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Analysis of Employee Competency Development
(A Study at the Personnel and Human Resource Development Agency of Tangerang Regency)

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ABSTRAK

Penelitian ini bertujuan untuk mengkaji analisis pengembangan kompetensi Aparatur Sipil Negara di Kabupaten Tangerang. Penelitian ini menggunakan metode penelitian kualitatif deskriptif dengan pendekatan induktif. Pengumpulan data primer berSource dari hasil observasi dan wawancara dengan naraSource yaitu pegawai yang memiliki wewenang dan tugas dalam pengembangan kompetensi Aparatur Sipil Negara di Kabupaten Tangerang, dan Data Sekunder yang diperoleh dari dokumen-dokumen pada Badan Kepegawaian dan Pengembangan Source Daya Manusia Kabupaten Tangerang. Peneliti menggunakan teknik analisis data model Miles & Huberman. Pengembangan kompetensi yang dilakukan oleh Badan Kepegawaian dan Pengembangan Source Daya Manusia (*BKPSDM*) Kabupaten Tangerang belum berjalan dengan efektif disebabkan karena kurangnya kerjasama yang dibangun oleh *BKPSDM* Kabupaten Tangerang dengan PNS di Kabupaten Tangerang, belum maksimalnya pelaksanaan Analisis Kebutuhan *Diklat*, tidak efektifnya penyelenggaraan pendidikan dan pelatihan, masih ada intervensi politik terhadap pelaksanaan mutasi, serta belum maksimalnya pemberian motivasi kepada PNS Kabupaten Tangerang. Sehingga *BKPSDM* Kabupaten Tangerang perlu membangun kerjasama dengan melakukan sosialisasi dan peninjauan langsung ke lapangan terkait kondisi pengembangan kompetensi PNS, memaksimalkan aplikasi SIMPEG dan SIDAK untuk mengefektifkan pelaksanaan Analisis Kebutuhan *Diklat*, meningkatkan pengawasan dalam penyelenggaraan *diklat* serta melaksanakan pengelolaan mutasi berdasarkan prinsip meletakan orang yang tepat di tempat yang tepat.

Kata Kunci : aparatur, kompetensi, pengembangan sumber daya manusia, Kabupaten Tangerang

ABSTRACT

This research aims to examine the analysis of the competency development of the State Civil Officials in Tangerang Regency. This study uses a descriptive qualitative research method with an inductive approach. Primary data collection comes from observations and interviews with informants, namely employees who have the authority and duties in developing the competence of Officialsin Tangerang Regency, and Secondary Data obtained from documents at the Tangerang Regency Personnel and Human Resources Development Agency. Researchers used the data analysis technique of the Miles & Huberman model. Competency development carried out by the Tangerang Regency Personnel and Human Resource Development Agency has not been running effectively due to a lack of cooperation built by the Tangerang Regency Personnel and Human Resource Development Agency, the implementation of the Training Needs Analysis has not been maximized, the ineffectiveness of the implementation of education and training, there is still

political intervention in the implementation of transfer, as well as the lack of motivation for civil servants in Tangerang Regency. So that the Personnel and Human Resources Development Agency for Tangerang Regency needs to build cooperation by conducting information dissemination and field visits related to the conditions for developing civil servant competencies, maximizing the SIMPEG and SIDAK applications to streamline the implementation of Training Needs Analysis, increasing supervision in organizing training and carrying out transfer management based on the principle put the right people in the right places.

Keywords: Officials, competency, human resource development, Regional Personnel Agency (BKPSDM) Tangerang Regency

Introduction

The introduction of regional autonomy in Indonesia has fundamentally transformed the government system, shifting it from a centralized to a decentralized model. Under this decentralization system, regions are endowed with the authority to oversee government affairs (Faisal & Nasution, 2016) and address the specific needs and interests of their local communities. The objective is to empower regions, fostering advancement and instilling order in regional government systems. Nevertheless, the primary challenge in implementing a decentralized government system lies in the realm of Human Resources (Primanto, 2020).

The Human Resources in question within government organizations in Indonesia are the State Civil Officials (*ASN*), serving in various agencies at both central and regional levels. The quality of these State Civil Service Resources significantly impacts the efficiency and outcomes of government administration in carrying out their duties and functions (Mocodompis, 2015). The success in enhancing the competencies of civil servants in Indonesia relies heavily on the performance of regional governments, especially considering that the number of civil servants in the regions surpasses those at the central level (Nadhifa, 2022). Consequently, effective management is crucial to cultivate and advance the quality of these civil service resources.

Developing the competency of State Civil Officials (*ASN*) constitutes a vital aspect of *ASN* management, as stipulated in Article 55 of Law no. 5 of 2014. The objective of competency development is to ensure that officials possess competencies aligned with established standards (Prasetia, 2019). The process of enhancing competence, particularly for officers, necessitates a foundation grounded in their specific roles, responsibilities, and the nature of their duties, including any new tasks assigned to them (Saleh, Choirul, dkk, 2013) Achieving this goal mandates officials to acquire enhanced competencies and adeptness in public service skills (Johannes, 2019).

Article 70 of UU.No.5 of 2014 regarding *ASN* affirms that every *ASN* employee is entitled to the right and opportunity to enhance their competence, which may include education and training (*diklat*), courses, seminars, and upgrading. Additionally, in the pursuit of competency development, each Government Agency is mandated to formulate an annual competency development plan, which is an integral component of the agency's annual budget work plan.

