



Position Competency Development in Improving the Performance of State Civil Apparatus in the Organization Bureau of the Regional Secretariat of East Java Province

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ABSTRACT

This study aims to identify and analyze how Job Competency Development in Improving the Performance of State Civil Apparatus in the Bureau of Organization of the Regional Secretariat of East Java Province. The dimensions of job competency in this study consist of task-performing skills, task-managing skills, action-taking skills, collaboration skills and adaptation skills. In this study, the author uses a descriptive qualitative method to find out more about job competency development in improving performance. Data collection methods are carried out through participatory observation, semi-structured interviews and documentation which are then analyzed using an interactive model with stages of data collection, data reduction, data presentation, and drawing conclusions. The results of this study indicate that the efforts made by the Bureau of Organization of the Regional Secretariat of East Java Province in improving skills in the competency dimension have succeeded in improving job competency. Furthermore, with the increase in State Civil Apparatus competency, State Civil Apparatus performance has increased. However, there are still several inhibiting factors that are expected to be resolved in the future by increasing close supervision by direct superiors and giving awards according to the competency and performance results of each State Civil Apparatus.

INTRODUCTION

Public sector management continues to experience a paradigm shift from Old Public Administration (OPA), New Public Management (NPM), Reinventing Government and New Public Service (NPS). Public management is needed to provide excellent service to the community. The demands of the community for services provided by the government are currently growing along with the development of science and information systems. This condition encourages the government to be able to organize and manage existing resources in providing excellent services to the community, one of which is managing professional State Civil Apparatus.

The human resources department bears full responsibility for the diversity and development of administrative strategies and work to develop the performance of employees. This leads to positive direct and indirect results on the performance of employees and affects the organization as a whole (WAFY & DEKA, 2024). The general condition of public services organized by the government is closely related to the level of professionalism of the human resources (HR) of the State Civil Apparatus (ASN). In every service sector organized by the government, the performance and professionalism of State Civil Apparatus are one of the keys to success (Suparman & Soantahon, 2022).

The development of State Civil Apparatus competency aims to achieve the first mission, namely realizing good and clean governance towards an authoritative government. Therefore, it is hoped that competency development can form State Civil Apparatus with quality that is able to work professionally in order to realize good, clean and authoritative governance (Setiawan et al., 2023). State Civil Apparatus employees are entitled to receive awards, one of which is self-development in the form of competency development (“Law of the Republic of Indonesia Number 20 of 2023 Concerning State Civil Apparatus,” 2023)

Professional State Civil Apparatus employees are expected to be able to improve individual performance and even organizational performance. The criteria for measuring the level of State Civil Apparatus professionalism are measured through the dimensions of qualification, competence, performance, and discipline (“Regulation of the State Civil Service Agency of the Republic of Indonesia Number 8 of 2019 Concerning Guidelines for Procedures and Implementation of Measurement of the Professionalism Index of State Civil Apparatus,” 2019). The State Civil Apparatus Professionalism Index has category levels as shown in the table below.

Table 1 Category Level of State Civil Apparatus Professionalism Index

No	Value	Category
1	91-100	Very high
2	81-90	High
3	71-80	Medium
4	61-70	Low
5	60 and below	Very Low

Source: BKN RI Regulation Number 8 of 2019

The Bureau of Organization of the Regional Secretariat of East Java Province in 2023 based on data from the Regional Personnel Agency of East Java Province has a State Civil Apparatus professionalism index with a value of 73.71, a moderate predicate. This condition is the background for the author to conduct research on how efforts are made to develop job competencies in improving State Civil Apparatus performance at the Bureau of Organization of the Regional Secretariat of East Java Province.

LITERATURE REVIEW

Public Management

Public management can be translated as the management of public sectors carried out by public institutions (government), both related to aspects of planning, organizing, controlling, strategy and evaluation of human resources, budget, facilities & infrastructure, technology and other resources that are directed to achieve the goals that have been set. The basic principles that underlie the effectiveness of the implementation of public management include accountability, transparency, responsiveness, effectiveness, efficiency, adaptation, rationality and professionalism (Satibi, 2012).

