



DEVELOPMENT OF APPARATUS TECHNICAL COMPETENCE AT GORONTALO PROVINCIAL GOVERNMENT

Akbar Ali Madina

BPSDM of Gorontalo Province, Indonesia

e-mail: akbarali.madina@gmail.com

INFORMASI ARTIKEL

Article History:

Dikirim Tgl.: 19 April 2020

Revisi Pertama Tgl.: 24 April 2020

Diterima Tgl.: 1 Mei 2020

Kata Kunci :

Pengembangan; Kompetensi
Aparatur; Teknis

Keywords :

*Development; Apparatus Competence;
Technical*

ABSTRAK

The purpose of this study is: describes how the development of apparatus technical competence at the Provincial Government Gorontalo. This study used a qualitative approach with descriptive. The data source of this research are primary and secondary data were collected through interviews and documents. Data analysis used the interactive model analysis Miles & Huberman. These results indicate: Each apparatus has the right and opportunity to develop competence and should be evaluated by pejabatayang authorities and used as a basis for the appointment in the office and career development for personnel. One of the competencies that must be owned by the apparatus is technical competence. Implementation of the development of technical competence is not limited to general competence, administrative and management but should be implemented fully, including substantive. Development of technical competence can use technical competency development scheme based on the competency-based management.

A. INTRODUCTION

In order to improve the quality of Human Resource Apparatus then steps must be done is to develop the competencies of the apparatus itself. Competency development as stated in Article 21 of the Law No. 5 2014 that the competence development is a right for civil servants at least 20 hours in a year. One of competence contained in the regulation is technical competence is competencies focus on the knowledge and skills required to perform the work in accordance with the profession possessed.

The general condition is currently happening in Gorontalo provincial government is planning competence development, known as training needs analysis (TNA) has been prepared are often not fully used as a reference when the organization conducts competency development ASN organization. Another thing is the absence of organizational competence mapping needs to be met and supported through educational activities such as learning tasks and permit. All of these general facts necessarily lead ASN to freely determine their own direction of development of the desired competencies regardless of whether the competence required to support the organization or the organization's overall performance.

Not only that, the development of these competencies is the basis for appointments and career development, as competence development is an important part of the process of human resources management, policy change governance, especially in the field of human resource government placed the competence in the role and strategic position to improve the quality of professional capabilities the ASN.

On Law No. 5 of 2014, ASN competence which meant one of them is Technical competence and specialization measured by the level of education, technical training functional and technical work experience; This was confirmed by Rothwell cited by Abdussamad (2014), competence can be divided into four one is technical competence (technical competence), the competence of the areas of the main tasks of the organization. Lack of competence development plan in accordance with the requirements and standards of technical competence clear a major obstacle at the moment. Then the implementation process is still carried out by each of the WTO and the apparatus without going through the recommendations of the Training Agency makes the process of drafting tna and competency standards is very difficult.

In the implementation of technical competence development consists of the several types of competencies that can be seen in the following table:

Table 1. Type Of Technical Competence

Num.	Type of Competence	Information
1	General Technical Competence	Skills and / or mastery of knowledge in the field of general technical services General Technical Competencies
2	Administrative Technical Competencies	Skills and / or mastery of knowledge in the field of technical services which are administrative in nature.
3	Management Technical Competencies	Skills and / or mastery of knowledge in the field of technical management services.
4	Functional Technical Competencies	Implemented to achieve competency requirements in accordance with the type and level of each functional position.
5	Substantive Technical Competence	The skills and / or mastery of technical knowledge are directly related to the implementation of the main tasks of the agency concerned

From the table it can be seen that the five types of competence must be conducted in accordance with the planning requirements and standards of competence development positions of each competency. Besides the implementation of an integrated manner be one way to improve the quality of the development of technical competence at the Provincial Government of Gorontalo.

Based on the above description, competency development ASN needs to be done through a series of processes from the planning of resources ASN for later analysis and the front could do forecasting in accordance with the needs of the organization, so that the organization can determine organizational needs for ASN now and in the future (Mathis & Jackson, 2006). Therefore, at this time need to carry out studies related to the development of civilian state apparatus competence by mapping the kinds of development competencies required by the organization as well as the apparatus according to the standards of competence to improve the performance of the apparatus as well as increased career development apparatus.

