



Competency Development in Improving the Performance of State Civil Apparatus at the Bureau of Leadership Administration of the Regional Secretariat of East Java Province

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ARTICLE INFO

Keywords: Competency Development, Performance, State Civil Apparatus

Received : 12, February
Revised : 26, February
Accepted: 26, March

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ABSTRACT

This study raises the issue of developing the competence of State Civil Apparatus (ASN) in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province which focuses on improving performance. The purpose of the study was to analyze the factors that influence the development of Civil Apparatus competence and its impact on their performance. The method used was a qualitative approach with interviews, observations and document analysis. The results of the study showed that the development of Civil Apparatus competence contributed positively to improving performance. Based on Spencer's theory, factors such as motives, personal characteristics, and self-concept of Civil Apparatus play an important role in this process. Civil Apparatus who have high motivation and positive characteristics tend to be more active in participating in training, which has an impact on increasing their knowledge and skills. The results of this study recommend the need for support from leaders and a conducive work environment to encourage Civil Apparatus in developing their competence, so that it can improve overall organizational performance.

INTRODUCTION

Human resources are a crucial element in government organizations, both at the central and regional levels, which must continue to be developed to achieve organizational goals (Muarsarsar, 2022). The role of government apparatus is very important in determining the success of carrying out the organization's mission, especially in facing the challenges of globalization. Therefore, the development of apparatus competency must be directed to creating individuals who are able to compete and adapt to changes that occur, including technological developments and public expectations of government performance (Umam Azizi et al., nd). Bureaucratic reform is an important step to improve the quality and professionalism of the apparatus in carrying out its duties as state administrators.

Since the reform era, the government has issued various regulations to improve human resource management, including Law Number 5 of 2014 concerning the State Civil Apparatus (ASN). This law emphasizes the importance of competency development through education and training, and requires each agency to plan annual competency development. In addition, the 2020-2024 National Medium-Term Development Plan (RPJMN) also emphasizes human resource development, including bureaucratic apparatus, as a priority in increasing the effectiveness and efficiency of public services.

The government continues to strive to encourage the bureaucracy to have a competitive advantage through the implementation of the State Civil Apparatus Law and Government Regulation Number 11 of 2017 concerning Civil Servant Management. This regulation regulates various aspects of civil servant management, including competency development that must be carried out in a planned and sustainable manner (Winoto & Handayani, 2022). Every civil servant has the right to participate in competency development of at least 20 hours of lessons per year, which aims to ensure that the apparatus has the integrity, professionalism, and capabilities needed to implement public policies and services to the community. Thus, the development of apparatus competency is the key to improving the performance and image of the government in the eyes of the public.

The development of the competency of State Civil Apparatus (State Civil Apparatus) employees is a crucial aspect to ensure that they have the knowledge, skills and characteristics needed to carry out their roles and responsibilities effectively in the organization (Sumanti, 2018). This is important to meet the required qualifications and provide optimal contributions to the organization, especially in facing future challenges. Many governments adopt leadership competency models from the private sector to improve competency development in the public sector. However, the implementation of competency development must be carried out systematically and sustainably, by avoiding negative practices such as corruption and nepotism, and involving high commitment from all government agencies (Lase & Ndraha, 2023). Therefore, a proper and planned competency development strategy is very necessary to create ASN that is professional and responsive to the needs of the organization.

The condition of human resources (HR) in the Administration Bureau of the Leadership of the Regional Secretariat of East Java Province shows complex

challenges in carrying out effective government functions. Although this bureau has a clear organizational structure in accordance with the Regulation of the Governor of East Java Number 48 of 2020, the quality of existing HR is still a major concern. One of the main issues is the lack of employee ability in formulating program planning policies, activities, budgets, and reporting, which indicates that many employees do not yet have adequate competence to carry out these tasks effectively. Therefore, training and competency development are very important to improve the quality of HR in this bureau.

The number of employees in the Bureau of Leadership Administration is recorded at 69 people, consisting of 51 Civil Servants (PNS) and 18 non-permanent employees (PTT). Although this number of employees seems sufficient, the workload that must be handled is quite large, especially in managing 255 units of infrastructure and facilities. The shortage of protocol personnel is also a serious challenge, considering the high frequency of government activities that require good coordination. The limited number of qualified human resources can hinder the achievement of the goal of effective communication between the regional government and the community, so the development of professional and experienced human resources is very necessary to improve the government's image. Within the bureau, there are shortcomings in personnel management, where there are no human resources capable of proposing the placement, appointment, dismissal, and transfer of ASN. This shows an urgent need to strengthen the capacity of human resources in personnel management so that the bureau can function more efficiently. To improve organizational performance, it is important to pay more attention to the development of quality human resources, including continuous training and increasing competence in various fields, such as planning, communication, and protocol.

