



STRATEGY IN DEVELOPING HUMAN RESOURCE COMPETENCY IN VUCA WORLD ERA (A Case Study in PPSDM Ministry of Home Affairs Makassar Region)

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ABSTRACT

Human Resources (HR) is one of the crucial factors which cannot be separated from an organization. In this era, developing HR is in VUCA World (*Volatile, Uncertain, Complex, Ambiguous*) is a challenge that an institution must deal with. State Civil Apparatus competency development institute, particularly in the Ministry of Home Affairs, is PPSDM in Makassar Region. The strategy for developing competency in the VUCA world era is a vital task. The method used in this research is literary study, while the research location is in PPSDM of the Ministry of Home Affairs Makassar Region. The present research result is that the correct strategy to develop state civil apparatus competency corresponding to Coronavirus Pandemic is to employ digital service (digitalization) through optimizing institutional and program activities to face the VUCA world. This method was applied to support LMS (*Learning Management System*) in PPSDM of the Ministry of Home Affairs Makassar Region creatively and innovatively. It is supported by a synergic inter-institutional managerial system and learning organization; subsequently, it holds on training rate indicator concept and learning concepts corresponding to the current circumstances by involving all stakeholders.

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1. INTRODUCTION

At the end of 2019, the world was shocked by *Corona Virus Disease (COVID-19)* caused uproar everywhere. The impact resulted from the virus was massive and out of control, the pandemic created chaotic situations in every nations, so it also impact our nation, particularly impacted to politics, government, security, food security, economic activity, people's health, industrial and manufacture sectors. This pandemic has a dreadful influence on almost every part of the world. By the increasing concerns about the disease outbreak caused by the Covid 19 virus in the VUCA (*Volatile, Uncertain, Complex, Ambiguous*) era today, this challenge must be faced by state civil apparatus competency development institutions, especially within the Ministry of Home Affairs, such as PPSDM of the Ministry of Home Affairs Makassar Region. Many training activities or state civil apparatus competency development have been postponed or delayed.

Human Resources (HR) is one of the crucial factors which cannot be separated from an organization. Essentially, HR consist of human employed in the organization as the prime mover, thinker, and planner to achieve the organizational purposes. The quality of its human resources determines the progress of a nation. State Civil Apparatur Act Number 5 of 2014 mentions that developing state civil apparatus competency needs to pay attention to technical competency, managerial competency, and social-cultural competency. Besides other factors such as natural resources, infrastructure, social-cultural, capital, and political stability. However, the role of **Human Resources is to manage all components**. PPSDM Makassar Region is an institution or agency responsible for organizing the development of a state civil apparatus competency in Makassar regions in BPSDM Ministry of Home Affairs referring to the regulation

of Ministry of Home Affairs Number 84 of 2017 regarding Organizational Structure and Administration of Technical Implementation of Task Work within the Human Resources Development Agency of the Ministry of Home Affairs stipulates Changes in the Nomenclature of Makassar Regional Education and Training Center to become Makassar Regional Human Resources Development Center. The agency was responsible for developing competency and performed tests for the state civil apparatus competency conforming to the constitution. The organizational structure in the PPSDM Makassar region consists of 1 person as Head of the PPSDM Makassar region, one person as executive chair who has four subdivisions, e.g., planning subdivision, finance internal affairs and facilities subdivision, and administrative and personnel subdivision. Later on, one person as the Head of Competency Development for Primary High Leadership Positions, Administrators, and Supervisors in charge of 3 sections: the Primary High Leadership Position Competency section, Administrator Competency Section, and Supervisor Competency section. Moreover, one person as Head of Competency Development for Functional Positions, responsible for performing, KDH, WKDH, DPRD, and Village Head who has three sections in his supervision, namely the Functional Position Competence Section, executor for competency section, and the competency section of KDH, WKDH, DPRD, and Village Head. The formulation of problems in this research is: how is the strategy for developing state civil apparatus competency in the VUCA World era.

2. RESEARCH METHOD

To achieve this article's purpose, the researcher investigates the strategy in developing human resources in the VUCA World era implemented by the PPSDM Makassar region. The agency consists of 1 person as the Head of PPSDM Makassar Region, one person as the Head of Administration, one person as the Head of Competency Development for Primary High Leadership Positions. The research uses library research, or literary method, that is, data collection method obtained from books, handouts, and other pieces of information related to this research article. In library research, the writer notes and collects literature sources or books and focuses on the method to collect the data by reading and processing the references. The method used was completed with reference and modification relevance which can be explained. The analysis method and procedure is emphasized in the literary study as in the article, and the research stages were explained clearly.

