



ANALYSIS OF COMPETENCY DEVELOPMENT FOR CIVIL SERVANTS IN THE GOVERNMENT OF BALANGAN REGENCY, SOUTH KALIMANTAN PROVINCE

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Abstract

The success or failure of development carried out by the government requires a benchmark. The existence of human resources in an organization is recognized by management experts/experts as the most important resource for an organization. Civil servant competency development is part of realizing the 2021-2026 Balangan Regency Development Vision. This study aims to analyze the competency development of Civil Servants in the Government of Balangan Regency, South Kalimantan Province. The research was conducted using a qualitative approach with descriptive techniques. Sources of data are primary data through direct interaction and secondary data through literature and document reviews. Data collection techniques were carried out through interviews and documentation. Data analysis techniques were carried out through the Interactive Model or the Miles and Huberman Model and SWOT analysis. The results of the study show that planning coordinated by BKPSDM has not resulted in a comprehensive needs analysis that describes the real need for employee competency development in each SKPD. Competency development carried out by each SKPD has also not been well coordinated as indicated by the absence of plans to participate in the training and post-participation reports of the training. The evaluation results that have been carried out also show that employee competency development has not been effective, due to various technical and non-technical factors. The factors referred to include the implementation of employee competency development authority which cannot be effectively carried out by BKPSDM, inaccuracies in existing data.

Keywords: Qualitative, HR Development, Employee Competency Development.

INTRODUCTION

The government is actively carrying out development in various aspects of the life of society, nation and state (Siregar, 2013; Hanifiyyah, 2020; Zaini, 2022). In essence, the goal of development is the realization of a prosperous, just and prosperous society (Suhardin, 2009; Sumirat, 2021). In the Indonesian context, the development goals are specifically stated clearly and unequivocally in the fourth paragraph of the Preamble to the 1945 Constitution, namely: to protect the entire Indonesian nation and all of Indonesia's bloodshed, promote general welfare, educate the nation's life, and participate in carrying out world order based on freedom, eternal peace, and social justice (Mahfud et al., 2012; Anggono & Damaitu, 2021).

The success or failure of development carried out by the government requires a benchmark (Rahmat & Mirnawati, 2021). The existence of these benchmarks is important to know the extent to which development has been achieved, the various obstacles encountered, and efforts that can be made as breakthroughs to overcome obstacles and accelerate the achievement of development goals (Malak, 2012). Benchmarks are also important to show that the Government does not just work and build, but indeed performs and produces positive things towards the desired development goals (Malik, 2018; Purba et al., 2020). Development benchmarks can be seen through indicators of positive growth in gross national product (GNP), increased per capita income (Olilingo et al., 2021; Fortune, 2022).

In order to achieve the desired development goals, the existence of human resources (HR) as actors/actors plays a very strategic key role (Rizani, 2019). These human resources can come from elements of government, private/private, non-profit institutions, and the general public who play a role in the planning, implementation, control, and evaluation stages of development that has been planned and carried out (Imron, 2022). Even though development is the responsibility of all components in a country/region, human resources from government elements, hereinafter referred to as the State Civil Apparatus (ASN), must be recognized as playing a dominant role. This, according to Siagian (2018), is based on the government's role in development as a stabilizer, innovator, modernizer, pioneer, and executor of development itself.

The existence of human resources in an organization is recognized by management experts/experts as the most important resource for an organization. The reasons underlying this claim according to Sulistiyani (2011), among other things, humans are seen as living things that have the ability to carry out organizational processes. Therefore, the existence of human resources in the form of employees/labor who have the ability and expertise in certain fields to occupy available positions in an organization is inevitable.

Human resources in ancient times were only seen and treated as a means of production. This view and treatment is not much different from machines and capital as organizational assets. Such a view demeans the dignity of human beings who have creativity, taste and intention. So that in contemporary times there is a change in the perspective of organizational HR. Human resources are seen as human capital and are no longer equated with machines and capital which are treated using a production management or financial management approach. So, humans in an organization are not only resources that are input factors such as money, raw materials, machines, and methods and information, but are also executors in a process that also transforms the intended input into output).

HR also has a very important role in development in the contemporary era. Currently there is also a shift in the development paradigm compared to previous eras (Ahmadi & Ibda, 2019). If development in the past focused more on how to increase production, then development in the current era (especially in the last ten years) places humans as the central point/human centered

development (Hadiyanto, 2007). The development paradigm is characterized by the people, by the people, and for the people (Azahari, 2000). Therefore, humans in development have three roles at once, namely as planners, executors, and at the same time the targets of the development process being carried out (Digdowiseiso, 2019).

The success or failure of human development is measured through an indicator (Safitri, 2016; Fretes, 2017; Utami, 2020). The United Nations Development Program (UNDP) has developed a Human Development Index (HDI) or Human Development Index (IPM) to measure and determine the level of success of human-oriented development (Siswati & Hermawati, 2018; Mongan, 2019). Whereas Gilley and Egglund in Azahari (2020), the success of human development is indicated by progress in knowledge, competence, and improvement of HR behaviors, both for individual and organizational interests. In order to achieve this progress, the human development that will be carried out must be well planned. Therefore, human development planning prepared by stakeholders must be able to answer two questions, namely what are the benefits of human development as the basis for organizational development?, and what forms of human development/development are needed by the organization concerned?

