

Strategies to Increase Civil Servant Apparatus Professionalism Index in Personnel Management: A Case Study in Cirebon District Government

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Abstract

Personnel Management, also known as Human Resource Management (HRM) is an essential factor in an organization as it significantly influences developmental success and the attainment of organizational objectives. A key indicator of effective HRM is the high value of employee professionalism, which can be measured through qualifications, competencies, performance, and discipline. Management of civil servant (ASN) in the Cirebon Regency Government, overseen by Civil Service and Human Resources Development Agency (BKPSDM), faces several challenges in its implementation. Currently, a predominant issue is the absence of a standardized and measurable competence assessment. This deficiency resulted in the failure to meet the 2021 professionalism target for ASN in the Cirebon Regency Government, achieving only 39 out of the targeted professionalism index of 62 (where 39 is considered poor). This situation is undoubtedly related to the absence of structured talent management and a clear progression framework, as mandated by Law No. 5 of 2014 regarding ASN. The law states that promotions should be based on an objective comparison of qualifications, competencies, leadership, creativity, teamwork, job performance assessments, and input from ASN performance appraisal team in government institutions, free from discrimination based on ethnicity, race, religion, group, or gender. Moreover, government Regulation No. 11 of 2017 stipulates that ASN should possess managerial, socio-cultural, and technical competencies in accordance with established job competency standards. To effectively address these issues, a qualitative descriptive method was adopted. Moreover, data obtained through interviews, observations, and policies were analyzed using the SWOT analysis theory.

Keywords: Civil Servant Apparatus Professionalism Index; Personnel Management; Strategies

Abstrak

Manajemen Kepegawaian atau yang disebut juga Manajemen Sumber Daya Manusia (MSDM) merupakan faktor strategis dalam suatu organisasi, karena merupakan penentu keberhasilan pembangunan dan pencapaian tujuan organisasi, salah satu produk keberhasilan dari pengelolaan MSDM yang baik yaitu tingginya nilai indeks profesionalitas pegawai, hal ini dapat dinilai dari capaian nilai kualifikasi, kompetensi, kinerja, dan disiplin. Penyelenggaraan manajemen ASN di Pemerintah Kabupaten Cirebon yang merupakan tugas pokok Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM), dalam pelaksanaannya masih terdapat beberapa permasalahan dan permasalahan-permasalahan yang ada saat ini jika dianalisis maka yang paling dominan adalah belum adanya penilaian kompetensi yang terukur, kondisi ini membuat target profesionalitas ASN di Pemerintah Kabupaten Cirebon di tahun 2021 tidak tercapai hingga 50%, yaitu dari target ketercapaian nilai indeks profesionalitas 62 (baik) hanya dapat tercapai 39 (buruk) hal ini tentunya tidak terlepas dari manajemen talenta dan manajemen pola karir yang belum dilaksanakan secara terstruktur seperti amanat dalam UU No. 5 Tahun 2014 tentang ASN yang menyebutkan bahwa promosi didasarkan pada perbandingan yang objektif antara kualifikasi, kompetensi, serta persyaratan lain yang diperlukan oleh jabatan, kepemimpinan, kreativitas, kerja sama, penilaian prestasi kerja, serta pertimbangan yang diberikan oleh tim penilai kinerja PNS pada suatu instansi pemerintahan tanpa membedakan suku, ras, agama, golongan, maupun gender. Dalam Peraturan Pemerintah nomor 11 tahun 2017 menyebutkan bahwa kompetensi yang wajib dimiliki oleh Pegawai Negeri Sipil adalah kompetensi manajerial, kompetensi sosio kultural dan kompetensi teknis sesuai dengan standar kompetensi jabatan yang telah ditetapkan, sehingga perlu dilaksanakan upaya pemecahan masalahnya. Dalam penelitian ini metode penelitian yang digunakan adalah pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara dan observasi serta analisis kebijakan menggunakan teori analisis SWOT.

