

Competency-Based Civil Service Resource Development in the Tourism Board of the Youth, Sports, and Tourism Service Kubu Raya Regency

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ABSTRACT: The title of this research is: Competency-Based Development of Human Resources of Civil Servants in the Tourism Sector of the Youth, Sports, and Tourism Office of Kubu Raya Regency. The problem of this study was the inefficient competency-based development of human resources of civil servants in the Tourism Sector of the Youth, Sports, and Tourism Office of Kubu Raya Regency. This research aims to describe and analyze the competency-based development of human resources of civil servants using a SWOT analysis in the Tourism Sector of the Youth, Sports, and Tourism Office of Kubu Raya Regency. The research method employed in this study was descriptive and qualitative. The results indicate that competency-based human resource development of civil servants in the Tourism Sector continues to have a number of prerequisites that are yet to be fulfilled. This is because of at least two factors: internal environmental factors like strengths, which include the internal features of the organization or unit, have not yet given a competitive advantage in competency-based civil servant development, including strong support and commitment of the local government; and external environmental factors like opportunities, which have not yet contributed to the success of competency-based civil servant human resource development in the Tourism Sector, although there are opportunities like national policies supporting human resource development and public administration reform. It is on this basis that it is recommended that the internal and external environmental factors should be dealt with by ensuring that the quality human resources are utilized optimally by utilizing the expertise, training and experience of the qualified personnel in line with the competency requirements of civil servants.

KEYWORDS: Competency-Based Civil Service Resource, Resource Development, The Tourism Board of Youth, Sport, and Tourism

INTRODUCTION

The development and development of human resources within the State Civil Apparatus (ASN) currently needs to be enhanced to address the challenges of public service, which are under public scrutiny regarding the accountability of government agencies' performance. Therefore, enhancing and developing human resources within the apparatus through advancements in technology and knowledge is crucial for achieving good governance, ensuring that businesses and the public are well-served and able to drive economic and social growth to improve public welfare.

The development of Civil Apparatus (ASN) resources in the Tourism Sector of the Kubu Raya Regency Youth, Sports, and Tourism Office, as a regional apparatus, assists the regional head, carrying out the functions of formulating policies and coordinating the implementation of personnel duties. Its formation is stipulated in Regional Regulation Number 5 of 2021 concerning the Formation and Composition of the Kubu Raya Regency Regional Apparatus and Kubu Raya Regency Regent Regulation Number 137 of 2021 concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Kubu Raya Regency Youth, Sports, and Tourism Office.

The number of civil servants in the Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office who have participated in Leadership Training, based on their structural positions, can be seen in Table 1.1 below. Based on table 1.1, it can be seen that out of 84 ASN in the Tourism Sector of the Youth, Sports and Tourism Office of Kubu Raya Regency, Kubu Raya Regency, who have participated in the Leadership Training Level are 7 (seven) ASN, with details of those holding the position of Head of Sub-Section or echelon IV as many as 2 ASN and none have participated in the PKP level as many as (0.00%). ASN who hold the position of Administrator/Head of Division/Secretary as many as 4 people and have not participated in the PKA level as many as 3 people (75%), while those who have are as many as 1 person (25%). Meanwhile, those who hold the position of HighLevel Pratama have not participated in the PKN Level II level (0%). This is because for the implementation of the Kubu Raya

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Regency Leadership Training, permission was not given to hold it in the region, so all participants must be sent to Training Institutions outside the region. This of course results in a larger budget burden. This is possible because in sending employees to participate in Leadership Training due to limited budget and not yet meeting the minimum requirements or qualifications required, so they are not yet able to participate in Leadership Training at the next level.

Table 1.1 Number of Civil Servants in Human Resource Development at the Kubu Raya Regency Youth, Sports, and Tourism Office Participating in Training

No	Eselon	Number (Person)	Those Who Have Attended Leadership Training				Those Who Have not Attended Leadership Training			
			I	II	III	IV	I	II	III	IV
1	II	1		1						
2	III	4			3				1	
3	IV	2								2
Jumlah		7		1	3				1	2

Source: Diaspora, Kubu Raya Regency, 2024.

The following are several objectives of internal analysis as proposed by Senja (2014:80), including: (a) identifying the company's strengths and weaknesses, and (b) being used to make sound strategic decisions. Internal environmental analysis is an environment within the company itself (company management), so that the company's strengths and weaknesses can be identified by examining the company's profile.