Moving on from the premise that HR is human capital and the central point of development, the government apparatus must be managed and developed its competencies in a sustainable manner. This is considering the role of the apparatus which is very vital and dominant in the management of development and public services. The task of managing and developing apparatus human resources is not easy, because the relatively large number of civil servants are spread across the central and regional levels. In accordance with Law Number 5 of 2014, ASN is classified into two types: Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK). The number of ASNs with civil servant status as of December 2020 based on data published by the National Civil Service Agency (BKN) totaled 4,168,118 people.

The number of civil servants in the Balangan Regency Government in 2022 is 2,939 people, based on data released and obtained from the Balangan Regency Personnel and Human Resources Development Agency (BKPSDM) on November 16, 2022. So there is a decrease in the number of civil servants by 110 people compared to last year's data. 2020 published by BKN. The profile of civil servants seen from the aspect of education is relatively good, where 2,155 people or 73.3% have a minimum education of Strata 1/Diploma IV.

The Balangan Regency Government pays great attention to HR apparatus. One of the regional strategic issues set out in the Balangan District Medium Term Development Plan (RPJMD) for 2021-2026 is "Optimizing Governance". One of the causes of this determination is the arrangement of the HR-ASN management system which has not been optimal. The indicator that shows this condition is the Merit System Index for 2020 which is still at a value of 257. This index is still in the good category, but it is still not optimal. The Balangan Regency Government's target is to be in the very good category, with an index range of 325-400. The absence of talent mapping and planning for competency development needs as a whole is considered to have contributed to the emergence of the issue referred to (2021, p. IV-37).

The development of civil servant competencies is part of realizing the 2021-2026 Balangan Regency Development Vision: "Building villages, managing cities towards more advanced and prosperous Balangan" in the Fourth Mission "Improving the quality and services of the government bureaucracy as servants of the community and servants of the state". One of the concrete steps to realize this mission is to ensure competence is in line with the position in order to accelerate the development of Balangan Regency and improve services to the community.

The competency development of civil servants in the Balangan Regency Government still faces relatively complex problems, even though the educational qualifications are relatively good. Indications showing this, firstly, planning for civil servant competency development has not been carried out comprehensively. This problem refers to the Balangan Regency RPJMD 2021-2026 which states that the preparation of employee competency development plans or the Human Capital Development Plan (HCDP) has not been carried out thoroughly (2021, p. IV-37).

Second, the implementation of PNS competency development cannot be said to be optimal, where not all employees obtain competency development according to the provisions. Even though Government Regulation Number 11 of 2017 jo. Government Regulation Number 17 of 2020 states emphatically that civil servants have the right to develop competence for 20 hours of lessons (JP) in 1 (one) year. The uneven distribution of competency development received by employees is a sign that the regional government has not optimally implemented and complied with statutory mandates in the context of fulfilling civil servant competency development rights.

This condition is indicated by the results of measuring the professionalism of civil servants which are categorized as low. Based on data obtained from BKPSDM Balangan Regency (2022), this low professionalism is shown by the results of the ASN Professionalism Index assessment for the Balangan Regency Government in the last two years which only scored 62.35 with low criteria (2019) and 67.05 with low criteria (2020).

The low results of this index measurement are partly due to the Competency dimension which only contributes 19.75 (2019) and 24.05 (2020) out of a maximum score of 40. The Competency Dimension has an assessment weight of 40% in ASN Professionalism Index measurement. The other three dimensions and their respective assessment weights are: Performance (30%), Qualification (25%), and Discipline (5%).

The results of measuring the ASN professionalism index are in contrast to the statistical data on the participation of HR personnel in various education and training programs contained in the Balangan Regency RPJMD 2021-2026 (2021, p. II-202). Based on these data, the average length of time employees received training in 2019 and 2020 was 20 JP (2019) and 32.79 JP (2020) respectively. In other words, the civil servant competency development right which is set at 20 JP every year should have been fulfilled. The data reinforces the assumption that the competency development carried out cannot reach all employees, resulting in gaps (gaps) between employees and contributing to the low ASN Professionalism Index.

The third phenomenon is that evaluation of the competency development of civil servants can also be assumed to be not optimal. This is because planning for employee competency development needs has not been carried out comprehensively, as recognized in the Balangan Regency RPJMD 2021-2026. In addition, budgeting for employee competency development is also not one door or centered on the Balangan Regency BKPSDM as an SKPD which has the duties and functions to carry out HR management for Apparatuses and carry out technical and administrative coordination authority for the development of civil servant competencies in the Balangan Regency Government.

The employee competency development budget is spread across various SKPDs within the Balangan Regency Government. The total budget for developing the competence of civil servants in the Balangan Regency Government in 2020, for example, amounts to IDR 5,947,704,951.00. BKPSDM of this total obtains a budget allocation for employee competency development of Rp1,862,900,000.00 or equivalent to 31.32%. The remaining budget of IDR 4,084,804,951.00 or 68.68% is spread over the Budget Execution Document (DPA)/Other

SKPD-SKPD Budget Implementation Documents (DPPA) within the Balangan Regency Government.