Kata Kunci: Indeks profesionalitas pegawai; Manajemen Kepegawaian; Strategi

INTRODUCTION

One of the key aspects of national development is the realization of regional development. The implementation of regional development should be rooted in regional autonomy, which aims to offer equal opportunities for each region to enhance performance with high efficiency in governance, services, and societal development. The National Development Policy aims to achieve an effective government system. Realizing an efficient government necessitates civil servant (ASN) appointed by staffing officers to carry out governmental tasks. Werther and Davis (1996) defined human resources as "employees who are ready, capable,

and vigilant in achieving organizational goals". The primary dimension of the resource aspect is its contribution to the organization, while the primary aspect of humans is the recognition of their contribution, determining life quality and capability.

Human Resource Management (HRM) system, as outlined in Law number 5 of 2014, focuses on ASN, based on a merit system with the aim of shaping ASN with integrity, professionalism, neutrality, free from political interference, and devoid of corruption, Collusion, Nepotism, as well as foster effective public services essential for societal welfare (Ramadan, 2022).

The Empowerment of ASN is

specific strategies to enhance the performance of government employees. Conforming employee performance to specific roles prioritizes delivering public services to society, ensuring effectiveness, efficiency, and professionalism. This was supported by Stefany Cevallos (2020), who stated that public service management should embody efficiency, quality, and a sense of "warmth". Currently, there are several challenges in the Indonesian government system. These include inadequately organized management and use of government apparatus, issues such as the size of the central and local government institutional systems, low-quality human resources within the state apparatus, and disorganized management and governance. Furthermore, the government management system lacks excellent public services, shows low accountability of the state apparatus, suboptimal monitoring and evaluation, insufficient coordination between states, as well as actions and supervisions that remain unaddressed. Organizational culture, often referred to as corporate culture, has not been fully integrated, which leads state apparatus employees to work diligently without adequate focus on professionalism (Kastiyah and Sutrisno, 2019).

The law governing regional government was initially recognized as Law Number 23 of 2013 but was later revised as Law Number 9 of 2015. Article 260 of Law Number 9 of 2015 presents a mandate for regional governments to exercise their authority by formulating comprehensive regional development plans within the national development planning system. Article 263 outlines the various documents included in regional development planning, such as the RKPD

(Regional Work Plan), RPJMD (Regional Medium Term Development Plan), and RPJPD (Regional Long Term Development Plan).

Cirebon Regency is among the local governments that have issued the RPJMD (Regional Medium Term Development Plan). According to the RRPJMD for the 2019-2024 period, the regency aims to fulfill the established vision and mission of "realizing Cirebon District as a Culturally rich, Prosperous, religious, advanced, and safe region." The vision and mission, outlined in RPJMD, serve as a foundation and guide for BKPSDM (Personnel and Human Resource Development Agency). These guidelines help in formulating Strategic Plans to set objectives, and targets for the direction and programs of activities.

A set of key performance indicators has been developed within the strategic plan for the 2019-2023 period to measure the success or failure of the BKPSDM objectives and targets. The indicators are presented as follows.

Table 1: Key Performance Indicator (IKU) BKPSDM

Aim	Target	Target Indicator	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Improving Government Capacity and Public Service Quality in Information Technology-Based and Integrated Personnel Management	Increase Accountability of Personnel Service Performance	Staffing Service Satisfaction Index	86	88	90	92	95
	Increase Professional Apparatus	ASN Professionalism Index	65	71	72	74	75
	Improve the Accuracy, Transparency, and Accountability of Information System ASN	Percentage Number of Accurate and Easily Accessible Employee Data	98.80	99.10	99.40	99.70	100

Source : Renstra BKPSDM.

The BKPSDM established performance targets outlined in the 2021 Fiscal Year RKPD to fulfill its duties and

functions. The ensuing data represent the performance achievements specified in the 2021 Fiscal Year RKPD, which are the responsibility of the BKPSDM.