3. RESULTS AND ANALYSIS

Currently, the world has to deal with *Volatile, Uncertain, Complex, and Ambiguous (VUCA)*, in which everything changes from the still water into turbulence within seconds. Initially, the *VUCA* term was created by the United States of America Army to describe geopolitical situations at the time, and nevertheless, due to the same meaning, the term was adapted by experts to describe the occurring circumstances. *VUCA or VUCA* was developed by something that of uncertain, undirected, constantly changing situations swiftly, resulting from unclear cause and ironic circumstances. What needs to be built in facing VUCA world era is Vision, Competency, Incentives, Resources, and Action Plan, which will make **Changes**. Afterward, by evaluating a management system that will be performed, there are six (6) elements in forming an organizational system: **Human, Money, Materials, Machines, Methods, and Market**. Afterward, it is also supported by learning organization (LO) which was previously called Individual Learning. To establish a Learning organization, the organization may apply five sciences or known as The Fifth Discipline, and they are: **Personal Mastery, Shared Vision, Mental Model, System Thinking, and Team Learning**.

The Covid-19 pandemic is also another form of VUCA. The impact caused by this Covid-19 pandemic, particularly to PPSDM of the Ministry of Home Affairs Makassar Region, was delayed in developing state civil apparatus competency. This impact becomes shared reflection among the members to find the correct solution swiftly conforming to the correct strategy and continued to deal with the current conditions. They can consider several solutions to solve challenges in the VUCA world era to innovatively and creatively **support LMS (Learning Management System)** in PPSDM Makassar Region innovatively and creatively. That is, by **doing digital service (digitalization) through optimizing the institution and program activity optimizations**, it can be done by considering the formation elements of the organizational system and learning organization which synergizes between institutions and *stakeholders*. Digitalizing service was conducted by utilizing information technology maximally, and then, it is integrated with institutional service and activity program in support for the state civil apparatus competency development so that the implementation is regarded effective. The idea for the action plan might be in a digital-based competency institution using information technology to support the implementation of creative and innovative state civil apparatus competency development activities. So the equal distribution for training concept (training rate) by dividing the **policy fulfillment rate** (50%) with indicators to measure the accessibility and fulfillment level of ASN competency development, that is, 20 hours of training (JP) per employee each year. Then it considers the **principle of justice** (25%) in which the indicators used to measure the equity (fairness) of competency development in each ASN



position per year; subsequently, the **efficiency and effectiveness principles** (25%) with indicators used to measure the comparison of classical and non-classical training applied in the agency (10:20:70 concept).) and the conformity in training type as technical/functional, managerial, and socio-cultural with ASN (state civil apparatus) positions per year. In distributing the training (training rate), it is necessary to analyze the training requirement, which will provide an overview of the importance of the relationship between competency development and career development and efforts to improve individual performance and organizational performance. Moreover, considering the demands for ASN to develop competencies corresponding to their fields, conducting monitoring instruments in expanding ASN competencies, and fulfilling competency developments rates in corresponding to the mandate of Governmental Regulation (PP) Number 17 of 2020 regarding the alteration of Governmental Regulation (PP) Number 11 of 2017 concerning Civil Servant Management (minimum 20 JP per year). Next, conducting changes for the method in developing state civil apparatus competency from the classical learning method to a blended learning method, a digital-based competency development learning system and starting to implement 10:20:70. The descriptions are 10% for Structured Learning with electronic learning (e-Learning) and Classroom Learning, then 20% for learning from others by conducting training (coaching) and counseling, later on, 70% for Learning From Experiences with project assignments and discussion forums (Discussion Forum) on state civil apparatus competency development. Literary materials that can be used in dealing with the current VUCA World era are self-health literacy and work environment, new normal organizational literacy, technology literacy to support adjustment for work flexibility composition (flexible working arrangements), and data and information literacy. Afterward, the appropriate competency development methods in the current new normal era are full-time online, online, and non-online-based distance learning, micro-learning within networks (micro mobile learning), workplace learning (working place learning), and corporate universities. This effort is followed by supporting policies as an effort to develop competence in the new normal era by making adjustments to budgeting and accountability policies, facilitators/widyaiswara readiness, and training institutions readiness. Then, it organizes an independent TUK to support the supervision of domestic government through certification and development of state civil apparatus competence and initiate state civil apparatus competency development activities to improve social safety insurance, food security, and economic resilience by working together with related parties.

4. CONCLUSION

The strategy to find alternatives in the implementation of state civil apparatus competency development corresponding to the conditions facing the current Corona Virus pandemic is to digitize services through institutional optimization and activity programs optimization in the face of the VUCA World era in order to support the LMS (Learning Management System) at the PPSDM of the Ministry of Home Affairs Makassar Region. Creatively and innovatively. It is also supported by a managerial system and a synergistic learning organization between agencies, then guided by the concept of training rate indicators and learning concepts conforming to the circumstances, as well as carrying out development activities for state civil apparatus competencies to improve social safety insurance, food security, and economic resilience by involving all relevant parties

5. RECOMMENDATION

By considering the action plan, it is recommended to establish digital service (digitalization) by optimizing institutions and continuously optimizing program activities.

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