

Analysis on Civil Servants' Competence Development Program to Enhance The Performance of The Department of Tourism, Culture, Youth and Sports in Sumedang Regency

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ABSTRAK

Sumber daya manusia harus tumbuh dan berkembang untuk tampil di tingkat yang lebih tinggi dalam periode globalisasi. Ini menunjukkan perlunya perangkat daerah dengan kemampuan membawa otoritas yang kuat. Salah satu daerah di Jawa Barat yang memiliki potensi wisata dimana dibutuhkan aparatur yang kompeten untuk menangani dan memajukan sektor pariwisata. Oleh karena itu, penelitian ini bertujuan untuk mengevaluasi pertumbuhan kompetensi perangkat Dinas Pariwisata Kebudayaan Kepemudaan Dan Olah Raga Kabupaten Sumedang Jawa Barat. berusaha untuk mengidentifikasi hambatan yang relevan dan upaya yang dilakukan untuk melewatinya. Teknik Pengumpulan Data Dalam penelitian ini, wawancara, observasi, dan dokumentasi digunakan untuk mengumpulkan data dengan menggunakan metode deskriptif kualitatif dan pendekatan induktif. Selain itu, reduksi parameter, presentasi, verifikasi, dan kesimpulan digunakan dalam proses analisis data. Berdasarkan hasil penelitian ditemukan tersebut, Dinas Pariwisata Kebudayaan Kepemudaan dan Olah Raga Kabupaten Sumedang berhasil melaksanakan pengembangan kompetensi aparatur. Meskipun demikian, berbagai kesulitan masih terlihat, seperti keterbatasan dana untuk proses pembangunan dan ketidaktertarikan aparatur untuk bertindak. Dinas Pariwisata Kebudayaan Kepemudaan dan Olah Raga bekerja sama dengan dinas lain untuk mengatasi kendala tersebut dan berpartisipasi dalam webinar aparatur.

Kata Kunci: Kompetensi, Aparatur, Kinerja

ABSTRACT

The growth and development of human resources are crucial in the era of globalization, as competent personnel are needed to effectively navigate the challenges of the global landscape. This is particularly important in regions with tourism potential, where competent Civil Servants are necessary to drive and advance the tourism sector. This research evaluated the competency development of the Department of Tourism, Culture, Youth and Sports in Sumedang Regency, West Java. Factors that inhibited the competency growth were also identified along with possible attempts to overcome these obstacles. Qualitative descriptive method and inductive approach were employed, and the data were collected through interviews, observations, and documentation. The data analysis process involved parameter reduction, presentation, verification, and drawing conclusions based on the research findings. The findings indicate that the Tourism, Culture, Youth and Sports Office of Sumedang Regency has made progress in the development of civil servants competency. However, various challenges persisted, such as limited funds allocated for the

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development process and the lack of interest among the Civil Servants to actively engage. To address these obstacles, the Office of Tourism, Culture, Youth and Sports is collaborating with other agencies and actively participating in civil servant webinars.

Keywords: *Civil Servants, Competency, Performance*

Introduction

The government aims to achieve effective and professional governance across all sectors, which necessitates the development of resources within the civil servants. As part of the bureaucratic reform's eight areas of change, emphasis is placed on enhancing the skills and quality of the civil servants. To facilitate this reform, the establishment of a Smart State Civil Servants with a Human Capital Management strategy is essential, as outlined in the Grand Plan for Development of the State Civil Servants (2020-2024). This strategic approach ensures that governance and development tasks are executed with efficiency. This program is also essential in improving civil servants' competence. In reference to Article 70 of Law Number 5 of 2014 concerning State Civil Servants, civil servants possess the right and opportunity to enhance their competence through various means such as education, training, courses, seminars, and upgrading.

