

## Enhancing civil servants performance through technical competency development in Provincial Government of West Sulawesi, Indonesia

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### Abstract

*This study aims to determine the Technical Competency Development Plan at the Regional Civil Service Agency of West Sulawesi Province. This study uses a qualitative method with a descriptive approach to provide a realistic, logical, factual, and accurate picture of what is happening in the field. Data was collected through document review, observation, and interviews. The data obtained was then analyzed based on the National Institute of Public Administration Regulation No. 10 of 2018 on the Development of Civil Servant Competencies. The results showed that the inventory in the first stage, namely the completion of civil servant profiles, had not yet been carried out. The competency gap analysis as the second stage had also not been carried out because the job competency standards were still in the drafting stage. The third stage is performance gap analysis through the assessment of employee performance targets, where overall civil servants are rated as good, but competency improvement is considered necessary to support civil servant performance in achieving the maximum result, which is an excellent rating. Finally, the verification and validation stage has not been carried out due to the absence of documents outlining the planning needs for competency development.*

**Keywords:** bureaucracy, human resource management, competency development, governance

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### Introduction

Bureaucratic structures within numerous developing countries, such as Indonesia, tend to be excessively expansive and are commonly associated with systemic dysfunction, encompassing corruption, inefficiency, and substandard public service delivery (Turner et al., 2022). Nonetheless, bureaucracy remains the foundation of public administration, primarily due to its ability to ensure organizational stability in democratic governance (Headley et al., 2021). To improve the ability of institutions to face the challenges of environmental change, improving the capacity of bureaucratic human resources (HR) is essential (Armstrong & Taylor, 2014). The development of human resource (HR) competencies within the bureaucracy is a very important strategic issue in the context of public administration reform (Hood & Lodge, 2004). This is because HR competencies are critical to the success of reforms. The term "competence" refers to the combination of knowledge, abilities, and personal characteristics that

enable a person to achieve a high level of performance in public office. Bureaucratic reform today is inseparable from efforts to improve the quality and capabilities of people working within bureaucratic institutions, as demonstrated by the application of competency frameworks in several countries, including the United States, the United Kingdom, and Germany (Hood & Lodge, 2004).

In the face of external dynamics, public organizations can become more professional, responsive, and flexible if they have a competency-based bureaucracy. Although bureaucratic reform has been underway in Indonesia since the early 2000s, the old organizational culture based on seniority and patronage still makes it difficult to integrate competency principles into the civil servant management system (Turner et al., 2022). In addition, effective bureaucratic representation in society is related to HR capabilities. The ability of bureaucrats to provide fair and high-quality services increases bureaucratic legitimacy and public trust in public institutions (Headley et al., 2021). To support the direction of civil servant development, the bureaucratic structure must undergo refinement and transformation in accordance with developing circumstances. Civil servant development cannot be separated from the concept of bureaucracy. Bureaucracy is essential for the implementation of mutually agreed rules between the governed and the governing, facilitating the achievement of state goals, with bureaucracy considered the essence of an organization (Ramsay & Parker, 1992). Many research have noted and discussed about civil servant in public sector, especially the regulation and management (Alexey V., 2021; Balkasym, 2021; Barros & Barbosa, 2024; Ke, 2020; Vo, 2024). Alexey, for example, discussed the professionalism of civil servant in the West Siberian (Alexey V., 2021). Meanwhile, Vo compared the recruitment management of civil servant in Vietnam and Japan (Vo, 2024). Barros and Barbosa formulated strategies to improve civil servant performance management in Timor-Leste (Barros & Barbosa, 2024).

This research focuses on civil servant technical competency development planning at the Regional Civil Service Agency of West Sulawesi Province. The Regional Civil Service Agency is an element of the Regional Apparatus assisting the Regional Head which has the duties and functions of carrying out civil servant management as stipulated in Government Regulation Number 11 of 2017 concerning Civil Servant Management as amended by Government Regulation Number 17 of (2020) concerning Amendments to Government Regulation Number 11 of 2017 concerning Civil Servant Management planning, procurement, appointment, placement, development, payroll, coaching and dismissal. The selection of this research location is based on the fact that the Regional Civil Service Agency of West Sulawesi Province is a supporting element of government organizations in the field of staffing which has one of its functions to formulate and prepare technical policies for the implementation of apparatus human resource development. There is still a significant gap between field implementation and regulatory expectations, even with the existence of numerous national policies and frameworks on competency development for civil servants in Indonesia, such as the National Institute of Public Administration Regulation Number 10 of 2018 and the requirement for a minimum of 20 hours of learning annually. Prior research (Hood & Lodge, 2004; Armstrong & Taylor, 2014; Rothwell, 2012) has typically highlighted the significance of competency-based HR development in enhancing bureaucratic performance. Regional empirical assessments are still few, nevertheless, especially in distant and underrepresented regions like West Sulawesi. The lack of operational and

