

Empirical Study on Development of State Civil Apparatus Competence using Education and Training in Medan City Government

M. Amin¹, T. I. Saladin¹, and I. Siregar^{2*}

¹*Faculty of Social and Political Sciences, Universitas Sumatera Utara, Medan 20155, Indonesia*

²*Department of Industrial Engineering, Universitas Sumatera Utara, Almamater Rd., Universitas Sumatera Utara, Medan 20155, Indonesia*

Keywords: State Civil Apparatus Competence, Medan City Government.

Abstract : State Civil Apparatus is the spearhead in providing services to the public. This means that State Civil Apparatus has a hard responsibility because it must be capable to handle public service duties, government duties, and certain development duties. As capable to carry out these duties, State Civil Apparatus management in recruitment, appointment, placement and promotion of the positions carried out must be open and competitive, according to good governance. Medan City is the third largest city in Indonesia which is enormous potential to become a region development. But unfortunately these conditions are not supported by good governance, even Medan City receives a bad title as released by the Monitoring Committee of Regional Autonomy Organizers. Even though a variety of technical education and training for State Civil Apparatus has been carried out by the central government to the regions to produce excellent aspects of the State Civil Apparatus competence. Based on this study, it can be seen that the emergence of this phenomenon is suspected as a factor of declining quality of public services caused by State Civil Apparatus placement in strategic positions not based on the requirements and competency requirements. The education and training program existed so far is still a formality and is not used as a condition determination for an State Civil Apparatus career path. For this reason it is necessary to revitalize the function of education and training for State Civil Apparatus and optimal public services achieved and bureaucratic reformation is successful according to the target. This study was carried out using a qualitative approach and the phenomenon of the problems raised can be expressed in depth. The location of this study was carried out in the Medan City government environment by making the mayor, education and training center as a key research informant

1 INTRODUCTION

Law Number 5 of 2014 concerning State Civil Apparatus aims to increase independence, neutrality, competence, work performance / productivity, integrity, welfare, quality of public services, supervision and accountability. This rule was made inseparable from the achievement of the community level satisfaction towards the bureaucracy which was greatly influenced by the role and performance of the State Civil Apparatus of the country.

Competency based performance is an objective assessment of the qualifications of State Civil Apparatus to occupy certain positions in the bureaucracy in accordance with the requirements set. Support in advancing bureaucratic development in

Indonesia is largely determined by the success of the State Civil Apparatus in carrying out its duties, especially in terms of employment. Therefore, State Civil Apparatus has a very important role and position as a leading function in all activities of the civil administration. The ability and weight of State Civil Apparatus is a reflection of the implementation and organization of government concerning readiness, quantity, education and professionalism. Good government organization is needed to support good apparatus readiness.

One of the character building of public servant / community bureaucrats based on education and training system or model. Because education and training is a place to manage the potential possessed by public servant as a basic value of an ability to carry out duties and jobs are responsibility as a public

servant. Using self-potential, there will be more work done by the civil apparatus, adding work experience and expanding the network, and improve performance. However, if the implementation of education and training carried out shows results that are doesn't looks like with what is expected then there needs to be an evaluation of potential factors.

Using the Smart Vision of State Civil Apparatus in 2019 and welcoming State Civil Apparatus Human Capital 2020, it seems that it is still not optimal and needs to improve the ability of State Civil Apparatus personality in the Medan City Government. The reason is very strong because the low quality of human resources of Civil Servant (PNS) occurs because of the workload does not put competence as a slogan must be followed by every civilian apparatus. Some problems encountered in government agencies such as the deployment of employees are not in accordance with the needs and expertise and a low work ethic add to the complexity of the professionalities of the Medan City Government as a whole.

The emergence of this phenomenon needs to be analyzed as an indicator of the decline in the quality of public services. Various technical education and training for State Civil Apparatus has been carried out by the central government to the regions, it does not rule out the possibility that competitive education and training carried out still does not produce excellent aspects of civilian competency. Based on the description above, the ability of the State Apparatus is closely related to the model or design of education and training contained in the bureaucratic culture because the development of competencies is also a right for every State Civil Apparatus. The system has an effect on increasing the professionalism of State Civil Apparatus as a public servant so that the aim of Law No. 5 of 2014 can be achieved and implemented well. Therefore, this study is very important and interesting to do with the development of State Civil Apparatus competencies using education and training in personnel management in the Medan City Government.

