

# **Analysis of the Development of Human Resource Competencies of State Civil Apparatus at the Regional Revenue Agency of Supiori Regency**

**Amelia Selfiana Kbarek\*, Amiruddin, Ayu Kurnia Utami, Djunaedi**

IISIP YAPIS Biak

**Correspondence Email:** [amelia.inspektorat@gmail.com](mailto:amelia.inspektorat@gmail.com)\*

## **Abstract**

This study aims to find out the development of human resource competencies of state civil apparatus at the Regional Revenue Agency of Supiori Regency. To find out the factors that become obstacles to the analysis of human resource competency development of state civil apparatus at the Regional Revenue Agency of Supiori Regency. The type of research used by the author in the research is qualitative descriptive, which is a type of research that aims to describe all types of existing conditions, be it natural phenomena or man-made events, the conditions in question can be such as forms, activities, characteristics, relationships, changes, differences, and similarities. The results of the study indicate that development of the competence of State Civil Apparatus in the Regional Revenue Agency of Supiori Regency based on the results of the study, it can be said that the development of the competence of State Civil Apparatus with indicators of Technical competence, Managerial competence, Social competence and Intellectual/strategic competence is quite good by providing study assignments and study permits, directing State Civil Apparatus to take part in education and training, attend seminars, briefings and others. However, in its implementation it is still not optimal, this is due to the obstacles that exist in the implementation process. Inhibiting factors for the development of the competence of State Civil Apparatus in the Regional Revenue Agency of Supiori Regency. include the availability of budget and lack of motivation of employees, not taking advantage of the opportunity to develop competence optimally.

**Keywords:** development of civil servant competencies, Supiori Regency Regional Revenue Agency, human resource competition.

## **INTRODUCTION**

Technological developments bring changes to all aspects of human life, including governance. Government governance is required to provide fast, responsive, innovative, collaborative, and adaptive services to address rapid global developments. The quality of governance is greatly influenced by the quality of the Civil Service. The Civil Service plays a crucial role in governance and achieving national development goals. Improving the quality of the Civil Service is a crucial part of bureaucratic reform, as the key to effective governance and bureaucracy depends heavily on the competence, quality, and performance of its employees. Furthermore, utilizing, developing, and mastering advanced science and technology is beneficial for accelerating the implementation of government development.

Bureaucratic reform has brought a new dimension to governance and repositioned the Civil Service as a public servant. The administration of government and bureaucracy is carried out by the Civil Service based on a hierarchy and hierarchy of positions. Therefore, the

management of civil service resources is urgently needed to ensure competent, professional, accountable, high-performing, and prosperous employees, supporting the achievement of a service-oriented bureaucracy.

The enactment of Law Number 20 of 2023 concerning the State Civil Apparatus signals the implementation of a merit system in the career development of State Civil Apparatus Employees and the acceleration of the transformation of human resources within government agencies. According to Article 1, paragraph (2) of Law Number 20 of 2023 concerning the State Civil Apparatus, State Civil Apparatus Employees are civil servants and government employees with employment contracts appointed by personnel development officials and assigned duties in a government position or other state duties, and are remunerated in accordance with statutory regulations.

Regarding the acceleration of competency development, the State Civil Apparatus Employees Law is regulated quite comprehensively, in the sense that it regulates rights and obligations. In today's era of rapid distribution and change, learning is a crucial requirement for organizational performance. Therefore, Article 49 of Law Number 20 of 2023 stipulates that every employee is required to develop competencies through continuous learning to remain relevant to organizational demands. Furthermore, learning is conducted in an integrated manner, incorporating classical/ formal learning methods, social learning/learning from others, and then learning while working/experiential learning. This competency development is then integrated with work to improve performance, through coaching, mentoring, on-the-job training, assignments, integration with Civil Service Employee Management (performance management and talent management), and finally, connecting with other employees across government agencies and related parties. Leadership responsibility for employee competency development is emphasized.

Competency development is used to assess the Civil Service Professionalism Index. The Civil Service Professionalism Index is a statistical measure that describes quality based on the suitability of employee qualifications, competencies, performance, and discipline in carrying out job duties. The Civil Service Professionalism Index measurement will be used as the basis for assessment and evaluation in professional development efforts and Bureaucratic Reform assessments. This competency development must be evaluated by authorized officials and used as one of the bases for appointments and career development. To develop competencies, each government agency is required to prepare an annual competency development plan, which is outlined in their respective agency's annual work budget plan. To develop a competency development plan, a competency gap analysis and a performance gap analysis are necessary. Competency gap analysis is conducted by comparing the competency profile of Civil Servants with the competency standards of the positions held and those to be held. Meanwhile, performance gap analysis is conducted by comparing the results of performance assessments with the performance targets of the positions held.

