Implementation of the National Civil Apparatus Competency Policy Strategy in Sinjai Regency

Fitrawati[1], Muhammad Takdir[2]
[1,2]Public Administration, Universitas Muhammadiyah Sinjai
E-mail: fitrawatiab67@gmail.com

ABSTRACT

Competency development is an effort to increase knowledge, skills, abilities and thinking maturity which is automatically accompanied by changes in morals and behavior in carrying out government and development tasks, one of which is through education and training programs. This study aims to determine the Implementation of the Competency Development Policy Strategy of the National Civil Apparatus in Sinjai Regency. This type of research is qualitative. Data collection techniques used are interview, observation and documentation methods. The data analysis techniques used are data reduction, data display and data verification. The results of this study indicate that the Implementation of Competency Development Policy Strategies for National Civil Apparatus in Sinjai Regency. One of the obstacles lies in the ability of regional finances to conduct competency tests at all levels in national civil apparatus. Meanwhile, one of the supporting factors is the enthusiasm of the employees in improving competence through education and training.

Keywords: Implementation, policy, competence of state civil servants.

INTRODUCTION

The development of science in general, and the study of public policy and issues related to public policy in particular, has experienced very rapid dynamics and developments, especially after entering the era of globalization. Similarly, problems, public issues are not only becoming more complex, but also becoming complicated as various problems increase (Akib et al., 2022; Arhas et al., 2022; Ayu et al., 2019). The competence of an individual is something inherent in him that can be used to predict the level of his performance. Something that is meant by bias concerns motives, self-concept, nature, knowledge as well as individual abilities/expertise and competencies in the form of biased abilities and knowledge developed through education and training.

After the formation of Law no. 5 of 2014 concerning National Civil Apparatus regarding Policy Analysis of national civil apparatus Competency Development is a basis for government policy in assessing the competence of its employees in appropriate placement positions. This is considered as one of the main pillars of the success of bureaucratic reform which brought about a fundamental change in the management of National Civil Apparatus resources, these changes have the consequence that national civil apparatus employees are a profession that has an obligation to carry out self-development and is obliged to account for performance and apply the principle of merit in implementation of national civil apparatus management (Niswaty & Arhas, 2019; Suprapto et al., 2018). The implementation of the management of the National Civil Apparatus is currently still considered not based on an appropriate comparison between competence and qualifications as well as compensation.

Based on Undang-Undang No.5 Tahun 2014 Tentang Aparatur Sipil Negera Articles 21 and 22, National Civil Apparatus , both Civil Servants and PPPK (Government Employees with Contract Agreements) have several rights, one of which is to obtain competency development Based on Law Number 5 of 2014 concerning the State Civil Apparatus, it regulates the development of employee competencies through education and training. Article 70 states that every employee of the State Civil Apparatus has the right and opportunity to develop competencies. The development of these competencies includes through education and training. During the orientation or experimentation of civil servants, the education and training process is integrated to build moral integrity and honesty, the spirit and motivation of nationalism and nationalism, superior and responsible personality character and strengthen professionalism and field competence. To develop the competence of the State Civil Apparatus, each government agency is obliged to prepare a competency development plan, in the annual budget work plan in the context of career development, especially Civil Servants.

Peraturan Pemerintah No 11 Tahun 2017 Tentang Manajemen Pegawai Negeri Sipil, 2017 mandated the need for a competency-based national civil apparatus development plan. Even Kementerian Pendayagunaan Aparatur Negara-Reformasi Birokrasi Telah Mengeluarkan Permen PAN-RB Nomor 38 Tahun 2017 Tentang Standar Kompetensi Jabatan Aparatur Sipil Negara equipped with competency standards based on job groups.

The National Civil Apparatus is an extraordinary resource, with the intellect, knowledge, abilities, and skills it possesses as potential that deserves to be developed and improved so that it can be used for the advancement of public organizations, especially local governments (Darmawan, 2020; Jamaluddin et al., 2017). Therefore, the profession of the National Civil Apparatus needs to be managed professionally, and the management of the National Civil Apparatus must have a clear concept for future improvements.

