

Strategy for Competency Development of Civil State Apparatus in the New Normal Era in Wajo District

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ABSTRACT

The purpose of this study is to analyze and discuss the implementation of Civil State Apparatus (CSA) competency development in the Wajo Regency and formulate CSA Competency Development Strategies in the New Normal Era in Wajo Regency. The type of research used in this research is descriptive research using a qualitative approach. The research data sources are primary data sources and secondary data sources. The description of the focus of the research is the development of the competence of the CSA where there are 3 competencies (technical competence, managerial competence, and socio-cultural competence) which are carried out through education and training. The results showed that the development of CSA competence at the BKPSDM of Wajo Regency was seen from the Technical Competence, Managerial Competence, and Socio-cultural competence has not been optimal because competency development has not been implemented based on the results of the development needs analysis. So, the CSA competency development strategy must follow an integrated learning system (Corporate University).

Keywords: Strategy, competency development, state civil apparatus, performance

INTRODUCTION

The CSAAs an actor in implementing government policies or regulations should have a professional responsibility in realizing good public service. Kumorotomo (2009) said that the application of Apparatus management will not work well if the leaders in the bureaucracy themselves do not carry out their leadership properly, therefore it is important to reform the bureaucracy and the effectiveness of the implementation of CSA management by building a tradition of leadership at all levels of the bureaucracy, not just politically supported leaders, but also leaders who make administrative improvements in the bureaucracy.

The development effort was carried out as a result of various problems experienced by the State Civil Apparatus, namely; the quality of the CSA is still far from what is expected, this is due to the lack of expertise possessed and the lack of motivation of CSA in serving the community (Komara, 2019). This is also influenced by the recruitment system itself, if the recruitment does not pay attention to the competency capacity of the employee, it will give weakness to the employee himself. Where the CSA as government officials cannot carry out the people's mandate which in the end will have an impact on ineffective and efficient public services (Sani et al., 2018).

Another problem is related to the decentralization of CSA competency development, if the staffing supervisor is not concerned with competency development, regional employees will not develop in terms of knowledge and competence (Suprpto et al., 2018). Thus, to improve the quality, capacity, and competence of the State Civil Apparatus, it is necessary to provide

education and training. It is also stated in Undang-Undang No.5 Tahun 2014 Tentang Aparatur Sipil Negera, 2014 it is stated that "State Civil Apparatuses have the right to obtain competency development of 80 lessons or about 10 days for one year".

Competence development within the bureaucracy needs to be carried out, as stated in Undang-Undang No.5 Tahun 2014 Tentang Aparatur Sipil Negera, 2014 article 21 that "competency development is the right of the State Civil Apparatus", thus the local government is obliged to provide facilities and infrastructure for the development of such competence. As stated in Law Number 5 of 2014 that "Local Governments have the authority to manage the management of the State Civil Apparatus". One way to manage the management of the State Civil Apparatus, local governments to be obliged to fill regional apparatus positions from the CSA by means of a general selection mechanism (position auction) with a transparency system that is known by the public, and will wait for technical instructions from the government. With the general selection mechanism (office auction) it is expected to create positive changes in the government bureaucracy (Ashari, 2010).

According to Djohermansyah Djohan, Professor of the Institute of Domestic Administration (IPDN), there are 7 problems with the CSA in Indonesia, including 1) There is still an honorable person mentality in CSA; 2) CSA service quality is still poor; 3) Corruption practices in CSA recruitment; 4) The number of mutations and promotions carried out is not according to the rules of the game; 5) Corruption committed by CSA; 6) It is still common to find illegal levies by CSA to the public, and 7) Politicization of bureaucracy.

Civil State Apparatus problems are actually getting more complex by the day, especially at this time during the corona virus-19 pandemic which changed the bureaucratic order that previously provided services at the office, work was completed at the office, but with pandemic conditions so that the government issued a policy to work at home or continue to work in the office with an emphasis on working following health protocols, especially social distancing. In providing services to the community there is no stop or stop temporarily even though it is still in a pandemic condition so the government requires to issue a policy with the term new normal.

Head of LAN Adi Suryanto at the coordination meeting for the development of CSA competence which was held by the State Admissions Institute virtually on June 30, 2020, said that the bureaucracy must continue to run despite facing difficult situations like today. For this reason, he assessed that this is the moment for CSA to be able to develop competence and innovation, not vice versa for CSA to be silent and not do any activities. "We borrow how the transmission of this corona is so that there is a new spirit to issue a virus of innovation in making breakthroughs. If you want to spread innovations, we can think of it as a virus pandemic, as long as you meet people you will be inspired to innovate, you will be infected to innovate," he explained.