In West Java, Sumedang Regency has emerged as a popular tourist destination due to its abundant natural beauty. Previous data indicates that there are 34 tourist attractions in the area that require monitoring and improvement. The Ministry of Tourism and Culture plays a vital role in the development of this thriving sector in Sumedang Regency, as evidenced by the formulation of Regional Regulation No. 17 of 2021, which addresses the Formation and Composition of Civil Servants. The focus of discussions has been on clarifying the responsibilities of the Department of Tourism, Culture, Youth, and Sports, which is an administrative body within Sumedang Regency government tasked with managing various activities in the tourism and culture sector. To ensure effective management, it is crucial to have competent civil servants within this department.

Table 1. The Number of Civil Servants based on their Education Background in 2022

No	Work Unit	Education Background								Total ASN	Total (%)
		High School (%)		D3 (%)		S1 (%)		S2/S3 (%)			
1.	Secretariate	3	7	3	7	9	22	2	5	17	40%
2.	Tourism Division	2	5	3	7	1	2	1	2	7	17%
3.	Cultural Division	1	2	-	0	2	5	2	5	5	12%
4.	Creative Economics Division	1	2	-	0	5	12	-	0	6	14%
5.	Youth and Sports Division	4	10	-	0	-	0	3	7	7	17%
TOTAL		11	26	6	14	17	41	8	19	42	100%

Source: Department of Tourism, Culture, Youth, and Sports of Sumedang Regency, 2022.

Based on the information presented in Table 1, it can be observed that most employees in Sumedang Regency Tourism, Culture, Youth, and Sports Office possess bachelor's degrees (17), while a smaller portion have completed high school/vocational high school education (11), D3 (6), and master's degrees (8). Considering that only 19% of the employees hold master's degrees and 40% have bachelor's degrees, it is evident that there is room for improvement in the overall educational qualifications of the employees. This implies that 41% of the employees still require further skill development. The required skills encompass various aspects, such as: (1) a comprehensive understanding of general information, (2) the ability to transform and present data in diverse formats including numbers, words, and visuals, (3) proficiency in utilizing data, concepts, theories, and problem-solving approaches, (4) analytical skills to clearly define problem structures in an easily understandable manner, (5) the capability to synthesize ideas, and (6) the aptitude to arrive at conclusions based on established standards.

The significance of formal education in influencing the effectiveness of government operations, particularly in the tourism industry, is evident. However, it is important to acknowledge that educational qualifications should be complemented by other abilities, talents, and knowledge. Unfortunately, Sumedang Regency Tourism, Culture, Youth, and Sports Office has not adequately prioritized employee development. This is evident from the lack of training and education in tourism functional literacy among the employees. Furthermore, several challenges such as insufficient human resources and the absence of development programs due to budget reallocation have frequently impacted the competence of the office's personnel. Consequently, the tourism and culture office in Sumedang Regency faces a dearth of capacity and expertise within its ranks. This situation often hampers the government's ability to effectively fulfill its responsibilities.

Table 2. The Number of Civil Servants based on their Ranks in 2022

No.	Ranks	Number	Percentage
1	Eselon II	1	2%
2	Eselon III	5	12%
3	Eselon IV	11	26%
4	Functional Expert, Skilled, and Implementer (Staff).	25	60%
TOTAL		42	100%

Source: Department of Tourism, Culture, Youth, and Sports of Sumedang Regency, 2022.

As depicted in Table 2, an analysis of the organizational structure of Sumedang Regency Tourism, Culture, Youth, and Sports Office reveals that there are a total of 17 available structural

positions, of which 40% have been filled. The organizational structure also indicates that 25 individuals hold positions as Experts, Skilled, and Implementing staff, accounting for 60% of the positions. There are 25 individuals serving as Staffs. However, it is worth noting that the Department of Tourism, Culture, Youth, and Sports has not effectively demonstrated the necessity of functional positions based on the organization's specific requirements and responsibilities. This is due to the lack of mapped information regarding the required expertise and skills for personnel in various positions relating to tourism, culture, youth, and sports. The abilities and skills of the personnel are crucial in fulfilling the organization's vision, mission, and goals. The subpar performance of the personnel can be attributed to their insufficient competence. It is expected that the personnel within the Tourism, Culture, Youth, and Sports Office possess the necessary competencies to enhance organizational performance and foster the development of the tourism industry in Sumedang Regency under the Regional Government's purview. This study aims to define and describe the development of the department's competence in Tourism, Culture, Youth, and Sports in Sumedang Regency, West Java. Furthermore, it aims to identify the interconnected barriers and propose solutions to overcome them. The research was conducted to examine these following aspects.

