

Research Article

Transformation of Human Resources Development in Realizing a World Class Bureaucracy at the Employment and Human Resources Development Agency of Ogan Ilir District

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Abstract.

The aim of this research is to analyze the transformation of human resources development in realizing a world class bureaucracy at the personnel and human resources development agency of Ogan Ilir Regency. The five types of competence are motives, traits, self-concept, knowledge, and skill (Spencer LM and Spencer SM, 1993). The data collection techniques used in this study include interviews, observation, and documentation. Moreover, the data analysis techniques used interactive models, namely, condensation, data presentation, and drawing conclusions. The research results show that service problems in the field of personnel and training at the personnel and human resources development agency of Ogan Ilir Regency include the lack of optimal ASN performance due to the limited budget in developing the E-Kinerja/E Lapkin application, which contains civil servant performance assessments that can be the basis of the system, unclear provision of allowances based on workload/work performance, the need for the number and composition of employees has not been met in accordance with the established formation, ASN career development has not been optimal due to the limited employee development budget (training, study assignments, and assessments), and there is no application/website that can contain all personnel information at the personnel and human resources development agency of Ogan Ilir Regency.

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1. Introduction

In human capital management, human resources (HRM) is considered an asset of an organization that should be managed and developed well as an investment for the organization. Through human resource management and development, it is expected that such investments can return to the organization or have a higher value of return. In order to be able to do development towards SDM, there are two things to be prepared, namely, preparing programs and SDM development activities, among others, which can be done through education, training, career development, coaching, mentoring, and

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counseling. Nevertheless, not all of them have been able to show significant benefits. The problem tree can be observed from the implementation of partial competence development, which has not yet been implemented holistically and systematically. The same thing happened in the Department of Human Resources Development in Ogan Ilir district, which is an institution of the elementary government of the district that acts as a building authority of the government in the district of Ogan Ilir. The problems of service in the field of human resource development and training of the Office of the Department and Human Resource Development in ogan ilir districts based on the tasks and functions are presented in the form of the following table:

TABLE 1: Map of problems in the field of staffing and training of the staffing agency and human resources development of Ogan Ilir district.

No	Main Problem	Problem	Root of the problem
1.	Not-Optimal Performance	ASN Still unclear is the system of payment of benefits based on workload, lack of profession, work risk, and work performance.	The budget is limited in the development of Lapkin's E-Performance/E application, which contains a PNS performance assessment that can be the basis of a system of benefits based on workload and work performance.
2.	The requirements for the number and composition of officers in accordance with the established formation have not been met	The lack of awakening of the system of planning recruitment and distribution of ASN based on the needs of the formation of the office and the standards of its competence resulted in the uneven distribution and allocation of staff	The budget is limited for building an integrated employment planning system
3.	ASN career development is not yet optimal.	The development of managerial, technical, and functional competencies is not yet optimal	Limited development employee budget (training, learning and assignments, assessments)
4.	In order to implement personnel management, it is not yet fully supported by adequate personnel data and information (a database)	There is no application or website that can contain all personnel information in Ogan Ilir	Limited budget for developing application-based information systems and a limited number of apparatus with IT capabilities

Source : Renstra BKPSDM Kab Ogan Ilir Tahun 2021-2026

In an effort to mitigate emerging problems, government agencies need to develop a competence development road map that contains a sufficiently detailed plan with targeted indicators and specific targets for the set goals. The results of the analysis show that the maintenance of primary-quality public service needs to be supported by the availability of reliable SDM equipment, so that the development of competence in the field of service becomes a challenge. In order to achieve optimal results and improve the

quality of competence development, a road map is needed for the development of ASN competence in order for world-class public services to be realized. In the Act on ASN, it is mentioned that every ASN officer has the same right to develop his competence. The Agency for the Development of Human Resources of Ogan Ilir District is a regional unit that has the task of carrying out the duties and functions of the affairs of supporting the staff, first to do the planning and mapping of competence in each office in the framework of the development of the competence of the staff in the Government of Ogan Ilir County. Based on the above issues, it is important to carry out research related to the transformation of human resource development in the creation of a world-class bureaucracy in the Office of the Development and Development of Human Resources of the Ogan Ilir District.

2. Methods

This research uses a qualitative approach with a level of descriptive explanation. The types of data used in this research include the types of qualitative data obtained from interviews with informants related to the transformation of human resources development in the creation of a world-class bureaucracy in the human resource development and public administration of Ogan Ilir District, as well as other books, regulations, documents, journals, and literature considered relevant to this research. The data collection techniques used include interviews, observations, and documentation. The data analysis technique used in this study is analytical, using an interactive model that covers three components of the analysis: condensation, data intake, and conclusion withdrawal [2].

