regional Government of Ponorogo Regency must review all administrative stages in the implementation of bureaucracy in the region (Mulyadi, 2014).

The evaluation of regional bureaucratic resources by the Ponorogo Regency Government has been regulated in Ponorogo Regent Regulation No. 99/2016 on the Implementation Guidelines for the Evaluation of the Government Agency Performance Accountability System in Regional Apparatus Organizations within the Ponorogo Regency Government. In the regulation, the Ponorogo District Government emphasizes the evaluation of accountability in addition to the professional performance of the bureaucracy. Improvements to accountability and performance improvement are focused on being oriented towards results or outcomes obtained, which is known as the

Government Agency Performance Accountability System (SAKIP). The implementation of the SAKIP system is carried out independently by each government agency, starting from planning, implementation, to performance measurement which is carried out independently. Through this independent system, it is necessary to have a performance evaluation from an independent party in order to obtain an objective assessment for bureaucratic improvement in terms of accountability.



**Figure 1.** The cycle of Government Performance Accountability System

**Source:** Jurnal & Siti-Nabiha (2015)

The cycle begins with Strategic Planning, a critical stage in which the vision, mission, and objectives of the organization are formulated based on national policy directions and community needs. In the context of local government such as Ponorogo, this process involves the preparation of strategic plans and key performance indicators that reflect medium-term development targets. This stage serves as the foundation for all government performance activities, ensuring that the programs designed have a measurable and accountable direction.

Following strategic planning, the process moves on to Performance Measurement, which involves collecting data and monitoring performance based on established indicators. During this phase, the government evaluates whether program implementation aligns with targets and whether resources are used efficiently. The results of this measurement are then documented in Performance Reporting, which involves preparing performance reports (such as LAKIP) that describe achievements, challenges, and analyses of ongoing programs.

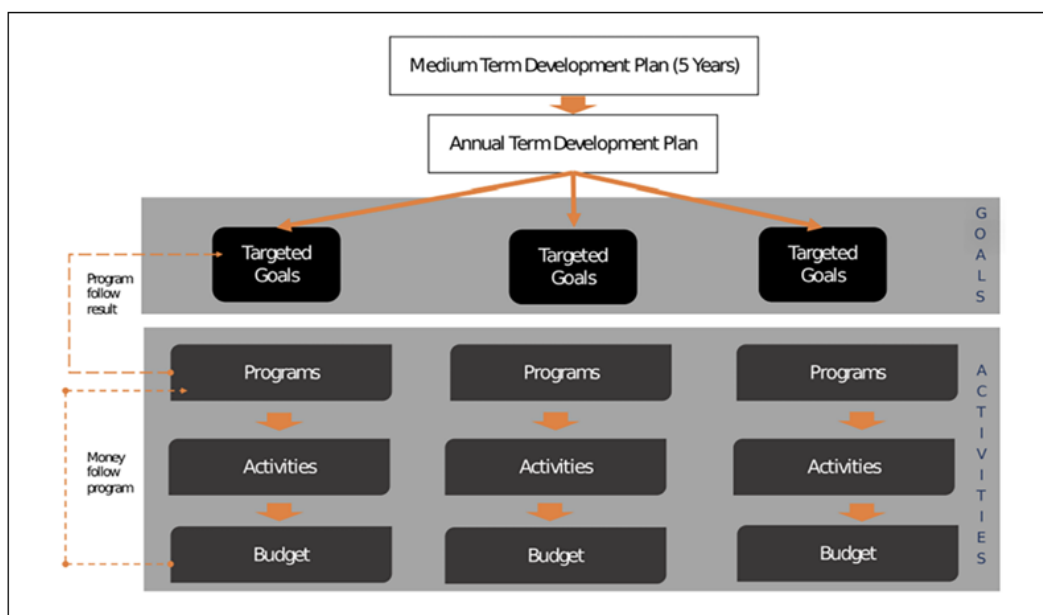
These reports are crucial in demonstrating accountability to the public and external stakeholders. The final stage is Utilize the Performance Information, where the collected and reported performance data is used as the basis for the next strategic decision-making. In this case, performance information is not only an evaluative tool but also an important input for the next planning cycle.