The current paradigm of public sector management is a new public service that has the following principles: 1) Serve Citizens, Not Customers; 2) Seek the Public Interest; 3) Value Citizenship Over Entrepreneurship; 4) Think Strategically, act Democratically; 5) Recognized that Accountability is Not Simple; 6) Serve Rather than Steer; Value people, not Just Productivity (Denhardt JV and Robert B. Denhardt, 2003).

The principles of public management can be implemented well if supported by the availability of government apparatus or State Civil Apparatus who have job competencies according to their respective fields of duty. Professional State Civil Apparatus are expected to be able to produce good performance.

Competence

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as something that is most important, as the superiority of the field (Wibowo, 2012).

There are five dimensions of competence that should be possessed by all individuals, namely: 1) Task-skill, namely the skill to carry out routine tasks according to standards in the workplace; 2) Task management skills, namely the skill to manage a series of different tasks that arise in the work; 3) Contingency management skills, namely the skill to take quick and appropriate action when a problem arises in the work; 4) Collaboration skills (Job role environment skills), namely the skills to collaborate and maintain a comfortable work environment; 5) Adaptability skills (Transfer skills), namely skills to adapt to a new work environment (Moehariono, 2012).

State Civil Apparatus job competencies consist of 3 types of competencies, namely technical competencies, managerial competencies and socio-cultural

competencies (“Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 38 of 2017 Concerning State Civil Apparatus Position Competency Standards,” 2017)

Performance

The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). The definition of performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

According to Mangkunegara (2017:75), the indicators of employee performance are: 1) Quality of work, how well an employee does what they are supposed to do; 2) Quantity of work, how long an employee works in a day. This quantity of work can be seen from the speed of an employee's work; 3) Execution of tasks, how far an employee is able to do their work accurately or without errors; 4) Responsibility towards work, the awareness of an employee's obligation to perform the tasks given by the company (Eddo Putra Irianto & Rachmawati Novaria, 2023).

Employee performance predicate is assessed based on employee work results and work behavior. Employee work results consist of aspects of quantity, quality, time or speed of completion of work results, and or costs. Work behavior consists of aspects of service orientation, commitment, work initiative, cooperation, and leadership (“Regulation of the Minister of PANRB Number 6 of 2022 Concerning Management of the Performance of State Civil Apparatus,” 2022).

METHODOLOGY

Research methods are basically scientific ways to obtain data with specific purposes and uses. Based on this, there are four keywords that need to be considered, namely, scientific methods, data, purposes, and uses. Scientific methods mean that research activities are based on scientific characteristics, namely rational, empirical, and systematic. Rational means that research activities are carried out in reasonable ways, so that they are accessible to human reasoning. Empirical means that the methods used can be observed by human senses, so that other people can observe and know the methods used. Systematic means that the process used in research uses certain logical steps (Sugiyono, 2017).

In this study, the author uses qualitative research with descriptive methods. Descriptive research, often also called taxonomic research. It is called so because this research is intended to explore or clarify a symptom, phenomenon or existing social reality. Descriptive research attempts to describe a number of variables related to the problem and the unit being studied (Samsu, 2017). In this study, the researcher used three data collection methods, namely, Participatory Observation, Semi-structured Interviews, and Documentation (Sugiyono, 2017). This study uses interactive model data analysis, namely, data collection, data reduction, data display, and conclusion drawing (Sugiyono, 2017)

RESULTS AND DISCUSSION

Job Competency Development

Based on the results of interviews with the Head of the Administration Section, Head of the Institutional and Job Analysis Section, Head of the Personnel Sub-Section, Junior Expert Policy Analyst, Job Analyst, Performance Analyst and Personnel Manager at the Organization Bureau of the Regional Secretariat of East Java Province, it was stated:

State Civil Apparatus competency development is important wherever we are, we work with many new challenges, there are new systems, developments in information technology, if there is no competency development it is difficult for us to advance, especially with different job characters. The Organization Bureau in an effort to improve State Civil Apparatus skills in managing tasks has been implemented but has not been maximized, for managerial officials alone not all of them have attended leadership education and training according to their level. Likewise for functional and implementing officials, the majority of whom have never attended education and training according to their field of duty. However, in order to improve their skills in carrying out tasks, the Organization Bureau provides equal opportunities for all State Civil Apparatus to participate in activities such as Technical Guidance, Seminars, Meetings or internal discussions related to their field of duty, so that State Civil Apparatus can increase their insight and knowledge of the latest information and regulations needed in carrying out their duties. The Organization Bureau in an effort to realize good cooperation between State Civil Apparatus has carried out joint activities filled with materials on how to build a solid team. We also experienced changes in the organizational work culture when the leadership changed in this case the Head of the Organization Bureau, but in general we were able to adapt to different leadership styles even though in the process there were disputes that were still within reasonable limits and could be resolved. Adapting requires State Civil Apparatus who have skills in carrying out tasks, skills in managing tasks, skills in taking action and skills in working together.