Moving on from the awareness and view that Apparatus HR is human capital that has unique characteristics and is one of the most important actors in the management of development and the provision of public services, the researcher is interested in carrying out a study entitled "Strategy for Developing Competence of Civil Servants (PNS) in the Government of Balangan Regency, Province South Kalimantan".

RESEARCH METHODS

Types of Research

Research on the development of civil servant competence in the Balangan Regency Government uses a qualitative approach. According to Sugiyono (2018), research that uses a qualitative approach/method is carried out intensively by researchers who participate in the field, carefully records the events encountered, carries out a reflective analysis of the documents obtained, and compiles a detailed research report. The type of research conducted is included in the descriptive category, because the resulting research tries to describe the phenomenon of human resource development in the Balangan Regency Government in more detail. This is in accordance with the opinion of Rahmadi (2011) which states that descriptive research aims to describe phenomena in more detail.

Research Sites

The research conducted is located in Balangan Regency, South Kalimantan Province. The work unit which is the main place/location for research is the BKPSDM Balangan Regency which is located at Jalan Jenderal Ahmad Yani Km. 4.5 Sub-District of Stone Plate Postal Code 71618 District of South Paringin. The reason behind this is because the BKPSDM's duties include preparing technical policies; implementation of tasks; monitoring, evaluation, and reporting; as well as technical development of education and training management, as mandated by Balangan Regent Regulation Number 107 of 2021. The object of research is planning, implementing, and evaluating the competency development of civil servants in the Balangan Regency Government.

Data Source

The type of research data used through a qualitative approach is in the form of words, sentences, and not in the form of numbers (Abubakar, 2021). The data sources are divided into two types, namely primary data and secondary data. Primary data as data obtained directly from the first source at the location or research object. Therefore, the primary data source for employee competency development strategy research was obtained from interviews with informants. Meanwhile, secondary data sources come from the results of literature/library studies and formal documents regarding civil servant competency development, such as government regulations/laws/policies, planning and budgeting documents, monitoring and evaluation results reports, scientific publications, and other related documents.

Data Collection

Data collection was carried out using interviews and documentation techniques. Interviews were conducted with parties who were key research informants. These parties were selected based on their expertise and knowledge as well as consideration of the duties of authority they possessed and could influence the formulation and development of civil servant competency development

policies in the Balangan Regency Government. The type of interview used was semi-structured. The documents used by researchers in research on civil servant competency development strategies in the Balangan Regency Government include: planning and budgeting documents, regulations/laws/policies, monitoring and evaluation results reports, scientific publications, and other related documents.

Data Analysis Technique

Data analysis techniques were carried out in two stages, including the Interactive Model analysis technique or the Miles and Huberman Model and SWOT analysis. The interactive model includes data reduction, data presentation, and conclusion drawing. While SWOT includes data collection, data analysis, and strategy formulation. According to Rangkuti (2018) there are four formulations of strategies, including:

- 1) SO strategy
Utilizing all the strengths of the organization to seize and take advantage of opportunities optimally.
- 2) ST Strategy
Utilizing all the strengths of the organization to face and overcome all threats.
- 3) WO strategy
Overcoming and minimizing organizational weaknesses to capture and take advantage of available opportunities.
- 4) WT Strategy
Is a form of defensive or defensive strategy, by overcoming and minimizing organizational weaknesses to overcome and avoid all threats.

RESULTS AND DISCUSSION

The competency development of civil servants in the Balangan Regency Government is carried out in the dimensions of planning, implementation and evaluation. These three dimensions are inseparable from one another. Competency development planning is carried out, among other things, to identify the competencies needed by employees, in order to be able to carry out their duties and functions and contribute positively to the achievement of organizational goals and objectives. In addition, the results of planning can ideally provide alternative forms of development that are appropriate to address employee competency gaps.

Implementation of competency development is the stage of implementing planning outputs produced by stakeholders. This implementation is expected to overcome gaps and improve employee competence as indicated by increased knowledge, skills, and attitudes/behaviors. Implementation will not be effective, if the parties concerned do not guide the planning document and comply with employee competency development regulations. Therefore, evaluation becomes an absolute thing to do to measure the achievement and level of implementation effectiveness as well as to map the problems encountered and corrective steps that can be taken to overcome these problems.

Competency Development Planning

The Balangan Regency Government pays relatively great attention to employee competency development. As stated in the Balangan District Medium Term Development Plan (RPJMD) for 2021-2026 (2021, p. IV-24), competency development is stated as the basis for career development and one of the considerations for appointing civil servants in a position. An

employee must fulfill the technical/functional, managerial, and socio-cultural competencies, in order to be able to carry out the duties and functions of the position entrusted by the leadership. Therefore, the existence of a clear, measurable and directed competency development plan is very important.