Employee education and training contributes to increased productivity, effectiveness and efficiency of the organization. Education and training for employees must be provided periodically so that each employee is maintained with competence to improve organizational performance. Through training, all efforts are made in order to improve the performance of employees in the work they are currently occupying. Training is directed at improving the competence of employees in carrying out their current duties better.

METHOD

This research uses a qualitative type of research with a case study approach which is carried out within the scope of the Sinjai Regency Government and the location of this research is easily accessible by researchers. Dotted with the title of the research, the focus of the research is the implementation of the competency development policy of the State Civil Apparatus in Sinjai Regency, with the focus description is an overview of the implementation of the state civil apparatus competency development policy in Sinjai Regency, which is carefully and accurately described regarding the implementation of the competency development policy of the State Civil Apparatus in Sinjai Regency. The data sources used in this study are primary data and secondary data with the focus of research on the implementation of the competency development policy of the National Civil Apparatus in Sinjai Regency, with a description of the focus. An overview of the implementation of national civil apparatus competency development policies in Sinjai Regency, here will be described carefully and accurately regarding policy implementation.

development of the competence of the National Civil Apparatus in Sinjai Regency. The data collection techniques used are interviews, observation and documentation which are analyzed with data reduction techniques, data display and data verification (Miles et al., 2014).

RESULT AND DISCUSSION

Implementation of the Competence Development Policy of the National Civil Apparatus in Sinjai Regency

The Civil Service Competency Improvement Program also refers to PER LAN 10 of 2018 concerning the development of the competence of the National Civil Apparatus , which consists of education and training. The policies applied in the development of national civil apparatus Competence are: 1). Conducting an analysis of the training needs that exist in each regional apparatus; 2). Improving the quality of education and training providers; 3). Provide opportunities for employees to take courses with the aim of improving technical skills and practical experience for employees; 4). Work practice / internship outside the agency.

The preparation of Position Competency Standards is the first step in determining decision making in National Civil Apparatus policies. As an example for the open selection process for JPT Pratama, the Sinjai Regency Government which has been carried out by the Sinjai Regency Government, where the Position Competency Standards are one of the basics in the open selection process, therefore the existence of the SKJ document is an inseparable part in terms of taking policy. Furthermore, it can be ensured that the preparation of the SKJ Document involves all components of government agencies where the SKJ is prepared by each Regional Apparatus which is then re-validated by the Kemenpan RB, and the Regent as PPK sets the Position Competency Standards at each level of office starting from JPT Pratama, Administrator, Supervisor,

This is also stated in the research of the (Setiadiputra, 2017) that in addition to requiring a high commitment, a sustainable competency development system is also needed, so that efforts to create professional national civil apparatus have basic values, professional ethics, free from political intervention, clean from practices of corruption, collusion, and nepotism can be implemented properly, quickly, and on target. The implementation of continuous HR competency development can be carried out by compiling job competency standards for each position in government agencies.

Based on Permenpan RB Number 38 of 2017 concerning Position Competency Standards, in which every government agency is required to prepare job competency standards, in the position competency standards there are several competencies that are assessed both in terms of integrity, cooperation, communication, results orientation, public service , development of self and others, managing change, decision making, and aspects in terms of following the technical training required in the position. This SKJ is the basis for determining the Training Needs, hereinafter referred to as Competency Development Needs Analysis.

Public services carried out by national civil apparatus are different, sometimes there are those that meet the standards and some do not, for example in health services and civil registration, sometimes there are national civil apparatus employees who make it easier if there is an element of nepotism in the management so that the Sinjai district government routinely evaluates on public

services carried out by national civil apparatus because this can have a negative impact on community assessments, especially in Sinjai Regency.