According to Jamaluddin, et al. (2017) In addition to serving the community, development, and competence for CSA must also not stop during the pandemic. The existing limitations can be overcome by using various approaches to developing competence. One that is developed at LAN is called flexible learning, which is an approach where learning can be done more flexibly, it can be done anywhere, anytime, and by anyone. This is interesting because previously competency development training was always carried out classically, where there had to be face-to-face meetings. However, with a breakthrough, flexible learning is the right

choice as literacy in response to Covid-19 with competency development that utilizes technology. Mobile learning microlearning was also developed,

The government's strategies and policies in developing CSA competence and realizing Smart CSA are regulated in the 3rd RPJMN in the 2005-2025 RPJPN. There are 6 strategic steps of the government in realizing Smart CSA, including 1) Recruiting prospective Civil Servants based on Computer Based Test, 2) Development of career patterns, 3) Competence development, 4) Career development, 5) Promotion through open selection, 6) Success plan.

In order to realize smart CSA, the CSA is encouraged to improve its competence to answer the challenges that will occur. Therefore, it is interesting to study through research with the title "Strategy for the Development of CSA Competence in the New Normal Era in Wajo Regency".

METHOD

This research was conducted at the BKPSDMD Office of Wajo Regency. This study uses a qualitative approach. The type of research used in this research is descriptive research using a qualitative approach. Research data sources are primary data sources and secondary data sources (Setyosari, 2013).

The description of the focus of the research is the development of the competence of the CSA where there are 3 competencies (technical competence, managerial competence, and socio-cultural competence) which are carried out through education and training so as to increase knowledge, skills, skills, attitudes, and behavior in improving the performance of employees in the Regency Government. Wajo (Agency for Personnel and Human Resources Development), and the focus of this research is; 1) Development of the Competence of the CSA at the Wajo Regency Government, namely technical competence, managerial competence, and socio-cultural competence. 2) The three competencies are carried out through formal education and training (technical, functional, and managerial. 3) Education and training are very supportive in improving the performance of the state civil apparatus.

This study uses data collection techniques, namely; Observations, interviews, questionnaires, FGDs, and documentation (Sugiyono, 2019). The data analysis technique was carried out. The data analysis technique in this study used descriptive qualitative analysis, namely; 1) Data collection, 2) Data simplification, 3) Data presentation, and 4) Conclusion drawing (Miles et al., 2014).

RESULTS AND DISCUSSION

Civil State Apparatus Competency Development

According to Government Regulation No. 100 of 2000, competence is the ability and characteristics possessed by a civil servant, or what is now called the Civil State Apparatus (SCA), in the form of knowledge, skills, and behavioral attitudes needed in carrying out their duties. Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara, the competence in question. In accordance with the results of research on the competence of CSA in Wajo Regency based on technical competence, managerial and social competence, namely:

Technical Competence

Technical competence is knowledge, skills, and work attitudes/behaviors that can be observed, measured, and developed that are specifically related to the technical field of position or certain skills of CSA employees. CSA Technical Competency Standards are the formulation of work abilities that include aspects of knowledge, skills, and work attitudes/behaviors that must be possessed by CSA employees in accordance with the level and type of position determined in accordance with the legislation. Technical competence is measured by the level and specialization of education, functional technical training, and technical work experience.

Level and Specialization of Education, Based on the results of research at the BKPSDMD Office of Wajo Regency that the competence possessed by each apparatus is still relatively low so the performance displayed is not optimal, this is due to the lack of opportunities for employees to further study to a higher level of education (S1, S2, and S3), thus greatly affecting the performance improvement at the Wajo Regency BKPSDM Office.

In accordance with the education level of employees as stated by the head of the BKPSDM competency development division, Kab. Wajo Mr. MPA that: "actually we always program or provide space for employees to improve their competence to participate in further education, but the problem is there is a problem of cost, of course for now because there is a covid-19 pandemic so that the local government is more focused on budgeting for handling covid. But for employees who get sponsors from outside, of course, we are happy, please submit an application and complete all administrative requirements, if they meet the requirements, we will provide recommendations. To issue study permits or study assignments, of course, if a study task requires external assistance, a study assignment cannot be made if there is no outside help.

Based on the current education level of employees at the Wajo Regency BKPSDM, for CSA there are 8 Masters (S2) levels, 23 Strata 1 (S1) people, 1 Baccalaureate (D3), and 12 high school education levels. Honors/Contracts/Non-Permanent Employees who are entirely employed at the Wajo Regency Personnel and Human Resources Development Agency totaling 23 people, namely; 13 people undergraduate education level, 1 person baccalaureate (D3), and 9 high school seniors.