Table 2 : Cirebon District Government Performance Achievement of 2022

No	Indicator	Unit	Target 2022	Achievement		
				2020	2021	2022
1	Staffing Service Satisfaction Index	Point	90	86	88,03	90,30
2	ASN Professionalism Index	Percent	72	32	39,00	50,26
3	Percentage Number of Accurate and Easily Accessible Employee Data	Percent	99,40	98,80	99,00	99,70

Source : Lakip and LPPD BKPSDM 2022

The performance achievements in the Government Agencies Performance Accountability Report (LAKIP) and the 2022 BKPSDM Regional Government Implementation Report (LPPD) showed that a particular target was not met, specifically ASN Professionalism index in the Regional Government of Cirebon Regency. This case necessitated in-depth investigation, as the predetermined target, with only 50.26%, significantly fell short of the desired objective. Therefore, it was important to conduct a study analyzing ASN Professionalism Index in Personnel Management.

Table 3 : Achievement Score Professionalism Index of ASN Cirebon in Region III (Ciyumajukung) May 2023

No	District/City	Qualification	Competence	Performance	Discipline	Total Achievement
1	Kuningan Regency Government	13.73	14.18	24.65	4.99	57.55
2	Majalengka Regency Government	13.58	13.71	24.8	5	57.09
3	Cirebon City Government	13.62	10.91	24.29	5	53.81
4	Cirebon Regency Government	13.84	11.04	20.51	4.99	50.38
5	Indramayu Regency Government	13.12	9.76	7.97	4.99	35.92

Source : DJASN BKN 2023

According to the data, the survey evaluating ASN Professionalism index conducted by State Civil Service Agency (BKN) for the Cirebon Regency Government, showed a low level of professionalism among employees. In comparison to the neighboring Regencies or Cities, Cirebon ranked fourth or second lowest, and 17th or 10th with the lowest score when juxtaposed with the 27 regencies/cities across West Java. This showed the comparatively low professionalism level within the Cirebon Regency Government. However, in comparison to the previous achievement values in 2022, there had been a significant increase of 0.12%, based on the survey conducted by the State Personnel Agency and published in May 2023. The assessment is preliminary and continuous until the end of the year.

METHOD

This study adopted a descriptive methodology aimed at obtaining information about the existing statuses or symptoms and their conditions during the investigation (Arikunto, 2010). Data were collected through interview sessions and observations to obtain an overview of professionalism index in personnel management within the Cirebon Regency Government. Analysis was subsequently conducted through SWOT, a method for systematically identifying various factors to formulate company strategies (Freddy, 2006). According to Rangkuti, as cited in Satyarini and Palaesangi (2012), strategic planning process comprises three stages, namely data collection, analysis, and decision-making. The model adopted in the data collection stage consisted of three components, namely the external strategic factor matrix, the internal strategic factor matrix, and the competitive profile matrix. The external was identified by compiling

the EFAS (External Strategic Factors Analysis Summary), while the internal was identified by compiling the IFAS (Internal Strategic Factors Analysis Summary).

CONTENT

ASN Professionalism Index is a statistical measure showing the quality of ASN based on various indicators, such as the association with qualifications, performance, competence, and discipline when fulfilling duties. This definition is outlined in PERMENPAN RB (Regulation of the Minister of Administrative Reform and Bureaucratic Reform) No. 38 of 2018. Article 1 point 5 of PERMENPAN RB No. 38 of 2018, which addresses the measurement of ASN Professionalism Index, signifies the quality exhibited by government employees while operating within their respective professions and reflecting the level of knowledge and expertise. The Republic of Indonesia State Personnel Agency Regulation No. 8 of 2019 discusses the Guidelines for Procedures in implementing ASN Professionalism Index, measured through qualifications, competence, performance, and discipline (Rizqyanto et al., 2022).

Another perspective was conveyed by Rakhmawanto (2017), which defined professionalism as the quality level of a professional in a specific field, in relation to the expertise and knowledge in fulfilling responsibilities. Profession can also be defined as a position within a bureaucratic structure, closely related to the demands of expertise and specific ethics. ASN represents a distinct profession for employees in a governmental setting, comprising both ASN and PPPK (Government with a Work Agreement). Based on these definitions, ASN

Professionalism Index serves as method to measure the quality level of ASN using independent indicators.