2 METHOD

This study uses a qualitative approach with case studies as a research strategy. This approach is directed at the background and individual holistically or intact. The choice of a qualitative approach is done with the aim of describing and analyzing the social phenomena are happening (Yin, 2009). This study uses two data collection techniques namely in-depth

interviews (indepth interview) and observation. For analysis of data obtained both in the form of written documents and the results of interviews and observations will be analyzed using qualitative analysis of typology techniques. The data is collected and selected, then simplified by taking the essence to find the main theme, the focus of the problem and its patterns (Lofland and Lofland, 1995). Qualitative analysis techniques with this typology are carried out based on the author's interpretation of data both written material, interviews and observations.

3 RESULT AND DISCUSSION

3.1 Training as State Civil Apparatus Competency Development

State Civil Apparatus competency development is a very important element in government organizations, because employees are very important assets in achieving organizational goals were set. The development of State Civil Apparatus competencies is the process of education planning, training and management of personnel or employees to achieve optimal results. Competency development is a future-oriented inventory in employees and emphasizes on improving the ability to carry out new duties in the future (Siagian, 2007). One form of employee competency development program is carried out using education and training programs.

3.1.1 Objective, Significance and Object of Training

In accordance with national demands and global challenges to realize good governance, human resources are needed for personnel who have job competencies in state administration and development. This is an integral part of State Civil Apparatus overall development efforts. Based on Government Regulation (PP) No. 101 of 2000 concerning Education and Training of Civil Servants in Article 2, it explains that the purposes of the Education and Training are:

- 1 Increasing knowledge, expertise, skills and attitudes capable to carry out professional duties based on Civil Servants personality and ethics in accordance with agency needs
- 2 Creating employees who are capable to play a role as reformers and glue the unity and integrity of the nation;

- 3 Establishing the attitude and spirit of dedication oriented towards service, protection and community empowerment;
- 4 Creating a similarity of vision and mindset dynamics in carrying out government and development duties for the realization of good governance

According to Abdurrahman Fatoni (2006) the purpose of training in general is in the context of fostering employees capable to; Increasing personality and spirit of service to the organization and society; Improve the quality and ability, as good as skills both in carrying out their duties and leadership; Train and improve work mechanisms and sensitivity in carrying out duties; Train and improve work in planning; Improve knowledge and work skills. The education and training target is the realization of apparatuses who have competencies that are in accordance with the requirements of each agency's position.

Education and training also has some very important significance, according to Wursanto (2009), there are various significances of employee education and training, such as:

- 1 Education and training improve employee stability, means the replacement relationship with other employees who are not present.
- 2 Education and training improve the way employees work, means that employees are more creative in carrying out their work.
- 3 Education and training provide excellent significances for employees, because with education and training employees develop quickly, efficiently and carry out duties well.
- 4 Education and training provide opportunities for employees to develop themselves.

The purposes and significances of education and training have been presented, it is concluded that the purpose of education and training is to improve the knowledge, abilities, attitudes and skills of employees to be more professional in carrying out their work and the purpose of the organization achieved and have relevance to employee performance. While the significance of education and training are to improve the stability of employees and provide opportunities for employees to develop themselves in carrying out their duties run effectively and efficiently (Nurmayanti http://bp2sdm.menlhk.go.id/emagazine/attachments/article/64/7.%20Peran%20Diklat%20_8.pdf)

3.1.2 Curriculum and Training Method

Training curriculum refers to job competency standards. The preparation and development of the education and training curriculum is carried out by involving graduate users, education and training providers, training participants and alumni, as good as other expert elements. For the curriculum the training program for pre-service and education and training is determined by the development agency. The functional education and training curriculum is determined by the functional position building agency while the technical training curriculum is determined by the relevant technical agency. The training method is arranged in accordance with the purposes and training program for adults. Training methods must be in accordance with the practical needs and self-development of participants. It is interactive between participants and managers and between participants. When the education and training activities take place in a free, dynamic and flexible learning environment.

Education and training for employees must be provided periodically and each employee is maintained his competence to improve organizational performance. Therefore this training program must get attention using training needs planning for each employee. Rivai (2009: 213) states that training is usually focused on efforts to improve employee performance by providing learning special skills or helping them correct weaknesses in their performance.