HR issues in the Leadership Administration Bureau also vary in each section, such as the Planning and Personnel Section, the Leadership Material and Communication Section, and the Protocol Section. In the Planning and Personnel Section, employees often do not have adequate skills to conduct proper analysis and planning, which impacts the quality of the output produced. Meanwhile, in the Leadership Material and Communication Section, the lack of HR capacity in carrying out the spokesperson function creates a gap in the delivery of information. In the Protocol Section, challenges related to the implementation of complex protocol tasks indicate the need for better training and competency development. HR issues in the Leadership Administration Bureau of the Regional Secretariat of East Java Province indicate the need for more attention in developing employee competency and capacity. Without systematic efforts to improve the quality of HR, this bureau will have difficulty in carrying out its functions optimally and providing quality services to the community.

Referring to Government Regulation No. 17 of 2020 concerning civil servant management, it is explained that every ASN is required to participate in development and training with 20 hours of lessons within 1 year. In the report on the number of lesson hours in 2024 recorded until July 2024, there is information regarding the status of employee training with the number of lesson

hours with the status of completed (TT) as many as 34 employees and not completed (BT) as many as 35 employees. From this data, we can see that out of a total of 69 employees, there are 34 employees who have completed the training, while 35 other employees have not completed it. This shows that almost half of the employees in the Leadership Administration Bureau have not successfully completed the competency development program offered. With 50% of employees not completing the training, this reflects a gap in the development of ASN competencies in the bureau. This gap reflects the challenges faced in ASN development management, where lack of participation in training can negatively impact individual and organizational performance as a whole. With 50% of employees not yet completed training, it is important to evaluate and improve existing development programs, in order to increase participation and effectiveness of training in the future. This condition requires serious attention from the Head of the Leadership Administration Bureau to formulate the right strategy in increasing motivation and accessibility of training for all employees, so that the goal of ASN competency development can be achieved optimally.

LITERATURE REVIEW

Human Resource Development Concept

In essence, human resource development (HRD) is one of the focuses of study of the concept of human resource management. HRD development is an effort to prepare humans or employees to develop greater tasks and responsibilities in the organization. The concept of development is rooted in the need for employees for intellectual abilities that include better knowledge, skills, and expertise. This is needed to support the implementation of tasks and responsibilities. (Ancil Anggita & Okto Bernando, 2023). In addition, the development of intellectual abilities also affects the process of achieving the goals and strategic plans of the organization. According to Swanson and Holton (2008:4) defines that human resource development is the process of increasing human capabilities through organizational and employee development in a particular organization, so that performance becomes better. This definition provides an explanation of human resource development as an effort that is carried out not only on human elements, but also includes the organization. Along with the development of the organization, the employees in it will also participate in developing themselves to adapt to the dynamically developing organization. (Grandmother, 2022).

Competence

Basically, competence can be understood as a combination of abilities, skills, and accumulated knowledge that is reflected through performance behavior in an organization that can be assessed and evaluated. (Kafiar, 2019). Through competence, we can see the difference between good and mediocre quality human resources. Related to competence, most experts will refer to Spencer (1993) who discusses a lot about the concept of competence. According to Spencer, competence is a collection of characteristics that affect a person's effectiveness at work. Competence, according to Spencer, is divided into two

types, namely threshold (the main competence that a person must have in order to carry out their work, usually in the form of basic skills or knowledge) and differentiating (competence that can distinguish people who perform from those who do not) (Pangestu & Eprilianto, 2022). As part of an individual's inherent characteristics, competence can be seen in the way a person behaves, including the apparatus in carrying out their duties. Competence has characteristics that differentiate one individual from another. The characteristics of competence as stated by Spencer & Spencer (1993) are motives, personal characteristics (traits), self-concept, knowledge, and skills.

METHODOLOGY

Qualitative research methods are research methods used to research natural object conditions, where the researcher is the key instrument (Sugiyono, 2014). In this study, the researcher used a descriptive research type with a qualitative approach. Qualitative descriptive research aims to describe what is currently happening and there are efforts to describe, record, analyze and interpret conditions that are currently occurring or exist (Sukirman, 2021). The selection of the use of descriptive research type with a qualitative approach is considered most appropriate by the researcher for this study, because the researcher wants to provide an overview and describe the development of competencies in improving the performance of the State Civil Apparatus (ASN) at the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province.

The focus of this study is to explain and analyze the competency development process in improving the performance of State Civil Apparatus (ASN) at the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province and to identify and analyze the inhibiting factors for the development of State Civil Apparatus (ASN) competencies at the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province. In describing the development of these competencies, the researcher conducted an analysis using the competency characteristics approach (Spencer & Spencer 1993:9) where competency development has characteristics, namely motives (Motives), personal characteristics (Traits), self-concept (Self Concept), knowledge (Knowledge), and skills (Skill).