3. Results and Discussion

Human Resource Development in Creating a World-Class Bureaucracy, apart from the competence of Human Resources itself. Competence as a personality attribute that is vital for superior performance and high motivation.

Competition as a basic characteristic that individuals possess that is causally related to the fulfillment of effective criteria and/or superior performance in a job or situation [1]. The Iceberg Competence Model can be seen in the following picture:

Based on the picture, the characteristics are five types of competence, namely motives, traits, self-concept, knowledge, and skill. These types are based on how they can indicate how to behave and think, generate the whole situation, and last

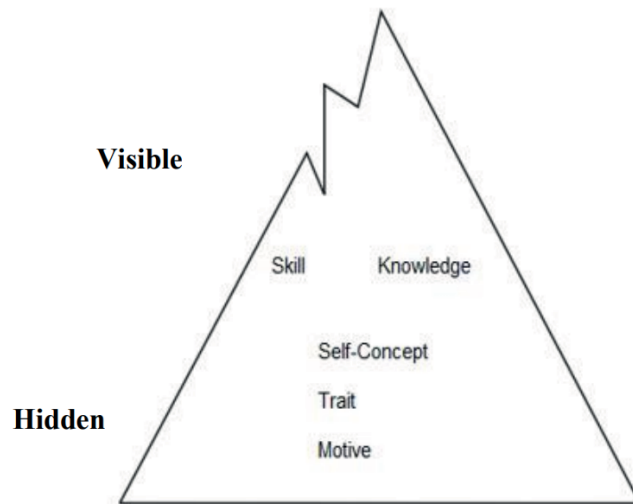


Figure 1: The Ice Berg Model. Source : Spencer & Spencer (1993).

for a long time. Concept of competence-based performance improvement, describes competence as a characteristic that an individual possesses and uses in an appropriate and consistent way to achieve desired performance. These characteristics include knowledge, skills, aspects of self-image, social motives, traits, thought patterns, mind-sets, and ways of thinking, feeling, and acting [3].

In this case, there are two approaches and/or terms for conducting the study of competence, associated with the concept of suitability in the job. Competence refers to the underlying behavioral characteristics and describes the motives, characteristics, self-conceptions, values, knowledge, or skills that are demonstrated in the form of superior performance and brought to the workplace. Competence is about what a staff member can do, not what the staff member does. Competency is observed in the behavior of an employee that can be classified as effective or superior performance, as demonstrated by performance above the average, which is usually only 10% of the number of employees owned by the organization [4].

Competence is an important aspect of ASN. The competence that ASN has describes the quality and influences the outcome of its work. Mapping staff competencies and potential begins with an assessment of staff competence and potential, or an assessment of competence. Competence assessments are important to do to ensure that the right person gets the right job at the right time. The aim is to minimize, furthermore, the risk of misrepresentation or mispromotion in the management of SDM.

Statistical data of the State Civil Apparatus of the Government of Ogan Ilir district in 2023 can be seen in the following image:

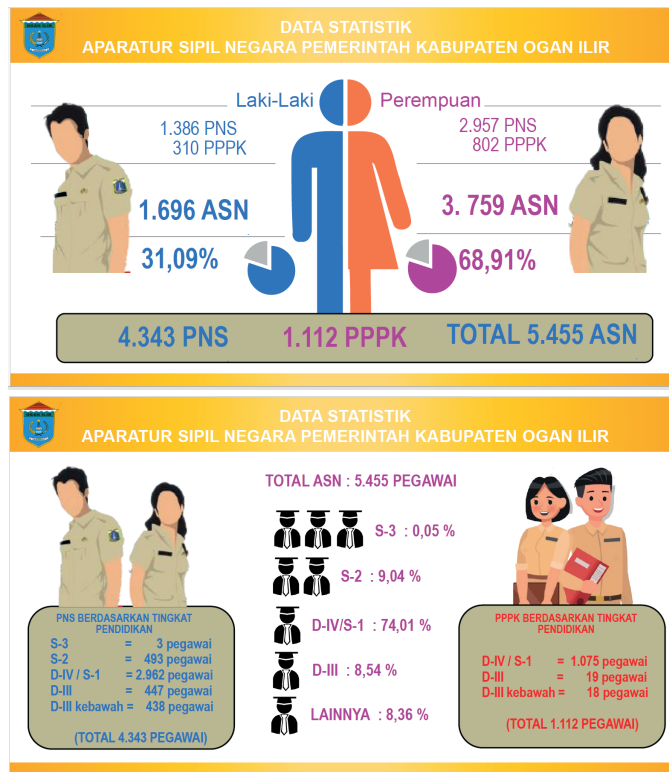


Figure 2: Statistics of the State Civil Apparatus of the Government of Ogan Ilir District, 2023. Source: Documentation BKPSDM Kab Ogan Ilir Year 2023.