In accordance with the data mentioned above, it can be seen that among employees there are still high school education levels for CSA totaling 12 people and non-CSA 9 people and no one has been found with a doctoral degree, even though in theory it is said that the increase in competence is strongly influenced by the level of education and of course multi its effect on improving performance.

Functional Technical Training, every organization is always required to be able to adapt and move quickly in a dynamic environment. Changes in the organizational structure have an impact, especially on the career development of individual employees. The organization will utilize and utilize the superior competence and performance of employees to achieve strategic goals by providing opportunities and facilitating each employee to develop their careers (Amirullah & Saleh, 2015; Jamaluddin, Salam, et al., 2017; Suwanto & Priansa, 2011). The development of CSA competence is actually inseparable from technical training but must be encouraged by the leadership as stated by the Staff of the Functional Technical Sub-Division of the Wajo Regency BKPSDMD: "For competency development, of course, the first CSA must

have high motivation to get the opportunities given by the leadership. and there is encouragement from the leadership to follow functional technical training”.

Meanwhile, according to the head of the development sector, Mr. MPA's competence stated that: “In accordance with the main tasks of the technical and functional sub-fields, namely to plan tasks in the technical and functional education and training fields according to the provisions of the applicable legislation. Meanwhile, our function is to prepare materials for formulating technical policies in the field of education and training, providing support and administration of local governments in the technical and functional fields, and fostering and implementing tasks in the field of education and training. (Monday, July 12, 2021).

Technical education and training are carried out to provide technical skills and or knowledge for the US that are directly related to the implementation of their respective main tasks. Functional training is carried out to meet certain competency requirements according to the type and level of each functional position. Functional Education and Training can be in the form of Archives Training, Auditor/Supervisor Training, Password Training, Management Of Training Training, and so on. The technical education and training carried out by the Wajo Regency Government have also not been maximized due to the lack of budget and limited training facilities, so the number of civil servants who are called to participate in this technical training is still limited.

Managerial Competence

Managerial Competence is an activity of thinking and acting on strategies that can inspire, motivate, move, set a vision, and provide the best solution for the work team or organization. Someone who will experience success must carry out his authority and responsibility according to his portion. The need for managerial competence is increasingly pressing, especially in times of facing uncertain conditions due to COVID-19, which is uncertain when it will end, thus changing the order of life and bureaucratic activities. In accordance with the research focus related to managerial competence as measured by the level of education, structural or management training, namely:

Level of education. Structural training, education, and training of employees contribute to increasing productivity, effectiveness, and efficiency of the organization. Education and training for employees must be provided periodically so that each employee's competence is maintained to improve organizational performance. Therefore, the training program must receive attention through planning the training needs of each employee. Rival et al. (2017) stated that training is usually focused on improving employee performance by providing learning specific skills or helping them correct weaknesses in their performance. In training, instructions are given to develop skills that can be directly used on the job. Through training, every effort is made to improve the performance of employees in the jobs they currently occupy. The training is directed at improving the competence of employees in carrying out their current duties better.

Structural/Leading/Leadership Education and Training Leveling/PIM is programmed for the development of leadership or managerial competencies of CSA. This structural training is one of the basics in the appointment of positions and career development in Wajo Regency.

The education and training activity is actually a program that must be carried out by the district government, including in the Wajo district, the activity was stated by the head of the competency development sector, Mr. MPA: "The local government has budgeted the education cost of about 0.7 percent of the APBD but the implementation is sometimes not as expected, and

we have submitted the details of the budget to the DPR, only the budget agreed for LATSAR activities specifically for new CPNS employees and is also an absolute requirement that must be passed because if you don't pass, you can't be counted as CSA. Basic Training is a national program but the budget is borne by the local government so if anyone accepts a CPNS, the budget must also be prepared.

In fact, there are many employees who want to apply to participate in training or education, they even say that if there are independent fees, we are ready to pay for them. There are no independent learning assignments that must be paid for by the local government or other institutions. And we also have administrative requirements and other requirements that must be met if you want to leave education because you have to pay attention to, for example, a doctor who wants to go out to take a specialist, of course, it will be seen if he leaves his job whether there is someone who replaces him or not, it must also be considered according to needs, for example, there has been We don't allow it anymore because there are several internal experts in Wajo Regency, which we lack are psychiatrists, That's why we recommend and recommend to doctors who want to take specialist psychiatrists because at this time there are no expert doctors and also one of the considerations for local governments is that local governments have a burden to pay for employees who already have expert certificates. (Monday, July 12, 2021).

