

Competence Development of State Civil Apparatus Regional Personnel Agencybungo District

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ABSTRACT

Competence is a combination of the ability to work for each individual which includes aspects of knowledge, experience, skills and so on. Competency development that has not been implemented optimally and is not consistent in efforts to improve the quality of Civil Servants (PNS) resources to increase innovation and creativity in demonstrating their expertise is still a record for improvement and evaluation. The research method used is qualitative research with descriptive methods and inductive approaches, while for data collection techniques use interviews, observation, and documentation. Then for the technical analysis of the data the authors use data reduction, data presentation and drawing conclusions.

The results of this study indicate that the implementation of competency development at the Bungo Regency Civil Service Agency has been going well, but there are still some obstacles in its implementation. Minimum budget, low apparatus willingness or motivation, and influence from other parties. The obstacles are the minimum budget, the willingness or low motivation of the apparatus, and the influence of other parties. Efforts made by the Bungo Regency Civil Service Agency are to cooperate with other parties and provide motivation for apparatus to develop the competencies that exist in each of them. The researcher's suggestion is to provide enthusiasm and motivation for employees to want to take part in education and training programs so that it makes it easier to get promotions. As well as increasing the budget and simplifying the requirements for participating in these programs to make it easier for civil servants.

Keywords: Development, Competence, Employees.

I. INTRODUCTION

Competency is a combination of the ability to work for each individual which includes aspects of knowledge, experience, skills and so on that are in accordance with predetermined standards. It is the same as what is written in Law Number 5 of 2014 which states that State Civil Apparatus as a profession must be competent according to their field of duty and have good ethics or behavior as an example for society. The Bungo Regency Regional Civil Service Agency has not yet implemented the principle of "the right man on the right place", there are still many employees who have held positions but have not carried out training according to their position. The existence of employees who have not taken leadership training certainly raises questions about their leadership competence. Competency development that has not been implemented optimally and is not consistent in efforts to improve the quality of Civil Servant (PNS) resources to increase innovation and creativity in demonstrating their skills is still a note for improvement and evaluation. The quality of apparatus resources plays a very important role in competency development, if from the start the quality is not in accordance with what is needed then the target will also be difficult to achieve.

There are several problems related to developing the competency of Civil Servants at the Bungo Regency Regional Civil Service Agency. In developing employee competency, there are still a number of employees who have occupied positions but have not carried out training appropriate to their position. This can also be an obstacle and the impact of employee development to increase competency through an inadequate budget for the

implementation of education and training is also included in the inhibiting factors. the success of employee competency development so far as well as inhibiting work motivation and the influence of other parties.

II. LITERATURE REVIEW

This research was inspired by several previous studies in the context of developing Civil Servant competencies. The first research was by DediKurniawanNazara (2020) with the title Competency Development of State Civil Apparatus in the Regional Civil Service Agency of Nias Regency. This research uses Competency Theory according to Yustiono (2006). The results of the research show that the competency of the State civil servants at BKD Nias is quite adequate. ASN competency standards are encouraged to continue to be improved through education and training. The next research was by RiliahAisyahHaris (2017) with the title Implementation of the Competency Development Policy for State Civil Apparatus in Sumenep Regency. This research uses Implementation Theory by Edward III in Nugroho (2009:89). The results of the research show that the implementation of the ASN competency development policy is good, but there are several aspects that must be improved, such as human resources, budget and supporting facilities.

Further research by Sonia Nuraeni and Regan Vaugan (2021) entitled "Competency Development Strategy to realize SMART ASN in the Bandung City Personnel and Human Resources Development Agency". This research uses Strategy Theory according to David's R Model (2010). The research results show that competency development to realize SMART ASN has been carried out quite well in the Bandung City BKPSDM environment, the implementation of the competency development program is less than optimal due to the Covid-19 pandemic which requires changes to all concepts outside the network.

Research by DeditSetiabudi, &DewiAnggraini (2021) with the title "Strategy for Employee Competency Development at the National Development Planning Agency (BAPPENAS)". This research uses Competency Theory according to Jack Gordon in Sutrisno's book (2009). The results of this research indicate that in general the Planning Agency National Development (BAPPENAS) is guided by the Strategic Plan (RENSTRA), this strategic plan is in the form of a Human Capital Development Plan (HCDP) document for 2018-2025. The

existence of HCDP currently plays an important role and can be used as a guide and roadmap to make resource development directed, sustainable and have a practical impact on achieving organizational goals, including as a guide for implementing employee competency improvement programs.