contextual knowledge regarding the implementation of technical competency development by regional civil service agencies is a significant gap that this study tries to fill. This study demonstrates that essential elements like competency profiling, gap analysis, and development planning are either lacking or insufficient at the local level, despite the fact that national studies frequently presume a linear transfer of policy to practice. Professional development as well as the larger reform agenda intended to modernize Indonesia's bureaucracy are hampered by this separation. Furthermore, institutional preparedness, budgetary restrictions, and organizational culture at the subnational level receive little consideration in the research that is currently available, which mostly concentrates on normative frameworks or central government policies. This paper makes a contribution by providing a thorough case study of the West Sulawesi Province's Regional Civil Service Agency, exposing structural problems with the design and execution of bureaucratic competency.

Competence is defined as a combination of knowledge, skills, and attitudes required to perform tasks effectively (Rothwell, 2012). Based on one study in an ICT company in Slovakia, investment in the form of training and employee development improves employee performance and increases the perception of the company as an attractive place to work. The need for training, the implementation of relevant programs, and the evaluation of the impact of training should all be part of systematic HR development. Training should also be part of the company's long-term strategy (Stofkova & Sukalova, 2020). In the context of the public sector in Indonesia, state apparatus reform focuses on improving competencies as part of efforts to transform public services that are more responsive to community needs (Murni et al., 2023).

Strengthening the competence of the state civil apparatus is key in supporting the acceleration of national economic development, as stated in the Master Plan for the Acceleration and Expansion of Indonesian Economic Development. The need for this competency arises due to the low level of proficiency of most civil servant, which was recorded at 95% of the total 4.7 million civil servants at that time (Pratama et al., 2015). In a global perspective, competency-based management is superior to traditional job description-based methods, as the focus is on individual characteristics that contribute to superior work outcomes (Rothwell, 2012). Competency models help organizations identify the attributes that distinguish between ordinary and extraordinary performance, thereby supporting exponential increases in productivity. Furthermore, competency development should be based on a knowledge-based theory approach that emphasizes the importance of knowledge management systems in building organizational competencies (Barinua & Fubara, 2022). This is important so that the organization is not only dependent on current capabilities, but also able to adapt to external changes.

Empirical studies in Indonesia show that work motivation and work environment have a significant influence on the performance of civil servants, where increased competence is a mediating factor that strengthens the relationship (Jumady & Lilla, 2021). Internal motivation combined with high competence has been proven to increase organizational productivity and efficiency. On the other hand, training factors also play an important role in competency development. Furthermore, effective research significantly contributes to improving employee performance, even stronger in impact than salary or incentive factors (Idrees et al., 2015). Therefore, investment in competency-based training programs is highly recommended to improve individual and organizational capabilities.

In the context of global change and the demands of digitalization, Employer-based training in Australia is developing by combining formal and informal training to build employee competencies on an ongoing basis (Smith et al., 2019). In Indonesia, the adoption of technology in human resource management has also begun to be optimized, such as the use of management information systems for analytical data-based HR planning (Rusilowati et al., 2024). However, the development of HR competencies in the public sector in Indonesia still faces major challenges, such as slow bureaucracy, lack of transparency, and minimal accountability (Priyono Tjiptoherijanto, 2008). For this reason, apparatus reform must be accompanied by an integrated competency development strategy, based on organizational needs, and supported by strong policies.

Based on Article 21 of the Civil Service Law, it can be seen that each civil servant has the right to develop themselves which aims to improve their dedication, quality, expertise, abilities, and skills in carrying out their duties and functions in the organization. Furthermore, Article 31 states that Civil servant management consists of at least 8 points. Point (f) states that one of the Civil servant management is competency development. The direction of competency development is further regulated in Government Regulation Number 17 of 2020 concerning amendments to Government Regulation Number 11 of 2017 concerning Civil Servant Management which explains that employees have obligations related to competency development as much as 20 learning hours per year.