The competency development plan should ideally be able to map the gap between the competencies that employees should have and the current conditions (existing). Therefore, it is important to carry out an assessment of the competence of each civil servant. This was stated by the Main Widyaiswara of the Regional Human Resources Development Agency (BPSDMD) of South Kalimantan Province, Dr. Hary Supriadi, SH, MA as follows:

"The need for an organization, say, actually wants to develop fisheries in Balangan. It turns out that our HR organization to support it is lacking. I see. We can say it's lacking, first, we know the needs, for example human resources and so on. Then we assess the available people on a portfolio basis, the background is known. Especially if we do an assessment. I see. So we just filled the gap with various forms of training. So the process is like that, whether it's partial or large." (Results of interview on 27 October 2022).

PNS competency development plans in the form of Training Needs Analysis (AKD) are prepared annually and coordinated by the HR Development Division of the Civil Service and Human Resources Development Agency (BKPSDM) Balangan Regency. So, each Regional Work Unit (SKPD) is asked to take an inventory and prepare a plan for the competency development needs of civil servants in their respective work units.

SKPD's involvement in the competency development planning stage was justified by one of the informants. So the related party is collecting data to find out the need for employee competency development in the work unit environment, as expressed by Arbani, SE (Head of the General and Personnel Sub-Division of the Balangan Regency Disdikbud):

"Yesterday we recorded employees who had not participated in competency development. Quite a lot of them have never participated in competency development (training/technical guidance). Listing for 2022 only. Register staff who have not. If the average structural officials have. It turns out that many staff have never attended technical guidance. Yesterday we recorded it." (Results of interview on August 2, 2022).

The results of the inventory and preparation of the needs plan are then submitted to BKPSDM for recapitulation. This was stated by Febtika Reysne, S.Pd, M.Pd (Sub-Coordinator of Technical and Functional Competency Development of the Balangan Regency BKPSDM):

"Well, administration is all kinds of things. One of them is a recommendation. AKD (Training Needs Analysis) right here. They collect education and training needs here." (Results of interview on August 1, 2022).

The mechanism for preparing the needs plan has used a website-based electronic application. The application is a Si-TINA feature on SILKa Online. Based on the search, this feature is specifically for technical/functional competency development plans (See Figure 1).

The screenshot shows the SILKa Online application interface. The main heading is "ANALISIS KEBUTUHAN DIKLAT TEKNIS FUNGSIONAL". Below the heading, there are filters for "Tampilkan Data Berdasarkan:" with options for year (2021), job position (All Jabatan), status (All Status), and unit (Cari Unit Kerja). There are buttons for "Tampilkan Data", "Cetak Rincian", and "Input Usulan Diklat Baru". A message states: "Pilih unit kerja untuk memfilter data. User wajib melakukan verifikasi (pada analisis data) apabila diklat telah terlaksana." Below this is a table titled "ANALISIS KEBUTUHAN DIKLAT" with columns: NO, NAMA / NIP, IF, NAMA DIKLAT, TUPOKSI, WAKTU (JP), PENYELENGGARA, BIAYA, HABIL YANG DIHARAPKAN, and STATUS. The table contains three rows of data.

NO	NAMA / NIP	IF	NAMA DIKLAT	TUPOKSI	WAKTU (JP)	PENYELENGGARA	BIAYA	HABIL YANG DIHARAPKAN	STATUS
1	IKA NOOR MAULIDA S.STP. M.I.P NIP.199109252012092004		DIKLAT BIMTEK SOP PATEN	KASU PELAYANAN LISIUK Melaksanakan	20	Kemendagri atau Non Pemerintah...	Rp. 5.500.000	PNS dapat memahami dan melaksanakan...	Selesai
2	NOORADIA WAKTA SE NIP.199104252015033002		DIKLAT PENATAUSAHAAN KEUANGAN DAERAH	Melaksanakan kegiatan verifikasi.	20	Pusdiklat atau Lembaga yang	Rp. 5.500.000	PNS mampu melaksanakan pekerjaan...	Selesai
3	AGUS MINAWATI S.STP. M.I.P NIP.199008222010102001		DIKLAT PENATAAN ASET DESA	penyusunan program, koordinasi...	52	Kemendagri/Lembaga Non Pemerintah...	Rp. 5.000.000	ASN dapat melaksanakan tugas...	Selesai

Figure 1. Appearance Si-TINA Features in the SILKa Online Application (Source: BKPSDM Balangan Regency, 2021)

BKPSDM has also drafted a Regent Regulation on Civil Servant Career Patterns. The regulation was drafted because of the policy of abolishing study permits and leaving only the provision of learning assignments in the form of competency development through education. This was stated by Husnawati, S. Sos (Sub Coordinator of Career Development and Education and Training Cooperation of BKPSDM Balangan Regency) as follows:

"The problem of preparing the pattern of career development. For example, regarding what career development is like. One of them in our place is the task of learning right. The study permit will no longer exist. One of them." (Results of interview on 19 July 2022).