The implementation of these regulations aims to cultivate State Civil Officials with superior quality, characterized by high competence in executing duties and responsibilities in accordance with established regulations. Human Resource Development serves as a crucial supporting element for government affairs. The emphasis on developing *ASN* competency aligns with the overarching mission of achieving a good and clean government leading to authoritative governance. The aspiration is that competency development will foster a cadre of high-quality *ASN* capable of working professionally, thereby contributing to the realization of good and clean governance and ultimately leading to authoritative government. To this end, the Tangerang Regency Government has outlined a Vision and Mission focused on enhancing the quality of professional, transparent, and accountable governance, as articulated in the 4th Mission for 2019-2023 of the Tangerang Regency Government.

This vision is geared towards enhancing the quality of the State Civil Service, with specific targets including the augmentation of *ASN* competency, elevation of personnel services quality, and heightened accountability for the performance of Regional Personnel Agency (*BKPSDM*) Tangerang Regency. Envisaged outcomes from this Vision and Mission include raising the Tangerang Regency *ASN* Professionalism Index from 75 in 2021 to 85 by 2023.

In addition to these objectives, there are challenges related to competency development that pose a significant hurdle for the Tangerang Regency Regional Personnel Agency (*BKPSDM*). According to the identification of issues stemming from the duties and functions of regional officials services, as outlined in the 2019-2023 Regional Personnel Agency (*BKPSDM*) Tangerang Regency Regional Officials Strategic Plan Change Document, several persistent concerns have been identified. These issues include:

1. Timeliness in completing personnel administration has not been achieved;
2. Employee data lacks synchronization and integration;
3. Discipline enforcement is suboptimal;
4. Development of managerial, technical, and functional competencies is not at an optimal level;

5. The Operational Standard Procedures (SOP) are not yet optimal as guidelines for task execution.

6. Uneven distribution of human resources remains unaddressed;

7. The analysis of the training needs database is not optimal;

8. The work culture of personnel is not yet at an optimal level.

This phenomenon is a matter of significant concern for the Tangerang Regency Government as it strives to enhance the competence of its workforce. In the year 2021, the Tangerang Regency government employed a total of 10,247 individuals with varying levels of education. Among them, 2,399 employees have an education level below a Bachelor's degree, while 7,848 employees hold a bachelor's degree. The presence of 30.5% of employees with an education level below a Bachelor's degree presents a noteworthy challenge for the Tangerang Regency government in prioritizing human resource development, as articulated in Mission 4 for the years 2019-2023.

An additional phenomenon posing a challenge is the rapid evolution of science and information technology, which significantly impacts government administration. The Tangerang Regency government has proactively adjusted its administrative practices to meet the challenges posed by these developments. Serving the needs of the community, both at the Department and in the District now involves the utilization of various applications. Consequently, State civil servants are required to enhance their competence in mastering the use of these applications and adapting to the continuous advancements in technology and information.

Given the outlined phenomena and the existing challenges, such as the low regional competitiveness index value for Tangerang Regency in the skills pillar and its placement in quadrant III (red) in the Average GRDP per capita and Average Economic Growth of Banten Province (Surya, 2023) and (Irkham, 2019), there is a pressing need for an effective and efficient strategy. The Tangerang Regency Personnel and Human Resources Development Agency must play a pivotal role in formulating strategies to elevate employee competencies in alignment with the requisite job competencies. Therefore, this research endeavors to conduct a comprehensive analysis of the competency development of the State Civil Officials in Tangerang Regency.

Research Methods

This research employs a descriptive qualitative research method with an inductive approach, focusing on observing human subjects within their environment, engaging in interactions, and building relationships to comprehend their perspectives on the surrounding world (Rukajat, 2018).

Two types of data are essential for this research. Primary data is derived from direct field observations and interviews with key individuals, specifically employees vested with authority and responsibilities in developing *ASN* competencies in Tangerang Regency. Secondary data is sourced from documents within the Tangerang Regency Personnel and Human Resources Development Agency related to the development of *ASN* competencies. The analysis of competency development implementation by Regional Personnel Agency (*BKPSDM*) Tangerang is conducted using the conceptual framework proposed by Nawawi (2011) and assessed against competency development indicators set by Regional Personnel Agency (*BKPSDM*) Tangerang Regency. The research employs data analysis model techniques (Miles & Huberman, 2007), including Data Reduction, Data Display, and Drawing Conclusions as follows.
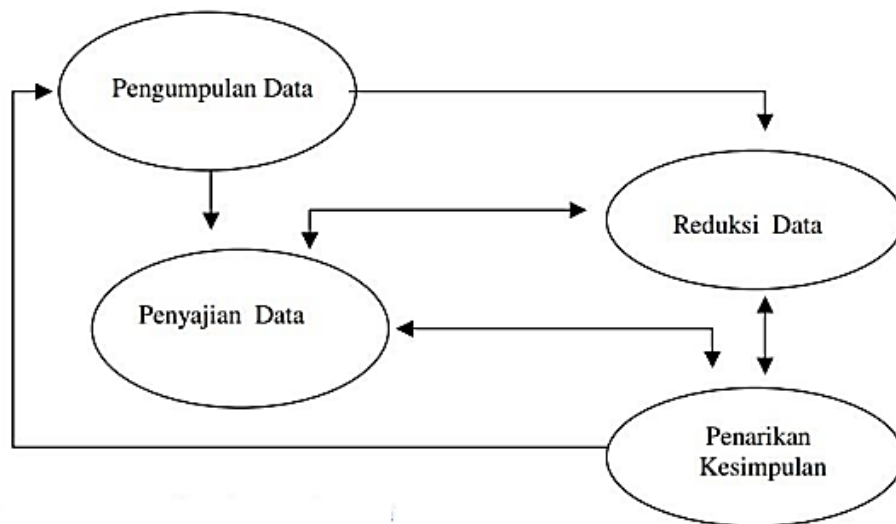