Competency development is an effort to meet civil servant competency needs with job competency standards and career development plans. The position competency standards referred to are a description of the knowledge, skills, and behaviors required by an civil servant in carrying out their duties. Competency development is a forum for civil servant to improve the quality of each performance of its duties. That is the basis for every civil servant in building an organization to achieve each predetermined goal. The data on the civil servant Professionalism Index of West Sulawesi Province can be seen in table 1 below:

**Table 1.** Civil Servant Professionalism Index of West Sulawesi Province

<b>Year</b>	<b>Total Civil Servant</b>	<b>Qualification</b>	<b>Competence</b>	<b>Performance</b>	<b>Discipline</b>	<b>Flat Value</b>
2021	5.151	14.26	8.20	15.30	5.00	42.76
2022	5.274	21.52	9.77	24.83	5.00	60.77

*Source: Regional Office IV National Personnel Agency, Makassar, 2023*

From the table above, it can be seen that West Sulawesi Province in 2021 received a score of 42.76 and in 2022 received a score of 60.77. The civil servant professionalism index level categories are  $\leq 60$  = very low, 61-70 = low, 71-80 = medium, 81-90 = high, and 91-100 = very high. The data shows that the Professionalism Index (PI) of the West Sulawesi Provincial civil servants is in the very low category for two consecutive years and still in dire need of improvement.

The Regional Civil Service Agency of West Sulawesi Province is an organization that organizes regional government, especially in the field of staffing, which is expected to be able to improve and develop the competencies and qualities possessed by its apparatus such as providing opportunities for learning assignments and technical guidance. The implementation of technical competency development that has been carried out from 2020-2022 is as follows in table 2.

<b>Table 2. Implementation of technical competency development</b>				
<b>No.</b>	<b>Type of Technical Competency Development</b>	<b>Participants</b>		
		<b>2020</b>	<b>2021</b>	<b>2022</b>
1	TOC Training	0	0	0
2	Goods and Services Procurement Training	0	40	0
3	Training on the Preparation of Government Agencies' Working Plan	0	0	0
4	Training Management Asset/Goods Property Regional	0	0	0
5	Training Drafting Report Financial Accrual Basis	0	0	0
6	Training on Trial Management	0	0	0
7	Regional Financial Treasurer Training	0	0	0
8	Government Transformational Academy (GTA)	0	201	133
9	Training on the Preparation of Agency Performance Reports Government (LKJIP)	0	40	0
10	Technical Training on Disaster Management	0	40	0
11	Technical guidance on the preparation of legal product manuscripts	0	0	40
12	Workshop on Preparation of Service Standards Community Satisfaction Standards and Forum Public Consultation	0	0	80
Total		0	321	253

*Source: Civil Service Development Division, Regional Civil Service Agency of West Sulawesi Province, 2023*

From the table 2, it can be seen that technical competency development from 2020 has not yet been carried out. In 2021, there were 40 participants in the Goods and Services Procurement Training, 201 participants in the Government Transformational Academy (GTA) Training, 40 participants in the Training for Preparing Government Agency Performance Reports (LKJIP), and 40 participants in the Technical Training for Disaster Management. In 2022, Government Transformational Academy (GTA) Training was held for 133 participants, Legal Product Drafting Workshop for Preparation of Service Standards for 40 participants, and Community Satisfaction Standards and Public Consultation Forum for 80 participants.

Following up on the direction of Indonesian President 2019-2024 Joko Widodo on simplifying the bureaucracy where there is equalization of administrative positions into functional positions. This is of course like providing opportunities for learning assignments and technical guidance. The implementation of technical competency development that has been carried out from 2020-2022 is as follows table 3.

From the table 3, it can be seen that technical competency development from 2020 has not yet been carried out. In 2021, there were 40 participants in the Goods and Services Procurement Training, 201 participants in the Government Transformational Academy (GTA) Training, 40 participants in the Training for Preparing Government Agency Performance Reports (LKJIP), and 40 participants in the Technical Training for Disaster Management. In 2022, 133 Government Transformational Academy (GTA) trainings will be held, 40 participants will be trained in drafting legal products, and 80 participants will be trained in community satisfaction standards and public consultation

forums. Following up on the direction of President Joko Widodo regarding the simplification of the bureaucracy where there is an equalization of administrative positions into functional positions. This certainly affects the need for training and competency development for the suitability of tasks in new positions. There are 6 types of functional positions including equalization functional positions occupied by 25 civil servants at the Regional Civil Service Agency of West Sulawesi Province. These functional positions can be seen in table 4.