Article 21 of Law Number 20 of 2023 concerning the State Civil Apparatus states that: "(1) State Civil Apparatus Employees have the right to receive awards and recognition in the form of material and/or non-material.; (2) The components of awards and recognition for State Civil Apparatus Employees as referred to are income, awards, allowances, facilities, social security, work environment, self-development, and legal assistance." Furthermore, it is clarified in paragraph (8) that Self-development consists of: (a) talent and career development and (b) competency development. In this regard, the government is aware of and strives to ensure that existing government apparatus resources receive competency development. In line with this law, the state also hopes to form a government apparatus that has integrity, is professional, free and clean from corruption, collusion and nepotism so that it can create a competent and ideal bureaucracy.

In implementing competency development, the Ministry of State Apparatus Empowerment and Bureaucratic Reform has established competency standards that must be possessed by State Civil Apparatus, as outlined in Ministerial Regulation Number 38 of 2017. Article 3 outlines the Civil Service Competency Standards, as follows: a) job identity; b) job competency; and c) job requirements. These standards are further divided into three categories: technical competency, managerial competency, and socio-cultural competency.

The main problem currently facing the government is the quality of human resources, which falls far short of expectations. The current state of civil service demonstrates a lack of expertise, low professionalism, widespread practices of Collusion, Corruption, and Nepotism (KKN) involving government officials, low motivation in serving the public, a lack of creativity and innovation, and numerous other negative aspects, all of which ultimately indicate the low quality of the current state civil service.

Law Number 23 of 2014 concerning Regional Government has provided a direction for change in governance. Each region is given authority and required to increase regional independence, both in terms of the economy and the quality of its human resources. Regional governments must continually strive to improve the quality of their civil servants in all areas, as the role of human resources is expected to improve excellent service to the public.

Human resource development is an absolute necessity, both to meet current demands and to address future challenges. Development efforts can be carried out within the organization itself and externally. With professional human resource management regulations, it is hoped that employees will be productive and achieve high performance.

Competence is essential for every human being, especially for Civil Servants (Civil Servants), in completing their work. A lack of competence will significantly impact the implementation of work processes. The incompetence of Civil Servants is undoubtedly influenced by several factors, one of which is errors in the training process. Training is an effort to develop the competence of Civil Servants, particularly Civil Servants at the Supiori Regency Regional Revenue Agency. This is in line with the Regulation of the Head of the State Civil Service Agency Number 22 of 2013 concerning Guidelines for the Preparation of State Civil Apparatus Development Planning, that the development of the capacity and capability of State Civil Apparatus resources can be carried out through education and training as well as non-education and training which aims to improve devotion, quality, expertise, ability and skills in order to improve the career of State Civil Apparatus.

To ensure the implementation of capacity and competency development of State Civil Apparatus to support career advancement, development planning is necessary. To ensure the smooth preparation of development planning, it is necessary to establish guidelines for the preparation of State Civil Apparatus development planning as stipulated in the Regulation of the Head of the State Civil Service Agency. This regulation also aims to serve as a guideline for every government agency, both central and regional, in preparing State Civil Apparatus development planning.

**Table 1. Types of Civil Servant Competencies of the Regional Revenue Agency of Supori Regency**

No	Types of Civil Servant Competencies	Total	Description
1.	Training	4	
2.	Seminars	3	
3.	Courses	4	
4.	Upgrading	2	
	Total	13	

Source: Supiori Regency Regional Revenue Agency, 2024.

Based on Table 1 above, only 13 civil servants participated in the competency assessments for the Supiori Regency Regional Revenue Agency in 2024. This demonstrates the limited competency development of civil servants within the Supiori Regency Regional Revenue Agency.

Human Resource (HR) development is an absolute necessity. Even with extensive experience, skills and experience do not guarantee optimal performance. This means that employees, especially new hires, still need to undergo on-the-job training related to their assigned duties. Even employees with long-standing experience still need to improve their knowledge, skills, and abilities to increase productivity. Furthermore, if an employee is assigned to a new job, it's possible that they will bring their own work habits with them, which will impact their performance. In recent years, there has been much public discourse regarding the administration of government and regional development, particularly since the implementation of regional autonomy. This is due to the growing public demand for a democratic, neutral, professional, efficient, effective, just, open, participatory, responsive, and responsive government apparatus that cares about public aspirations. The government apparatus is key to the success of governance, implementation, and improvement of public services. As a state apparatus, as regulated by Civil Service Law Number 43 of 1999, amending Law Number 8 of 1974, Article 3, paragraph 1, affirms that the State Civil Apparatus (Civil Servants) is an element of the state apparatus tasked with providing professional, honest, fair, and equitable services to the public in carrying out state, government, and development duties.