This was also stated by Komara (2019) "that the Competence of national civil apparatus Employees (National Civil Apparatus) in Law Number 43 of 1999 concerning the Principal of Personnel, Chapter I, point 8 it is clearly stated that the management of PNS (Civil Servants) Civil servants), or now called national civil apparatus employees, are all efforts to improve the efficiency, effectiveness, and degree of professionalism in the implementation of the duties, functions, and obligations of personnel, which include planning, procurement, quality development, placement, promotion, remuneration, welfare, and dismissal. The low performance of the bureaucracy, or national civil apparatus employees, results in the low quality of public services, even resulting in service users having to pay high costs or a high cost economy. Bad picture of bureaucracy,

Resources in the process of implementing policy development are very important, because the policy must be supported by the availability of adequate resources in government organizations. Policy implementation can be said to be effective if it is supported by qualified resources. Availability of resources plays an important role in the implementation of competency development policies for state civil servants in Sinjai Regency.

The Human Resources Development and Employment Agency of Sinjai Regency with the support of existing human resources and having the knowledge, abilities, and experience in accordance with their respective fields, where the level of education is 3068 people with education (S1), 401 people with education (S2), and 3 educated people (S3). Similarly, the education level of D3 is 387 people, SMA is 384 people, and the lowest level is junior high school 11 people.

The disposition or attitude of policy implementers is an important factor in implementing a policy. The results of an interview with the head of BKPSDMA, on August 5, 2021, the Sinjai Regency Personnel and Human Resources Development Agency as the implementer of the National Civil Apparatus Competency Development policy must have high commitment and honesty in carrying out its duties and functions.

Bureaucratic structure is an organization that regulates and implements guidelines and division of responsibilities in each apparatus in carrying out the policies given. The Sinjai Regency Personnel and Human Resources Development Agency is a facilitator and implementor who carries out the task of Developing the Competence of the National Civil Apparatus in Sinjai Regency which includes 20 OPD in Sinjai Regency, where of course in its implementation BKPSDMA will find various obstacles including: 1). The amount of budget needed, especially in participating in leadership training; 2). Budget support in the fulfillment of 20 jp for each employee is not sufficient in each regional apparatus; 3). There is no coordination of competency development that leads to national development priorities; 4). The pattern of competency development that is still directed/oriented towards the fulfillment of laws and regulations; 5). Fragmentation of the organizational structure that is too long will tend to weaken supervision and lead to red tape, namely complicated and complex bureaucratic procedures, which make organizational activities inflexible. This has consequences that are quite detrimental to the successful implementation of a policy.

Determinants of the Implementation of National Civil Apparatus Competency Development Policies in Sinjai Regency

In addition to the Training Pathway, competency development policies are also provided in the form of education through the provision of Learning Assignments and Study Permits for Civil Servants, this aims to improve competency abilities and educational qualifications for employees in carrying out their main duties and functions in their respective Organizational Units. However, in an effort to improve the competence of ASN in Sinjai Regency, it is still necessary to pay attention to the supporting factors and inhibiting factors as explained from the results of an interview with the Head of BKPSDMA Sinjai Regency. Stating that supporting and inhibiting factors in the ASN competency development strategy through Training

Supporting factors consist of the amount of interest and enthusiasm for employees in terms of improving their competence both through education and through training pathways; easy access to education and training information; e-learning training methods that are very helpful in terms of reducing interaction between participants during the pandemic; competency development policies that have followed the times where competency development has led to an era of digitalization that is easier to understand and develop in a better direction.

The inhibiting factor consists of the amount of budget needed, especially in attending leadership training; Budgetary support in fulfilling 20 class hours for each employee is inadequate in each regional apparatus; the absence of coordination of competency development leading to national development priorities; and a pattern of competency development that is still leading / oriented towards the fulfillment of laws and regulations.

Discussion

Implementation of the Competence Development Policy of the National Civil Apparatus in Sinjai Regency

Based on the results of the study, the number of state civil servants who became the target of implementing employee competency development in Sinjai Regency as of December 2020 was 31 employees who had attended technical training. As stated in the results of research related to the development of national civil apparatus competence, according to one of the informants, namely; The Head of BKPSDMA on Monday, July 3, 2021, the national civil apparatus Development Policy Strategy at the Sinjai Regency Government refers to the LAN Regulation 10 of 2018 concerning the Development of Civil Servants Competence, where every national civil apparatus has the same rights and opportunities to participate in competency development by taking into account the results of the PNS competency assessment carried out. concerned and conducted at least 20 (twenty) hours of lessons in 1 year.