The data sources used are primary and secondary. Primary data is obtained directly through interviews and observations, while secondary data is obtained through literature studies or documentation (Sukirman, 2021). Data collection techniques through interview, observation and documentation processes (Sugiyono, 2014). The selection of interview informants who are considered competent to provide information that is in accordance with the research focus is carried out using the purposive sampling method (Creswell, 2008). The data analysis used is interactive analysis by Milles and Huberman where the data analysis process begins with data reduction, data presentation and drawing conclusions (Sugiyono, 2013). Data collected from the observation, interview, and documentation processes are tested for data validity using data source triangulation techniques. where data from the interview, observation, and

documentation processes are presented so that conclusions can be drawn (Moleong, 2014). Triangulation of data sources involves using multiple sources of information to verify the findings obtained (Elia & et al., 2023). By comparing data from interviews, observations, and documentation, researchers can ensure that the information collected is consistent and accurate. This helps reduce bias that may arise from a single source of data (Sahir, 2022).

RESULTS AND DISCUSSION

The competency characteristics approach proposed by Spencer & Spencer (1993) provides a comprehensive framework for understanding and developing individual competencies in an organizational context. In this approach, competency is defined as a combination of knowledge, skills, and personal characteristics required to achieve optimal performance in a particular role. By understanding these competency characteristics, organizations can design more effective and tailored development programs to employee needs, thereby improving overall performance.

1. Motive

The development of the competence of State Civil Apparatus (ASN) is an important aspect in improving organizational performance, especially in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province. The competency characteristic approach proposed by Spencer & Spencer (1993) emphasizes various indicators, one of which is motive. In this context, the motives of individual ASN in participating in competency development programs are greatly influenced by the awareness of the importance of improving skills and knowledge to support the implementation of daily tasks.

Table 1 Sample of training attended by employees of the Leadership Administration Bureau in 2022-2024

Employee Name	Training That Has Been Attended		
	2022	2023	2024
Pius vishna is good adriawan	Performance evaluation and technical guidance to improve performance for ASN administrative bureau leaders of the East Java provincial secretariat (9 teaching hours)	Nothing	Procurement of goods and services training (72 teaching hours)
Arif Wibowo	Performance evaluation and technical guidance to improve performance for ASN administrative	Nothing	Nothing

Employee Name	Training That Has Been Attended		
	2022	2023	2024
	bureau leaders of the East Java provincial secretariat (9 teaching hours)		
Reza Yanuar Yudha Pahlevi	Innovative and collaborative leadership in the vuca era (6 teaching hours) Webinar on the role of ASN in realizing the absorption and program activities and budget that are cettar (3 teaching hours) Webinar on the role of Satpol PP in creating digital-based governance (3 teaching hours) Performance evaluation and technical guidance for improving performance for ASN, Adpim Bureau, East Java Provincial Secretariat in 2022 (9 teaching hours)	Coordination meeting and facilitation of functional officials of East Java Provincial Secretariat in 2023 (9 teaching hours) Coaching, motivation, and provision of entrepreneurship for ASN Setda of East Java Province in 2023 (8 teaching hours) Personnel management technical education and training (26 teaching hours) Coordination meeting and synergy for the development of ASN human resources for regional secretariats in regencies/cities throughout East Java in 2023 (12 teaching hours) East Java Provincial Protocol Coordination Meeting (12 teaching hours)	Open government builds effective partnerships between government and society (3 teaching hours) Strengthening nationalism, strengthening the unity of ASN, proud to serve the nation (3 teaching hours) Social and cultural competence of ASN and how to develop it (3 teaching hours) Secretariat management technical training (20 teaching hours) "live radiantly with a sustainable environment, waste and waste management strategies (3 teaching hours) Ramadan is a momentum to strengthen ASN spiritual quotient (3 lesson hours) Education for all towards the golden generation of 2045 (3 teaching hours) Ina digital: govtech for integrated Indonesia (3 lesson hours) Digital leadership towards a world-class bureaucracy (3 teaching hours) Independent learning, independent

Employee Name	Training That Has Been Attended		
	2022	2023	2024
			innovation (3 lesson hours) Evaluation meeting of personnel management in the East Java Provincial Secretariat environment in 2024 (10 teaching hours) How do ASN fill independence? (10 teaching hours) Freedom to speak with public speaking skills (10 lesson hours) Smart language civil servants, champion service (10 lesson hours) East Java, the new gateway to the archipelago (10 teaching hours) Realizing bureaucracy as a learning organization (10 teaching hours)

Source: Author's analysis on November 14, 2024

Table 2 presented shows the training and competency development data of employees in the Administration Bureau of the Leadership of the Regional Secretariat of East Java Province. In the table, it can be seen that each employee has a varying number of hours of lessons, and some employees are even recorded as having zero participation in development activities for one year. This variation can be influenced by several factors, including job responsibilities, individual priorities, and opportunities to participate in training. Employees who have a higher workload or more senior positions may find it more difficult to make time for training, while employees who feel no need to improve certain competencies may not participate at all.