The preparation of the managerial-leadership competency development plan was prepared by the HR Development Division of the BKPSDM Balangan Regency. The plan does not specifically involve SKPD in its preparation. The intended plan had also been prepared by the HR Development Sector in the previous year, as stated by Mariana Puspita Dewi, S.ST (Sub Coordinator of Managerial Competency Development BKPSDM Balangan Regency) following:

"For 2023, I already have 1, 2 and 3 (person) potential participants. Three names that did not leave this year (2022)". (Results interview July 19, 2022).

The budgeting for civil servant competency development at the Balangan Regency BKPSDM does not only go through the Balangan Regency BKPSDM, but each SKPD also budgets funds to develop the competence of employees in their respective work units. So, the competency development budget is not centralized or one door at the Balangan Regency BKPSDM. The Education and Culture Office of Balangan Regency, for example, has provided a budget for technical guidance (bimtek) for employees in the work unit. This was explicitly conveyed by Arbani, SE (Head of the General and Personnel Subdivision of the Balangan District Education and Culture Office) in the following statement:

"What is currently available is according to the needs of the fields in the Education and Culture Office. For example, this field needs technical guidance. This field then submits to the Secretariat of the Education and Culture Office, whether the budget is available or not? If available, then follow the technical guidance". (Results of interview on August 2, 2022).

The Office of Health, Population Control and Family Planning (DKPPKB) of Balangan Regency has also allocated a sizeable budget for the development of civil servant competencies. The budget is allocated for employees who carry out administrative tasks and functions as well as those with status as health workers, as stated by Nelly Setia Astuti, SKM (Head of General and Personnel Sub-Division of DKPPKB Balangan Regency) as follows:

"In general, for all employees at the Balangan Regency DKPPKB. For Health Workers (Health Workers), we are in the Health Services and Resources (SDK) Sector. Sometimes Jafung Education and Training (Functional Positions) or what they do there is the budget allocation." (Results of interview on August 2, 2022).

The form of civil servant competency development budgeted by the Balangan Regency BKPSDM includes employee assessment, leadership training, and pre-service training/basic training for prospective civil servants, technical/functional training, and various technical guidance for employees. The forms of competency development are listed in the budgeting document. This was also corroborated by the following statement by Muhammad, S.AP (Head of HR Development BKPSDM Balangan Regency):

"BKPSDM budgeted for training contributions for functional officials. For example, in 2021 we will help contribute to functional training for the PNS Inspectorate of Balangan Regency." (Results of the interview on July 122022).

The competency development budget allocation budgeted by the Balangan Regency BKPSDM and processed from the SKPD's Budget Amendment Implementation Document (DPPA) can be seen in Table 1.

Table 1. Budget for Competency Development for Civil Servants at BKPSDM Balangan Regency for 2021-2022

No.	Sub Activities	Forms of Competency Development	Total Budget (Rp)	
			2021	2022
1.	Assessment Center Management	PNS Assessment	57,680,000	808,479,200
2.	ASN Training Administration and Certification Management	Bimtek	251,760,000	1,785,932,250
3.	ASN Advanced Education Management	PNS Study Assignment Scholarship	150,000,000	561,315,350
4.	Facilitation of ASN Position Certification	<ul style="list-style-type: none"> • Technical Guidance • Bimtek Camat 	0	216,871,950
5.	Facilitation of ASN Functional Certification	<ul style="list-style-type: none"> • Bimtek for Functional Officials • Training for Formation of Public Relations Functional Positions 	0	1,392,047,750
6.	Implementation of Competency Development for Regional Leaders, High Leader Positions, Functional Positions, Leadership, and Pre-Office	<ul style="list-style-type: none"> • Leadership Training • Pre-service Training/Basic Training for Prospective Civil Servants 	697,235,200	1,466,291,600

Information:

The components that are budgeted include contribution costs, supporting assistance, and official travel as well as operational costs to support the implementation of activities.

Source:

(DPPA SKPD BKPSDM Balangan Regency Fiscal Year 2021-2022)

It can be concluded that the planning for civil servant competency development needs within the Balangan Regency Government is coordinated by BKPSDM and involves stakeholders in the relevant SKPD. The document is compiled annually and has utilized a web-based electronic application. Most of the competency development budget needs are budgeted by the Balangan Regency BKPSDM, especially for the needs of employee assessment, study assignment scholarships, leadership training, and pre-service/basic training for civil servant candidates. BKPSDM also budgets the required funds for technical/functional training as well as technical guidance. In addition, each SKPD also budgets the required funds to carry out technical guidance, workshops, competency tests,

Implementation of Competency Development

PNS competency development is carried out through contribution, facilitation, and self-management patterns. This is regulated in Balangan Regent Regulation Number 41 of 2018. The pattern of contributions is made through payment of contributions to educational and training institutions that act as providers of civil servant competency development. The facilitation mechanism can only be carried out by other agencies and/or accredited vertical agencies. While self-management is carried out through self-management carried out by the Regional Personnel, Education and Training Agency (BKPPD) which has now changed its name to BKPSDM Balangan Regency.

The contribution pattern is the mechanism most often used in the development of civil servant competencies, as stated in the following statement by Muhammad, S.AP (Head of HR Development BKPSDM Balangan Regency):

"If I look at the implementation of tasks in the Human Resource Development Sector for 2.5 months it is routine. Training with LAN and BPSDM of South Kalimantan Province is standard. Bimteknya with third parties". (Results of interview 12 July 2022).