The State Civil Apparatus Competence Map in the Government of Ogan Ilir District aims to identify staff to obtain staff profile data related to work experience/track record, profile of competence, qualifications, expertise, and potential staff, which can be used as material in carrying out competence development.

The scope of the competence mapping is carried out with several activities, as follows :

1. Promotion activities of the general administration of the area, with sub-activities, among others:
2. Facilitation of visitor activities;
3. Meeting and coordination activities
4. Management of Assessment Center activities, with sub-activities, among others:
5. Evaluation of Management and Social Cultural Competence as well as the Potential of the Department of Higher Leadership of the Government of Ogan Ilir District;
6. Evaluation of the Competence of Managerial and Social Culture and the Potency of the Office of the Leader of the Administrative Government of the Ogan Ilir District

7. Evaluating the Management and Cultural Competency and the Potency of the Supervisory Officers of the Governments of Ogan Ilir District
8. Evaluation of potential and competence evaluation activities
9. Planning and development of evaluations of capacity and competence activities

It is known that the budget for activities using APBD in Ogan Ilir district amounted to Rs. 525,000,000. The ASN competency mapping was conducted by 150 participants, each from the Department of Higher Education, the Department of Administrators, and the Department of Supervisors. The location of the competency mapping activities is planned at the University of Sriwijaya Assessment Center.

As a result of the competence mapping, every manager and structural officer in the organization will not want to have to learn about effective management of SDM and manage the staff so that the competences and potential that the staff have do not evaporate and disappear but can continue to grow and contribute to improving the performance of the organization. Managers and structural officials can be mentors, trainers, and advisers to employees for optimal performance in the workplace so that each employee becomes more knowledgeable and professional.

In this case, it is strictly avoided to send a staff member into a training or competence development program whose content is already known to the staff member or is not needed by them, either now or in the future. Through the mapping of staff competencies and potential, every assignment to staff is designed to test the ability and extend staff experience so that staff competence increases. To do so, the active role and commitment of each structural official within the organization are essential. Organizations remain and will continue to be managed by people-driven people, that is, people with the right competence, skills, and experience. Technology only gives you abilities, but it's people who direct.

Management of SDM, assessment of staff competence, management of people with superior competence and performance (talent), mapping staff competency, and development of personnel competence are activities that will not end in order to be able to maintain and enhance the superiority of the organization. Without the commitment and quality of the people in the organization, the organization cannot continue to seek and maintain its superiority.

4. Conclusion

Transformation of Human Resource Development: Creating a World-Class Bureaucracy in the Human Resources Development Agency of Ogan Ilir District is an attempt to enhance the competence of SDM through motives, traits, self-concept, knowledge, and skills. It is known that the problems of services in the field of staffing and training of the staffing agency and development of human resources of Ogan Ilir district, among others, have not been optimized ASN performance due to the limited budget in the development of the application E-Kinerja/E Lapkin which contains the performance assessment of the PNS which can be the basis of the system of benefit giving based on the workload/performance of the work; not met the needs and the number of staff composition according to the established formation, ASN career development is not optimized due to limited staffing development budget (diploma, study and assessment) as well as no application/website that can load all the information on staffing in the district of Ogan Ilir.

Therefore, government agencies need to develop a road map of competence development that contains a sufficiently detailed plan with targeted indicators and specific targets in order to achieve the set goals. Competence mapping is carried out with a number of activities of the General Administration of the Regional Appliance and Management of the Assessment Center. Through competence assessment, data profiles of staff, in particular those related to competence, qualifications, expertise, and potential, will be obtained. Mapping the competence and potential of the staff will work if the entire element and part of the organization support the implementation of this program. As a result of competence mapping, every manager and structural officer in the organization will not want to learn about effective management of SDM and manage employees so that the competence and potential that employees have do not evaporate and disappear but can continue to grow and contribute to improving the performance of the organization. Managers and structural officials can be mentors, trainers, and advisers for employees to optimal performance in the workplace so that each employee becomes more knowledgeable and professional in order to realize world-class bureaucracy.

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