ASN constitutes a segment of the state apparatus engaged in various governmental functions, operating within central and local regions and serving both the state and the community. Young-Gon Kim and David Shin (2021) likened ASN to public service management, defining it as "a personal commitment to providing diverse services for the betterment of society or the public interest, surpassing individual gains". Jozef Kuril (2018) elaborated on the close relationship between public services and service regulators. This includes functioning as a public administrator or servant in a professional manner and carrying governmental responsibilities.

Law no. 5 of 2014, addressing ASN, stipulates the necessity for all ASN entities to maintain neutrality in their bureaucratic roles as state apparatus. Article 9, paragraph (2) of ASN law states that "ASN employees should operate without external influences or interventions, including those from various groups or political parties". The emphasis on neutrality within the government sector helps foster ASN that is independent of public interference or specific biases. This is crucial as ASN is often intertwined with political processes during democratic events at both provincial and district or city levels (Sadikin et al., 2022).

Sutjadi (as cited in Rakhmawanto, 2017) showed that professionalism of employees was directly influenced by their capability, evident through daily attitude

and behaviors, as well as competency in performing a task. In a merit-based system, professionals are expected to meet specific competency requirements, such as knowledge, expertise, experience, qualifications acquired through education and job training to meet achievement targets. Factors like compensation, which includes needs, external equity, and work discipline, play a significant role in evaluating professionalism within ASN index.

According to CIPD (The Chartered Institute of Personnel and Development) in Mullins (2005), HRM strategies are defined as "a strategic planning, implementation, and maintenance aimed at managing individuals (employees) to optimize business performance, with the incorporation of development policies and processes".

According to Leila and Pavliuk (2020), "strategic human capital management is one of the key factors in the development of a company. It includes considering the array of individual traits interacting within an organization, contributing to productive activities and fostering development when effectively implemented". In other words, strategic HRM is crucial for the growth and productivity of a company.

Based to Pearce II and Robinson (2008), strategies are a large-scale plan aimed at engaging with competitive conditions to achieve objectives. David (2011) also stated that strategies constitute both the means and long-term objectives, including geographic expansion, diversification, acquisitions,

product development, market penetration, consolidation, divestment, liquidation, and joint ventures.

According to Damayanti (2009), the measurement and organization of human resources can be achieved by considering several aspects such as 1) the implementation of a merit-based staffing system; 2) effective and efficient training; 3) improved performance; 4) targeted career paths; 5) effective education and training competency standards; 6) positions classification; 7) appropriate task allocation; 8) adherence to recruitment procedures; 9) assigning roles based on competence; 10) fair remuneration; 11) and the evaluation of personnel management information system.

Effective management and empowerment within governmental systems, both at the central and regional levels, rely on optimizing various management elements such as human resources, finance, methods, machines, information systems, materials, and the targets to be achieved. Human resources is an essential element, significantly impacting the attainment of agency objectives within the government system. Success in managing and empowering personnel management in the government system is based on the performance and work discipline of the respective ASN employees, given their crucial role in shaping and executing government policies.

The integration of work discipline elements within the government system is instrumental in fostering good work professionalism among ASN employees.

From organizational perspective, implementing work discipline ensures compliance with established rules, smooth execution of duties, as well as the establishment of effective work procedures, leading to optimal results. Meanwhile, from employee perspective, work discipline significantly enhances morale to carry out tasks, thereby fostering productivity. Veithzal Rivai (in Kemalasari et al., 2019) showed that the key components of work discipline included employee presence at work, adherence regulations, compliance with standards, a high level of vigilance, and maintaining polite and ethical conduct. Attendance is one component of work discipline, serving as a benchmark for evaluating professionalism of ASN employees, and directly influencing performance within the governmental system (Kemalasari et al., 2019).