From the description above, the writer is interested to examine the development of technical competence Apparatus in Gorontalo provincial government in order to meet the needs of personnel competence and to realize the reform of local government bureaucracy.

B. LITERATURE REVIEW

Apparatuses Competence

Spencer and Spencer (1993) basically explains, "Competency is an underlying characteristic of an individual that is casually related to criterion-referenced effective and / or superior performance in a job or situation". Competence is the basic characteristics of a person related to the performance of ber kriteria effective

and or excel in a job and a particular situation. Selanjutnya Spencer and Spencer explains, competence said underlying characteristic for characteristic deep part and attached to a person's personality and can memperdiksi various types of work situations.

This is in line with the opinion of the Suparno Becker and Ulrich (2005: 24) that the competency Refers to an individual's knowledge, skills, abilities or personality characteristics that directly influence job performance. That is, competence contains aspects of knowledge, skills (skills) and the ability or personality characteristics that affect performance.

Robbins (2010) revealed that the competence of a person closely related to intelligence he had. Therefore, the competence of a person basically can be grouped into two categories, namely personal competence and social competence. Personal competencies include self-awareness, self-regulation, and motivation. Average social competence includes empathy and social skills. In essence Robins stated that the capacity of individuals in performing job duties is based on intellectual ability and physical ability (intelectual and physical abilities).

Based on Article 69 Law ASN, the career development of civil servants is based on qualifications, competence, performance assessment, and the need for Government Agencies conducted with due consideration to integrity and morality. In Act No. 5 of 2014, ASN competencies that are intended include:

1. Technical competence and specialization measured by the level of education, technical training functional and technical work experience;
2. Managerial competence as measured by level of education, training, structural or management and leadership experience; and
3. Socio-cultural competence as measured by work experience related to the plural society in terms of religion, ethnicity, and culture that have a national vision.

This was confirmed by Rothwell cited by Abdussamad (2014), competence can be divided into four:

1. Technical competence (technical competence), the competence of the areas of the main tasks of the organization.
2. Managerial competencies (managerial competence), is the competence related to various managerial skills needed in manangani organizational tasks.
3. Social competence (social competence), the ability to



communicate required by the organization in the implementation of their main tasks.

4. Intellectual competence / strategic (intellectual / strategic competence), the ability to think strategically with a vision far ahead.

C. METHOD

The approach used in this study used a qualitative approach to gain a deep understanding of the development of technical competence Apparatus in Gorontalo provincial government. According Moleong (2009: 6) that qualitative research is research that aims to understand the phenomenon of what is experienced by the subjects holistically and by way of description in the form of words and language, in a konteks special natural and by using various scientific methods .

In this research, using qualitative description, which is an approach that aims to describe the phenomenon in truth occurred in the field and of what is experienced by research subjects. Descriptive method is a method of research that focuses on the problems or phenomena that exist at the time the research was conducted or problems that are real, then describe the facts of the matter being investigated as it is accompanied by rational and accurate interpretation. The data source of this research are primary and secondary data were collected through interviews and documents. Data analysis used the interactive model analysis Miles & Huberman.

With a qualitative descriptive study is intended to illustrate that very clear about the development of technical competence of personnel at the Provincial Government of Gorontalo.

D. Results and Discussion

Competence of human resource development is an important part in the achievement of organizational goals both small and large scale organizations, it is related to the availability of personnel who have the ability to support the organization's performance in achieving the planned objectives. As noted by Spencer and Spencer (1993) Competence is the basic characteristics of a person related to the performance of berkriteria effective and or excel in a job and a particular situation.

Components of Knowledge, Skill and Attitude. cited by Abdussamad (2014) of Spencer and Spencer are the things that affect an individual's competence in addition to talent, motivation and the environment. Individuals in this context is each apparatus in the execution of its duties and functions in every business seeks to increase capacity

through the development of competencies through formal education and training and education. This competence greatly affect the performance of the apparatus itself, especially in terms of increasing bureaucratic reform.