Based on data and a statement from the head of the competency development field for CSA BKPSDM Wajo Regency that in the last three years there were no structural officials who attended the training due to budget constraints, especially when entering the Covid 19 pandemic were in general regional governments were more focused on using budgets to overcome the spread of the virus.

Management Structural Training/Leadership Experience

Managerial Competencies are knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed to lead and/or manage organizational units (Adi & M, 2005) stated: The basis for the agency's consideration in carrying out education and training for its employees is the coaching and career development of the employee concerned, the interests of promotion, the availability of a budget and the requirements for employees participating in the training. The selection of employees who are included in the training is based on the needs of the organization, reasons for improving performance, and abilities and skills of employees.

We evaluate employees who have attended the training, whether there is a change in the development of the quality of work as employees who have been trained or the same before and after training". (Monday, July 12, 2021).

Structural/Leadership Training or abbreviated as Diklatpim; is a training program designed to meet the needs of civil servants in structural positions. This training and education are carried out to achieve the requirements for leadership/managerial competence, and apparatus according to the level. Diklatpim consists of a) Leadership Training (Diklatpim) Level IV, which is Diklatpim for Echelon IV Structural Positions. b) Leadership Training (Diklatpim) Level III, is Training and Education for Echelon III Structural Positions. c) Level II Leadership Training (Diklatpim), is Training and Education for Echelon II Structural Positions. d) Leadership Training (Diklatpim) Level I, is Training and Education for Echelon I Structural Positions.

Cultural Social Competence

Based on PERMENPANRB Tahun, Nomor 38 Tahun 2017 that Social-Cultural Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles, which must be fulfilled by each position holder to obtain work results in accordance with the role, function, and position.

Socio-cultural is a soft competence because it comes from individuals. Socio-cultural is also the foundation for managerial and technical support. Otherwise, all CSA strategic competencies will fail. Socio-cultural includes all integrity and self-management, exemplary and pioneering, building organizational culture, and building character and nationalism in public services.

Undang-Undang No.5 Tahun 2014 Tentang Aparatur Sipil Negera, 2014) article 70, paragraph (1) states: "Every CSA employee has the right and opportunity to develop competence, paragraph (2) Competence development as referred to in paragraph 1 includes education, training, seminars, courses, and upgrading. In order to carry out the third function (gluing and unifying the nation) every CSA needs to have socio-cultural competence as mandated (Peraturan Pemerintah Nomor 11 Tahun 2017 Tentang Manajemen ASN, 2017).

Social intelligence is very important to be owned by every CSA even non-CSA or contract workers in the Wajo district government, as stated by the head of the competency development field, Mr. MPA: "CSA is a servant for the community, therefore must have the social intelligence to serve the community, Of course, the hope is that it can provide satisfaction to the community for the services provided. Socio-cultural competence becomes important in the midst of conditions and challenges in the diversity of Indonesian society with various differences. Therefore, CSA, especially in the Wajo BKPSDM, must have socio-cultural competencies that are in accordance with the competency standards of their positions. (Monday, July 12, 2021).

In carrying out the duties of the authority they have, CSA within the scope of the Wajo Regency BKPSDM is obliged to build a constructive working relationship in building a synergy of their respective duties and functions, both within the internal BKPSDM of Wajo Regency and with other regional apparatuses both as staff elements, implementing elements and supporting elements in the regional apparatus.

Civil State Apparatus Competency Development Strategy in the New Normal Era in Wajo District

The Covid-19 pandemic turned out to provide a stimulus to be better prepared to welcome the wave of the Industrial Revolution 4.0. so that it requires CSA to be proficient in using technology in providing services to the community. development of CSA competencies to realize President Jokowi's vision of realizing an advanced Indonesia that is sovereign, independent, and has a personality based on mutual cooperation. In this vision, the development of CSA is one of the work priorities for the next 5 years. The President wants human resources for personnel who work hard, serve the community, are dynamic, skilled, and have the ability to master science and technology, this will be the basis for realizing world-class CSA in 2024".

Therefore, it is the BKPSDM of Wajo Regency that must concentrate on thinking and acting to turn CSA into superior personnel or become smart CSAs who are integrated, professional, competent, and able to serve and master IT and foreign languages.

The Management of the CSA in the 4th RPJMN (2020-2024) which is also the end of the 2005-2025 RPJP is directed at realizing a world-class bureaucracy (world-class government). This will be achieved if the management of CSA has been consistently implemented based on a merit system, namely a system that upholds qualifications, competence, and performance; A system that is free from KKN, political intervention, and also free from management practices that prioritize race/ethnicity, religion, gender, and others.