This condition reflects the importance of competency development in improving the performance of State Civil Apparatus (ASN). In this context, Spencer's theory of competency characteristics can be applied to understand the motivation behind employee participation in training. This theory emphasizes that intrinsic motivation, which is the drive from within an individual to learn and develop, is very important in competency development. Employees who are highly motivated tend to be more active in participating in training, while those who are less motivated may not see the value in the activity, so they are recorded

as zero in the training. The "1 Month 6 Hours of Lessons" program implemented by the Bureau of Leadership Administration is a strategic step to increase ASN motivation. With this approach, ASN are given the opportunity to participate in regular and structured training, which can help them improve their skills and knowledge in a relatively short time. This program not only provides technical knowledge, but also creates a learning routine that can increase employee motivation to contribute better to government tasks.

The development of the competence of the State Civil Apparatus (ASN) in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province is a strategic step to improve organizational performance. The competency characteristics approach proposed by Spencer & Spencer provides a comprehensive framework for analyzing the development of ASN competence. In this context, indicators such as organizational awareness (OA), relationship building (RB), and achievement orientation (ACH) are the main focus in improving the effectiveness of ASN in carrying out their duties. By understanding and managing these three indicators, ASN is expected to be able to contribute better to achieving organizational goals.

2. Personal Characteristics

The personal characteristics of State Civil Apparatus (ASN) play an important role in determining their ability to carry out tasks and activities successfully. According to Spencer and Spencer (1993), these characteristics include competencies such as self-control, self-confidence, flexibility, and organizational commitment. Self-control relates to the ability to control emotions in difficult situations, while self-confidence reflects an individual's belief in their own abilities. Flexibility indicates the ability to adapt to various situations and views, while organizational commitment reflects an individual's willingness to link their actions to organizational goals. In the context of the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province, understanding the personal characteristics of ASN is essential for designing effective competency development programs. By focusing on individual motivation, attitudes, and values, the Bureau can improve organizational performance through training programs that are more relevant and in accordance with ASN needs. This competency-based characteristic approach is expected to create an environment that supports ASN development, so that they can contribute better to organizational goals.

No	NIP	Nama	Instansi	Perangkat	Jumlah JP	Status
1	195910201986031013	I.G.NG. INDRA SETIABUDI RANUH	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN	0	
2	198312012010012001	RATNA SARI MARDIYAH	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PERENCANAAN DAN KEPEGAWAIAN SEKRETARIAT DAERAH	0	
3	199603092020122017	RIZQA AULIYA NURFITRIA ILMA	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PERENCANAAN DAN KEPEGAWAIAN SEKRETARIAT DAERAH SUB BAGIAN UMUM DAN KEPEGAWAIAN BIRO	0	
4	199001072010101001	GUNTUR BAGUS TRI ATMOJO	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PROTOKOL	0	
5	197810111998031004	ALI FAUZIN	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PROTOKOL	0	
6	198202062010011002	ARIF WIBOWO	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PROTOKOL	0	
7	199008132010101002	ANDIS RIZKI PAHLEVI	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PROTOKOL	0	
8	200002012024091001	YUDIANTO ADI WIBOWO	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAH ASISTEN ADMINISTRASI UMUM BIRO ADMINISTRASI PIMPINAN BAGIAN PROTOKOL	0	

Source: Documentation of the Leadership Administration Bureau
 Figure 2 Report Not Yet Inputted JP Period 2024

From Figure 2, it can be concluded that although there are efforts to improve ASN competency through training programs, there are still challenges faced, such as ASN whose training hour (JP) report throughout 2024 is still recorded as 0. This situation indicates that there are ASN who may not be motivated or have no interest in participating in the training provided. Mapping of ASN personal characteristics carried out by the Leadership Administration Bureau through job analysis and workload is very important to understand the strengths and weaknesses of each ASN, so that training programs can be adjusted to individual needs. To overcome this problem, the Leadership Administration Bureau needs to continue to evaluate and improve existing training programs, as well as create an environment that supports the development of positive characteristics among ASN. With a data-based and participatory approach, it is hoped that each ASN can receive relevant and useful training for the development of their competencies. This will not only improve individual performance, but also contribute to the achievement of overall organizational goals.