**Table 3.** Implementation of technical competency development that has been carried out from the range of 2020-2022

No.	Type of Technical Competency Development	Participants		
		2020	2021	2022
1	TOC Training	0	0	0
2	Goods and Services Procurement Training	0	40	0
3	Training on the Preparation of Government Agencies' Working Plan	0	0	0
4	Training Management Asset/Goods Property Regional	0	0	0
5	Training Drafting Report Financial Accrual Basis	0	0	0
6	Training on Trial Management	0	0	0
7	Regional Financial Treasurer Training	0	0	0
8	Government Transformational Academy (GTA)	0	201	133
9	Training on the Preparation of Agency Performance Reports Government (LKJIP)	0	40	0
10	Technical Training on Disaster Management	0	40	0
11	Technical guidance on the preparation of legal product manuscripts	0	0	40
12	Workshop on Preparation of Service Standards, Community Satisfaction Standards and Forum Public Consultation	0	0	80
Total		0	321	253

*Source: Civil Service Development Division, Regional Civil Service Agency of West Sulawesi Province, 2023*

**Table 4.** Functional Position in Regional Civil Service Agency of West Sulawesi Provincial Government in 2023

No.	Type of Functional Position	Number (people)
1	Junior Expert Planner	1
2	First Expert Personnel Analyst	4
3	Junior Expert Apparatus HR Analyst	11
4	Advanced Archivist	1
5	Advanced Computer Technician	1
6	First Expert Apparatus HR Assessor	7
Total		25

*Source: Personnel Subdivision of Regional Civil Service Agency of West Sulawesi Province, 2023*

Then there are still civil servants who occupy echelon III positions but have not carried out Administrator Leadership Training (PKA), namely the Secretary of the Agency, Head of Mutation, Rank and Promotion and Head of Procurement, Dismissal and Personnel Information. This can affect the implementation of their duties and responsibilities properly. In the implementation of competency development, sometimes it also experiences several obstacles, namely budget limitations and the availability of adequate facilities and infrastructure.

Based on reports on the Online-Based Civil Servant Competency Form (ISI KA'BOS) application, only 6 civil servants in Regional Civil Service Agency of West Sulawesi Province have reported the types of technical competency development and lesson hours that have been followed in the 2020-2022 period. This is because the Regional Civil Service Agency of West Sulawesi Province does not yet have a document about the needs and competency development plans of its Human Resources Apparatus, which results in a lack of Civil Servant interest in improving its competence.

### **Research Methods**

This research used a qualitative method with a descriptive approach (Creswell & Creswell, 2018), where researchers conducted field research to explore the issue of civil servants' technical competency development at the Regional Civil Service Agency of West Sulawesi Province. Researchers interacted directly with stakeholders including the Head of the Regional Civil Service Agency of West Sulawesi Province, Secretary of the Regional Civil Service Agency, Head of Division, Planner, and HR Assessor. Qualitative approaches are suitable for understanding complex social phenomena through descriptive data, including interviews, observations, and written narratives (Sudaryono, 2019).

This research was conducted in West Sulawesi Province using data collection techniques such as direct interviews with stakeholders involved in the development of civil servant technical competencies, documentation review in the form of documents and data related to the development of technical competencies of state civil apparatus at the Regional Civil Service Agency of West Sulawesi Province, and field observations. This research data analysis includes data reduction, data presentation, and conclusion drawing (Miles et al., 2014).

This descriptive qualitative research method can provide a real, logical, factual and accurate description of the data that occurs in the field to be analyzed to get the right steps in solving the problem. In this study, researchers will present a description of the efforts to develop the technical competence of state civil apparatus carried out by the Regional Civil Service Agency of West Sulawesi Province to achieve the quality of competent apparatus and better performance.