1. patterns of improving the competence of the civil servants,
2. obstacles that hinder competence development, and
3. efforts made to overcome these factors.

Rodiyah & Agustin (2020: 6) and Stooner and Freeman (1992) explained that the concept of management encompasses the activities of managing, leading, and controlling personnel, as well as utilizing organizational resources to accomplish objectives. This highlights the significance of Human Resources Management, which involves the skillful and effective management of employee relationships and roles to achieve both organizational and societal goals (Hassibuan, 2019:10).

Hasbuan (2019) stated that development aims to enhance the technical, theoretical, conceptual, and moral capabilities of employees. Transfers, in such cases, are beneficial for employee development as they strive to improve organizational effectiveness, efficiency, and productivity. In addition, Andrew E. Sikula (2001) posits, as cited in Priatna (2018: 147), that the growth of human resources is influenced by employees' interest in the company. This indicates that development is a gradual process that involves well-defined steps. These theories underscore the importance of enhancing knowledge, skills, attitudes, and behavior to fulfill job responsibilities

in terms of resource development. By employing systematic and planned approaches utilizing education, training, and transfers to align with organizational objectives, it is possible to achieve effective and efficient personnel performance.

As stated by Hasbuan (2019:69,102), the scope of civil servant development entails establishing a priority framework to attain diverse objectives. Education, training, and transfers are utilized as means to cultivate the civil servants. This is because development is an ongoing process characterized by extensive and sustainable attributes. Education and training hold significant importance in this process as they contribute to the enhancement of knowledge and skills for individuals. On the other hand, transfers frequently offer officials greater opportunities to explore different roles and responsibilities.

Flippo, as cited in Hasbuan (2019:69–70), highlights the distinction between education and training. Education primarily focuses on enhancing general knowledge and fostering a comprehensive understanding of the overall environment. On the other hand, training is specifically geared towards developing an employee's knowledge and skills in performing a particular profession. This perspective emphasizes the advancement towards achieving the organization's goals. While education and training are interconnected, they possess distinct characteristics in theory and practice.

Bella, as mentioned in Hasbuan (2019:70), suggests that education and training are forms of development aimed at enhancing the managerial and technical competencies of the workforce. Education, in this regard, emphasizes a longer duration, classroom-based theoretical learning, and a focus on understanding the "why" behind concepts. On the other hand, training places greater emphasis on practical application, often conducted swiftly in real-world settings, and addresses the "how" aspect of skills. Hasbuan (2019:70–71), drawing from this perspective, asserts that educational development primarily revolves around Intellectual, Career, and Moral objectives.

Previous research has consistently demonstrated that tool development, in alignment with prevalent ideologies and work practices, places a significant emphasis on theoretical mastery through education. Education not only enhances the capabilities of employees to fulfill their duties but also contributes to boosting staff morale. College education, in particular, has been shown to have a positive impact on morale. This heightened morale underscores the strategies employed by employees in resolving organizational challenges. Moreover, adherence to current regulations often necessitates an ethical and principled approach.

Skills training and development are considered crucial organizational assets with a significant impact on human resources, as highlighted by Wibowo (2017: 442). The acquisition of knowledge and skills that support job performance is a major focus in this context. Following the acquisition of theoretical knowledge, employees often require training to effectively address current problems and tasks. There is also a short-term goal orientation associated with skills training and development, aiming to complete work tasks and prepare individuals for upcoming requirements and challenges.

Andrew Sikul's characterization of training as a concise educational process that follows a structured and systematic approach to acquiring knowledge and technical skills, as mentioned in Hasbuan (2019: 70), aligns with the previous statement. Training primarily targets non-managerial staff with a specific objective in mind. In this context, training holds great significance as it enables the civil servants to rapidly develop both quality and capacity, thereby enhancing their overall effectiveness.