Figure 1. Interactive Data Analysis
Source: Miles & Huberman, 2007

Results and Discussion

Analysis of the Development of Competencies of Civil Servants at the Personnel and Human Resources Development Agency of Tangerang Regency.

The Civil Servant Competency Development at Regional Personnel Agency (*BKPSDM*) Tangerang Regency serves as an illustrative depiction of how the organization is actively engaged in the process of employee competency development. This section offers insights into the current status of development, allowing an assessment of the effectiveness and success of ongoing initiatives.

Competency is a crucial aspect that every civil servant must possess. As stipulated in Article 69 paragraph (3) letter b of Law no. 5 of 2014 concerning State Civil Officials, competency can be evaluated based on factors such as the level of education, structural or management training, and leadership experience. The regulation emphasizes that individuals aspiring to hold specific positions must demonstrate competencies aligned with the requirements for the respective roles. In line with these guidelines, competencies can be nurtured through leadership training and practical experience gained through job transfers. However, a notable challenge in Tangerang Regency is the prevalence of civil servants occupying positions without having undergone essential leadership training.

The researchers conducted an analysis of the competency development implemented by Regional Personnel Agency (*BKPSDM*) Tangerang utilizing the conceptual framework proposed by Nawawi (2011). This framework allows for a comprehensive examination of competency development through specific indicators administered by the responsible organization, in this case, Regional Personnel Agency (*BKPSDM*) Tangerang Regency. The sub-indicators under competency development encompass the following key areas: collaboration between the organization and employees, execution of training needs analysis, implementation of education, training, and transfers, and the enhancing the motivation of employees.

a. Organization-Employee Collaboration

The collaboration highlighted in this indicator pertains to the partnership established by Regional Personnel Agency (*BKPSDM*) Tangerang Regency with civil servants in the Tangerang Regency area for the purpose of competency development. As the institution tasked with competency development, particularly in the realm of competencies, Regional Personnel Agency (*BKPSDM*) must cultivate strong relationships with civil servants in the Tangerang Regency area. Effective collaboration facilitates coordination among civil servants, enabling them to provide input on competencies they may lack, and aids organizations in collecting data on civil servants whose competencies require development. Without robust cooperation between civil servants and Regional Personnel Agency (*BKPSDM*), the proper execution of competency development initiatives becomes challenging.

The interview with the Secretary of the Tangerang Regency Personnel and Human Resources Development Agency revealed that the collaboration established Regional Personnel Agency (*BKPSDM*) with civil servants in the Tangerang Regency area takes the form of information dissemination and meetings with heads of regional officials responsible for civil

servants within their respective service areas. Information dissemination sessions typically occur annually, where Regional Personnel Agency (*BKPSDM*) officials directly engage with employees in the field to identify obstacles and needs related to competency development. The emphasis on information dissemination facilitates coordination and allows for the documentation of the challenges and requirements experienced by civil servants concerning competency development. Given the current issue in Tangerang Regency, where many civil servants hold positions without having undergone Administrator Leadership Training, this collaborative approach is instrumental in addressing and recording the specific needs and deficiencies within the competency development process.

Regional Personnel Agency (*BKPSDM*) Tangerang engages in collaboration with civil servants through various initiatives, particularly focusing on competency development. Despite being primarily in the form of information dissemination, Regional Personnel Agency (*BKPSDM*) plays a crucial role in fostering an understanding of human resource development. However, decisions related to budgets and sanctions rest with the Regional Officials, who may face constraints in human resource development due to budgetary limitations. Regional Personnel Agency (*BKPSDM*) 's authority to impose sanctions is limited unless regional leaders demonstrate a commitment. Nonetheless, this collaborative effort takes tangible forms such as granting study permits, assigning studies, and facilitating transfers in coordination with service heads. These concrete measures aim to ensure competency development in adherence to regulations and provide valuable experiential opportunities for the enhancement of managerial abilities.

To further delve into the analysis of the collaboration between Regional Personnel Agency (*BKPSDM*) and civil servants for competency development in the Tangerang Regency area, researchers extended their inquiry to civil servants in other regional officials organizations. An interview with the Head of Mauk District, Tangerang Regency, highlighted that Regional Personnel Agency (*BKPSDM*) frequently conducts outreach and reminders directed at structural civil servants holding positions, urging them to participate in Administrator Leadership Training for the acquisition of managerial skills in line with their responsibilities. However, this outreach appears to be inconsistent and less effective, lacking routine execution, leading to challenges in the reception of conveyed information. The slow process of proposing civil servants for training or technical programs poses a hurdle, and even when proposed, not all receive approval, despite the availability of budgetary allocations. The process of obtaining approval for study permits and assignments is similarly sluggish, facing difficulties in securing the regent's approval.