There are five dimensions of competence that should be possessed by all individuals, namely: 1) Task-skill; 2) Task management skills; 3) Contingency management skills; 4) Job role environment skills; and 5) Adaptability skills (Transfer skills) (Moehariono, 2012). The criteria for measuring the level of State Civil Apparatus professionalism are measured through the dimensions of qualification, competence, performance and discipline ("Regulation of the State Civil Service Agency of the Republic of Indonesia Number 8 of 2019 Concerning Guidelines for Procedures and Implementation of Measurement of the Professionalism Index of State Civil Apparatus," 2019).

The dimensions of competence and dimensions of professionalism are related, with good qualifications and competence and accompanied by good discipline, then the 5 dimensions of individual competence will be very possible to be improved. Based on the results of interviews and documentation conducted by researchers, it was found that the efforts made by the Bureau of Organization of the Regional Secretariat of East Java Province in developing competence

include 5 dimensions of competence which can be seen from the increasing State Civil Apparatus professionalism index as shown in the picture below.

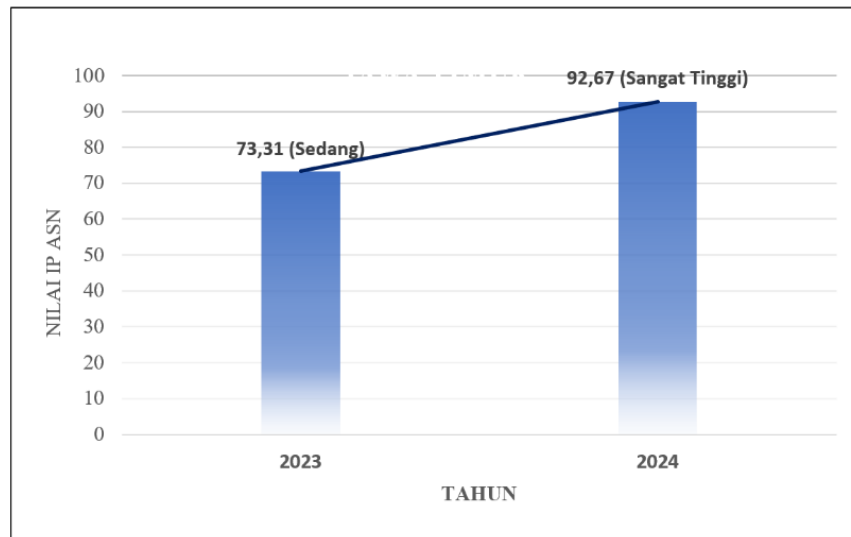


Figure 1 Professionalism Index (IP) of State Civil Apparatus, Organization Bureau of the Regional Secretariat of East Java Province.

Improving State Civil Apparatus Performance

Based on the results of interviews with the Head of the Administration Section, Head of the Institutional and Job Analysis Section, Head of the Personnel Sub-Section, and Young Expert Policy Analyst at the Organizational Bureau of the Regional Secretariat of East Java Province, it was stated:

We see that this job competency is related to performance, and competency is not always related to technical competency, supporting competencies such as operating MS Office and data processing are also important. We see that the competency that is least optimal and needs to be improved in the Organization Bureau is technical competency, followed by other competency dimensions. However, the conditions that we explained above do not dampen our enthusiasm to continue learning in order to improve job competency and State Civil Apparatus performance which leads to increased performance of the Organization Bureau.