This is in accordance with research conducted by Haris & Puspaningrum (2018) that the transformation dimension requires that information be conveyed not only to policy implementers but also to target groups and related parties. The dimension of clarity requires that the information conveyed is clear and easy to understand, in addition to avoiding misinterpretations from policy implementers, target groups and related parties in policy implementation. Meanwhile, the consistency dimension requires that the information conveyed must be consistent so as not to cause confusion for policy implementers, target groups and related parties. These dimensions

have been carried out well so that the implementation of the national civil apparatus competency development policy contained in the training activity programs, whether in-service training,

In research Ridwan et al., 2018; Setiadiputra, 2017; Syaekhu, 2018 that in addition to requiring a high commitment, a continuous competency development system is also needed, so that efforts to create professional ASNs, have basic values, professional ethics, are free from political intervention, are free from practices of corruption, collusion, and nepotism can be carried out properly, quickly , right on target. The implementation of continuous HR competency development can be carried out by compiling job competency standards for each position in government agencies.

Based on Permenpan RB Number 38 of 2017 concerning Position Competency Standards, in which every government agency is required to prepare job competency standards, in the position competency standards there are several competencies that are assessed both in terms of integrity, cooperation, communication, results orientation, public service , development of self and others, managing change, decision making, and aspects in terms of following the technical training required in the position. This corresponds to (Hasibuan, 2016) argues that the development of national civil apparatus employee positions informally, namely employees / employees of their own desires and efforts train and develop themselves by studying literature books that have to do with their work or position. Informal development shows that the employee is eager to advance by improving his work ability. This is beneficial for the organization because the employee's work performance is getting bigger, in addition to improving efficiency and productivity.

To realize professional and highly competent national civil apparatus apparatus or employees, this is indicated by the importance of career development for national civil apparatus employees, which is carried out on the basis of a combination of work performance and career systems. For this reason, the development of competency-based national civil apparatus employees is a must, so that the organization (bureaucracy) can realize better performance and provide excellent public services (Fathurrochman, 2017; Sani et al., 2018; Setiadiputra, 2017). These personal aspects include traits, motives, value systems, attitudes, knowledge, and competence skills that will direct behavior; whereas behavior will produce performance.

In the implementation of policy implementation, it can certainly be said to be successful if it is supported by quality and quantity human resources. Policy implementation is not only supported by human resources, but other resources such as budget, facilities and other infrastructure will determine the success of implementing the policy, because with an adequate budget, it certainly encourages program implementation, planning and controlling an activity because this becomes a the driving force of an activity implementation (Aeni et al., 2020; Dahlan et al., 2017; Yusuf, 2021). Likewise, the availability of facilities and infrastructure such as the procurement of office equipment, buildings as a service center for employees and buildings as a place to carry out education and training and the like, and other equipment that supports carrying out their duties and functions.

The disposition or attitude of policy implementers is an important factor in implementing a policy. If the implementation of a policy is said to be effective, if the implementer of the policy must know what will be done and must have the ability to implement it, so that there is no bias.

Policy implementation plays a very important role in realizing policy implementation for national civil apparatus , where policy implementers must have a strong and honest commitment,

because the behavior and character of policy implementers determine the policy direction to be taken.

The Sinjai Regency Personnel and Human Resources Development Agency is a facilitator and implementor who carries out the task of Developing the Competence of the National Civil Apparatus in Sinjai Regency which includes 20 OPD in Sinjai Regency, where of course in its implementation BKPSDMA will encounter various obstacles. In the organizational structure as fundamental in policy implementation, of course, the characteristics of the bureaucracy itself must be understood, where in the bureaucracy it must be guided by the Standard Operating Procedure (SOP). The organizational structure has an important role in carrying out standard operating procedures, the function of standard operating procedures is as a guide in the implementation of an activity.