Regional Personnel Agency (*BKPSDM*) Tangerang has established effective collaboration with civil servants, particularly those in DPMTSP. Typically, Regional Personnel Agency (*BKPSDM*) actively engages in outreach efforts, encouraging civil servants to participate in *PKA*. However, when it comes to competency development, practical work experience is essential. Unfortunately, the transfer process in Tangerang Regency does not adhere strictly to regulations; political influences continue to play a significant role. Consequently, many dedicated civil servants, particularly those with limited tenure, find themselves unexpectedly transferred, often to positions that do not align with their educational background. This situation has a detrimental impact on competence development, as individuals struggle to gain relevant leadership experience amidst unclear transfer procedures and promotions influenced by political factors.

Based on the insights gleaned from the interview results detailing the collaboration between Regional Personnel Agency (*BKPSDM*) Tangerang and civil servants in the Tangerang Regency, it is evident that the efforts made by Regional Personnel Agency (*BKPSDM*) in fostering competency development have not reached their full potential. The collaborative initiatives primarily involve outreach activities and meetings with the heads of Regional Officials in the Tangerang Regency. These interactions focus on proposing and selecting participants for *PKA*, along with addressing challenges and identifying solutions related to the impediments and requirements for enhancing the competencies of civil servants.

However, the current information dissemination practices occur annually, missing the opportunity for more frequent sessions, especially in response to the insights gained from information dissemination evaluations. It is recommended that regular information dissemination events could significantly enhance the effectiveness of the collaboration between Regional Personnel Agency (*BKPSDM*) Tangerang and civil servants. Additionally, the collaboration involves the issuance of study permits and assignments to employees, as illustrated in the table detailing study assignments for civil servants in Tangerang Regency from 2018.

Table 1.
List of Civil Servants (*ASN*) Receiving Study Assignment Assistance
from the Government of Tangerang Regency
Years 2016-2019

No.	Nama	PERANGKAT DAERAH	Jenjang	PT	Tahun
1.	Febri Vernando Parsaulin, SE.	BPKAD	S2 Linkage Jepang	Universitas Padjajaran, Bandung	2016 – 2018
2.	Kus Indriyani, ST	UPT Laboratorium Lingkungan Badan Lingkungan Hidup Daerah	S2 Magister Kajian Ilmu Lingkungan	Universitas Indonesia	2017 – 2019
3.	Nur Fauziyah, S.Pi.	Dinas Perikanan	S2 Magister Sains pada Fakultas Perikanan dan Ilmu Kelautan	Institut Pertanian Bogor	2017 – 2019

Source: Regional Personnel Agency (*BKPSDM*) of Tangerang Regency, 2022

The study assignment table reveals that in 2018, only three individuals were granted study assignments for Master's level, a number that remained limited to three until 2019 due to budget constraints. By 2020, the allocated budget for study assignments was redirected to address Covid-related concerns. From this data, it can be inferred that the enthusiasm for continuing education among civil servants, particularly structural civil servants in regional services, remains low due to the limited availability of study assignments. The government's attention to providing study opportunities for civil servants in regional services seems lacking, despite the dominance of bachelor and diploma graduates among civil servants in Tangerang Regency. Additionally, Regional Personnel Agency (*BKPSDM*)'s collaboration with civil servants through transfers, intended to enhance work experience and competence, is hindered by political influences. Consequently, many employees are placed in positions that do not align with their abilities and educational background, despite their prior submission of transfer proposals, as the final decision rests with the Regional Head.

b. Implementation of Training Needs Analysis

Training Needs Analysis (AKD) serves as the foundational phase in the planning of a training program, essential for addressing the disparity between the competencies required for job responsibilities and those currently possessed by personnel managers. Employee competency development is a crucial aspect of this process, and one avenue for achieving this is through the

Program Keterampilan Administrasi (*PKA*). Participating in *PKA* is imperative for employees aspiring to assume higher positions, as it equips them with the managerial skills essential for the responsibilities associated with those roles.

The pivotal step in formulating education and training programs is the Training Needs Analysis (TNA). Systematically orchestrating the preparation of Training Needs Analysis is crucial for evaluating and addressing the training needs that contribute to enhancing the competency of personnel. Specifically focused on competency development, the training needs analysis seeks to gather precise information and data regarding employees who have not undergone the *Program Keterampilan Administrasi* (*PKA*), as well as civil servants in positions that necessitate *PKA* as a competency requirement. The primary objective is to identify and address the gaps in competency, ensuring that these employees participate in *PKA* to acquire the necessary skills aligned with the requirements of their respective positions.

In an interview with the Secretary of Tangerang Regency Regional Personnel Agency (*BKPSDM*), it was revealed that the Training Needs Analysis (TNA) has not been operating optimally. The primary challenge stems from a dearth of information concerning the analysis of competency development needs for personnel in regional officials organizations. This is attributed to employees' limited awareness regarding competency development and a lack of active communication between Regional Personnel Agency (*BKPSDM*) and the various regional officialses in Tangerang Regency. Despite efforts to address this issue, such as the creation of the *ASN* Gemilang application designed to support Training Needs Analysis, the application's effectiveness is hindered by a pervasive lack of awareness among employees. Many are not sufficiently familiar with the application's functionality, leading to challenges in data input and overall suboptimal performance.