The contribution pattern is also often used by other SKPDs in the implementation of competency development for their respective employees. Competency development must be carried out through technical and administrative coordination with the Balangan Regency BKPSDM, as mandated by Balangan Regent Regulation Number 41 of 2018. The regulation also states that the SKPD submits a request letter to the Head of BKPPD (now changed to BKSPDM) regarding the need for civil servant competency development in each other's work environment.

The provisions in the Balangan Regent Regulation Number 41 of 2018 were not properly implemented in the field. SKPD only submits requests partially, for example competency development in the form of technical guidance or training with a contribution pattern. This is meant to be practiced by the Balangan District Education and Culture Office, as illustrated in the following statement by Arbani, SE (Head of the General and Personnel Subdivision of the Balangan District Education and Culture Office):

"For the Balangan Regency BKPSDM it is in the form of technical guidance or training that uses contributions. But if it's like a workshop, even though it contributes, like Bappeda (Regional Development Planning Agency) which usually organizes it doesn't (asking for recommendations)". (Results of an interview with the Head of the General and Staffing Subdivision of the Balangan District Education and Culture Office, August 2, 2022).

There are even related parties in other SKPDs who do not convey the implementation of competency development to the Head of BKPSDM. Such as the practice carried out by the

Balangan District DKPPKB on the grounds that the required administrative documents had been taken care of by another SKPD that facilitated technical guidance. This was stated by Nelly Setia Astuti, SE (Head of the General and Personnel Subdivision of DKPPKB Balangan Regency) as follows:

"So far, on average, if it's like technical guidance, it's the technical guidance from the district. Automatically there are various staff reviews. For the last one, we are Bimtek Procurement of Goods/Services, not through BKPSDM Balangan Regency." (Results of interview on August 2, 2022).

Rizani Rahman, ST (Head of the Budget for the BPKPAD of Balangan Regency) confirmed this condition. The official indicated that there were parties who wanted to cut bureaucracy in the implementation of competency development, especially those in the form of technical guidance and workshops. This is illustrated in the following statement:

"It seems like a by-pass. In the past, TS (Staff Review) attended training and technical guidance through the Balangan Regency BKPSDM. We also have a lot of by-passes. Never through BKPSDM". (Results of interview on 14 July 2022).

There are also other reasons that cause related parties to the SKPD to think that it is not necessary to submit competency development requests to the Balangan Regency BKPSDM. The reason is that most of the competency development carried out is borne by the vertical agency as the organization of the training. This is referred to as the case that occurred in the Balangan District Education and Culture Office and was conveyed by Arbani, SE (Head of the General and Personnel Subdivision of the Balangan District Education and Culture Office) as follows:

"But mostly in this Disdik, often the training is covered by the contributions of the organizing institution. It's already a program. From LPMP, Provincial Education Office. Apart from that, it is the Language Center that I have participated in. It's all covered. Paid daily money. What is not covered is only transportation, from here (Balangan Regency) to the place (implementation of training/guidance). That's all that is accountable. Daily money, hotels are all covered. Even though one room is for 2 (two) people. (Results of an interview with the Head of the General and Staffing Subdivision of the Balangan District Education and Culture Office, August 2, 2022).

There are also findings on the implementation of competency development using the personal budget of the civil servant concerned. This practice, for example, occurred in the Balangan District DKPPKB. So, employees at DKPPKB who wish to take a position competency test to fulfill one of the requirements for promotion are forced to pay their own expenses, due to budget constraints for competency development in the work unit. This is as stated by Nelly Setia Astuti, SKM (Head of General and Personnel Subdivision of DKPPKB Balangan Regency) as follows:

"Most of the time, in the end, they are at UCOM's own expense. Because one of the conditions for promotion. That's the way we go." (Results of interview on August 2, 2022).

So it can be concluded that the development of civil servant competencies in the Balangan Regency Government is mostly carried out through a contribution pattern. This implementation has not been well coordinated as indicated by the technical and administrative coordination functions that cannot be carried out effectively by the Balangan Regency BKPSDM, because the

SKPD that carries out PNS competency development does not fully comply with the provisions that require submitting requests for needs and the results of implementing employee competency development to the Head of BKPSDM.

Employee Competency Development Evaluation

Competency development must be evaluated to determine the achievement and level of effectiveness of the planned competency development implementation. Balangan Regent Regulation Number 41 of 2018 has mandated the BKPPD, which has now changed its name to BKPSDM, to evaluate the competency development of civil servants on an ongoing basis. 2021 is the first year of the implementation of the Strategic Plan (Renstra) for the Balangan Regency BKPSDM Regional Devices for 2021-2026. BKPSDM in that year has planned various forms of competency development through various related activities and sub-activities. The results of measuring the performance of the activities and sub-activities referred to can be seen in Table 2.