Therefore, to improve the competence of CSA in Wajo Regency, it is necessary to follow the Corporate University program based on the instructions of the Indonesian government regulation no. 17 of 2020 concerning the Management of Civil Servants that competency development as referred to in paragraph (3) is carried out through an integrated learning system approach (corporate university).

The pattern of integrated learning (corporate university) can be seen in the following figure:

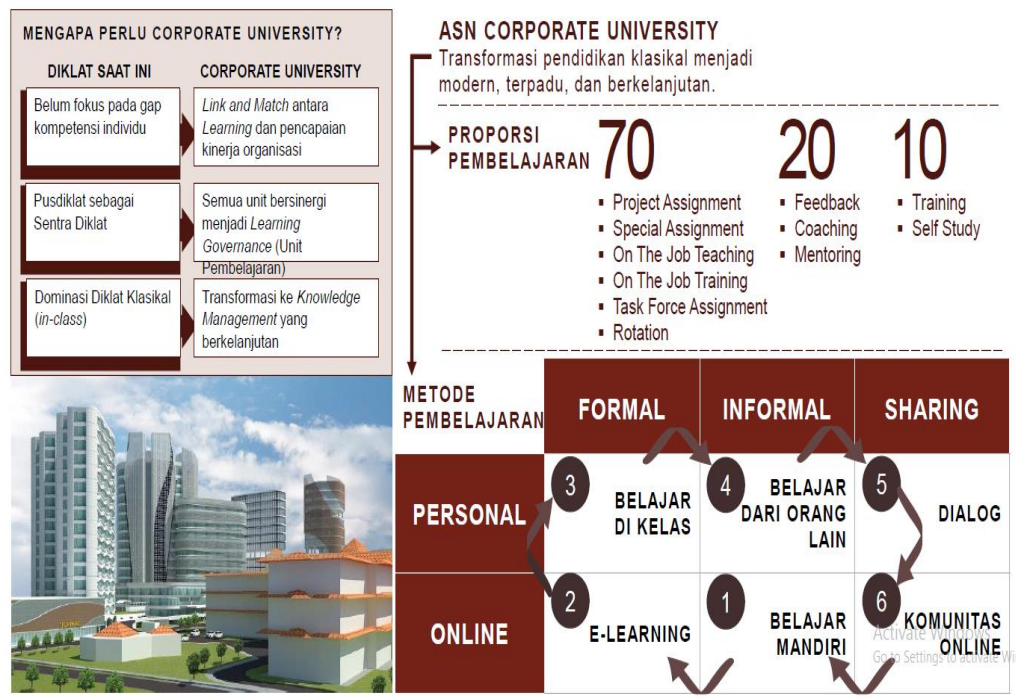


Figure 1.
Corporate University Pattern
 Source: Ministry of PANRB RI 2020

In essence, corporate university activities are carried out classical and non-classical education and training (DIKLAT) The differences in these activities can be seen in the Table 1:

Table 1.
Classic and Non-Classical Class Differences

Classic	Non-Classical
- Managerial Technical Training	- Assignment
- National issues training	- Internships/Sit-ins/Work Practices
- Technical training	- Benchmarking/Study visit
- Functional Training	- Coaching
- Cultural Social Training	- Mentoring
- Seminar Or Conference	- E-Learning
- Workshop or workshop	- Learn to be independent
- Sara Sehan	- Team Building
- Course	- Another path that meets the conditions.
- Upgrading	
- Technical guidance	
- Socialization	
- Other paths that meet the Conditions	

Civil State Apparatus CORPU is a learning method for CSA that combines classical and non-classical approaches in the workplace to support the achievement of organizational strategies and national policies in the form of handling strategic issues through a thematic and integrated learning process involving relevant Ministries, Institutions, and Regions and experts from inside/outside government agencies (Pimbangkom ASN, LAN, 2019). LAN as an agency that is given the mandate as the manager of the national bangkom acts as the organizer of the national Corpu. Corpu is a strategic system to accelerate the development of CSA competencies in accordance with the demands or needs of the organization.

CONCLUSION

Based on the results of the research and discussion in the previous section, several conclusions can be formulated as follows: 1) The development of CSA competence at the BKPSDM of Wajo Regency is seen from the Technical Competence, Managerial Competence, and Socio-cultural Competence has not been optimal because competency development has not been implemented based on the results of development needs analysis. 2) The strategy for developing CSA competencies at the BKPSDM of Wajo Regency follows an integrated learning system (Corporate University).

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