Law Number 5 Year 2014 concerning State Civil Apparatus regulates the development of employee competencies using education and training. Article 70 states that every employee of the State Civil Service has the right and opportunity to develop competence. The competency development includes using education and training. To develop State Civil Apparatus competencies, every government agency is obliged to develop competency development plans in the annual budget work plan in the context of career development, especially for Civil Servants. Civil servant career development then consider several competencies. Based on State Civil Apparatus competency according to Law No. 5/2014 concerning State Civil Apparatus article 69 the competencies they possess are;

- 1 Technical Competency. Measured from the level and specialization of education, functional technical training and technical work experience. Policy analysis; development of innovation, effective communication, collaboration and

- development of cooperation; quality assurance; managing conflict; mastery and utilization of information technology.
- 2 Managerial Competency. Measured from the level of education, structural or management training, and leadership experience. Leadership, strategic and visionary thinking, excellent service, decision making, turning and managing change, performance management, empowerment of staff/community, organizational development.
 - 3 Socio-cultural Competency. Measured from work experience related to pluralistic communities in terms of religion, ethnicity, and culture and national insight.

3.2 The Findings: Implementation of Competency Development using Training in Medan City Government

3.2.1 Training and Education is Not Become a Priority

The results of the study found and prove that education and training have a significant influence on improving the quality of apparatus resources, means that if the Medan City Government often organizes education or training, it is expected that the quality of the personnel resources will improve better. Education and training should have a strategic role to improve the quality of apparatus resources, namely apparatus resources that professionals have good competence, attitude and expected behavior in accordance with the duties and roles in certain positions.

Education and training programs are needed at every level of Medan City government agencies. It is expected that the training capable to provide knowledge and skills to improve performance; preparing the apparatus to face the quantity and quality of duties continue to increase along with the increasing needs of the community continues to grow better in the future.

For the Medan City Government in order to improve the quality of apparatus resources (in this case the apparatus), it is necessary to increase the frequency of education and training activities. During this time, the problem of career patterns and promotions doesnot refer to the qualifications and potential they have. Not using the existing training pattern. There is no integrated career pattern. State Civil Apparatus promotion is not carried out based on

an objective comparison between competencies, qualifications, and requirements required by the position but only closeness and lobbying to the leadership. Eventhough every civil servant who meets the requirements has the same rights to be promoted to a higher level of position.

The findings also found that competency development for State Civil Apparatus in Medan City Government is faced with several problems, among others, the State Civil Apparatus competency gap is too far, education and training is not become a priority in potential development, low awareness of the personnel agency, and decentralization of Sate Civil Apparatus competency development. The Head of Personnel Division (of Medan Saleh Government, said the State Civil Apparatus competency gap related to the level of education and the ability of employees to carry out their daily duties very far. An addition, the pattern of delegates participating in the training not good systematized. This problem makes State Civil Apparatus being minimal in getting education and training appropriates to their areas.

The next problem is related to the quality of employee competency development. So far there is no design and model used as a reference in conducting training. Training is only personal. Based on the closeness of employees and their leaders. Not all of them have the same opportunity. In fact, this is the responsibility of the Personnel Section or HR Department. Because they are proposes employees to takea role in the training. The support of the Personnel Division has an important role in developing employee competencies.

Other issues related to decentralization of State Civil Apparatus competency development. If the management of education and training is not concerned with competencies development, employees will gradually minim of knowledge because they do not develop in terms of science and competence. It must be a concern for stakeholders, namely leaders in all agencies. In addition, there is no synergy between planning and development of training for State Civil Apparatus in Medan Government between the Education and Training Agency and the Employment Agency at each levels. Although, this synergy is needed considering that these two units are best understand the training needed of variants in building of State Civil Apparatus competencies. Synergy is necessary to determine what needs to be prepared, a curriculum or an effective education and training planned. The training carried out achieve its objectives.

The efforts of Medan City Government to improve the quality, capacity and competence of the

State Civil Apparatus professionals must be done. One of them is by giving the right to every State Civil Apparatus employee to develop themselves using Education and Training. This condition also stated in Law No. 5 of 2014 concerning the State Civil Apparatus which states that the State Civil Apparatus has the right to obtain competency development for 80 hours of study or about 10 days for one year.

3.2.2 Implementation Analysis of Training and Education as a Competency Development

The need for expertise workers in the government bureaucracy is already a demand cannot be ignored anymore. At this time, policy makers should be more aware that the demand to have reliable human resources must be carried out continuously. One way is using education and training. Education and training planned according to needs analysis capable to produce reliable human resources. In addition, education and training capable to accelerate in improving the knowledge, skills and attitudes of all employees. Therefore the role of education and training is important for every organization, especially in the government bureaucracy.