Table 2. Performance Achievements of Activities and Sub-Activities Related to Development of Apparatus HR Competency at BKSPDM Balangan Regency in 2021

No.	Activities/Sub-Activities	Performance Indicator	Performance Targets	Performance Realization	Achievements (%)
1.	ASN Competency Development	Percentage of ASN obtaining technical and functional competency certificates (excluding teachers and health workers)	27%	62.11%	230.04
2.	Assessment Center Management	Number of ASNs participating in the Assessment	6 people	5 people	83,33
3.	Management of Training Administration and ASN Certification	The number of ASNs recommended in technical education and training/training/guidance, duties and functions	200 people	359 people	179.50
4.	ASN Advanced Education Management	The number of ASNs who receive financial assistance for Studying and Service Associations according to regional needs	8 people	6 people	75.00
5.	Certification, Institutional, Managerial and Functional Competency Development	Percentage of high management officials, administrators, and supervisors who have passed managerial competency certification	100%	68.75%	68.75
		Percentage of Civil Servant Candidates who have passed Pre-service Training/Basic Training	100%	100%	100
6.	Implementation of Competency Development for Regional Leaders, High Leader Positions, Functional Positions, Leadership, and Pre-Office	Number of ASN Candidates who meet Pre-service/Latsar requirements	114 people	114 people	100

(Source: Balangan Regency BKPSDM Performance Report 2021)

Realization of the budget for various sub-activities related to competency development at the Balangan Regency BKPSDM for 2021 is as follows:

Table 3. Realization of Activity/Sub-Activity Budget Related to HR Competency Development for Apparatus at BKPSDM Balangan Regency in 2021

No.	Activities/Sub-Activities	ceiling (IDR)	Realization (IDR)	Achievements (%)
1.	ASN Competency Development	459,440,000	382,944,133	83.35
2.	Assessment Center Management	57,680,000	48,772,000	84.56
3.	Management of Training Administration and ASN Certification	251,760,000	234,172,133	93.01
4.	ASN Advanced Education Management	150,000,000	100,000,000	66.67
5.	Certification, Institutional, Managerial and Functional Competency Development	697,235,200	673,711,219	96.63
6.	Implementation of Competency Development for Regional Leaders, High Leader Positions, Functional Positions, Leadership, and Pre-Office	697,235,200	673,711,219	96.63

(Source: Balangan Regency BKPSDM Performance Report 2021)

Performance measurement and budget realization for activities and sub-activities related to competency development at BKPSDM Balangan Regency in 2021 show varied results. In general, it can be concluded that it is good enough, but special attention is needed on Certification, Institutional, Managerial and Functional Competency Development activities with indicators of the percentage of high-ranking officials, administrators, and supervisors who have passed managerial competence certification. The achievement of the performance of these activities is still relatively low from the target set.

PNS competency development evaluation must be carried out comprehensively. In the previous section it was stated that the SKPD in the Balangan Regency Government also budgeted funds and carried out competency development for employees in their respective work environments. The results of the evaluation indicate that the implementation of competency development is not optimal. BKPSDM Balangan Regency as a regional apparatus that is given the authority to coordinate technical and administrative competence development cannot carry out the intended authority optimally. SKPD's disobedience to submit requests related to competency development needs is considered as one of the causes of the condition referred to. This is as expressed by Muhammad, S.AP (Head of HR Development of the Balangan Regency BKPSDM) as follows:

"Not optimal. Every time SKPD wants to hold a technical guidance/workshop, they must report to do a staff review to improve ASN Professionalism Index achievements and performance achievements". (Interview results on 12 July 2022).

Febtika Reysne, S.Pd, M.Pd (Sub-Coordinator of Technical and Functional Competency Development of the Balangan Regency BKPSDM) confirmed this condition through the following statement:

"They collect training needs here. But when the training does not go through the recommendations here. If the recommendation doesn't go through here, why do they report it. That's automatic." (Results of interview on August 1, 2022).

Reflecting on the non-optimal coordination and administration functions carried out by BKPSDM, several related parties are of the view that there is a need for a one-door competency development budget. This was conveyed by H. Sufriannor, S.Sos, M.AP (Head of BKPSDM Balangan Regency) in the following statement:

“Indeed, according to regulations, competency development budgets should ideally be carried out in one door. However, it must be supported by an adequate budget”. (Results of interview on 29 July 2022).

The results of the evaluation of the implementation of competency development in the form of leadership training also showed conditions that were not as expected. Mariana Pupita Dewi, S.ST (Sub-Coordinator of Managerial Competency Development of BKPSDM Balangan Regency) revealed the fact that many Supervisory Officers/Echelon IV refused the call for the training. This is stated in the following statement:

“Leadership Training Tk. Many IVs refused, because they had no idea for their career development. Nowadays, a career is like looking for a needle in the middle of the ocean.” (Results of interview on 19 July 2022).

There were also pre-service training/basic training participants who withdrew while the training was in progress. So that it results in material and immaterial losses, as expressed by the Sub Coordinator of Managerial Competency Development of the Balangan Regency BKPSDM, Mariana Pupita Dewi, S.ST, in the following statement:

“This is my obstacle, there are trainees who resign halfway in 2022. CPNS withdrew, even though they had entered Basic Training for a week. I still pay, it's my loss.” (Results of interview on 19 July 2022).