### **Results and Discussion**

The Regional Civil Service Agency of West Sulawesi Province has 51 civil servants and 28 Non civil servants. The data on the number of civil servant and Non civil servant Personnel by class, gender and education can be seen in the following table:

**Table 5.** Data on the number of Civil Servant and Non Civil Servant Personnel by class, gender and education

No.	Personnel	Gender		Grade					Education			
		M	F	II	III	IV	VII	IX	High School	DIII	S1	S2
1	civil servant	23	29	3	39	7	1	2	3	5	25	19
2	Non civil servant	19	9	-	-	-	-	-	19	-	8	1
<b>Total</b>		<b>42</b>	<b>38</b>	<b>3</b>	<b>39</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>22</b>	<b>5</b>	<b>33</b>	<b>20</b>
<b>Total</b>		<b>80</b>		<b>52</b>					<b>80</b>			

*Source: Results of Data Processing from Personnel Subdivision of Regional Civil Service Agency of West Sulawesi Province, 2024*

To analyze civil servant technical competency development planning, researchers refer to the National Institute of Public Administration Regulation Number 10 Year (2018) on Competency Development of Civil Servants. Based on these rules, competency development planning is carried out through stages: (1) inventory of the types of competencies that need to be developed from each civil servant, (2) verification of competency development plans, (3) validation of competency development needs and plans.

### **Inventory of types of competence**

#### **Profile of civil servants**

The first step taken to plan the preparation of civil servant competency development is to compile a profile of each civil servant based on the existing format. In National Institute of Public Administration Regulation Number 10/2018 concerning Competency Development of Civil Servants in article 9 states that the civil servant profile is a collection of personnel information from each civil servant consisting of Personal Data, Qualifications, Position Records, Competencies, Competency Development History, History of Performance Assessment Results and Other Personnel Information.

In filling out the profile of civil servants at the Regional Civil Service Agency of West Sulawesi Province, first distribute the Apparatus Development Curriculum Vitae (DRH) Form which consists of Personal Identity, Family Environment, Formal and Informal Education History, Work History, Job Data, Working Conditions, Interests and Expectations, and Strengths and Weaknesses as attached in the attachment.

Based on the results of interviews and observations conducted by researchers, it is known that the filling of civil servant profiles is still taking place by filling out the curriculum vitae form which includes a collection of personnel information for each civil servant. However, there are obstacles, namely that there are still civil servants who have not collected the curriculum vitae form to become material in filling out the profile of each civil servant as an initial step in preparing the competency development needs of civil servants.

#### **Competency gap analysis result data**

Competency Gap Analysis is a description of the extent of the gap in employee competence based on the position occupied with the competency standards of the position. In The National Institute of Public Administration Regulation Number 10/2018



concerning Competency Development of Civil Servants in article 10 states that the data from the competency gap analysis is carried out by comparing the Civil Servant Competency Profile with the Position Competency Standards. Therefore, civil servant competency profiles and position competency standards are needed to find out the competency gaps of employees at the Regional Civil Service Agency of West Sulawesi Province.

Based on the results of interviews and observations conducted by researchers, it is known that the position competency standards in the Regional Civil Service Agency of West Sulawesi Province are still in the process of preparation. As a result, it has not been possible to accurately identify the gap between the actual competencies and ideal competencies of civil servant.

The data in June 2024 shows that only 30 out of 52 civil servants in the Regional Civil Service Agency of West Sulawesi Province have their competency data filled in or 57.6% of the total number of civil servants who already have competency data. Meanwhile, 42.4% are still worth 0 and still need data filling which will affect the IP value of the civil servant itself. In addition, it can be seen that even though the competency value has been filled in, there are still some who have a competency value below the maximum value of 40. This proves that there is still a great need for competency development for each civil servant in accordance with the needs of existing positions at the Regional Civil Service Agency of West Sulawesi Province.

### ***Performance gap result data***

The results of observations made by researchers related to seeing performance gaps in the Regional Civil Service Agency of West Sulawesi Province are based on employee performance target which is filled in through the e-performance application. The e-performance application already contains work targets and performance achievements in each month by looking at the *evidence* filled in by each civil servant.

Based on the recap of the Employee Performance Target assessment of the Regional Civil Service Agency of West Sulawesi Province in June 2024, it can be seen that out of 52 ASNs, only 1 has a very good Employee Performance Target score, the rest, namely 51 other civil servants, are of good value. Then for the types of Employee Performance Target there are 2, namely Qualitative Employee Performance Target and Quantitative Employee Performance Target. Code number one is for quantitative employee performance target types and code number 2 is for Qualitative Employee Performance Target. Qualitative Employee Performance Target is mostly used by structural and executive officials, while quantitative Employee Performance Target is for functional positions. Based on the results of the research, the Regional Civil Service Agency of West Sulawesi Province for Employee Performance Target assessment only has 1 person who is very good value, namely the head of the agency, the rest is good value.