The State Civil Apparatus Professionalism Index has category levels, very high, high, medium, low, and very low ("Regulation of the State Civil Service Agency of the Republic of Indonesia Number 8 of 2019 Concerning Guidelines for Procedures and Implementation of Measurement of the Professionalism Index of State Civil Apparatus," 2019). Based on the results of interviews and documentation conducted by researchers, it was found that in line with the increase in job competence, the performance of State Civil Apparatus of the Organizational Bureau of the Regional Secretariat of East Java Province also increased as shown in the image below.

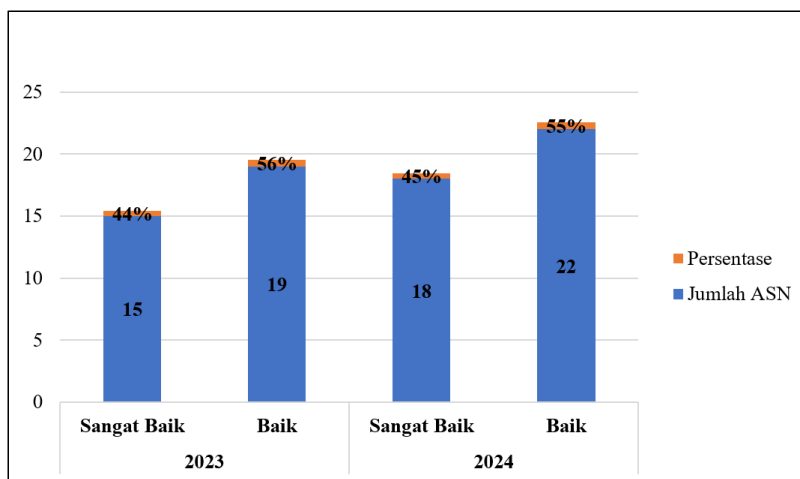


Figure 2 State Civil Apparatus Performance Predicate of the Organizational Bureau of the Regional Secretariat of East Java Province

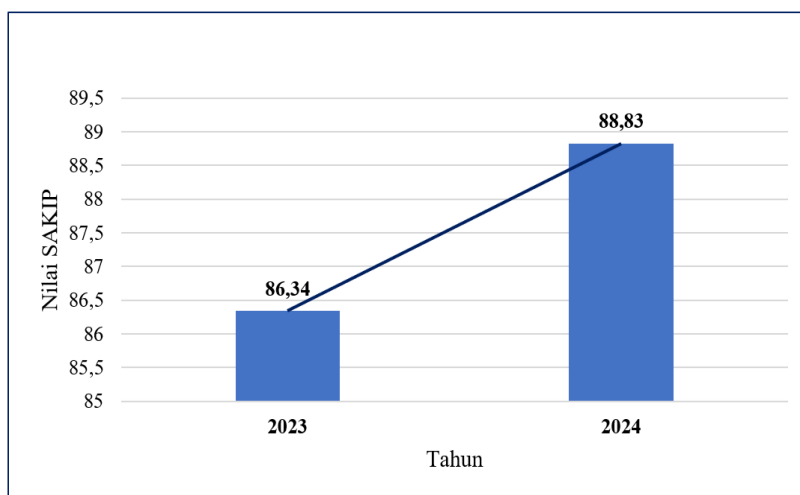


Figure 3 Value of the Government Agency Performance Accountability System (SAKIP) of the Organization Bureau of the Regional Secretariat of East Java Province

Factors Inhibiting Competency Development

Based on the results of interviews with informants, the author can see that there are several things that are obstacles in efforts to improve competence as follows:

- The education and training proposals that have been submitted to the East Java Province BPSDM have not been fully realized due to limited budget factors;
- Lack of curiosity from State Civil Apparatus regarding the latest regulations or information related to their field of work, even worse is State Civil Apparatus with job competencies that are still lacking;
- State Civil Apparatus feel in a comfort zone even though they are not developing their competencies, they are satisfied with the current conditions;
- Direct superiors sometimes complete their own tasks without involving their work team members for reasons of urgency, this condition results in work

team members having a fairly high dependency on their direct superiors when placed in difficult conditions at work, so that work team members feel no need to improve their competence because when there is a difficult task it can be handed over to the direct superior to complete.