Another fact that emerged from the evaluation results was that the implementation of competency development was not entirely based on individual and organizational needs. This is for example in the development of competencies that are carried out through education. Most structural officials continue their education in homogeneous disciplines or concentrations. Employees are considered just looking for a degree. This was conveyed by the Head of the HR Development Division of the Balangan Regency BKPSDM, Muhammad, S.AP, in the following statement:

“I totally agree with the existence of competency needs analysis. This means that there is based on need. But from the rules I've read, as long as it's accredited B, then any educational discipline is fine. Then permission to study to study Structural Officers who are dominated by the Master of Management (MM) is allowed, but outsiders see that in Balangan Regency more see the MM Masters degree. That's it and does not support any specific organization. There are non-technical organizations. If the planning organization may not always be MM”. (Interview results on 12 July 2022).

The Head of the HR Development Division of the Balangan Regency BKPSDM, Muhammad, S.AP, realized that the expected improvement in the quality of education must be accompanied by the availability of a budget for scholarships. This is the essence of the following statement:

“If you only study in the same disciplines, then you will not be qualified. We want quality, for example to UNLAM (University of Lambung Mangkurat) or UI (University of Indonesia), so we are also supported by scholarships.” (Interview results on 12 July 2022).

Competency development evaluation requires accurate data. The data is needed to measure current (existing) results and compare with expected or planned conditions. The results of the

research show that the data referred to is still a problem, for example the study permit data for Masters/S3 education levels as disclosed by Husnawati, S.Sos (Sub-Coordinator of Career Development and Education and Training Cooperation of BKPSDM Balangan Regency) follows:

"The data doesn't exist. Asked by the existing HR Development Sector employees also did not know. We are forced to record data from the year, for example, when I first started holding the position of Sub-Coordinator of Career Development and Education and Training Cooperation. Only later will this sorting be carried out in which faculty, what year". (Results of interview on 19 July 2022).

Relatively the same problem occurs in the form of civil servant competency development in the form of leadership training, as conveyed by Mariana Puspita Dewi, S.ST (Sub Coordinator of Managerial Competency Development of BKPSDM Balangan Regency) as follows:

"Last year (2021) there was no report. It's just a summary. We don't know how many generations? What's the change project?" (Results of interview on 19 July 2022).

Post-training evaluations have apparently not been carried out on an ongoing basis, for example for civil servants who have completed and passed leadership training. Participants who take part in the training are required to make a change project which is prepared and implemented during the training. Based on the results of the research, BKPSDM Balangan Regency has not yet collected data on the sustainability of the change project after the employee has finished and passed the leadership training. This is illustrated in the following statement by Mariana Puspita Dewi, S.Sos (Sub-Coordinator of Managerial Competency Development of BKPSDM Balangan Regency):

"So far, we have not traced the results of the changes. One for the purposes of assessing the ASN Management NSPK Implementation we have compiled a report. We are asked again to evaluate the results of the training." (Results of interview on 19 July 2022).

One of the causes of data problems is the change in officials who handle competency development. So, new officials are still adapting to the tasks and functions entrusted. In addition, the competence of these officials also does not support the implementation of the intended duties and functions, as stated by Muhammad, S.AP (Head of HR Development BKPSDM Balangan Regency) as follows:

"This includes HR weaknesses, because of different backgrounds and new people. Second, changes in nomenclature." (Results of interview on 12 July 2022).

Another perspective was put forward by SKPD representatives regarding the evaluation of competency development. The Office of Education and Culture in Balangan Regency, for example, complained that the output of competency development planning was not used as the basis for the implementation stage. So the input results for competency development needs in the SILKa Online application through the Si-TINA feature, especially for technical/functional training, do not function as expected. This was conveyed by Arbani, SE (Head of the General and Personnel Subdivision of the Balangan District Education and Culture Office):

"This means that Si-TINA is considered that the fields in the Education and Culture Office have no effect on civil servants. By filling it out, even though it's not often (getting calls for training/guidance), some are occasionally invited. So what is there, we are proposing

training/guidance. propose. Just leaving. No one received an invitation or recommendation like that (hope) earlier". (Results of interview 2 August 2022).

So based on the results of the study it can be concluded that the planned and implemented competency development has not been optimal. Indicators showing this include SKPD's non-compliance with the provisions of regional regulations governing the development of civil servant competencies. Other indicators are non-technical constraints that arise during the implementation stage of various forms of competency development as well as data problems and planning outputs that have not been fully utilized in employee competency development.

CONCLUSSION

The development of civil servant competence in the Balangan Regency Government has not been carried out optimally on various indications seen at each stage. Planning coordinated by BKPSDM has not resulted in a comprehensive needs analysis that describes the real need for employee competency development in each SKPD. Competency development carried out by each SKPD has also not been well coordinated as indicated by the absence of plans to participate in the training and post-participation reports of the training. The evaluation results that have been carried out also show that employee competency development has not been effective, due to various technical and non-technical factors. The factors referred to include the implementation of employee competency development authority which cannot be effectively carried out by BKPSDM.

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