The implementation of Human Resource (HR) Development is expected to be key to the growth and resilience of the organization, not only now but also for the future of the public organization at the Supiori Regency Regional Revenue Agency Office. Therefore, the implementation of Human Resource Development (HRD) within an organization is very beneficial for employees in facing various challenges to assume different or higher responsibilities according to the needs of the work or job titles assigned to employees for the future. With the continuous development of the modern era, it is highly hoped that Human Resources, in this case the State Civil Apparatus, will be able to adapt and be able to compete with the changes in the era in question.

## METHOD

The type of research used in this approach is descriptive qualitative. Qualitative descriptive research aims to describe all existing conditions, whether natural phenomena or man-made events. The conditions in question can include forms, activities, characteristics, relationships, changes, differences, and similarities. According to Yusuf (2016: 62), "descriptive research is a type of research that aims to systematically, factually, and accurately

describe existing phenomena.” Therefore, based on the explanation above, the type of research used in this study is descriptive qualitative research, which aims to obtain data relevant to phenomena, events, and occurrences, and describe them in written or oral form that aligns with the facts found.

Data collection techniques used in this study include observation, interviews, and literature review. After conducting interviews and testing primary and secondary data, the next step is to analyze and discuss the results of the tests and interviews.

## **RESULT AND DISCUSSION**

### **Human Resource Competency Development for Civil Servants at the Regional Revenue Agency of Supiori Regency**

In essence, Human Resources (HR) are the most important factor in determining the success of an organization and the administration of the state. Qualified HR directly impacts the achievement of organizational goals. HR influences organizational performance and efficiency. Therefore, competency development for bureaucratic apparatus is necessary for human resources within the government system as an effort to improve quality.

Given the importance of competency development for every bureaucratic apparatus, it is necessary to elaborate on the “Development Concept.” The Development Concept can be interpreted as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to the requirements of their positions. The concept of development refers to efforts made to improve the capacity and competency of Civil Servants (ASN) as a means of supporting the achievement of organizational goals.

Therefore, based on the results of the research on civil servant human resource competency development, the author can summarize the research findings as follows:

#### **Technical Competence**

##### **Functional Technical Training**

Functional technical training is a training program designed to improve the technical and functional competency of Civil Servants (PNS) in carrying out their duties. This includes mastering the skills, knowledge, and abilities necessary to carry out specific tasks within a specific functional position or field of work.

Government employees or apparatus are the primary instrument driving public service and an extension of the state in implementing various strategic policies to ensure prosperity and peace within the community. Given the urgency and critical role of the civil servant in the Indonesian government ecosystem, the issue of civil servant resource development is crucial to ensure the quality and competence of civil servants in carrying out their duties and responsibilities.

Education and training play a strategic role in successfully achieving agency goals. The competencies required include knowledge, skills, and attitude. To improve knowledge, skills, and work attitudes conducive to employee performance, employee education and training are conducted based on a needs analysis that integrates specific quality requirements aligned with the organization's long-term planning program.

The Civil Servants at the Regional Revenue Agency of Supiori Regency are sufficiently capable of carrying out their duties based on their work experience.

#### **a. Leadership Experience**

Leadership experience includes being a role model, active listening, and conflict resolution. Strong leaders understand resource management, task delegation, and time management. They demonstrate empathy and respect for work-life integration but

understand the leadership dichotomy. Great leaders remove obstacles for their teams, empower them, and embody their organization's values.

The role of a leader, in this case the Supiori Regency Regional Revenue Agency, is crucial in motivating every Civil Servant within the Supiori Regency Regional Revenue Agency to work as hard as possible to achieve the vision and mission of this local government organization.

### **b. Managerial Competencies**

Managerial competencies are knowledge, skills, and observable attitudes/behaviors that can be measured and developed to lead and/or manage an organizational unit. These competencies are essential to ensure the effectiveness of a manager's performance and the overall success of the organization.

Managerial competencies, based on the Minister of PANRB Decree No. 348 of 2024, cover eight main aspects: Integrity, Cooperation, Communication, Results Orientation, Public Service, Self and Others Development, Change Management, and Decision Making. These competencies are vital for Civil Servants (ASN) in carrying out their duties and responsibilities, particularly in managing organizations and achieving established goals.

Some examples of managerial competencies include strong interpersonal communication skills, the capacity to lead and motivate others, excellent written and verbal communication skills, strategic planning, risk analysis, risk monitoring, risk communication, feedback and coaching, recognition and rewards, and development planning.

Structural Management Training Employee participation in Structural Training is not yet optimal, because ideally, to occupy a position, one must have attended and passed Pim Training in accordance with that position.

Leadership Experience the role of the leader in this case, the Head of the Supiori Regency Revenue Agency, is very important in motivating every civil servant in the Supiori Regency Revenue Agency to work as hard as possible to realize the vision and mission of this local government organization.