It was explained by Hasbuan (2019:76), employee development encompasses two primary objectives: (1) enhancing managerial abilities, such as leadership and decision-making, and (2) improving technical skills, specifically job performance. Within this framework, training is regarded as a valuable technique for developing the necessary tools to enhance both technical expertise and the capacity for leadership and decision-making.

Hasbuan (2019:102) suggests that job transfers form an integral part of the civil servants development function, aiming to enhance the efficiency and effectiveness of organizational performance. This highlights the potential benefits of transfers when fundamental principles, such as placing the civil servants in suitable fields of work, are applied. Employee transfers are regarded as a development strategy utilized to elevate work productivity and effectiveness. They involve reassigning personnel to other institutions or entities of equal or higher rank, often employed to address issues, concerns, or to enhance work productivity.

Hasbuan (2019:103) mentioned three potential factors for employee transfers, including:

1. Excess system:

Employee transfers are based on data from scientific tests, objective assessments, and job performance.

2. Seniority system:

Emphasizing length of service, age, and employee work history when conducting transfers. This approach is subjective because the transferred talent may not always be sufficient to retain the job.

3. Disruptive system:

Due to the emphasis on interests and disinterests, transfers can have a negative impact on family relationships.

Hasbuan (2019:103) also argued that merit or a career system is a good idea for carrying these following benefits.

1. Increased work output.
2. Greater work motivation.
3. Lesser mistakes while performing tasks.

"Competence is the basic characteristic of an individual, which is casually associated with effective and/or better performance in a task or environment," (Spencer, 1993) in Sedarmayanti (2017: 21). This indicates that competence is an inherent trait present in individuals that can be successfully applied to organizational performance. Furthermore, it is asserted that there are five key competency traits that individuals demonstrate, namely: 1) Motive; 2) Nature; 3) Self-concept; 4) Knowledge; and 5) Skills.

Research Methods

This analysis employed descriptive techniques and inductive strategies within a qualitative research design. The emphasis was placed on providing a description of the current situation based on data gathered from the research location. The inductive technique was used to identify the main characteristics based on general information obtained through in-depth interviews.

"A qualitative approach emphasizes post-positivism or interpretive philosophy, which is effective in experimental performance of natural object states," claims Sugiyono (2017:9). In this study, data collection was conducted using triangulation, a technique that combines observation, interviews, and documentation. The collected data were then subjected to an inductive-qualitative analysis. The results of the analysis highlight the importance of originality, analytical interpretation, as well as the development and validation of individual phenomena and various hypotheses. It is evident that the expertise of the researcher plays a crucial role in the data processing stage, and the qualitative analysis is directly linked to the source of the data.

"A qualitative approach is used to investigate public life, by describing the social environment through perceptions or interpretations of informants in natural settings," (Sudarysono, 2018: 91). This implies that these techniques were utilized to gain an understanding

of participants' perspectives and interpretations regarding social phenomena. Furthermore, Sugiyono (2017: 224) emphasizes the careful selection of data collection approaches to obtain analytical information. The study focuses on utilizing observation, documentation, and interviews as methods for gathering relevant facts.:

1. Interview

Semi-structured and took place directly at the research location. The author asked keyword-related questions spontaneously. However, when the required data was still insufficient, the questions became more complex. Esterberg (2002) in Sugiyono (2017:233) stated that this type of interview is classified as an in-depth interview aimed at identifying problems clearly and encouraging participants to express their ideas.

2. Observation

Observation was conducted by observing "Behavior and intentions understood through observation," as stated by Marshall in Sugiyono (2017:226). Spradley claimed that observation included the following elements, as mentioned in Sugiyono (2017:229):

- 1) The background setting of social interaction.
- 2) Actors, individuals who assume specific roles.
- 3) Activities performed by the actors within the ongoing social context.

This demonstrates how qualitative data were collected through observing work processes, human behavior, and events in the field.