Although the overall value is good, there are still one or two people who in carrying out their daily duties have not been maximized, for example, such as mastery of the use of information technology. In today's digital era, more or less the administrative process uses technological capabilities that can facilitate its implementation, but the challenge faced by apparatus resources is the ability to adapt

to all existing developments. Therefore, it is necessary to increase competence so that each civil servant can work optimally in supporting the achievement of organizational goals and can have excellent employee performance target scores.

#### **Verification of civil servants competency development plan**

The National Institute of Public Administration Regulation Number 10/2018 concerning Competency Development of Civil Servants in article 15 paragraph 4 that in carrying out verification must pay attention to strategic plan documents, position competency standards and talent management. Civil servant competency development is basically carried out based on the position held so that competence will be directly proportional to the resulting performance. Competency development is also carried out in accordance with the needs of positions in the Regional Civil Service Agency of West Sulawesi Province. Before determining competency development, first look at job competency standards as an appropriate measuring tool for each position held because the provision of competency development is based on the existence of a competency gap. From the results of the above interviews and field observations of researchers that the West Sulawesi Provincial Civil Service Agency does not yet have the suitability of the types of competencies developed because the competency development plan needs document has not been completed.

#### ***Appropriateness of competency development pathway***

The suitability of competency development paths requires medium and long-term planning in developing the competencies of each civil servant based on the position held. Therefore, every civil servant's competency development needs can be implemented based on plans that have been made by the organization. In fulfilling the suitability of the competency path, the gap of the competency gap of each civil servant is needed based on the position held. The suitability of the competency development path is based on the needs of the organization in achieving its goals through the support of its HR Apparatus who have good competence.

Based on the results of the research, the Regional Civil Service Agency of West Sulawesi Province has not yet made the suitability of the competency development path for each of its civil servants because the required documents are still being finalized by the assessors.

#### ***Fulfillment of 20 JP of competency development per year***

The implementation of competency development for civil servants can be in the form of providing formal education through learning assignments, leadership training and other technical training. In fulfilling 20 learning hours, each civil servant can participate in technical guidance, socialization or mentoring activities. In fulfilling 20 learning hours at the Regional Civil Service Agency of West Sulawesi Province only through socialization or webinar activities. Based on the results of the interview above, it can be seen that in the Regional Civil Service Agency of West Sulawesi Province there are still many civil servants who have not fulfilled 20 learning hours of competency development per year, this is indicated by the fact that there are still many reporting data on the competence of civil servants who have not reached the maximum value, namely value 40. This value can be seen in table 5 on page 45 regarding competency development data at the Regional Civil Service Agency of West Sulawesi Province, only

7 out of 49 civil servants have the maximum competency value, namely value 40. The activities carried out to fulfill 20 learning hours by participating in socialization / webinars or directly calling civil servants who still have low competency values to be facilitated and directed so that their competency values can be met.

### **Budget availability**

The implementation of competency development not only requires planning and the implementation stage itself, but also requires a sufficient budget so that its implementation can run well and smoothly. In 2024 the total budget in the Regional Civil Service Agency of West Sulawesi Province was Rp 1,616,050,857.86, - and the amount used for the civil servant competency development activity program was Rp 475,013,104.17, - of this amount only 29.3% of the budget was used for ASN competency development. Based on budget realization in May 2024, specifically on the management of civil servant further education, it has reached 301,973,899, - or 63% of the budget that has been used

**Table 6.** Program Activities and Budget in the Regional Civil Service Agency of West Sulawesi Province in 2024

<b>No.</b>	<b>Activity program</b>	<b>Person in Charge</b>	<b>Budget</b>
1	Performance Planning, Budgeting, and Evaluation Regional Devices	Secretariat	Rp 99.086.851,33
2	Regional Apparatus Financial Administration	Secretariat	Rp 59.452.110,80
3	Personnel Administration Regional Devices	Secretariat	Rp 79.269.481,06
4	General Administration of Regional Devices	Secretariat	Rp 108.337.615,81
5	Procurement of Regional Property Goods Supporting Affairs Local Government	Secretariat	Rp 321.548.751,63
6	Provision of Supporting Services for Regional Government Affairs	Secretariat	Rp 65.000.000,00
7	Maintenance of Regional Property Supporting Affairs Local Government	Secretariat	Rp 60.000.000,00
8	Procurement, Dismissal and Personnel Information	Procurement, Dismissal and Information Division Staffing	Rp 130.005.241,67
9	Mutation and Promotion	Division of Mutation, Appointment and Promotion	Rp 60.000.000,00
10	Competency Development	Field Apparatus Development	Rp 475.013.104,17
11	Apparatus Performance Assessment and Evaluation	Apparatus Performance Assessment and Award	Rp 158.337.701,39
<b>Total</b>			<b>Rp 1.616.050.857,86</b>