Development is a process of enabling an individual or group to develop or acquire strengths, abilities, and independence in managing a need or facing a particular problem. Furthermore, the meaning contained in the concept of Human Resources (HR) is inseparable from the discussion of personnel management, because HR management is essentially "the planning, organizing, directing, and supervising of the procurement, development, compensation, and maintenance of the workforce with the aim of helping achieve organizational goals." (Simamora, 2014:139). Essentially, HR development, according to Handoko (2012:103), has two main objectives: "First, to close the gap between employee skills or abilities and job requirements; Second, to increase employee work efficiency and effectiveness in achieving established work targets."

Considering this, it is necessary to pay attention to the government's need for specialist personnel who have skills in carrying out technical and generalist functions, namely ensuring that the government administration process truly moves in line with the aspirations of the people and does not deviate from the principles of bureaucracy, legal regulations or the state constitution.

METHOD

This research will be conducted using a descriptive research method. According to Nazir (2013:63), descriptive research is a study that examines the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. Based on this definition, the purpose of descriptive research is to systematically, factually, and accurately describe the facts, characteristics, and relationships between the phenomena being investigated related to competency-based ASN Resource Development through a SWOT analysis in the Tourism Sector of the Youth, Sports, and Tourism Office of Kubu Raya Regency.

This research will be conducted in the Tourism Sector of the Youth, Sports, and Tourism Office of Kubu Raya Regency. The consideration for selecting the research location is that there are indications of problems regarding competency-based ASN resource development. In reality, the ASN Professionalism Index has not been optimally increased through competency development, with the aim of providing insight, a spirit of dedication, knowledge, expertise, and skills to ASN in the Tourism Sector of the Youth, Sports, and Tourism Office of Kubu Raya Regency.

Data analysis is carried out after the data is collected, the data that appears in qualitative research is in the form of words and not a series of words. After obtaining the data obtained in this study, the next step is to process the collected data by analyzing the data, describing the data, and drawing conclusions. In this study, qualitative data analysis techniques are used, because the data obtained are explanations. The data analysis process begins by reviewing all available data from various sources, namely from interviews, observations that have been written in field notes, official documents, images, photographs, and so on. In this study to test the validity of the data obtained in the field, the researcher used technical triangulation, because in this study, different data collection techniques were used in obtaining data from the same source, namely observation, interviews and documentation regarding the Development of Competency-Based Civil Service Resources in the Tourism Sector of the Youth, Sports and Tourism Office of Kubu Raya Regency.

RESULT AND DISCUSSION

1. Swot Analysis

a. Internal Environmental Factors

Strength, as seen from the Input (Resources) aspect, refers to the resources available to the provincial government, including human resources (HR), funds/budget, facilities and infrastructure, information, and organizational culture, for the development of Competency-Based Civil Servants (ASN). The resources available to the Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office, specifically in the Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office, are currently only a small portion. This is evident from the total number of ASN in the Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office. Of the 29 ASN, only 7 have participated in the Leadership Training Level. This is intended to develop Competency-Based ASN Resources, and the challenges in developing the Competency-Based ASN Resource Development Plan remain.

The Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office is the institution responsible for developing the competencies and skills of human resources across various sectors. In the context of Leadership Training Levels, BPSDM Kubu Raya Regency usually offers training programs designed to improve participants' leadership skills, whether at the managerial, executive, or strategic levels.

The success of achieving targets and objectives cannot be separated from the Tourism Sector of the Youth, Sports and Tourism Office of Kubu Raya Regency itself in determining a method through the development of competency-based ASN Resources. On that basis, in achieving the targets and objectives of the Tourism Sector of the Youth, Sports and Tourism Office of Kubu Raya Regency, a policy has been established as a basis for determining the direction of achieving targets and objectives appropriately and then the policy is outlined in a strategic plan for developing competency-based ASN resources, so that it can reflect all activities/activities as mandated in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 38 of 2017 concerning State Apparatus Position Competency Standards and has been in accordance with the scope of the field of duty that is being worked on in each part of the organization, so that by determining the strategy for developing the State Civil Apparatus.

The competency-based civil servant (ASN) human resource development strategy through Leadership Training is organized and directed to equip, enhance, and develop work competencies to enhance capabilities, productivity, and well-being. The objectives can be grouped into areas: improving performance, updating civil servant skills in line with technological advances, reducing learning time for new civil servants to ensure job competency and assist in solving operational problems, and preparing civil servants for promotion. The benefits of Leadership Training play a significant role in determining organizational effectiveness and efficiency.

b. External Environmental Factors

One opportunity is the political factor in the external environment that influences the development of competency-based civil servant resources. This includes various government policies, particularly in the competency-based civil servant resource sector, that are related to civil servant performance and impact organizational development, such as Regional Regulations, Legislation, and political commitments.