3. Documentation

Sugiyono (2017: 240) defines documentation as records of past events, which can take the form of writing, pictures, or substantial works. Documentation can be found in various sources such as books, journals, publications, and legislation that are relevant to the research topic. It serves as a valuable resource to support data analytics and provide additional information and evidence for the study.

The investigation relied heavily on visual and auditory field data, which primarily consisted of photographs, artifacts, and official documents like letters, newspapers, and magazines. These data were obtained either directly from the field or indirectly. The analysis of the data involved the utilization of different methodologies, including reduction, presentation, verification, and conclusion. Sugiyono (2017:246-252) employed the Miles & Huberman (1984) technical analysis model, which is described as follows:

1. **Data Reduction.** When confronted with a substantial volume of field data, meticulous and comprehensive analysis becomes essential. The procedure of choosing, condensing, streamlining, and highlighting significant analytical phenomena is referred to as data reduction. Several attainable objectives often serve as a guiding principle in this endeavor.
2. **Data Visualization.** Flowcharts, charts, categorized correlation charts, and concise descriptions are commonly employed to visually represent condensed data.
3. **Conclusion Drawing.** Conclusions are typically derived based on the data collected following the process of data reduction. Similarly, data presentation plays a crucial role in facilitating a better understanding of the variables being investigated. The data obtained is often presented using concise phrases to enable the drawing of conclusions. The emphasis is placed on condensing and presenting the data through text, charts, and brief explanations. The focus lies on the final description of an object or phenomenon based on the data that has been collected.

Results and Discussion

At the Office of Tourism, Culture, Youth, and Sports in Sumedang Regency, there is a dedicated effort towards the development of civil servants competency. This development follows a pattern of continuous improvement and increasing competence among the staff.

1. Development through Education

In accordance with Article 70 of Law on the State Civil Servants Number 5 of 2014, civil servants are granted the right to enhance their expertise through educational activities. This provision applies to the staff working at the Sumedang District Tourism, Culture, Youth, and Sports Office as well, allowing them access to educational programs aimed at skill enhancement. These programs serve as opportunities for the staff to improve their knowledge and capabilities, enabling them to perform their duties more effectively in their respective roles within the office.

Table 2. Development through Education Program between 2021–2022

Participants	Year		Total
	2021	2022	
Learning Task	-	-	-
Learning Permit	2	-	2

Source: Department of Tourism, Culture, Youth, and Sports of Sumedang Regency, 2022.

As seen in Table 2, it is evident that only a limited number of employees participated in the education program. As the consequence, the development of the civil servants through study

assignments and study permits was carried out optimally. However, there were instances where officials were assigned roles unrelated to their educational background. For instance, the head of the General Affairs and Personnel Subdivision had an undergraduate background, while the finance staff had a background in English literature. In such cases, it is crucial to ensure that higher levels of education align with the corresponding positions. This highlights the significance of an individual's educational background in producing high-quality work. The suitability of an individual's educational background for a particular job differs from those with inappropriate educational priorities.

These observations align with the challenges encountered by the tourism agency, where individuals with higher educational backgrounds and relevant resources possess distinct perspectives, values, and motivations. Moreover, formal education institutions explicitly aim to enhance the theoretical and moral capabilities of the civil servants.

a. Conceptual

The mastery of theoretical or conceptual skills is typically achieved through careful planning and organization. It involves building a strong theoretical foundation, considering diverse backgrounds and goals, devising effective plans, and leveraging advantages. Furthermore, these skills serve as the primary basis for developing ideas and abilities related to the successful completion of tasks assigned by superiors.

• Theoretical Mastery

Based on discussions with the Regional Secretary and the Head of the Tourism, Youth, Culture, and Sports Office, it has been observed that Sumedang Regency Office possesses strong conceptual abilities but lacks proficiency in attraction management. This deficiency can be attributed to the higher level of education attained by the personnel. It indicates the need for improvement in the teaching methods employed to enhance theoretical mastery. Moreover, the field data, particularly in the tourism office, is still inadequate in this regard.