No	NIP	Nama	Instansi	Perangkat	Jumlah JP	Status
1	196905051996021001	SUPARMIN	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PROTOKOL	278	Telah tuntas
2	196912041998092001	KUSNUL KHOTIMAH	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PROTOKOL	21	Telah tuntas
3	197404271997032004	YANTI YUANITA	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PROTOKOL	21	Telah tuntas
4	197702051997032002	FATMAWATI	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PERENCANAAN DAN KEPEGAWAIAN SEKRETARIAT DAERAH	73	Telah tuntas
5	197705081999012001	VIVI KURNIAWATI	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN MATERI DAN KOMUNIKASI PIMPINAN	130	Telah tuntas
6	197906192002121003	DEDDY HARIYONO	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PROTOKOL	45	Telah tuntas
7	198012271999121002	PULUNG CHAUSAR	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINAN	117	Telah tuntas
8	198101062023211001	RIO SABRI NAUVAL SAMUDRA	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN MATERI DAN KOMUNIKASI PIMPINAN	136	Telah tuntas
9	198508032003121004	HATTA AMRULLOH	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PROTOKOL	106	Telah tuntas
10	198801082022042001	YUWAN YUCANIDIA RESMINA	BIRO ADMINISTRASI PIMPINAN	SEKRETARIAT DAERAHASISTEN ADMINISTRASI UMUMBIRO ADMINISTRASI PIMPINANBAGIAN PERENCANAAN DAN KEPEGAWAIAN SEKRETARIAT	74	Telah tuntas

Source: Documentation of the Leadership Administration Bureau
 Figure 3 JP Input Report for the 2024 Period

The personal characteristics of State Civil Apparatus (ASN) have a significant impact on their interest and enthusiasm in participating in training programs. The interview results showed that ASN with a positive attitude and high motivation tend to be more active in participating in training, including the 1 Month 6 JP program designed to improve their competence. This program requires ASN to complete a minimum of 72 hours of training (JP) in a year, and from Figure 3 we can see that there are ASN who are able to exceed the target indicating the existence of supporting personal characteristics, such as a commitment to self-development and a desire to improve performance.

On the other hand, the diversity of ASN personal characteristics can also explain why some ASN do not achieve the set JP targets. ASN who are less motivated or have negative attitudes may feel that there is no need to attend training, so that their training hour reports are low. This shows that understanding the individual characteristics of ASN is very important in designing effective training programs. By mapping personal characteristics through job and workload analysis, the Leadership Administration Bureau can adjust training programs to the needs and motivations of each ASN.

To increase the participation of State Civil Apparatus (ASN) in training programs, the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province needs to create an environment that supports the development of positive characteristics among ASN. This can be done by providing incentives for ASN who actively participate in training and providing relevant and interesting training materials. With a data-based and participatory approach, it is hoped that ASN can be motivated to achieve or exceed the set targets, thereby contributing to improving the overall performance of the organization. Mapping the personal characteristics of ASN through job analysis

and workload is an important step in adjusting the training program to individual needs.

3. Self-concept

Self-concept is the attitude and values that a person has and becomes a self-image. Values that a person upholds and an attitude towards something ideal, aspired to which is manifested in his work or life. Employees must have a good self-concept and character values in carrying out their duties as civil servants. One form of self-concept that employees must have is education. Education is a process of renewing the meaning of experience, this may occur in ordinary relationships or relationships between adults and young people. It may also occur intentionally and be institutionalized to produce social continuity. This process involves the supervision and development of immature people and the groups in which they live.

The Employee Performance Assessment Index at the Leadership Administration Bureau refers to the Employee Performance Targets (SKP) which also includes the ASN Core Value of "BEING Virtuous", namely;

- 1) Service Oriented (Including Completion of Work)
- 2) Accountable (Including Attendance Through Application, Work Permit, and Discipline)
- 3) Competent (Including Receiving Additional Tasks from Direct Superiors and Competency Development at Least Once a Month)
- 4) Harmonious (Including Involvement and Activeness in the Work Team)
- 5) Loyal (Including attendance at ceremonies, roll calls and gymnastics)
- 6) Adaptive (Including Employee Innovation Level)
- 7) Collaborative (Including Employee Involvement with Other Agencies)

Core Value ASN moral which includes service orientation, accountability, competence, harmony, loyalty, adaptiveness, and collaboration is closely related to the self-concept of ASN in the General Bureau. The self-concept of ASN reflects the attitudes and values they have, which in turn influence the way they interact with the work environment and carry out their duties. ASN who have a positive self-concept tend to be more service-oriented, because they understand the importance of their contribution to society and the organization. This is in line with the service-oriented value which is one of the pillars in the Core Value of ASN moral.

Accountability as one of the values in the Core Value of ASN moral is also greatly influenced by the ASN self-concept. ASN who have a good understanding of their responsibilities and roles in the organization will be more disciplined in carrying out their duties, including in terms of attendance and work permits. Those who have a strong self-concept will feel more responsible for their actions, so they will be more likely to comply with existing rules and procedures. Thus, the development of ASN self-concept is important to increase accountability in carrying out daily tasks.