The success or failure of competency-based civil servant (ASN) human resource development is inextricably linked to government policies, which directly or indirectly influence the achievement of competency-based civil servant (ASN) development goals. These government policies must impact efforts to improve the quality of civil servant performance. Competency-based civil servant (ASN) human resource development is a significant undertaking, and the government must accelerate its implementation. Every central and regional government agency must focus on developing civil servant competencies.

To address these challenges, district governments, through their bureaucracies, must be a driving force for development and increased competitiveness. Civil servants (ASN) are a crucial component of government bureaucratic governance, and therefore, their productivity and performance must be continuously improved, especially in relation to the goal of realizing a world-class government.

One of the threats is the social factors that influence the external environment, namely, various descriptions of the socio-cultural conditions of ASN in the form of values adopted by ASN, attitudes, lifestyles, culture, the number of ASN that have a direct or indirect impact on the development of competency-based ASN Resources. Competency-based ASN Resource Development is an activity that involves social interaction in society, thus the development of competency-based ASN Resources cannot be viewed only by forecasting that relies on economic indicators alone. The interactions within it are very complex, namely the existence of social tendencies and underlying societal attitudes.

2. Strategies Issues

a. Identification of Strategic Issues

A strategic issue is a fundamental policy choice that affects the mandate, mission, values, level and mix of services, clients, costs, organization, or management. An issue is considered strategic if it is a determining factor in achieving the vision; otherwise, it is not a strategic issue. To address the development of competency-based civil servant resource destinations in the Tourism Sector of the

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Kubu Regency Youth, Sports, and Tourism Office, by considering all external environmental factors, which represent opportunities and threats to the sustainability of competency-based civil servant resource development, as well as internal environmental factors, which represent strengths and weaknesses that could hinder the achievement of competency-based civil servant resource development goals, the SWOT matrix will identify strategic issues that need to be addressed immediately in developing competency-based civil servant resources in the Tourism Sector of the Kubu Raya Regency Youth, Sports, and Tourism Office.

b. Strategic Issues: Strengths and Opportunities

Within an organization, the budget is vital for implementing activities, including development, governance, and public services. Law No. 33 of 2004 concerning Fiscal Balance between the Central and Regional Governments brought fundamental changes to governance and financial relations, as well as significant changes in regional budget management.

The available budget allocated specifically for the competency-based ASN Resources sector must be utilized to its full potential to develop the full potential of existing competency-based ASN Resources and to open access to existing personnel resources in the Tourism Sector of the Kubu Raya Regency Youth, Sports, and Tourism Office. This will enable them to seize existing opportunities, such as by allocating a budget for the development of a Master Plan for Competency-Based ASN Resources Development, in the form of the Regional Budget Plan (RIPPDA).

c. Strategic Issues: Weaknesses – Opportunities

How to improve the civil service, specifically in the area of competency-based civil servant resource development, to address competency-based civil servant resource issues by leveraging opportunities in the form of Kubu Raya Regent Decree No. 71 of 2021 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Kubu Raya Regency Youth, Sports, and Tourism Office. With the enactment of the Kubu Raya Regent Decree, it is necessary to anticipate this by preparing specialized personnel in the field of competency-based civil servant resource development to carry out tasks as mandated in the decree. They can also capitalize on opportunities in the form of rapid technological advances and manage the potential of competency-based civil servant resources to increase their knowledge and abilities in carrying out assigned tasks.

Improving the quality of the civil service is an absolute must in facing the increasingly rapid flow of change and to create work effectiveness and efficiency. Seeing the usefulness of this power, the strategic issue is: "Improving the quality of the apparatus, especially in the field of competency-based ASN Resource development in order to overcome ASN Resource problems."

CONCLUSIONS

From the research results and discussions outlined in Chapter V, several conclusions can be drawn, including:

1. Internal environmental factors, such as strengths, encompassing the internal characteristics of the organization or unit, have not yet provided a competitive advantage for the Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office in developing competency-based civil servant resources. This includes the availability of strong support and commitment from the local government to human resource development and civil servant development, which could be a key strength. This commitment can be reflected in adequate budget allocation, supportive policies, and active encouragement of civil servant resource development programs.
2. External environmental factors, such as opportunities, have not yet influenced the success of competency-based civil servant resource development programs in the Tourism Division of the Kubu Raya Regency Youth, Sports, and Tourism Office. These include: the existence of national policies supporting human resource development and public administration reform, which could be an opportunity. Civil servant resource development programs that align with national policy directions can receive additional support in the form of funds or incentives.

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