Personnel and Human Resources Development Agency (BKPSDM) is responsible for overseeing personnel management in the Cirebon Regency Government. Currently, the following challenges impact the achievement of a low ASN professionalism index score:

- a. Needs Planning
 - 1) Focused planning solely on CPNS needs.
 - 2) Absence of a 5-year plan based on job analysis, considering rank, qualifications of available employees, and future retirements.
- b. Career and Competency Development
 - 1) Generalized competency standards.
 - 2) Mapping competencies solely for JPT-selected employees.
- 3) Lack of gap analysis consideration.
- 4) Competency development negating identified gaps.
- c. Mutation/Rotation, Promotion, Demotion
 - 1) Absence of Carrier Pattern.
 - 2) Lack of established succession plans and talent pools.
 - 3) Focus is limited to filling high leadership positions.
 - 4) Lack of objective, transparent promotion, or transfer policy based on qualifications, performance, and competencies using the talent pool.
- d. Performance Management
 - 1) Vague performance targets not based on PJMD.
 - 2) Ineffective performance management, such as the establishment of performance objectives, regular monitoring and evaluation using objective methodologies, analyzing employee performance gap levels, devising strategies to address these gaps, and using work achievement outcomes in the evaluation process to inform decisions regarding transfers, promotions, demotions, and training.
 - 3) Irregular and subjective evaluation procedures.
 - 4) Absence of performance gap analysis.
 - 5) Lack of performance strategies below targets.
- e. Payroll, Rewards, and Discipline
 - 1) Weak discipline enforcement.
 - 2) Inadequate enforcement of ethical codes and values.
- f. Information System
 - 1) Lack of integration between personnel information and other relevant systems.

- 2) Absence of supportive systems for merit-based ASN management such as e-performance, assessment centers, and e-office.

The Cirebon Regency BKPSDM has implemented an information system, the Mobile Presence (M-Prass) application, catering to ASN within the Cirebon Regency Government. This system is accessible to all government employees, including BKPSDM as well as the Office of Communication and Information. The M-Prass information system was purposefully developed to facilitate real-time employee attendance monitoring, provide estimates of additional income during government duties, and enhance performance. This application significantly simplifies the identification of employee performance, effectively achieving its intended objectives.

A model application, SIPEKA (ASN Performance Assessment System), focused on a merit system, was developed in addition to the mobile attendance application for Cirebon Regency ASN. This system was designed to manage personnel within the Cirebon Regency Government, prioritizing ASN management through competency testing, qualifications, and quality management. The SIPEKA application aims to cultivate professional and integrity driven ASN by prioritizing fair employee rotations and promotions based on merit, disregarding origin, skin color, race, or proximity factors. The entire process follows systematic and fair competency and qualification tests, ensuring ASN placement is based on ability and competency.

The Cirebon Regency BKPSDM needs to conduct breakthrough strategies to address the current challenges. This can be carried out by implementing measurable and

structured Management of ASN through SWOT analysis steps, as follows:

a. Strengths

- 1) Cirebon Regent Regulation No. 65 of 2021, which contains the Competency Assessment for ASN within the Cirebon Regency Government.
- 2) Cirebon Regent Regulation No. 66 of 2021, focusing on Talent Management for ASN within the Cirebon Regency Government.
- 3) Supportive capacity of Human Resources Functional Positions, including the Apparatus HR Assessor and Apparatus HR Analyst.
- 4) Adequate facilities and Infrastructure (assessment center building, CAT Laboratory, and Information Technology).

b. Weaknesses:

- 1) Underutilization of Law no. 5 of 2014 regarding ASN.
- 2) Suboptimal implementation of the merit system-based ASN management according to the provisions of PermenPAN RB No. 40 of 2018, which includes Guidelines for the Merit System.
- 3) Lack of clear ASN career pattern.
- 4) Inadequate implementation of employee competency development.
- 5) Employee placement based on personal preferences rather than merit.
- 6) Sub-optimal and non-measurable employee performance appraisals.
- 7) Non-implementation of PermenPAN RB No. 38 of 2017,

covering Competency Standards for ASN Positions.