In accordance with the mandate of Law No. 5 of 2014 and Government Regulation No. 11 of 2017 that each apparatus has the right to as much as 20 (twenty) hours per year to improve their respective competence. In Gorontalo Province competency gaps are making it very difficult to meet the 20 (twenty) for the entire apparatus.

Needs and competency development plan consists of an inventory of the type of competencies that need to be improved from every civil servant and an implementation plan competence development. It's related to the selection of filling positions both at the High Chief and national agencies. The competency development plan carried out for a period of one (1) year work plan financing is contained in the agency's annual budget. As a matter of competence development planning, competency gap analysis and gap analysis of performance.

Spencer and Spencer (1993) basically describes the basic characteristics of a person's competence is related to the performance of an effective criteria and or excel in a job and a particular situation. Next Spencer and Spencer explains, competence said underlying characteristic for characteristic deep part and attached to a person's personality and can predict various types of work situations.

Competence of human resource development is an important part in the achievement of organizational goals both small and large scale organizations, it is related to the availability of personnel who have the ability to support the organization's performance in achieving the planned objectives. As noted by Spencer and Spencer (1993) Competence is the basic characteristics of a person related to the performance of type effective and or excel in a job and a particular situation.

In Article 174 states that the competence development of the apparatus can be done in the form of education and training. Furthermore, in Article 175 confirms that the development of competence in the form of formal education is done for increasing the knowledge and expertise of the apparatus. Competence Development in the form of training as described in article 176 through pelatihann klasikan and non-classical. Classical training conducted through face to face learning in the classroom, most kuran through training, seminars, courses and upgrading. While the non-classical training track at least include e-learning, guidance at work place, remote

training, internships and exchange of civil servants.

Technical competence

According to Katz as in Sartika, et al (2016) "... Technical skill is the ability to use the specific or technical competencies, tools, procedures, methods and knowledge of the field that dispecialitaty correctly and appropriately in the execution of their duties. For example programmer, finance, and law"

Technical competence is related to functional ability or technical job. In other words, this competence with regard to the technical intricacies related to the work that occupied. Examples of technical competence are: health workers, electrical engineering, marketing research, financial analysis, manpower planning, etc. (Hutapea 2008).

Technical competence is a competency that focuses on the knowledge and skills required to perform the work in accordance with the profession possessed. When the technical competence is not owned then apparatuses work can not be done in a professional manner. In addition to technical competence which are owned the behavioral competencies must also owned apparatus. Because if someone who has the knowledge and skills competency course he was only able to finish the job, but if it is not accompanied with competence behavior then the ability does not include the ability to adapt to the work environment, accept the challenge of working and productive behavior (Hutapea 2008).

In a civil law state officials explained that technical competence is the knowledge, skills and attitudes / behaviors that can be observed, measured and developed specific with regard to the technical field positions. Tersebt competence consists of general technical competence, administrative, management and substantive. Based on the model of Bar-on in Harper, which describes various characteristics and abilities that affect how people deal with the demands of the environment. It includes the following: a. Awareness and understanding of identity, b. Awareness and understanding of the interdependence on others., c. Being able to control emotions and manage stress, d. Able to adapt to the environment and e. able to solve personal problems and others. In other words, the ability to manage yourself, it can be concluded that the application of these competencies already covers all major components of competence so that we can conclude that technical competency is a statement of what a person should do in the workplace to demonstrate their knowledge, skills, and attitudes in accordance with the requisite standards.

According to Covey, Roger and Rebecca Meril in Mangkunegara (2010:112-113), technical competence, the knowledge and expertise to achieve the results that have been agreed, the ability to consider the issue and looking for a new alternative. Training Agency of Gorontalo Province in the development of technical competence conducted by Field Technical Training and Functional. Its implementation covers all technical and functional competence of local government officials.

Spencer and Spencer (1993) stated that the technical competence of the characteristics of deep and measured in a person who showed how to behave or think in a certain situation and work tasks that lasts a long time in that person. Development of technical competence created to provide or improve skills and technical knowledge for personnel implemented through classical and non-classical methods that are directly related to the implementation of the basic tasks of each. So the development of technical competencies is very influential on the performance of the apparatus itself as directly related to the increase in their respective fields of competence in the execution of duties and functions as the apparatus.