Neneng Lestari, Seno Andri, &Adianto (2021) "Development of Civil Servant Competencies at the Dumai City Personnel and Human Resources Development Agency". This research uses the Competency Development Theory according to Rampersad (2006:190). The results of this research show that competency development is still not optimal, routines have never been mapped or prepared by needs analysts so that training is not carried out clearly and directed, as well as assessments that should be carried out by examining the extent to which planning and how what has been made can be implemented well through training so that assessments It is quite difficult to do because everything regarding competency development, profiles and competency maps has not been arranged properly.

The author conducted research that was different and had not been carried out by previous researchers, where the context of the research carried out by the author was regarding developing the competency of Civil Servants in the Bungo Regency Regional Civil Service Agency. The method used in this research was descriptive qualitative with an inductive approach. Apart from that, the measurements/indicators used use Development Theory according to Hasibuan (2017; 69.102), there are several factors, namely, educational factors, training factors, and mutation factor.

This research aims to determine the competency development of Civil Servants at the Regional Civil Service Agency in Bungo Regency, the inhibiting factors and the efforts made to overcome problems in this development.

III. METHOD

This research uses descriptive qualitative research with an inductive approach. The author collected data using primary and secondary data types. The research informants consisted of 10 officials at the Bungo Regency Regional Civil Service Agency Office, Civil Servants within the Bungo Regency Regional Government. This data was collected using techniques in the form of interviews, observation and documentation.

The analysis uses Hasibuan's Development theory. Meanwhile, data collection techniques use observation, interviews and documentation. Then for data analysis techniques the author uses data reduction, data presentation and drawing conclusions.

IV. RESULTS AND DISCUSSION

After examining the competency development of Civil Servants at the Bungo Regency Regional Civil Service Agency, the method used in this research was descriptive qualitative with an inductive approach. Apart from that, the measurements/indicators used use Hasibuan Development Theory (2017), the discussion of which can be seen in the following subchapter.

A. Implementation of Civil Servant Competency Development at the Bungo Regency Regional Civil Service Agency

The competency of Civil Servants greatly influences changing times and dynamic challenges. If the competency of a civil servant is poor, it will also have a negative impact on the performance of the organization. Competency is the basic thing that employees have in carrying out their work based on expertise, skills and attitudes and behavior in carrying out their duties effectively and efficiently.

a) Education

1. Conceptual Mastery.

Conceptual mastery is a basic thing that must be understood by officials in carrying out their duties to serve the community. Apparatus are required to understand conceptually in order to become skilled and create ideas and concepts in order to advance an organization. For example, the way of conceptual thinking, the way of commitment to the organization, the level of attention to order and decision making are indicators of the behavior of a Civil Servant that describes conceptual skills.

2. Career

Career is a series of jobs and a person's position in the job field that has been obtained during his or her work period. Career shows the work of State civil servants based on the achievements they obtain while serving in an organization. Activities for providing study assignments and study permits for Bungo Regency Regional Civil Service Agency officials have not been optimal. The Bungo Regency Regional Civil Service Agency has provided budget and

opportunities for officials to participate in study assignments and study permits. However, there are still few officials who are carrying out study assignments or study permits.

3. Morals

Morals are standards of behavior that apply to life that enable a person to live cooperatively in a group. Morals relate to good and bad deeds that are generally accepted regarding human actions, attitudes and obligations. Education is one of the big factors influencing the morale of the apparatus. The higher the education, the better the morals of an officer. As an officer, of course you must have high loyalty, such as obeying orders from superiors.

b) Training

1. Technical Skills

Improving employee technical skills is one of the objectives of holding a training program to develop competency so that officials can be more optimal in carrying out their duties in the organization. The technical training that has been organized by the Regional Civil Service Agency of Bungo Regency to improve the technical capabilities of officials is in Reducing Archives in the Government Environment Bungo Regency.