By applying the principle of continuous improvement, this cycle strengthens a performance culture, improves bureaucratic efficiency, and makes governance more responsive to community needs. This cycle is in line which emphasize the importance of integration, leadership commitment, and the use of appropriate data in government performance management systems (Jurnal & Siti-Nabiha, 2015).



The objectives of conducting an evaluation of bureaucratic resources in the Ponorogo Regency using the Government Agency Performance Accountability System (SAKIP) at Regional Apparatus Organizations within the Ponorogo Regency Regional Government based on Ponorogo Regent Regulation Number 99 of 2016 are as follows:

- Obtaining information on the implementation of the Government Agency Performance Accountability System (SAKIP);
- Assessing the performance accountability of Regional Apparatus Organizations within the Ponorogo District Government;
- Provide suggestions for improvement to improve the performance of Regional Apparatus Organizations and strengthen the performance accountability system of government agencies within the Ponorogo District Government;
- Monitor the follow-up of recommendations from the previous period's evaluation results.



SAKIP and Cascading Process

**Source:** (Salomo & Rahmayanti, 2023)

SAKIP is a framework designed to improve the transparency and accountability of local government performance through a results-based management approach. In the Indonesian context, SAKIP is an integral part of national bureaucratic reform aimed at creating an effective, efficient, and responsive government. An article by Salomo and Rahmayanti (2023) emphasizes that although SAKIP has been widely implemented, its reform process still faces institutional challenges, such as the dominance of formalism, a weak performance culture, and limited managerial capacity at the local level.

The tiered process in SAKIP, as illustrated in the diagram you attached, shows the hierarchical relationship between medium-term development planning (RPJMD), annual plans (RKPD), programs, activities, and budgeting. The principles of “money follows program” and “program follows result” form the basis for performance-based budgeting. This means that every budget allocation must be based on measurable performance achievements that are relevant to strategic objectives. This process requires consistency between planning, implementation, and evaluation, as well as the active involvement of

all work units in developing performance indicators that are aligned vertically and horizontally.

However, the study also revealed that the success of implementing this tiered process is greatly influenced by institutional factors such as unsynchronized regulations, weak political commitment, and organizational culture that does not support accountability. Many local governments still implement SAKIP administratively without internalizing the values of performance management. Therefore, SAKIP reform requires not only technical instruments but also cultural transformation and institutional capacity building to ensure that this system truly becomes a catalyst for change toward better governance (Jabbar et al., 2024).

In addition, there are limitations to the scope of evaluation of bureaucratic resources in the Ponorogo Regency area using the Government Agency Performance Accountability System (SAKIP) at Regional Apparatus Organizations within the Ponorogo Regency Regional Government based on Ponorogo Regent Regulation Number 99 of 2016 as follows:

- The evaluation of the Government Agency Performance Accountability System (SAKIP) of Regional Apparatus Organizations within the Ponorogo Regency Government is conducted through an evaluation of the implementation of the Government Agency Performance Accountability System (SAKIP) and the achievement of organisational performance;
- Awards and sanctions are given to Regional Apparatus Organisations within the Ponorogo District Government by the Ponorogo Regent based on the results of the evaluation of the Regional Apparatus Organisation's performance accountability system for 1 (one) year and submitted in the following year;
- The Government Agency Performance Accountability System (SAKIP) evaluation entities monitored are all Regional Apparatus Organizations within the Ponorogo District Government.

The implementation of the evaluation of bureaucratic resources in the Ponorogo Regency using the Government Agency Performance Accountability System (SAKIP) in Regional Apparatus Organisations within the Ponorogo Regency Regional Government based on Ponorogo Regent Regulation Number 99 of 2016 is carried out through several stages, including:

- Evaluation of the performance reports of Regional Apparatus Organisations within the Ponorogo District Government;
- Preparation of ranking and determination of evaluation result categories for Regional Apparatus Organisations within the Ponorogo District Government;
- Reporting the results of the joint evaluation to the Ponorogo Regent;
- Reporting the evaluation results of the Ponorogo District Government Agency Performance Accountability System (SAKIP) to the Minister of State Apparatus Empowerment and Bureaucratic Reform.