Based on observations, the personnel exhibited a correct understanding when presented with scientific questions, indicating their proficiency in explaining the relevant concepts. However, when it came to tourism-related inquiries, their responses were limited to their specific field perspectives. This highlights the insufficient mastery of theoretical knowledge among the civil servants, particularly in the field of tourism. To address this situation, it is crucial to provide training programs aimed at improving theoretical mastery and enhancing overall abilities. These

training initiatives would contribute to strengthening the personnel's knowledge and skills in the tourism domain.

b. Career

A person's career encompasses the various roles and positions they have held throughout their professional journey. It serves as a representation of their growth and development as they progress in their employment history.

- Opportunity to continue education.

Observations conducted at the Tourism, Culture, Youth, and Sports Office in Sumedang Regency have revealed that there are opportunities for officials to engage in higher education programs that can be beneficial for their future career development. However, the willingness to participate in such programs has diminished due to the challenges faced by the participants. The significant efforts and financial resources allocated to addressing the Covid-19 pandemic have potentially reduced the readiness of the civil servants to engage in counseling and training related to health protection, which is currently being prioritized. The impact of the pandemic on the income of the population in Sumedang Regency has affected the implementation of educational programs. Despite these various circumstances, there appears to be limited awareness or interest among the civil servants in pursuing learning opportunities that could enhance their professional capacity.

c. Moral Devices

Hasbuan (2019:69) asserted that education plays a crucial role in enhancing the theoretical, intellectual, and moral skills of employees. It is considered a fundamental element that significantly impacts the morale of the civil servants. Research suggests that a higher level of education is directly associated with the moral commitment of the civil servants to adhere to directives from their superiors. Furthermore, Article 69, Paragraph 2 of Law Number 5 of 2014 governing the State Civil Servants emphasizes the importance of considering honesty and decency in determining the career path of the civil servants. This highlights how the morale of the civil servants affects their performance and optimal development in carrying out their responsibilities.

Based on monitoring, employees at Sumedang Regency Youth, Culture, Tourism, and Sports Office have demonstrated a high level of dedication to their leaders and colleagues. This is evident through their diligent and timely execution of tasks assigned to them by their superiors, regardless of the prevailing conditions. Interviews conducted have revealed that the work environment and daily routines have a significant influence on the work ethics of the civil servants.

The appropriateness or inappropriateness of their conduct often depends on the overall atmosphere and the level of honesty maintained. It is important to note that the ethics developed within the organizational environment and work culture are not solely dependent on the level of education received by the civil servants.

The findings also indicate that the staff at the Sumedang District Tourism, Culture, Youth, and Sports Office have similar opportunities to enhance their educational qualifications. Participants in the competency development programs, particularly in the field of education, have shown improvements in their conceptual and theoretical skills. This is particularly crucial as the department is responsible for managing tourism sites and attractions. However, despite having a background in tourism, there appears to be a lack of expertise among the civil servants. When observing events, phenomena, and issues within the tourism agency, individuals with a tourism background exhibit a different perspective compared to those with different backgrounds. Moreover, individuals with a tourism background play a vital role in dealing with the complexities and efficiency required in the tourism sector. They are also more likely to propose innovative solutions to address tourism-related challenges.

In addition to the circumstances, it is noted that the education received by the civil servants does not have a substantial impact on their attitude or morale in terms of loyalty and adherence to virtues. However, the workplace atmosphere or culture plays a significant role in shaping their morale. This suggests that traditional teaching methods may not be effective in directly enhancing the civil servants' morale.