In practice, the Training Needs Analysis (AKD) faces challenges due to a widespread lack of employee awareness regarding competency development. Specifically, concerning competencies, a significant number of employees hold positions without participating in the *Program Keterampilan Administrasi* (*PKA*), and many are placed in roles unrelated to their expertise, neglecting participation in essential technical training. Notably, in 2020, not a single Regional Officials sent participants for *PKA*, despite a considerable number of employees yet to engage in the program. The AKD outcomes for structural positions consistently highlight a gap between the competencies required for the position and those possessed by civil servants, with many occupying roles without having undergone the *PKA*.

Based on the insights from the interview results presented by the researcher on the AKD implementation by Regional Personnel Agency (*BKPSDM*) Tangerang Regency, it can be inferred that the execution of AKD by Regional Personnel Agency (*BKPSDM*) Tangerang has not reached its optimal potential. The deficiency in information concerning the analysis of competency development needs for human resources within regional officials organizations is a significant contributing factor. This information gap is primarily attributed to the inadequate communication between Regional Personnel Agency (*BKPSDM*) Tangerang and training implementers at the provincial level, exacerbated by the absence of certification from Regional Personnel Agency (*BKPSDM*) Tangerang Regency to conduct training.

The analysis of training needs faces notable challenges, particularly concerning technical and functional training, as a substantial number of employees find themselves in roles that do not align with their educational background. Additionally, long-term training encounters obstacles, especially for employees occupying positions without having participated in the Program Keterampilan Administrasi (*PKA*). Notably, the current training needs analysis results fall short of providing a detailed breakdown of employees in positions who have not engaged in the *PKA*; instead, they only capture the overall count of employees who have yet to participate in the program. Compounding this challenge is the timeframe for obtaining comprehensive data, as records since 2020 are expected to be finalized by 2022.

c. *The Implementation of Education and Training*

One of the most effective means of enhancing the competency of civil servants is through education and training (Supardi, 2019). The legal framework, specifically Article 69 Paragraph (3) of Law no. 5 of 2014 on State Civil Officials (*ASN*), categorizes competence into three dimensions: general competence, technical competence, and functional and socio-cultural competence. Following the issuance of PP no. 18 of 2016 on Regional Officials, the Education and Training Agency in the Regency underwent restructuring, merging its duties and responsibilities with BKD to form Regional Personnel Agency (*BKPSDM*). Consequently, Regional Personnel Agency (*BKPSDM*) now serves as a facilitator in coordinating training activities, with training proposals and budgets falling under the purview of the respective officials organizations. This structural change is reflected in the data concerning the participation of *ASN* delegates from Tangerang District in Functional training, with the implementation funded by the *APBN* budget as follows.

Table 2.
List of Functional Training for Representatives of Tangerang Regency in 2021 and 2022

No	Name	Work Unit/Position	Training Provider	Location/Time	Number of Participants
1	Training for the Establishment of the Functional Position of Procurement Management Officers (JFPPBJ) through MOOC	Functional Officer for Procurement of Goods and Services in Tangerang Regency	LKPP RI	Jakarta, 2021	28
2	Functional Position Establishment Training for Assessors	Department of Industry and Trade of Tangerang Regency	Center for the Development of Metrological Resources	Jakarta, 2021	5
3	Basic Training for Municipal Police Officers (For Functional Positions in the Expertise Category) - Batch I	*Pamong Praja* Police Unit	Center for the Development of Competencies for the Municipal *Pamong Praja* Police and Firefighters Unit	Jakarta, 2022	6
4	Functional Training for Legal Counselors - First Expert Year 2022	Functional Position of Legal Counselor	BPSDM Hukum dan HAM	Depok 2022	2

Source : Regional Personnel Agency (*BKPSDM*) of Tangerang Regency in 2021

In conducting Leadership Training for Echelon II, III, and IV employees, Regional Personnel Agency (*BKPSDM*) Tangerang employs a collaborative delivery model. The approach involves partnering with accredited training institutions, whether in the province or other recognized

providers. In this capacity, Tangerang Regency Regional Personnel Agency (*BKPSDM*) assumes the role of a facilitator, initiating the process by submitting training proposals on behalf of civil servants selected from each Regional Officials. Subsequently, these proposals are documented and forwarded to the Provincial BKD, awaiting further instructions. Upon receiving a summons, a letter of assignment is promptly generated, seeking approval from the Regent, and then transmitted to the respective Regional Officials. The technical training data for 2021 and 2022 outlines the specifics of this collaborative and delivery pattern.