The Sinjai Regency Personnel and Human Resources Development Agency has a SOP (Standard Operating Procedure) at BKPSDMA which is a reference in realizing activities in each section, so that the goals and targets to be achieved can be carried out effectively and efficiently.

Fragmentation of the organizational structure that is too long will tend to weaken supervision and lead to red tape, namely complicated and complex bureaucratic procedures, which make organizational activities inflexible. This has consequences that are quite detrimental to the successful implementation of a policy. In this order, the BKPSDMA of Sinjai Regency as the implementer of the policy for developing the competence of the National Civil Apparatus must be able to coordinate well with all regional apparatus organizations in the Sinjai Regency.

Determinants of the Implementation of National Civil Apparatus Competency Development Policies in Sinjai Regency

The determinant factors for the implementation of the national civil apparatus Competency Development Policy in Sinjai Regency are:supporting factors includebthe magnitude of interest and enthusiasm for employees in terms of improving their competence either through education or through training; Easy access to education and training information; e-learning training methods that are very helpful in terms of reducing interactions between fellow participants during the pandemic; competency development policies that have followed the times where competency development has led to the digitalization era which is easier to understand and develop in a better direction.

Inhibiting Factors includebthe size of the budget needed, especially in participating in leadership training; budget support in the fulfillment of 20 JP for each employee is not sufficient in each regional apparatus; there is no coordination of competency development that leads to national development priorities; pattern of competency development that is still directed/oriented towards the fulfillment of laws and regulations.

CONCLUSION

From the results of the research above, the authors conclude that the Implementation of the Policy for the Development of the National Civil Apparatus in Sinjai Regency which is carried out by the Agency for Personnel and Human Resources Development for Apparatus has been carried out in accordance with existing regulations. This shows that the Implementation of the Competency Development Policy Strategy of the National Civil Apparatus in Sinjai Regency is based on the Minister of Administrative and Bureaucratic Reform Number 38 of 2017 concerning

Position Competency Standards, in which every government agency is required to prepare job competency standards. in terms of integrity, cooperation, communication, results orientation, public service, self and other development, managing change, decision making, and aspects in terms of following the technical training required in the position. This SKJ is the basis for determining the needs for education and training, hereinafter referred to as Analysis of Competency Development Needs. If the national civil apparatus is unable to meet the competency standards of the position that has been set, then the person concerned will be included in training, workshops, mentoring, coaching and others based on their weaknesses.

The national civil apparatus Development Policy Strategy at the Sinjai Regency Government refers to LAN Regulation 10 of 2018 concerning Civil Servant Competency Development, where every national civil apparatus has the same rights and opportunities to participate in competency development by taking into account the results of the relevant PNS competency assessment and carried out for at least 20 (twenty) hours. lessons in 1 year. However, the obstacles faced are, the amount of budget needed, especially in participating in leadership training, budget support in fulfilling 20 JP for each employee is not sufficient in each regional apparatus, there is no choir. invitation. While the interest and enthusiasm of employees in improving competence through education and through training, easy access to education and training information, e-learning training methods that are very helpful in reducing interactions between fellow participants during the Covid-19 pandemic. Competency development policies that have followed the times where competency development has led to the digitalization era which is easier to understand and develop in a better direction.

REFERENCES

Aeni, S., Wahyuni, S., Onasis, A., Awaluddin, M., & Siraj, M. L. (2020). Human Resource Development for Farmers and Extension Officers in Supporting Farming Business Management in Bone Regency. *Jurnal Ad'ministrare*, *7*(2), 355–362.

Akib, H., Abdullah, N. R., Niswaty, R., Arhas, S. H., & Awaluddin, M. (2022). Maintenance of Office Facilities at the Makassar City Public Works Service. *Jurnal Ilmiah Ilmu Administrasi Publik*, *12*(1), 69–76.

Arhas, S. H., Suprianto, S., Darwis, M., Saleh, S., Jamaluddin, J., & Nasrullah, M. (2022). Service Quality and Customer Loyalty at Grapari. *KnE Social Sciences*, 734–740.