Preparation of technical competence development plans carried out by agencies of Trustees of each technical field. Technical competence development is done through training path and implemented to achieve the requirement standard competency and career development. Implementation can be done in stages were kind and hierarchically defined by the technical authority concerned and carried out by an accredited training institution.

Development of technical competence is programmed to provide or improve skills and technical knowledge for personnel implemented through classical and non-classical methods that are directly related to the implementation of the basic tasks of each. Classical method implemented by the Training Agency through face to face meetings using learning tools such as classrooms, and exposure to slide while the non-classical conducted using E-Learning, coaching and self-learning. So the development of technical competencies is very influential on the performance of the apparatus itself as directly related to the increase in their respective fields of competence in the execution of duties and functions as the apparatus.

Because it is closely related to the main tasks of each apparatus, technical competence must be conducted on an ongoing basis in accordance with the requirements and standards of competency. This apparatus competence

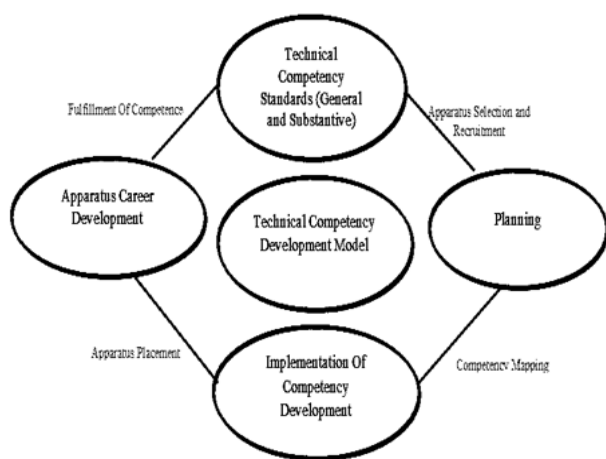


development needs obtained through the analysis of training needs or competency development planning apparatus. Implementation of the development of technical competence if it has been through the recruitment process that must be done is mapping competencies of each apparatus in accordance with the standards of competence.

Fulfillment of these competency standards must be made considering the need for competency apparatus are numerous and varied. The process of planning and competence mapping will be very easy to do if the standard of competence has been made in accordance with the current condition of the apparatus. The following competency development scheme built by researchers to support the development of technical competence of personnel.

As a strategy for the development of technical competence will need to be made a schema or model of competence development in an effort to meet the career development of the apparatus itself and to improve the performance of the apparatus in accordance with their respective duties apparatus. The scheme presented by researchers in the following picture:

Picture 1: Schematic Development of Technical Competence



Technical competency development scheme above relate to each other. Competency standards already drafted will look competencies unmet and still need apparatus to meet the competencies that will allow the government to carry out the selection and recruitment of personnel. From the selection and toughest of recruits will be given to devising competency development in accordance with their respective tasks so that the implementation of the development of competence in accordance with pemetaan competencies that have been

compiled in site planning. It is having an effect on the placement of the apparatus in accordance with the competence and memudahkan apparatus in career development in accordance with their respective fields of competence.

With the competency development scheme, it can be seen clearly that the competencies that must be implemented by the Training Agency is not only the general competence of technical competence alone but the entire apparatus of Gorontalo Province. By maximizing the policy on the implementation of the training is integrated and the establishment of houses of competence expected implementation scheme development of technical competence can be implemented menyeluruh by the Training Agency is no longer carried out by each of the WTO so that mapping and competency evaluation can be carried out in accordance with the needs of personnel and organization and supporting the career development of personnel Gorontalo provincial government.

E. CONCLUSION

Implementation of the development of technical competence is not limited to general competence, administrative and management but should be implemented fully, including substantive. Development of technical competence can use technical competency development scheme based on the competency-based management tbsp. With the competency development scheme, it can be seen clearly that the competencies that must be implemented by the Training Agency is not only the general competence of technical competence alone but the entire apparatus of Gorontalo Province.