ASN competencies that include self-development and acceptance of additional tasks from superiors are also closely related to self-concept. ASN who have a positive self-concept will be more open to competency development and willing to accept new challenges. They will see training and additional tasks as opportunities to learn and develop, not as a burden. This is in line with the competent value in the Core Value of ASN moral, which emphasizes the importance of self-development and skill improvement. The values of harmony, loyalty, adaptiveness, and collaboration in the Core Value of ASN moral are also greatly influenced by ASN self-concept. ASN who have a good self-concept tend to be better able to work together in a team, show loyalty to the organization, and adapt to change. They will be more actively involved in team activities and collaboration with other agencies, which will ultimately improve the overall performance of the organization. Therefore, the development of ASN self-concept in the General Bureau must be the main focus in efforts to improve the implementation of the Core Value of ASN moral.

Employee self-concept and attitude are important factors in achieving organizational goals. Attitudes that support goal achievement will encourage employees to carry out their duties well. According to Spencer and Spencer (1993), there are several competencies that need to be considered in employee development, such as developing others (DEV), directiveness (DIR), teamwork (TW), team leadership (TL), interpersonal understanding (IU), and customer service orientation (CSO). These competencies play an important role in improving the performance of the State Civil Apparatus (ASN), especially in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province.

ASN competency development must pay attention to self-concept as the main indicator in improving performance. ASN with a positive self-concept tends to be more motivated to participate in competency development programs.(Asbullah & Suharno, 2022). Competency mapping through job analysis and workload helps ASN understand their strengths and weaknesses, so they can focus more on self-development. Structured training programs not only improve technical skills, but also strengthen positive attitudes and values among ASN.

4. *Knowledge*

Knowledge is a key element in achieving organizational goals, because the ability of employees to carry out their duties is highly dependent on the knowledge they have. Knowledge, which is the result of learning, experience, and intuition, plays an important role in increasing efficiency and reducing waste in carrying out tasks. Employees who have adequate knowledge tend to be more effective in completing tasks, while employees who lack knowledge can experience difficulties that lead to wastage of resources. There are three main elements that influence employee knowledge, namely educational level, educational background, and disciplines studied. To improve the competence of the apparatus, it is necessary to master competencies such as analytical thinking, conceptual thinking, and expertise. Analytical thinking allows employees to

analyze situations in detail, while conceptual thinking helps them understand the relationship between elements in complex situations. Expertise includes technical and professional knowledge that is relevant to the job. Thus, continuous knowledge development is essential to improving employee performance and organizational effectiveness.

From the composition of the employees of the Administration Bureau of the Leadership of the Regional Secretariat of East Java Province in February 2021, the total number was 69 people, consisting of 51 civil servants and 18 PTT-PK people with the following educational levels:

Table 2 Employee education level

Tingkat Pendidikan	Jumlah PNS	Jumlah PTT-PK
S 2	15	-
S 1	22	11
D 4	5	1
SLTA	9	6
Jumlah	51	18

Source: Quote from the 2019-2024 Renstra of the National Student Leadership Council Bureau

Knowledge is an important foundation in developing basic competencies of civil servants, especially in the administrative bureau environment. The level of education taken by individuals plays a significant role in shaping the knowledge and skills needed to carry out tasks effectively. Table 2, which shows the relationship between education level and basic competencies, can provide insight into how much influence education has on the ability of civil servants to carry out their duties.

Individuals with higher levels of education, such as undergraduate or postgraduate degrees, tend to have a deeper understanding of theories and practices relevant to the field of administration. This is evident in the table, where civil servants with higher education demonstrate better levels of competence in aspects such as time management, decision-making, and communication. Higher education not only increases knowledge, but also the analytical skills needed to face challenges in bureaucracy.

The development of the competence of State Civil Apparatus (ASN) in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province is highly dependent on a combination of formal education and work experience. Knowledge gained from education must be combined with practical experience to achieve optimal competence. The table showing the relationship between education level and basic competence indicates that ASN with higher education and relevant work experience have a higher level of competence in carrying out administrative tasks. Therefore, investment in education and training is a priority to improve ASN competence in facing the ever-changing work dynamics.

Training programs designed for ASN, such as the "ASN Belajar Series," focus on developing analytical, conceptual, and professional skills. The competency characteristics approach proposed by Spencer & Spencer provides a framework for understanding how knowledge can contribute to improving ASN

performance. This training not only improves analytical skills and conceptual understanding, but also ensures that ASN has the technical expertise needed to carry out their duties professionally. Periodic evaluations and Training Need Analysis (TNA) are also implemented to adjust the training program to the specific needs of ASN, thereby increasing the effectiveness of the training.