The role of the importance of an education and training program for State Civil Apparatus is not suitable with the implementation quality of the existing training and the output achieved tends not to be maximal. Some of the problems are in the implementation of education and training are training is still only seen as a formality because it is not based on an analysis of training needs, sometimes participants who take a role in the training are not participants who need increased competency, sometimes only seen as an improving employee welfare because of official travel to attend the training.

The implementation of education and training still does not have a model and operational standard for implementation. The implementation standards include Competency, Teaching Staff, and facilities and infrastructure. Standards are very important to be carried out for uniform implementation and to maintain the quality of education and training, because it is not standardized and the implementation of education and training is sometimes adjusted to the financial condition of the agency without regard to the objectives to be achieved in the implementation of the training.

The budget for implementing education and training is also very minimal and is not become a

priority. Eventhough building the apparatus competence is the initial door to improve the government bureaucracy. Eventhough the education and training is carried out, there is no measurable output or success parameters for the training, and the level of success in the implementation of education and training is difficult to measure, with no parameters clearly made after the education and training do not tend to follow up. Training activities are considered as a ceremonial seminars which is do not have a strategic function in competencies development. There is no supervision and control of the training graduates, and the development of State Civil Apparatus follows training is difficult to monitor, and tends to be done after the training is not evaluated by participants.

3.2.3 Agenda Evaluation of State Civil Apparatus Competency Development

Guided education and training needs planning (training) in development planning both at national and regional levels (specifically for State Civil Apparatus in the regions) has not yet. At the institutional stage, the development of apparatus resources does not integrate with regional development planning and strategic plans are compiled. Formalities of compliance with regulations in the development of competition are not based on the demands of a strategic plan achievement. In addition, partial understanding in developing competencies is limited to education and training.

Law number 5 of 2014 confirms that State Civil Apparatus employees have a hard responsibility because they must capable to carry out public service duties, government duties, and certain development duties. As capable to carry out these duties, a systematic and comprehensive State Civil Apparatus management needs to be carried out and the comparison between qualifications, competencies and performance required by the position with qualifications, competencies and performance owned by the candidate in the recruitment, appointment, placement and promotion of positions are openly and competitively, in line with good governance.

The findings of this study provide answers that the competence and performance of the Medan City Government apparatus is still very minim, job competency standards have not been made, there are no models or design of education and training in meeting employee competency needs, as good as the minimal of budget and Medan City government attention for education and training activities, many employees development programs have not been

made based on competency and analysis of the actual needs of employees and organizations. There has never been an analysis of training needs. The section of planning the training program should be to bridge the gap between the competencies required with the competencies possessed by employees in carrying out their duties. It is necessary to formulate a training program is prepared according to the needs of the organization and the needs of employees. Among them using the first stage; mapping of State Civil Apparatus human resources namely mapping HR needs (position and number) and mapping competency-qualification-employee performance. Second, structuring HR State Civil Apparatus namely the implementation of Training for participants are still potential to be developed, the existence of job certification arrangements, realignment of education and training.

The problems and weaknesses above require the implementation of reformation, especially in the sector of State Civil Apparatuses are more popular and inclusive. Therefore efforts to improve the quality of the State Civil Apparatus are the main focus including identifying competency needs, developing competencies by rearranging budget allocations for competency development; compile position standardization, employee competency development, this is based on management that summarizes the diversity and needs of each employee.

In addition, it is necessary to develop job competency standards includes: name of position, job description, position code, appropriate rank, competence (technical, managerial, socio-cultural) measure of job performance. Civil servants profiles need personal data, qualifications of position records, competencies, competency development history, history of performance assessment, supporting information are needed.

Education and training is one way to build or improve employee competencies. A good training program is in accordance with the needs of employees and the needs of the organization / work unit. Successful education and training is one condition to improve employee competencies and increase their contribution to the organization / work unit. A good staffing manager is capable of identifying precisely the needs of employee training in accordance with the needs of the organization by using appropriate instruments. Training and education should not be interpreted as sending participants, but also assignments as instructors. Each employee is a resource person who has explicit knowledge. Mutual learning in small circles in the smallest unit is one of

the competency development models for State Civil Apparatus

4 CONCLUSION

In accordance with national demands and global challenges to realize a good governance, human resources are needed for personnel who have job competencies in state of administration and development. Therefore, it is necessary to improve the quality of professionalism and integrity using education and training which are an integral part of State Civil Apparatus overall development efforts.