F. RECOMMENDATIONS

1. Implement competency based personnel management system and implementation of the development scheme of managerial competence, technical and socio-cultural appropriate job competency standards and competency requirements map that will support the career development of human resource in the government.
2. Increased accredited training institution, especially for technical competence of each field tasks and expertise by coordinating agency in each of Trustees of the technical competence and compliance with the facilitator in carrying capacity pembelakaran function for the development of technical and socio-cultural competence.

- Strengthening policies related to the implementation of the integrated competency-based development house containing the competence of competency development and evaluation needs and implemented in a measured and integrated in this whole development of managerial competence, technical and socio-cultural Training Agency should be authorized Gorontalo province.

G. REFERENCES

- Abdussamad, Yuriko. 2014. *Pengembangan Sumber Daya Manusia Aparatur Melalui Kompetensi*. Retrieved From https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=2ahUKEwi_reeX3uvmAhUJxTgGHRqnBQIQFjAAegQIBhAC&url=http%3A%2F%2Frepository.ung.ac.id%2Fget%2Fsimlit_res%2F1%2F344%2FPengembangan-Sumber-Daya-Manusia-Aparatur-Melalui-Kompetensi.pdf&usg=AOvVaw2ESOoEEW0qteqOOyN66CbH
- Abdussamad, Zuchri. 2016. *Kompetensi Aparatur dalam Pelayanan Publik*. Sleman: Deepublish CV Budi Utama.
- Adisaputra, A. Kusnandar. 2012, March 15. *Kompetensi PNS, Apa, Mengapa dan Bagaimana?*. Retrieved from <http://bkd.jabarprov.go.id/artikel/86->
- Azmy, A. 2015. *Pengembangan Kompetensi Sumber Daya Manusia untuk Mencapai Career Ready Professional di Universitas Tanri Abeng*. *Binus Business Review*, 6 (2), 220. <https://doi.org/10.21512/bbr.v6i2.971>
- Hutapea, Parulian. 2008. *Kompetensi Plus*. Jakarta: Gramedia Pustaka Utama.
- Kadji, Yulianto. 2016. *Metode Penelitian Administrasi*. Sleman: Deepublish CV Budi Utama.
- Mangkunegara, A.A. Anwar Prabu. 2010. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Miles, M., & Huberman, M. 2007. *Qualitative Data Analysis: A Source book on new methods*. Translate by Rohendi Rohisi. Jakarta: UI-Press.
- Moleong, J. Lexy. 2009. *Qualitative Research Methods*. Bandung: Remaja Rosdakarya.
- Mulyono, A. 2015. *Pengembangan Kapasitas Aparatur Sipil Negara di Daerah*. *Jurnal Kebijakan dan Manajemen Publik (JKMP)*, Volume 3 Nomor 1 Tahun 2017. retrieved from: <https://doi.org/10.21070/jkmp.v3i1.186>
- Robtham, David. 2003. Learning and Training: Developing the Competent Learner. *Journal of European Industrial Training*, 55, 473-480.
- Robbins, Stephen. P. and Coulter, Mary. 2010. *Manajemen Edisi Kesepuluh*. Jakarta: Erlangga.
- Saleh, Choirul. (Eds.). 2013. *Apparatus Competency Development*. Malang: UB-Press.
- Spencer, Lyle M., & Signe M. Spencer. 1993. *Competence at Work: Models For Superior Performance*. New York, NY: John Wiley & Sons, Inc.
- Sartika, Dewi. (Eds) .2016. *Pengembangan Kompetensi Aparatur Sipil Negara*. PKP2A III LAN Samarinda.
- Suparno, Edi. 2005. *Pengaruh Kompetensi, Motivasi Kerja, dan Kecerdasan Emosional Guru terhadap Kinerja Guru di SDM Negeri se-Rayon Barat Kabupaten Sragen*. Retrieved from <http://etd.eprints.ums.ac.id>
- Tharigan, M. Husni. 2014. *Pengaruh Kompetensi Teknis Perawat Terhadap Kinerja Perawat Dalam Melaksanakan Asuhan Keperawatn di RSUD Batubara*. (Tesis Magister). Universitas Sumatera Utara.