The assessment measure in the implementation of the evaluation process of bureaucratic resources in the Ponorogo Regency area using the Government Agency Performance Accountability System (SAKIP) in Regional Apparatus Organisations within the Ponorogo Regency Regional Government based on Ponorogo Regent Regulation



Number 99 of 2016. "Following the evaluation of five key dimensions - Work Planning, Performance Measurement, Reporting, Evaluation, and Achievement - the subsequent step entails assigning scores to these evaluated components." "Furthermore, during the evaluation reporting phase, the Evaluation Report (ER) is compiled based on cautious principles and highlights essential aspects for improving the evaluated institution's performance management. Evaluation findings and recommendations must be clearly stated and communicated to the evaluated parties for confirmation or feedback. The compiled Evaluation Reports (ER) on the performance of Regional Device Organizations within Ponorogo Regency, conducted by the evaluation team, will be submitted to the Regent of Ponorogo. Additionally, the evaluation results will be forwarded by the Regent to the relevant Regional Device Organizations, with copies sent to the Minister of State Apparatus Utilization and Bureaucratic Reform, the Minister of Home Affairs, and the Governor of East Java (Regent Regulation No. 99/2016)."

Rank of SAKIP Regency / City in East Java Province

Ranking	Regency/City	Value	Ranking	Regency/City	Value
1	Banyuwangi Regency	84,23	20	Probolinggo City	73,25
2	Surabaya City	83,92	21	Magetan Regency	73,24
3	Lamongan Regency	83,00	22	Pamekasan Regency	73,10
4	Ngawi Regency	82,95	23	Jombang Regency	72,70
5	Gresik Regency	81,93	24	<b>Ponorogo Regency</b>	<b>72,38</b>
6	Malang City	81,80	25	Sampang Regency	72,33
7	Situbondo Regency	81,59	26	Kediri City	71,98
8	Madiun City	80,08	27	Bojonegoro Regency	71,54
9	Pasuruan Regency	77,53	28	Mojokerto City	70,96
10	Pasuruan City	77,53	29	Lumajang Regency	68,90
11	Sidoarjo Regency	77,50	30	Pacitan Regency	68,71
12	Madiun Regency	76,09	31	Sumenep Regency	68,61
13	Tulungagung Regency	75,93	32	Blitar Regency	68,37
14	Malang Regency	75,22	33	Kediri Regency	68,21
15	Blitar City	74,79	34	Nganjuk Regency	67,45
16	Bondowoso Regency	74,77	35	Probolinggo Regency	67,43
17	Tuban Regency	74,39	36	Batu City	66,82
18	Trenggalek Regency	74,07	37	Bangkalan Regency	63,87
19	Mojokerto Regency	74,01	38	Jember Regency	62,14

Based on the 2023 SAKIP evaluation data [from the official SAKIP dashboard of East Java Province](#), Ponorogo Regency obtained a score of 72.38, placing it 24th out of 38 regencies/cities in East Java. This score reflects a "B" category, which indicates that although efforts have been made to develop a performance accountability system, its implementation is still not optimal. Analytically, this position indicates that Ponorogo is below the provincial average in terms of integration of planning, budgeting, and performance reporting. The lack of coordination among work units and the weak

utilization of performance data for strategic decision-making are key factors hindering score improvement.

However, from the perspective of bureaucratic reform trends, Ponorogo still shows significant potential for improvement. Compared to high-scoring regions such as Banyuwangi and Surabaya, Ponorogo needs to strengthen the hierarchical processes within the SAKIP, starting from the development of aligned performance indicators to the utilization of evaluation results for continuous improvement. This analysis underscores the importance of enhancing human resource capacity, strengthening a performance-oriented culture, and demonstrating local leadership commitment to internalizing results-based management principles. With a targeted strategy, Ponorogo has the potential to move up to the "BB" category or higher in the next evaluation cycle.

### ***Bureaucratic Reforms Implemented by Ponorogo Regency Government***

"In the reform era, numerous challenges emerged for governments to manage increasingly global and modern societies. Therefore, bureaucratic reform is crucial to address these challenges. Fundamentally, bureaucratic reforms aim to transform the mindset and work culture of bureaucratic personnel and improve public services. However, existing reform efforts have yet to yield a significantly improved bureaucratic performance. This is largely due to institutions prioritizing structural approaches over functional ones, whereas competent human resources are pivotal to advancing organizational quality and bureaucratic effectiveness." (Junus et al., 2022).