Table 3
List of Functional Training for Civil Servants of Tangerang Regency in 2021 and 2022

NO	NAME OF TRAINING	YEAR	PARTICIPANT	BUDGET
1	Training for School Operational Assistance (BOS) Fund Treasurer	2021	80	*APBD* Tangerang Regency
2	Property Management Training for Regional Assets	2021	40	*APBD* Tangerang Regency
3	Job Analysis and Workload Analysis Training Batch I and II	2021	80	*APBD* Tangerang Regency
4	Education and Training for Civil Servant Investigators	2021	7	*APBD* Tangerang Regency
5	Coaching and Mentoring Training	2021	1	*APBD* Tangerang Regency
6	Cybersecurity Essentials Program Government Transformation Academy - Digital Talent Scholarship	2021	43	*APBN*
7	Preparation of Minimum Service Standards Planning Document Training	2021	3	*APBN*
8	Human Resources Training	2021	40	*APBD* Tangerang Regency
9	Treasurer Training	2021	40	*APBD* Tangerang Regency
10	Mental Revolution Training	2021	2	*APBN*
11	IT Essentials Program Government Transformation Academy - Digital Talent Scholarship	2021	22	*APBN*
12	School Operational Assistance (BOS) Fund Management Training Batch I	2022	8	*APBD* Prov Banten

NO	NAME OF TRAINING	YEAR	PARTICIPANT	BUDGET
13	Scientific Writing Training Batch 1	2022	20	*APBD* Prov Banten
14	Integrity Sprout Training	2022	9	*APBD* Prov Banten
15	Technical Training for Excellent Services	2022	5	*APBD* Prov Banten
16	Technical Training for Credit Score Assessment for Municipal Police Units	2022	7	*APBD* Prov Banten
17	Minimum Service Standards (SPM) Training for Public Works Affairs	2022	4	*APBN*
18	Minimum Service Standards (SPM) Training for Public Order and Security Affairs	2022	8	*APBN*
19	Technical Competence Development Coaching and Mentoring Batch I	2022	38	*APBD* Tangerang Regency
20	Local Budget Management Training	2022	40	*APBD* Tangerang Regency
21	Innovation Management Training	2022	5	*APBD* Prov Banten
22	PPTK Activity Management Training	2022	8	*APBD* Prov Banten
23	Scientific Writing Training Batch II	2022	20	*APBD* Prov Banten
24	Technical Competence Development Coaching and Mentoring Batch II	2022	39	*APBD* Tangerang Regency

Source: REGIONAL PERSONNEL AGENCY (BKPSDM), 2022

The provided data reveals the scheduled technical training activities for Tangerang Regency *ASN* in 2021 and 2022. In 2021, there are 11 planned training sessions, followed by 13 in 2022. These technical training programs are funded through various sources, including the Tangerang Regency *APBD*, Banten Province *APBD*, and *APBN*. The Head of the Human Resources Development Division emphasized the optimal performance of Tangerang Regency Regional Personnel Agency (*BKPSDM*) as a facilitator in organizing these training initiatives. However, challenges arise from the requirement for institutional accreditation, despite the prevalent issue of numerous employees holding positions without having undergone training.

The suggestion is put forward that *BKPSDM* Tangerang Regency could enhance its effectiveness by evolving into an accredited institution. This transition could streamline training management, especially given the significant number of civil servants yet to participate in leadership training within the regency. The current predicament stems from the fact that many structural employees have not engaged in the *Program Keterampilan Administrasi* (*PKA*). As facilitators rather than accredited implementers, the success of training implementation hinges on the availability of training vacancies. Notably, in 2020, no Regional Officials submitted proposals for training participants, but a positive shift occurred in 2021 and 2022, with Regional Personnel Agency (*BKPSDM*) including 210 PNS for *PKP*, 74 PNS for *PKA*, and 9 PNS for *PKN*.

Table 4.
Summary of the Number of Government Training Participants Tangerang Regency in 2021 and 2022

No	Training	Year		Total
		2021	**2022***	
1	National Leadership Training/*PKN*	5	4	9
2	Administrator Leadership Training/*PKA*	63	11	74
3	Supervisor Leadership Training/*PKP*	200	10	210
4	Basic Civil Servant Training	444	506	950
	TOTAL	712	531	1243

Source: BKPSDM year 2022

From the table description and interview results, it is evident that in organizing leadership training, Tangerang Regency Regional Personnel Agency (*BKPSDM*) functions primarily as a facilitator utilizing cooperation and delivery patterns. The responsibility for budget allocation and nominating *PKA* participants lies with Tangerang Regency *APBD*. The limited role of Regional Personnel Agency (*BKPSDM*) in managing training poses a challenge, as it acts solely as a connector and proposal sender to Provincial BKD, with the budget sourced from each regional officials. The findings suggest that reactivating the training agency could enhance the effectiveness and efficiency of training implementation.

Moreover, the data indicates a prevailing low awareness among employees regarding competency development. This is compounded by a lack of clarity regarding the legal consequences for civil servants who intentionally neglect competency development. Article 70, paragraph (4) of Law Number 5 of 2014 on State Civil Officials emphasizes the obligation for each government agency to establish an annual competency development plan within its annual

budget work plan. This underscores the importance for Regional Officials to prioritize and have the authority to propose and appoint civil servants to participate in competency development, including leadership training.

d. Personnel Transfer Implementation

Competency development through additional work experience is facilitated by the process of transfer, where performance productivity serves as a key factor influencing transfers and promotions, acting as a form of recognition for individuals (Amalia, 2021). The link between transfer and competency development lies in the exposure to new work environments, fostering adaptability and familiarity with diverse conditions, thereby preparing individuals for enhanced managerial roles. Leadership experience, a crucial component of competency, is emphasized in Article 69, paragraph (3) letter b, of Law no. 5 of 2014 concerning State Civil Officials. This legal framework recognizes competency measured by education level, structural or management training, and leadership experience. The principle guiding transfer is placing the right person in the right position, necessitating a transparent, merit-based system free from irregularities such as corruption, collusion, and nepotism (KKN). This ensures that transfer align with the objective of positioning individuals where their skills and abilities are most suitable.