*Source: results of data processing from Regional Civil Service Agency of West Sulawesi Province, 2024*

The results of the researchers' document review related to data on the provision of competency development through formal education channels in the 2022-2024 range are as follows:

**Table 7.** List of Scholarship Awards for Study Assignments

No.	Education Level	Year		
		2022	2023	2024
1	Medical Education Subspecialists	1	-	-
2	Master Degree (S-2)	2	37	37
3	Doctoral Degree (S-3)	1	3	-
<b>Total</b>		<b>4</b>	<b>40</b>	<b>37</b>
<b>Grand Total</b>		<b>81</b>		

*Source: results of data Processing from the civil servant development division, 2024*

Document review based on the table above illustrates that there are 81 civil servants of the West Sulawesi Provincial Government in the span of 2022-2024 who get the opportunity to improve their education through scholarships funded by the Regional Government through the APBD (Regional Revenue and Expenditure Budget). Specifically in the Regional Civil Service Agency of West Sulawesi Province, there are 6 civil servants who received scholarships in 2023. Those who received scholarships were Fatwandi Nur (Bachelor's Degree), Riky Ramlan M. Samad (Bachelor's Degree), Stevany Dwi Djulya Rerung (Master's Degree), Hernawati (Master's Degree), Hinrawati (Master's Degree), and Ummal Kuraa AR (Master's Degree). This shows that in the range of 2022-2023 as many as 6 out of 52 civil servants or as many as 11.5% of civil servants in the West Sulawesi Regional Civil Service Agency are given the opportunity to develop competencies through formal education channels. Competency development through training has not been budgeted but will be proposed to be included in the 2025 budget.

### **Competency Development Implementation Plan**

Based on the research results, the process of preparing civil servant competency development plans at the Regional Civil Service Agency of West Sulawesi Province is still in the process of being completed. The result of this activity is the availability of civil servant competency development plan documents both educational development and technical competency development through the form of classical and non-classical training.

### **Validation of competency development needs and plans**

Validation of competency development plan needs is carried out if the inventory stage that produces competency development needs documents has been carried out. Based on the results of the study, the validation stage with the ratification of the needs document and competency development plan at the Regional Civil Service Agency of West Sulawesi Province has not been carried out. This happens because the competency development needs planning document is still in the completion and preparation stage. In addition, the implementation of the preparation of competency development needs plan documents also still requires additional employees and training for the first expert assessor so that in carrying out their duties and functions they can be maximized and also able to conduct in-depth assessments not only on aspects of general gaps.

## Conclusion

At the inventory stage based on the results of research for the preparation of civil servant profiles that have not been completed. In addition, competency gap analysis also cannot be carried out due to the unavailability of position competency standards which are the basis for determining competency gaps and the absence of competency development needs documents. Then for the performance gap section, it can be seen through the employee performance target assessment that overall civil servants in the Regional Civil Service Agency of West Sulawesi Province are of good value, but it is still necessary to increase competence to support the performance of civil servants so as to get maximum results, namely very good grades.

At the verification stage, the competency development plan for civil servants still cannot be carried out because the data from the assessment of each civil servant is temporarily collected and completed to analyze the competency gap so that suggestions can be given for the next competency development plan.

At the validation stage and competency development plans for document ratification have not been carried out on the grounds that the preparation of a recommendation document for the competency development planning of each civil servant at the Regional Civil Service Agency of West Sulawesi Province has not been completed. Despite regulations that require a minimum of 20 hours of competency development per year, findings in the field such as competency gaps, the absence of competency development plan documents, budget limitations are one proof that the bureaucratic culture is not yet fully reformist and responsive to the needs of the times. A modern bureaucracy is characterized by efficiency, transparency, accountability, and the use of information technology. In order to accomplish this, public sector companies need to improve personnel competences through policy innovation, bureaucratic structure reform, and organizational culture reforms. This demonstrates that competency development requires the backing of an improved personnel management system in addition to training programs.

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