2. Managerial Skills

Managerial ability is a person's ability to manage organizational resources based on established competencies in order to achieve predetermined goals. Managerial abilities can be obtained through a long process of observation and learning. Managerial training is given to officers to improve their attitude the leadership of the apparatus is improving.

c) Mutation

1. Merit System

Merit system or what can also be called work productivity that can support performance in an organization. The productivity of an officer's performance also has an influence on transfers to both leaders and officers who have good or bad performance.

2. Seniority System

The Seniority System or what is usually called work experience is important for employees considering that with work experience their abilities will increase and officers can be more professional in carrying out their duties. Giving transfers and promotions is given priority to

officers who already have more work experience, so that they can provide new innovations to the organization where they work.

3. Spoil System

The Spoil System or what is usually called a system of likes and dislikes from the leadership's perception in recommending officers to develop themselves through mutations is also a factor that can influence. The leader's likes and dislikes still influence the implementation of mutations. However, the Bungo Regency Regional Civil Service Agency tries to be professional in carrying out its duties. This is based on the results of interviews conducted to the leadership at the Bungo Regency Regional Civil Service Agency.

4.2. Factors Inhibiting Civil Servant Competency Development in the Bungo Regency Regional Civil Service Agency

1. Budget availability

The budget required for the civil servant competency improvement program requires a large budget so that there is also a large quota of civil servants who can participate, so that the professionalism index of Civil Servants in the Bungo Regency Regional Civil Service Agency can also increase.

2. Apparatus Motivation

The motivation of the apparatus in competency development activities is still very low, there are apparatus who are comfortable with their current position and there are also those who reason with family factors and the willingness of the apparatus to fill in data on the ASN Professionalism Index.

3. Influence of Other Parties

Other parties are still an inhibiting factor in the competency development program for the State Civil Service at the Bungo Regency Regional Civil Service Agency. The presence of elements of closeness, family factors and other factors can make the implementation of competency development ineffective and inefficient which will have an impact on the performance of the apparatus.
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4.3. Efforts to develop civil servant competencies carried out by the Bungo Regency Regional Civil Service Agency

1. Collaboration with Other Parties

Efforts made in implementing the competency development of the State civil apparatus are collaborating with other parties or third parties. The collaboration aimed at realizing coordination, communication and collaboration between organizations as well as increasing effectiveness and efficiency in accelerating the process of implementing competency development.

2. Provide training opportunities for employees

The training process provided by the Bungo Regency Regional Civil Service Agency has been opened for officials who are interested in taking part in the training program. The organizers also do not place restrictions on officials who want to develop their competence.

4.4. Discussion

Competency is a combination of the ability to work for each individual which includes aspects of knowledge, experience, skills and so on that are in accordance with predetermined standards. The competency of a civil servant is currently very important for evaluation, where it is necessary to carry out education and training, carry out promotions and transfer employees. One of the main problems at the Bungo Regency Regional Civil Service Agency at this time is related to Human Resources Competency which discusses the competency of Bungo Regency Civil Servants, which is not evenly distributed, with the root of the problem being that the competency development program has not yet synergized with BPSDM Bungo Regency, secondly, the ASN placement policy has not been fully adjusted to the assessment results, and thirdly, there is no knowledge management mechanism that can be a platform for efforts to improve civil servant competency.

Civil Servant Competency Development in the Regional Civil Service Agency of Bungo Regency still has several inhibiting factors, namely the lack of budget availability, lack of will and motivation from employees as well as influence from other parties, therefore it still requires improvement and more attention from the government to be able to realize civil servants. Civilians who are competent and have good professionalism.

V. CONCLUSION

Civil Servant Competency Development at the Bungo Regency Regional Civil Service Agency has been carried out quite well. Competency development in the field of training at

the Bungo Regency Regional Civil Service Agency also still has not met the target, especially in terms of indicators of increasing employee technical skills. There are still employees who lack the willingness to take part in technical training. for employees. Granting transfers to officers based on work productivity level, experience or length of service and consideration of likes and dislikes. The employee's work experience and consideration of likes and dislikes in its implementation are good but not yet optimal, by providing transfers and promotions for career development which can be seen from work experience and work productivity but it still does not match what the employee's competence has with the position held now .

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