- e. State Civil Apparatus competency is not evenly distributed, so there are still direct superiors who rely on certain State Civil Apparatus s to complete tasks. This condition results in State Civil Apparatus who are relied on to carry out tasks having less opportunity to improve their competency.
- f. There is no difference in income between State Civil Apparatus with good performance predicate and very good performance predicate. This condition causes State Civil Apparatus to be less motivated to improve their competence and performance.

The lack of technical competency development by the Regional Government can be seen from the table below, where out of a total of 42 State Civil Apparatus in the Organizational Bureau, only 6 people have participated in technical education and training.

Table 1 State Civil Apparatus Technical/Functional Education and Training (Diklat) Organizational Bureau

Year	Type of Training	Training	Participant
2023	Technical	Treasurer	Rama Dhani, A.Md.Ak
2024	Technical	Procurement Officer	Bayu Sukma Wiraga, S.Trip
		Cyber Incident Response	- Dwi Rezky Agung, S.Kom - Dirga Ambara, S.Kom
		Government Public Relations (Gpr)	Reza Balfaqih, S.Kom
	Functional	Policy Analyst	ROSA CANINA PISERA, S.Kom

Source: Bureau of Organization of the Regional Secretariat of East Java Province 2024

CONCLUSION AND RECOMMENDATIONS

Conclusion

The efforts made by the Organization Bureau of the Regional Secretariat of East Java Province in developing State Civil Apparatus competencies have succeeded in improving 5 dimensions of individual competency, namely:

- a. Task-carrying skills and task-management skills can be improved through the implementation of formal education, technical/functional education and training, as well as sharing sessions or knowledge sharing between State Civil Apparatus;
- b. Action-taking skills can be improved by providing opportunities for State Civil Apparatus to carry out tasks according to their respective authorities;
- c. The skills to work together and adapt can be improved by sharing sessions or sharing knowledge between State Civil Apparatus and carrying out joint activities outside the office by providing training related to teamwork and bureaucratic challenges.

Of course, what is no less important in efforts to improve job competency is the role of managers or direct superiors in providing direction, managing tasks and resolving problems that exist in their respective work teams.

In terms of improving performance, quantity, quality and time or speed of completion of work results are greatly influenced by job competency. State Civil Apparatus with high job competency will be able to produce good quality work results with good knowledge and understanding of their field of work, besides that of course it will also speed up the completion time of tasks so that they become more productive.

Recommendations

Based on the conclusions above, the author provides suggestions to improve State Civil Apparatus job competency and performance to be more optimal:

- a. The limited number of State Civil Apparatus who can participate in technical/functional education and training activities at the BPSDM of East Java Province can be directed so that all State Civil Apparatus can participate in seminar activities related to their respective fields of duty, not just participating in seminars to fill empty working hours without paying attention to the themes discussed;
- b. Providing an understanding to all State Civil Apparatus related to the duties, responsibilities, authorities, and working mechanisms of each position. Providing an understanding of the increasingly high demands of public services, so that State Civil Apparatus must continue to strive to improve their competence and performance;
- c. Increase inherent supervision by direct superiors in carrying out tasks, both in terms of discipline and work quality; and
- d. Providing different awards between State Civil Apparatus with good performance predicates and very good performance predicates to motivate State Civil Apparatus to strive to improve their competence and performance.

ADVANCED RESEARCH

The development of State Civil Apparatus (ASN) competencies in East Java Province underscores the critical role of structured capacity-building initiatives in enhancing bureaucratic efficiency and public service quality. By targeting key competency dimensions—ranging from task management to adaptive collaboration—these efforts contribute to a more agile and responsive governance framework. However, optimizing the impact of competency development requires a strategic recalibration of training accessibility, ensuring that participation in technical and functional education aligns with job relevance rather than serving as a mere administrative routine. Additionally, fostering a deep-seated understanding of role-specific duties and the evolving demands of public service is essential to cultivating a workforce that is both proactive and performance-driven. Strengthening managerial oversight, particularly through embedded supervisory mechanisms, ensures that improvements in competency translate into measurable performance gains. Moreover, a nuanced performance-

based incentive structure, distinguishing between varying levels of excellence, can serve as a powerful motivator for continuous professional development. By integrating these elements within a holistic competency enhancement strategy, the East Java Provincial Government can reinforce a culture of excellence, accountability, and innovation within its civil service, ultimately driving sustainable improvements in public administration.

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