2. Device Mastery Training Program

As mentioned in Hasbuan (2019:69), Andrew Sikula characterizes training as a quick educational process that follows a predetermined procedure. This process allows non-managerial staff members to acquire technical expertise in specific skills within the technological domain for specific usage. This highlights the significance of training in enhancing the growth of staff resources and ensuring job competence, even when the orientation is temporary. These findings align with Hasbuan's (2019:69) conclusions that training contributes to improving the technical capabilities and performance of employees. Furthermore, procedures are implemented to bridge the gap between technical and management aspects and align them with the demands of the civil servants's tasks. It is often observed that machinists with expertise and experience in a particular subject are more efficient in accomplishing their assigned tasks.

a. Enhancing the Technical Skills

Table 3. Number of Technical Training in 2022

Types of Training	Name	Time	Number of Attendance
Technical Training	Training on procurement of computer-based devices.	20 to 23 September 2022	1 person
	The training on e-performance, Application	6 to 17 February 2022	1 person

Source: Department of Tourism, Culture, Youth, and Sports of Sumedang Regency, 2022.

Referring to Table 3, the participation of Sumedang Regency Tourism, Culture, Youth, and Sports Office in technical trainings was limited to only two officials in 2022. This indicates a significant neglect of this aspect by the local government within a year.

The implementation of the civil servants competency development program at the Office of Tourism, Culture, Youth, and Sports did not occur as effectively as desired. This can be attributed to the limited funding allocated for program development and implementation. The lack of participation in tourism training by this department necessitates the need for an optimal solution. It is evident that the program's capacity to foster competent technical capabilities plays a crucial role in successfully carrying out related activities. In this context, it has been observed that the level of competency among the civil servants is directly influenced by their technical capabilities.

b. Improvement in Managerial Skills

Having managerial ability encompasses the capacity to effectively plan, coordinate, and direct the attainment of organizational goals. Through continuous learning and applying acquired knowledge, managers enhance their ability to effectively navigate the complexities of organizational management and drive the achievement of desired outcomes.

Field observations indicate that the implementation of the training program by the Sumedang District Tourism, Culture, Youth, and Sports Office has been hindered by the Covid-19 pandemic, limiting its effectiveness. Consequently, functional training has been the primary focus for improving leadership skills. The findings reveal an improvement in the managerial capabilities of the civil servants who have received leadership training. This variation in leadership

effectiveness is observed among those who had the opportunity to undergo leadership training and those who did not. It is evident that visible talent is cultivated through training, complemented by factors such as years of service and experience. Moreover, managerial training has a significant impact on the performance of employees, particularly those in specific positions, resulting in the fair treatment of subordinates across the organization.

3. Competence Acquisition through Transfers

Hasbuan (2019:102) mentioned that job transfers are incorporated within the employee development function as they enhance work efficiency and effectiveness within the organization. The implementation of this variable aims to improve performance efficiency and effectiveness, as well as to reallocate resources to address internal and external challenges. It becomes evident that resource flexibility plays a crucial role in achieving organizational success. The concept of placing the right individual in the right position at the right time further emphasizes the significance of appropriate job transfers. This indicates that the civil servants is strategically positioned based on their existing skill level to ensure optimal performance and productivity.

The findings indicate that Sumedang Regency Tourism, Culture, Youth, and Sports Office experienced staff transfers. Specifically, the department accepted two employee transfers from other organizations in 2021. This practice serves as a means to encourage employees to enhance their skills and abilities, thereby contributing to the improvement and advancement of the workplace through their previous expertise. In such cases, the transferred employees are expected to quickly adapt and acclimate to their new roles and responsibilities. This allows for a smooth integration into the new work environment and ensures that their skills are effectively utilized in their new positions.

4. Computer Excessive System

Transfers are a significant component of civil servant development, and their implementation is currently guided by Law Number 5 of 2014 concerning the State Civil Servants. The process of job transfers often employs a merit system to regulate and determine policies within the State Civil Servants, ensuring that qualifications, skills, and performance are assessed fairly. Organizational applications consider factors such as productivity rate, work ethic, and error rate as reference points. The performance productivity of the civil servants becomes a crucial factor for leaders when making decisions regarding transfers, distinguishing between individuals who

perform well and those who do not. Consequently, the civil servants must possess the ability to adapt effectively when they are relocated to new positions or areas.