Conducting strategic transfers is identified as a means to enhance employee competency, alleviate boredom, and potentially boost work productivity, especially when aligning employees with positions that match their skills (Arifda, 2014). However, the interview with the Secretary of the Tangerang Regency Personnel and Human Resources Development Agency reveals that transfers in Tangerang Regency are infrequent, typically occurring during the inauguration of a new Regent when large-scale transfer are commonly executed. This sporadic nature of transfers raises concerns about their effectiveness as a competency development tool, possibly due to employees' acceptance and comfort with their current roles. A notable challenge in implementing transfers is the scarcity of human resources in specific positions, exemplified by the scarcity of engineering graduates and civil servants with technical education backgrounds in departments such as PUPR, where these qualifications are particularly needed in Tangerang Regency.

Consistent with the insights provided by the Head of the Competency Development Program and Evaluation Sub-Sector in the Human Resources Development Sector at Regional Personnel Agency (*BKPSDM*) Tangerang Regency, it is noted that the transfer mechanism allows civil servants to submit proposals for transfer. However, the frequency of civil servants in

Tangerang Regency submitting transfer proposals is notably low, with such requests being rare unless prompted by personal reasons such as marriage or relocating to join a spouse. This suggests that the effectiveness of transfer aimed at enhancing experience may be limited. Additionally, the full implementation of a merit system is hindered in Tangerang Regency, as regional heads possess special powers and rights, potentially influencing the impartiality of the transfer process.

The transfer implementation in Tangerang Regency adheres to established procedures, typically occurring within a timeframe of 2 to 5 years. However, a significant challenge lies in the shortage of employees, leading to numerous unfilled job vacancies. Despite the existence of positions requiring specific skills and educational qualifications, these roles remain vacant due to the scarcity of human resources. Consequently, many employees find themselves placed in positions that do not align with their abilities and educational background, highlighting a mismatch between personnel qualifications and the available job opportunities in the region.

Based on the provided description, the researcher can conclude that, in general, the implementation of transfer by Regional Personnel Agency (*BKPSDM*) Tangerang Regency aligns with the procedures outlined in Article 2 Paragraph (3) of BKN Regulation Number 5 of 2019, which stipulates that transfer should occur within a range of 2 to 5 years. However, the optimal execution of transfer, guided by the principle of placing individuals in suitable positions based on their competencies, is hindered by the prevailing mismatch between the qualifications of existing civil servants and the competencies required for various positions. The shortage of human resources in Tangerang Regency further complicates matters, leading to the placement of civil servants in roles that may not align with their competencies. Moreover, transfer, when considered as a form of competency development, are observed to be implemented infrequently and often as a formality, typically occurring during the inauguration of a new regional head, rather than as a systematic developmental tool.

Based on the data description, it is evident that a common practice is to place or transfer employees into positions based on their echelonization, rank, and class, even when their competency and educational background do not precisely match the requirements of the position. This approach is driven by the necessity to address the shortage of human resources. The guiding principle seems to prioritize filling positions promptly with civil servants possessing the required echelonization, rank, and class, rather than leaving them vacant and awaiting individuals with the specific competencies and educational backgrounds suitable for the position.

e. Enhancing Employees' Motivation

High motivation is identified as a crucial indicator of competency development (Sabiq, 2015).. This section emphasizes the importance of Regional Personnel Agency (*BKPSDM*) 's role in improving the motivation, both internally to its own employees and externally to all civil servants in Tangerang Regency. Internally, motivating Regional Personnel Agency (*BKPSDM*) employees contributes to enhanced work morale, thereby facilitating the agency's effectiveness in developing the competency of civil servants across the regency. Simultaneously, enhancing the motivation of all civil servants in Tangerang Regency serves to cultivate awareness among personnel, fostering a desire to actively engage in the development of their competencies.

Based on the interview with the Secretary of the Tangerang Regency Personnel and Human Resources Development Agency, Regional Personnel Agency (*BKPSDM*) has effectively motivated internal civil servants, ensuring their active participation in various training programs. The agency consistently communicates available training opportunities and offers additional incentives like the TPP, maintaining a proactive approach to competency development. However, the intensity of motivation for civil servants across Tangerang Regency is less pronounced, as evidenced by a significant number not participating in the Program Keterampilan Administrasi (*PKA*), highlighting a general lack of awareness. While Regional Personnel Agency (*BKPSDM*) engages in outreach and meetings with agency heads to motivate, there is room for enhanced efforts to raise awareness and encourage broader participation in competency development initiatives throughout the entire regency.