- 8) Continued politicization of ASN in Cirebon Regency.
- 9) Suboptimal commitment from the Regional Head.

c. Opportunities:

- 1) There are rules or regulations related to staffing that serve as the basis for managing personnel in the Cirebon Regency Government, including:
 - UU no. 5 of 2014 concerning ASN;
 - PP No. 11 of 2017 concerning ASN Management;
 - PP No. 17 of 2020 concerning Amendments to PP No. 11 of 2017 concerning ASN Management;
 - PP No. 30 of 2019 concerning ASN Performance Assessment;
 - Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 38 of 2017 concerning Competency Standards for Civil Apparatus Positions;
 - Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 40 of 2018 concerning Guidelines for the Merit System in ASN Management;
 - Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 3 of 2020 concerning ASN Talent Management;
 - Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 6 of 2022 concerning Management of ASN

Employee Performance.

- 2) Support and guidance from various central agencies have contributed to enhancing personnel management in local governments, including support from the Ministry of Home Affairs, Kemen PAN RB, BKN, Korusupgah KPK, and other relevant agencies.
- 3) Furthermore, the available capacity of Functional Human Resources Apparatus, such as HR Assessors and HR Analysts, in the Cirebon district government, has been instrumental in supporting this initiative.

d. Threats:

- 1) Persistent feudalistic thinking;
- 2) Ambiguous interpretation of prerogative rights;
- 3) A culture where lying is preferred over admitting mistakes;
- 4) Bureaucratic Politicization.

Matrix Strategies EFAS & IFAS

IFAS		
EFAS	STRENGTHS	WEAKNESSES
OPPORTUNITIES	STRATEGI-SO Creating strategies that use strengths to leverage opportunities	STRATEGI-WO Creating strategies that mitigate weaknesses to capitalize on opportunities
THREATS	STRATEGI-ST Developing strategies that leverage strengths to overcome threats	STRATEGI-WT Creating strategies to address weaknesses and mitigate threats

1) SO-STRATEGIES

- 1) Development of a career pattern management within the Cirebon Regency Government.
- 2) Establishment of Regional Regulations or Regent Regulations concerning career

patterns.

- 3) Implementation of ASN management using a merit-based system and the Sipeka Application.
- 4) Enhancement of apparatus competency through technical and managerial training.
- 5) Introduction of fair and measurable reward as well as punishment systems.

2) WO-STRATEGIES

- 1) Maximizing the application of relevant laws and regulations for effective personnel management in the Cirebon Regency Government.
- 2) Optimizing support and assistance from central agencies to foster strong relationships for the smooth implementation of personnel management in accordance with regulations.
- 3) Maximizing the use of available Human Resources.
- 4) Forming a collective commitment between regional apparatus heads and regional heads to conduct professional ASN management.

3) ST-STRATEGIES

- 1) Maximizing the implementation of Cirebon Regent Regulation No. 65 of 2021, which focuses on Competency Assessment for ASN in the Cirebon Regency Government. This includes evaluating employee competencies fairly and measurably using a merit-based system to place superior talents in strategic positions.
- 2) Maximizing the implementation of Cirebon Regent Regulation No. 66 of 2021, comprising Talent

Management for ASN within the Cirebon Regency Government, ensuring appropriate placement of ASN based on knowledge and competence.

- 3) Strengthening the carrying capacity of Human Resources (HR) in the Functional Position of Apparatus HR Assessor and Apparatus HR Analyst.
- 4) Providing necessary facilities and infrastructure (assessment center building, CAT Laboratory, and Information Technology).

4) WT-STRATEGIES

- 1) Creating a dynamic work culture in the Cirebon Regency Government environment by eradicating feudal thinking patterns. This is in line with the guidelines in the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 39 of 2012 concerning Work Culture Development.
- 2) Strengthening collective commitment among policymakers to run the government in Cirebon Regency professionally.
- 3) Eliminating bureaucratic politicization by replacing practical politics within ASN system with performance-based systems, such as the application of merit systems, talent management, and career patterns following applicable regulations, thereby minimizing political interventions.