Ayu, A., Niswaty, R., Darwis, M., & Arhas, S. H. (2019). Applying the Principles of Good Governance in the Efforts of Guiding Out-of-School Children at Social Service Offices Takalar Regency. *Jurnal Office*, *5*(2), 51–58.

Dahlan, D., Hasim, D., & Hamdan, H. (2017). The Effect of Human Resource Management and Organizational Culture on Service Quality at the Tamalate District Office in Makassar City. *Jurnal Ad'ministrare*, *4*(2), 69–75.

Darmawan, E. (2020). Kebijakan Work Form Home bagi Aparatur Sipil Negara di Masa Pandemi

COVID-19. *Thejournalish: Social and Goverenment.*

Fathurrochman, I. (2017). Pengembangan kompetensi pegawai aparatur sipil negara(ASN) sekolah tinggi agama islam negeri (STAIN) Curup melalui metode pendidikan dan pelatihan. *Manajer Pendidikan*, *11*(21).

Haris, R. A., & Puspaningrum, I. I. (2018). Pengaruh Kepemimpinan Transformasional terhadap Peningkatan Kinerja Pegawai Pemerintah Kecamatan Kota Sumenep. *Ejournalwiraraja.*

Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Jamaluddin, J., Saggaf, S., & Rahayu, S. (2017). Kedisiplinan Aparatur Sipil Negara pada Kantor Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Sulawesi Selatan. *Jurnal Ilmiah Ilmu Administrasi Publik*, *7*(1), 25–29.

Kementerian Pendayagunaan Aparatur Negara-Reformasi Birokrasi telah mengeluarkan Permen PAN-RB Nomor 38 Tahun 2017 tentang standar Kompetensi Jabatan Aparatur Sipil Negara, (2017).

Komara, E. (2019). Kompetensi Profesional Pegawai ASN (Aparatur Sipil Negara) di Indonesia. *Mimbar Pendidikan*, *4*(1).

Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analisis. A Methods Sourcebook*. Sage Publication.

Niswaty, R., & Arhas, S. H. (2019). The Effect of Learning Media on Progress Quality in Office Administration Program in Vocational School Negeri 1 Watampone Bone Regency. *Journal of Physics: Conference Series*, *1387*(1), 12042.

Peraturan Pemerintah No 11 Tahun 2017 tentang Manajemen Pegawai Negeri Sipil, (2017).

Ridwan, R. M., Darwis, M., & Niswaty, R. (2018). *Pengaruh Tata Ruang Kantor terhadap Kinerja Pegawai Negeri Sipil pada Kantor Badan Pusat Statistik Provinsi Sulawesi Selatan.* UNIVERSITAS NEGERI MAKASSAR.

Sani, T., Rares, J. J., & Ogotan, M. (2018). Pengembangan kompetensi aparatur sipil negara di dinas pendidikan kabupaten Intan Jaya Provinsi Papua. *Ejournal Unsrat.Ac.Id.*

Setiadiputra, R. Y. P. (2017). Urgensi Program Pengembangan Kompetensi SDM Secara Berkesinambungan di Lingkungan Instansi Pemerintah. *Jurnal SAWALA*, *5*(1).

Suprapto, S., Pomalingo, N., & Akib, H. (2018). The implementation of a culture of discipline for the state civil apparatus (ASN) in Gorontalo Regency (A Study of the Application of Discipline Ambassador Vest). *1st International Conference on Social Sciences (ICSS 2018).*

Syaekhu, A. (2018). Pengaruh Kepribadian Dan Komunikasi Interpersonal Terhadap Komitmen

Organisasi. *Jurnal Pemikiran Dan Penelitian Administrasi Publik*, *8*(Januari-Juni 2018), 61–68.

Undang-Undang No.5 tahun 2014 tentang Aparatur Sipil Negera, (2014).

Yusuf, N. R. W. N. (2021). Impact of Human Resource Development on Public Service Through Employee Performance Of Center Mamuju. *Urnal Ad'ministrare*, *8*(1), 129–142.