5. Skills

The development of the competency of the State Civil Apparatus (ASN) in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province is very important to improve performance. Referring to the characteristics of Spencer & Spencer's competencies, the Bureau conducted a Training Need Analysis (TNA) to identify the skills needed by ASN, especially in procurement of goods/services and financial planning. The training program designed is practical and applicable, with constructive feedback after training to assess effectiveness and areas of improvement. ASN who show progress will receive awards, such as certificates, to motivate further competency improvement.

Table 3 Training organized by the Leadership Administration Bureau

YEAR	2022	2023	2024
1	Performance Evaluation and Technical Guidance for Improving Performance for ASN of the Adpim Bureau of the East Java Provincial Secretariat in 2022	Coordination and Facilitation Meeting of Functional Officials of the Regional Secretariat of East Java Province in 2023	EAST JAVA PROTOCOL COORDINATION MEETING 2024
2	East Java Province Protocol Coordination Meeting 2023	Coaching, Motivation, and Entrepreneurship Training for ASN Regional Secretariat of East Java Province in 2023	Performance Evaluation and Technical Guidance for Performance Improvement for Civil Servants of the Adpim Bureau of the East Java Provincial Secretariat in 2024
3		Capacity Building for Planners and Harmonization of Preparation of Regional Development Plans (RPD) and Coordination of Leadership Communication within the Regional Secretariats	Capacity Building and Synergy in Management of Materials and Leadership Communication "Pentahelix Collaboration in Management of Materials and Leadership Communication

YEAR	2022	2023	2024
		of Districts/Cities throughout East Java in 2023	
4		EAST JAVA PROTOCOL COORDINATION MEETING 2023	Capacity Building for Government Employees with Work Agreements (PPPK) of the Regional Secretariat of East Java Province in 2024
5		Performance Evaluation and Technical Guidance for Improving Performance for ASN of the Adpim Bureau of the East Java Provincial Secretariat in 2023	Improving the Capacity of Strategic Management and Communication Planning for Public Relations of Districts/Cities throughout East Java Province
6			Evaluation Meeting of Personnel Management in the Regional Secretariat of East Java Province in 2024
7			Public Speaking Capacity Building Workshop and Master Of Ceremony

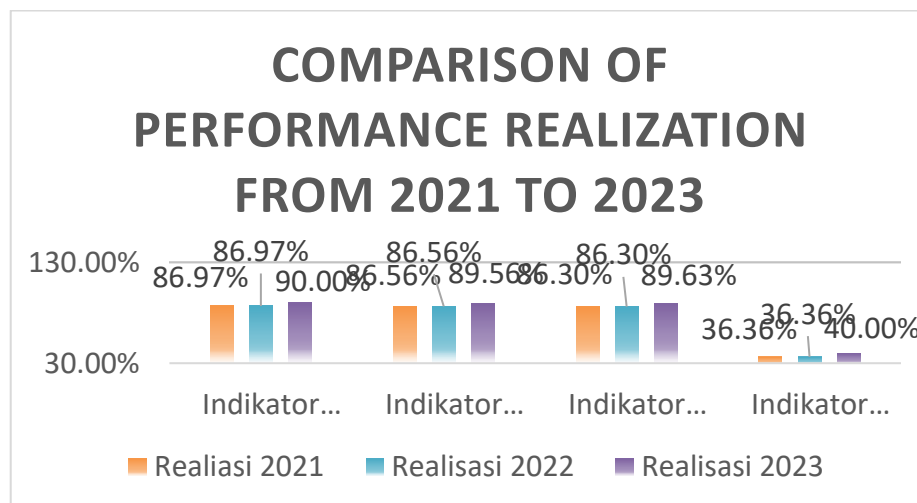
Source: Documentation of the Leadership Administration Bureau

The training organized by the East Java Province Leadership Administration Bureau (Adpim) is a strategic step in improving the performance of the State Civil Apparatus (ASN). One of the approaches taken is through Training Need Analysis (TNA), which functions to identify specific skills required by ASN. By conducting TNA, the Adpim Bureau can ensure that the training programs designed are not only relevant, but also in accordance with the duties and responsibilities of ASN, so that training can have a significant impact on their performance.

Based on the training data held as presented in table 3, there are various programs designed to improve ASN capacity, such as Performance Evaluation and Performance Improvement Guidance for ASN Biro Adpim in 2022, 2023, and 2024. These programs demonstrate the commitment of Biro Adpim in providing continuous and targeted training. In addition, training such as the Protocol Coordination Meeting and Entrepreneurship Development also demonstrate efforts to expand ASN skills in various fields, which are very important in supporting their daily tasks. Furthermore, training that focuses on improving communication and planning capacity, such as Improving the Capacity for Managing Leadership Communication Strategy and Planning, is also part of the training program held. Good communication skills are very important for ASN, especially in the context of interacting with the community and other stakeholders. By improving these skills, ASN are expected to be able to carry out their duties more effectively and efficiently.