The institutional / public service dimension shows that the public service innovation is not maximally characterized by a public service system is not integrated into all sectors. Competency development is still considered to be the domain of leadership institutions, and is not become a priority for regional content-based regional needs. Management of performance and competency development is still limited by the minimal of budget and management personnel, there is no model and design in the policy of competency development, especially in the form of training, education and training is only ceremonial, education and training have not been able to make a benchmark in developing employee competencies. There has never been an analysis of the needs of education and training, education and training activities are only incidental and uneven for employees.

Further assessment is needed on job competencies for the development of related competencies. It is necessary to develop standards for technical, managerial and sociocultural competencies. State Civil Apparatus competency development program in HR development priorities. It is necessary to immediately determine policies to reform technical training related to their respective duties and functions. The type of technical training, duration, method, material and competency objectives of the new technical training model are very different from the old model. Education and training innovations also be done at a micro level such as time and place of training. Evaluations specifically examines the education and training program should be carried out routinely every year, and the curriculum can be continuously improved and adjusted to the needs.

Compilers of the Competency training program and the material and methods are clarified, and their relevance is ensured by starting from the most general objectives, to the most specific objectives and the orientation of the training carried out properly.

REFERENCES

- Abdurrahman, Fathoni. 2006. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Rineka Cipta.
- Bapedda. 2013. *Kota Medan Pintu Gerbang BPS Kota Medan*. 2017. *Kota Medan Dalam Angka*
- Bogdan, Robert, and Steven, Taylor, J. 1993. *Qualitative Methods: Basic Research*. Surabaya: National Business.
- Dharma, Surya, 2003. *Manajemen Kinerja, Falsafah, Teori dan Penerapannya*. Yogyakarta : Pustaka Pelajar
- Lofland, J. 1971. *Analyzing Social Settings: A Guide to Qualitative Observation and Analysis*. Belmont, CA: Wadsworth.
- Palan, R. 2007. *Competency Management*. Jakarta: PPM Indonesia
- Robbins S. P. 2001. *Perilaku Organisasi : Konsep, Kontroversi, Aplikasi*, edisi kedelapan versi Bahasa Indonesia, Jilid 1 & 2, Jakarta: PT Prenhallindo.
- Spencer, Lyle, M. Jr. And Spencer, M. Signe. 2001. *Competence At Work Models For Superior Performance*, United State of America: John Wiley & Sons, Inc.
- Yin, Robert, K.2009. *Case Study Research, Design and Methods*. Fourth Edition. Thousand Oaks: Sage Publications.
- Helmi, *Pengembangan Sumber Daya PNS (Studi Kebijakan Pengembangan Sumber Daya PNS di Pemerintah Daerah Kabupaten Karimun)*, Jurnal Administrasi Publik Desember 2012, Vol. 10, No.2
- Rivai.2009. *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: Raja Grafindo.
- Siagian. 2007. *Manajemen Sumber Daya Manusia*, Edisi Pertama, Cetakan Keempat belas. Jakarta: PT. Bumi Aksara
- Sudarmanto “*Merancang Manajemen SDM Berbasis Kompetensi*”, Jurnal Kebijakan dan Administrasi Publik Magister Administrasi Publik Universitas Gadjah Mada Volume 9, Nomor I
- Wursanto. 2009. *Dasar-Dasar Ilmu Organisasi*. Edisidua. Yogyakarta: Andi Offset
- UU No 5 Tahun 2014 Tentang Aparatur Sipil Negara (ASN)
- Peraturan Pemerintah (PP) No 101 Tahun 2000 tentang Pendidikan dan Pelatihan (Diklat) Jabatan Pegawai Negeri Sipil
- <http://hariansib.co/view/Headlines/153070/Kota-Medan-Raih-Predikat-Tata-Kelola-Terburuk-di-Indonesia-Akibat-Infrastruktur-dan-Kinerja-SKPD-Buruk.html>
- <http://harian.analisadaily.com/opini/news/mengukur-kualitas-layanan-publik-pemko-medan/128645/2015/04/28>
- Ida Nurmayanti: Widyaiswara Balai Diklat Kehutanan Bogor http://bp2sdm.menlhk.go.id/emagazine/attachments/article/64/7.%20Peran%20Diklat%20_8.pdf