### **c. Social Competence**

Social competence is a person's ability to interact and collaborate effectively with others, understand and manage emotions, and make appropriate decisions in social situations. More specifically, social competence includes the ability to communicate, socialize, cooperate, empathize, and understand social norms.

Social competence goes beyond superficial knowledge of other cultures and includes the capacity to engage, work, and live alongside individuals from different cultural backgrounds. It also involves fighting one's cultural biases and a willingness to change. This competence is important for promoting mutual understanding, tolerance, and respect among individuals from different cultural backgrounds.

Communication skills within the organization the communication and socialization skills possessed by the Supiori Regency Regional Revenue Agency's civil servants are good. This was observed firsthand by the author at the Supiori Regency Regional Revenue Agency during the observation.

### **d. Intellectual/Strategic Competence**

Intellectual/strategic competence is the ability to think strategically with a long-term vision, including the ability to formulate a vision, mission, and strategy to achieve organizational goals. This involves analytical and innovative thinking, and making decisions

based on relevant data and information.

Intellectual competence is a set of basic skills possessed by an individual and used to solve problems, both personally and in the environment. Therefore, by thinking rationally, a Civil Servant will be able to act purposefully and deal effectively with their environment. A person's intellectual ability indicates their level of intelligence. Meanwhile, work motivation is the driving force for a Civil Servant to take action to achieve goals. The higher a person's intellectual ability and work motivation, the higher their performance, and vice versa.

Willingness to Develop Competence: Only four employees at the Supiori Regency Regional Revenue Agency have completed the PIM III training. This is considered very inadequate in terms of employee competency development. This occurs due to a lack of employee motivation to develop their competencies and several other factors that hinder them from developing their competencies.

## **Factors Obstacles to the Development of Civil Service Human Resource Competencies at the Regional Revenue Agency of Supiori Regency**

### **a. Budget Availability**

Every organization has human resources that must be relied upon to carry out organizational activities to achieve the organization's goals. In this regard, the capabilities of each individual within the organization are crucial. Therefore, human resources must possess strong competencies to achieve organizational goals.

The Regional Revenue and Expenditure Budget (Regional Revenue and Expenditure Budget) is a one-year regional government financial plan stipulated by regional regulations. The Regional Revenue and Expenditure Budget serves as a means of communication between the regional government and its citizens regarding allocation priorities, coordinated with the legislative body, the Regional People's Representative Council.

The availability of a regional budget, also known as the Regional Revenue and Expenditure Budget, is a one-year regional government financial plan stipulated by regional regulations. The Regional Revenue and Expenditure Budget is an important tool for planning and managing regional finances, including planning, implementation, reporting, administration, supervision, and financial accountability. Therefore, budget constraints at the Supiori Regency Regional Revenue Agency significantly impact the development of human resource competencies within civil servants, thus constituting a hindering factor in improving performance and service to the public.

### **b. Employee Motivation**

Motivation can be defined as the driving force that drives a person to take certain actions, including work-related actions.

Human motivation refers to the direction and goals a person wishes to achieve. Motivation can encourage a person to take a more active role in taking the necessary steps to ensure that they are moving toward and moving toward their desired goals. Motivation is defined as the process of motivating people to act in accordance with the expectations of their motivator or director.

With work motivation, employees will perform better in carrying out their duties, resulting in improved performance. They will focus more on their tasks and responsibilities, thereby improving their work results. Therefore, employee encouragement is needed in carrying out activities within an organization or agency. This encouragement is called motivation.

Motivation can stimulate employees to exert more energy and thought in realizing the goals of the organization or agency. If these needs are met, employee satisfaction and smooth work progress will arise.

The main obstacles in providing quality services to the public are a lack of technical knowledge and skills, as well as low work motivation (Simamora, 2016). To overcome these problems, efforts are needed to improve the competence of State Civil Apparatus through training and skills development relevant to their duties. In addition, it is also important to create a work environment that provides appropriate recognition and rewards, and provides a clear career path for State Civil Apparatus. By identifying influencing factors, this study can provide input and recommendations to the government, agencies, and related institutions to improve the competence of State Civil Apparatus and work motivation, so that the quality of public services can be significantly improved (Rahardjo, 2018).

## CONCLUSION

Based on research findings, the competency development of Civil Servants at the Supiori Regency Regional Revenue Agency (RDA) has been quite successful, with indicators such as technical competency, managerial competency, social competency, and intellectual/strategic competency. This is achieved through the provision of study assignments and study permits, directing Civil Servants to participate in education and training, seminars, briefings, and other activities. However, its implementation remains suboptimal due to obstacles encountered during the implementation process.

Factors inhibiting the competency development of Civil Servants at the RDA include budget constraints and a lack of employee motivation, leading to employees not fully utilizing opportunities to develop their competencies.

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