Training that includes practical aspects such as Public Speaking and Master of Ceremony also shows that the Adpim Bureau does not only focus on technical aspects, but also on interpersonal skills needed in carrying out ASN duties. With this comprehensive approach, it is hoped that ASN can improve their overall performance, which in turn will contribute to better public services in East Java Province.

The development of the competency of the State Civil Apparatus (ASN) in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province focuses on strengthening the skills cluster consisting of Concern for Order, Initiative, Impact and Influence, and Information Seeking. Each cluster has a specific objective to improve ASN performance, such as ensuring attention to detail and compliance with procedures in the Concern for Order cluster. The training carried out includes an understanding of regulations and administrative procedures, which are expected to reduce the risk of errors and increase ASN accountability in carrying out their duties.



Source: *Lakip Leadership Administration Bureau in 2023*

Figure 4 Report on the realization of the performance of the Leadership Administration Bureau

From Figure 4, we can see that the development of ASN competencies in the Administration Bureau of the Leadership of the Regional Secretariat of East Java Province through the implementation of the "1 Month 6 Hours of Lessons" program has shown a significant positive impact on performance achievements. This program requires every ASN to take part in training for at least six hours of lessons each month, which are designed to improve technical and non-technical skills according to the needs of their field of work. With this structured program, ASN feel more focused in developing their competencies, which contributes to improving performance in the field.

During the period 2021 to 2023, the performance achievements of ASN in the Leadership Administration Bureau have consistently increased. This can be seen from the results of the performance evaluation which shows that ASN who actively participate in training programs have a higher level of productivity and effectiveness in carrying out their duties. Training programs that focus on the

specific needs of the work field allow ASN to develop relevant skills, so that they can provide better public services and be responsive to the needs of the community. In addition, support from leaders and a conducive work environment also play an important role in the success of this program. Leaders who pay attention to the development of ASN competencies create a supportive atmosphere for ASN to learn and develop. Awards and incentives for ASN who actively participate in training also serve as additional motivation, encouraging them to continue to improve their skills and knowledge. Thus, competency development through the "1 Month 6 Hours of Lessons" program not only improves individual performance but also contributes to the achievement of overall organizational goals.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the analysis of the discussion of the research results, it can be concluded that the development of ASN competencies in the Bureau of Leadership Administration has been carried out quite well and in a structured manner and shows positive results and contributes to increasing ASN professionalism. Based on Spencer's competency development indicators in the development of ASN competencies in the Bureau of Leadership Administration, it is explained as follows:

- 1) Motives, ASN competency development is greatly influenced by individual motives to learn and develop. ASN who have high motivation tend to be more prepared to face work challenges and contribute significantly to organizational performance.
- 2) Personal Characteristics, personal characteristics of ASN, including individual attitudes and values, have an influence on ASN performance. Understanding these characteristics allows the Bureau to design more effective and relevant training programs.
- 3) Self-Concept, Developing ASN self-concept plays an important role in improving performance. ASN with positive self-concept tend to be more confident and motivated to participate in training. Structured and ongoing training programs are designed to strengthen positive attitudes and values among ASN.
- 4) Knowledge, structured and ongoing training programs are designed to improve ASN knowledge, both in technical and non-technical skills. This is important to ensure that ASN has sufficient knowledge to carry out their duties optimally.
- 5) Skills, focusing on developing relevant skills, such as teamwork, customer service orientation, and interpersonal understanding, will create more professional and productive ASN.

Recommendation

- 1) Strengthening motivational programs, the Bureau of Administrative Leadership needs to design and implement more varied incentive programs, such as monthly or annual awards for ASN who show

significant progress in competency development. In addition, creating a platform for sharing ASN experiences and successes in training can increase motivation and enthusiasm for learning among their colleagues.

- 2) Personal characteristic mapping, conducting regular ASN personal characteristic mapping to understand their strengths and weaknesses. The results of this mapping can be used to design more specific and relevant training programs, so that ASN can more easily contribute to organizational performance. The use of more sophisticated training needs analysis (TNA) tools is also recommended to improve the effectiveness of training programs.

ADVANCED RESEARCH

An advanced research approach to ASN competency development in the Bureau of Leadership Administration should integrate predictive analytics and machine learning to analyze competency gaps and forecast future skill requirements. By leveraging big data from performance evaluations, training outcomes, and employee feedback, a dynamic competency framework can be developed, enabling personalized learning pathways for each ASN. Additionally, integrating neuro-leadership principles into training programs can enhance cognitive flexibility, decision-making, and resilience, fostering a workforce that is not only technically proficient but also adaptive to complex bureaucratic challenges. A longitudinal study assessing the impact of these interventions on organizational efficiency and policy implementation effectiveness would provide empirical insights into optimizing ASN development strategies for sustained professional excellence.

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