Based on the identified current problems and analysis conducted, the low achievement in ASN professionalism index within the Cirebon district government could be attributed to the absence of measurable competency assessment. This subsequently

influenced management of personnel.

ASN promotion, as mandated by Law No. 5 of 2014 for ASN, should be based on an objective comparison of qualifications, competencies, and other job requirements. Leadership, creativity, cooperation, and work performance assessments were included, as per ASN performance appraisal team in government agencies. Meanwhile, discrimination based on ethnicity, race, religion, class, or gender was prohibited. Government Regulation Number 11 of 2017 states that ASN is required to possess managerial, sociocultural, and technical competencies, based on predetermined job competency standards.

According to Article 69 paragraph (3), these competencies were measured based on educational, structural or management training, and leadership levels. Sociocultural competence was specifically assessed through experience with various layers of a pluralistic society, considering religion, ethnicity, race, and cultural aspects. Technical competence could be measured based on the level of education, specialized skills, functional training, and technical work experience (Tanjung, 2022).

CONCLUSION

In conclusion, Personnel Management, also known as HRM was a strategic factor in determining the success of development and the achievement of organizational objectives. One of the successful outcomes of good HRM management was the high value of the employee professionalism index, assessed from the achievement of qualification, competency, performance, and discipline values.

Challenges in managing ASN within

the Cirebon Regency Government could be categorized into several criteria:

- a. Requirements Planning
 - 1) Planning primarily focused on CPNS needs.
 - 2) Lack of 5-year plan for ASN requirements, based on position analysis and ABK, considering employee rankings, numbers, qualifications, and future retirements.
- b. Career and Competency Development
 - 1) Persistent general competency standards.
 - 2) Mapping competencies solely for employees who passed the JPT selection.
 - 3) Absence of gap analysis.
 - 4) Competency development negating identified gaps.
- c. Mutations/Rotations, Promotions, and Demotions
 - 1) Absence of a career pattern.
 - 2) Lack of established succession plans and talent pools.
 - 3) Primarily focusing on filling high leadership positions.
 - 4) Lack of objective and transparent promotion or transfer policies based on qualifications, performance, and competencies using a talent pool.
- d. Performance Management
 - 1) Unclear, non-RPJMD-based performance targets.
 - 2) Inadequate performance management, such as setting performance targets, regular evaluation using objective methods, analyzing performance gaps, and using

- appraisal results to decide on transfers, promotions, demotions, and training.
- 3) Lack of routine, objective evaluations.
 - 4) Absence of performance gap analysis.
 - 5) Inadequate efforts to improve performance below the set target.
- e. Payroll, Rewards, and Discipline
- 1) Weak discipline enforcement.
 - 2) Inadequate enforcement of ethical standards and codes of conduct.
- f. Information System
- 1) Lack of integration between personnel information system and other relevant systems.
 - 2) Inadequate systems supporting merit-based ASN management, like e-performance, assessment centers, and e-office.

The implementation of ASN management in the Cirebon Regency Government, overseen by BKPSDM, encountered several issues, with the most significant being the absence of measurable competency assessment.

RECOMMENDATION

The following measures were recommended for improving ASN management:

- a. Establishing a commitment among Personnel Management Officers and related Regional Apparatus elements to consistently implement a sustainable merit system for ASN management.
- b. Promptly executing Regulation No. 65 of 2021 concerning the Implementation of ASN Competency Assessments and No. 89 of 2021 concerning the Performance Management System for

ASN within the Cirebon Regency Government.

- c. Creating a neutral, and independent team for the assessment and placement of ASN to show professionalism and fairness in disciplinary actions without selective bias.
- d. Providing rewards for outstanding employee performance to incentivize improved performance among other employees.

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