"In implementing bureaucratic reforms, Ponorogo Regency Government must prioritize improvements in bureaucratic personnel. This process begins with rigorous employee selection, considering factors like competence, education, qualifications, track record, integrity, and other relevant criteria to ensure quality. Subsequently, the regency government can assess bureaucratic performance within local organizations. To prevent abuse of authority, many institutions have adopted merit-based systems, promoting transparency in job promotions. This approach enables qualified individuals to ascend to positions based on competence and merit, reducing the potential for power abuses due to mismatched appointments." (Taufik, 2020).

"The bureaucratic reform implementation by Ponorogo Regency Government is regulated under Ponorogo Regent Regulation No. 30/2019 concerning the 2019-2021 Roadmap for Bureaucratic Reform. This roadmap serves as a guideline for the government to improve bureaucratic performance. The existence of this roadmap demonstrates a structured and planned transformation, enhancing bureaucratic effectiveness and efficiency aligned with organizational objectives. The roadmap outlines necessary steps for bureaucratic reform, ensuring sustainability, precision, and performance evaluation. These efforts aim to achieve the National Bureaucratic Reform Grand Design 2010-2025, envisioning a world-class government (Regent Regulation No. 30/2019)."

The Ponorogo Regency Bureaucratic Reform Roadmap aims to guide transformative changes, achieving:

- Clean and accountable bureaucracy
- Effective and efficient governance

- High-quality public services

The roadmap outlines policy programs, strategic directions, and budget projections to facilitate bureaucratic reform." "To strengthen bureaucratic reforms, several key steps can be taken:

- Sustain, enhance, and strengthen progressive bureaucratic changes.
- Continue positive transformations across various aspects.
- Identify emerging challenges and develop solutions.
- Expand implementation to previously unaddressed areas."

"Ponorogo Regency Government's bureaucratic reforms, as stipulated in Regent Regulation No. 30/2019, target several key areas. These reforms aim to achieve specific objectives, including:

Based on the Ponorogo Regent Regulation Number 30 of 2019, some of the bureaucratic reforms that have been successfully carried out by the Ponorogo Regency Government include:

- The Supreme Audit Agency of the Republic of Indonesia (BPK-RI) has given a WTP Opinion to the Ponorogo Regency Government from 2012 to 2017 for the Regional Government Financial Statements (LKPD) of Ponorogo Regency;
- In the context of transparency in local government administration, officials who are required to submit the State Organizer Asset Report have submitted the report to the KPK;
- The Ponorogo District Government has established an Illegal Eradication Unit;
- The Ponorogo District Government has established a Gratification Control Unit;
- The Ponorogo District Government has established a Government Internal Control;
- The Ponorogo Regency Government has opened facilities for complaints about the implementation of the Regional Government through the SMS Centre, Whatshap (WA), complaint letters and coming directly to the Public Complaints Post of the Public Relations and Protocol Section;
- The handling of public complaints has been implemented through the SP4N application and has been integrated with all SKPD;
- Implementation of the Government Agency Performance Accountability System (SAKIP), the Ponorogo District Government has successfully obtained a category B score.

## **CONCLUSION**

Based on the results of the research and discussions conducted, it can be concluded that personality traits, competencies, and competitiveness have a positive influence on protean career development, job satisfaction, and performance of lecturers at private universities. Protean career development has been proven to serve as the primary link between psychological factors and academic performance outcomes, while job satisfaction contributes as a significant predictor of faculty productivity. All hypotheses were statistically significant, thereby supporting the generalization that a career

approach based on personal values and adaptability is relevant in the competitive and not yet fully structured higher education ecosystem.

These findings have strategic implications for institutional policy development, particularly in the sustainable management of academic human resources. The main claim supported by the evidence is that faculty members with a high protean career orientation, supported by competencies and a healthy competitive environment, have a greater chance of demonstrating superior performance. The future perspective of this research is the implementation of a talent management system based on career flexibility and personalization, as well as the integration of bureaucratic reform principles to produce accountable, efficient, and high-quality public services in private educational institutions.

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