In the implementation of transfers, one of the important standards to consider is the work ethic of employees. Positive attitudes displayed by employees often translate into their job performance, which in turn enables leaders to make accurate evaluations. This can result in deserving individuals being promoted. Mistakes at work are also a significant factor considered by leadership when making decisions regarding employee transfers, whether it involves promotion or demotion. The occurrence of frequent mistakes can be detrimental and should be minimized within the organization. The error rates observed in the workplace after a transfer often depend on an individual's ability to comprehend the assigned tasks from their leader. It is normal for newly transferred employees to require an adjustment period to adapt to a new work environment and culture. However, it is important to note that the implementation of merit-based transfers may not have been executed properly, as it seems to violate some principles of placing the right person in the right position. This situation highlights the discrepancy between educational background and the positions held by individuals.

5. Factors Inhibiting the development of competence in the Department of Tourism, Culture, Youth, and Sports of Sumedang Regency..

The findings suggest that the development of civil servants competency at Sumedang Regency Youth Culture Tourism and Sports Office faced various challenges and inhibiting factors. One of the main obstacles was the lack of enthusiasm among employees regarding the competency development program. Despite the formal requirement to fill existing positions, the program encountered difficulties in improving the overall quality of the workforce. Employees also expressed mixed feelings about taking time off from their jobs to participate in study assignments, as they felt reluctant to leave their responsibilities behind. Retirement for senior employees was seen as a way to demonstrate their commitment to employee growth, but it also created concerns and apprehensions among workers.

The reduced funding for development programs, as a result of refocusing efforts, poses another challenge for the participation of employees in such programs. The Tourism, Culture, Youth, and Sports Office of Sumedang Regency, like many other organizations, faces this difficulty. Due to budget constraints, the planned training activities cannot be implemented as originally intended.

6. Efforts to Overcome the Inhibiting Factors in the Civil Servant Development in the Department of Tourism, Culture, Youth, and Sports of Sumedang Regency..

Sumedang Regency Youth Culture and Sports Tourism Office has implemented initiatives to address the challenges posed by limited funds for competency development. One of these initiatives is collaboration with third parties, including universities and external tourist destinations, to conduct training, courses, and facilitate learning assignments for students. Webinars have also been utilized effectively and efficiently as a means of advancing knowledge. These measures have proven beneficial for the development of civil servants competence, particularly during the Covid-19 outbreak. Furthermore, the current lack of funds has inadvertently made knowledge acquisition more accessible.

Conclusions

These following conclusions were drawn in regards to the results of this research.

1. The Tourism, Culture, Youth, and Sports Office of Sumedang Regency has made efforts to enhance civil servants competency development. This includes providing opportunities for study assignments and engagement through education and training programs. However, the execution of these programs has been hindered by a lack of enthusiasm and limited engagement opportunities. This has highlighted various challenges, such as budget refocusing, which has affected the effectiveness of the programs. The transfer of employees based on merit has not been fully aligned with the principle of placing the right individuals in the appropriate positions, resulting in a mismatch between educational backgrounds and roles.
2. Several issues have been identified as obstacles to the development of civil servants competence. These include the reluctance of employees to actively participate in competency development programs and the reduction in budget allocation due to refocusing efforts.
3. Sumedang Regency Youth Culture and Sports Tourism Office has taken steps to contribute to the enhancement of civil servants competence. This includes establishing partnerships with external organizations, such as universities and tourist destinations, to conduct training, courses, and facilitate learning assignments for students. The office has actively participated in webinars to expand knowledge and skills among its personnel.

Based on the results of this research, several suggestions were proposed as follows.

1. There is a need for the regional government to prioritize and enhance the sustainability of resource competency development

2. It is crucial to provide sufficient funds or budgets specifically for the implementation of civil servants development programs. This financial support is essential to effectively support the performance of government administration. Conducting integrated assessments across all sections of the SKPD (Regional Work Units) can help identify areas for improvement and ensure a comprehensive approach to resource development.
3. The collaboration between different parties, such as universities and private organizations, should be continued to strengthen the implementation of resource development programs.

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A. Books and Journals

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