Regional Personnel Agency (*BKPSDM*) Tangerang has effectively improved the motivation of internal civil servants, particularly addressing the substantial issue in competency development, where many civil servants hold positions without having undergone leadership training. The motivation improvement efforts of Regional Personnel Agency (*BKPSDM*) concentrate on encouraging civil servants who have not participated in the Program Keterampilan Administrasi (*PKA*) to actively gather and submit data for the Training Needs Analysis (AKD). Additionally, the agency conducts meetings with heads of regional officials, emphasizing the importance of these leaders in improving the motivation of civil servants within their respective departments. This multi-faceted approach underscores BKPSDM's commitment to promoting awareness and active participation in competency development initiatives among its personnel and across regional agencies.

According to the interview with the Head of the Human Resources Development Division at Regional Personnel Agency (*BKPSDM*) Tangerang Regency, there is a positive leadership

approach to competency development. The leadership consistently motivates civil servants at Regional Personnel Agency (*BKPSDM*), encouraging them to pursue continuous competence development through education, managing permits and study assignments, and actively participating in seminars and training programs. Moreover, efforts to motivate civil servants throughout Tangerang Regency on competency development involve information dissemination initiatives and meetings with heads of regional officials, aiming to inspire and encourage civil servants within their respective work environments to actively engage in competency enhancement.

The interview with the Tangerang Regency Regional Personnel Agency (*BKPSDM*) officials Human Resources Analyst revealed a positive perspective on the leadership's motivation regarding competency development within Regional Personnel Agency (*BKPSDM*) Tangerang. The leadership emphasizes the importance of employees having quality competencies aligned with their roles and positions. Employees are afforded convenience in managing study permits and assignments, underscoring the commitment to supporting ongoing education. The motivation improvement program provided by Regional Personnel Agency (*BKPSDM*)**'s** leadership is not only encouraging but also strategic, directing competency development toward attending upgrading courses, seminars, and pursuing higher education, with a clear impact on future career trajectories. This motivation enhancement is delivered through various channels, including direct communication and meetings.

Based on the interview results presented by the researcher regarding the motivation improvement held by Regional Personnel Agency (*BKPSDM*) to internal civil servants at Regional Personnel Agency (*BKPSDM*) and civil servants in the Tangerang Regency area, it can be concluded that the motivation related to competency development has been effectively implemented. As the institution responsible for managing the competency development of civil servants, Regional Personnel Agency (*BKPSDM*) has ensured that all its personnel have developed competencies aligned with their respective positions. The leadership consistently guides civil servants to further enhance their competencies through participation in upgrading courses and seminars. Additionally, employees are encouraged to pursue higher education, reflecting a proactive approach to continuous professional development within the organization. This comprehensive strategy underscores Regional Personnel Agency (*BKPSDM*)'s commitment to fostering a skilled and proficient workforce.

In contrast to the effective motivation improvement for the internal Regional Personnel Agency (*BKPSDM*) civil servants, extending motivation to all civil servants in Tangerang Regency

has proven ineffective. The motivation enhancement efforts primarily involve information dissemination, but their impact is limited, given that these activities occur only once a year, with occasional appeals shared through social media. Motivation enhancement program appears to be more frequently delivered by the heads of regional officials within each service. This less effective approach is noteworthy, especially considering the core issue in competency development in Tangerang Regency: a significant number of employees holding positions without meeting the necessary competency requirements, such as the absence of leadership training even when already in a leadership role.

A noteworthy challenge in the competency development of civil servants in Tangerang Regency is the limited participation in leadership training, with a striking observation that not a single civil servant took part in such training in 2020. This deficiency is attributed to the non-accredited status of Regional Personnel Agency (*BKPSDM*) Tangerang Regency. Despite annual information dissemination efforts and motivational initiatives, as mentioned by the Head of the Agency, the outcomes have not been significant.

Based on the provided data, it can be concluded that Regional Personnel Agency (*BKPSDM*) may need to enhance its approach toward civil servants who lack awareness in developing their competencies. In addition to intensifying the frequency of motivation through more regular information dissemination, possibly on a monthly basis, there is a need for Regional Personnel Agency (*BKPSDM*) to adopt a more assertive stance with employees who exhibit reluctance in competency development.

Conclusion

Competency development conducted by the Regional Personnel Agency (*BKPSDM*) of Tangerang Regency has not been able to proceed effectively. This is attributed to the five dimensions of research revealing that Regional Personnel Agency (*BKPSDM*) collaborates with civil servants through transfer, but the transfer process is still influenced by political factors, resulting in many employees being placed without regard to their abilities and educational backgrounds. In the dimension of the analysis of training needs, it is found that many employees do not match their educational backgrounds in technical and functional training, as well as in career level training. Furthermore, in the dimension of education and training implementation, some employees lack awareness of the importance of developing their competencies, primarily due to a lack of understanding. In the dimension of transfer implementation, employees with suitable echelon, rank, and class are often placed in positions, even though their competencies and

educational backgrounds do not match. Regarding the dimension of motivation enhancement of employees, Regional Personnel Agency (*BKPSDM*) is still less assertive toward civil servants who lack awareness to develop their competencies. This research is limited by the absence of bureaucratic reform into two levels in Tangerang Regency; therefore, Regional Personnel Agency (*BKPSDM*)Tangerang Regency needs to build cooperation by conducting outreach and direct field observations related to the conditions of civil servant competency development, maximizing the SIMPEG application and *ASN* TRAINING SIDAK to make the implementation of Training Needs Analysis more effective, enhancing supervision in training implementation, and managing transfer based on the principle of placing the right person in the right position.

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