

THE IMPLEMENTATION OF HUMAN RESOURCE OF COMPETENCY DEVELOPMENT AT PERSONAL AND HUMAN RESOURCE AGENCY OF SUKABUMI REGENCY

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ABSTRACT

The research was motivated by the problem on the Implementation of Human Resource Competency Development Policy in Sukabumi Regency, where the policy of developing human resource competencies in Sukabumi Regency is in accordance with Regent Regulation Number 51 of 2019, that every civil servant has the same rights and opportunities to participate in Competency Development at least 20 hours of lessons/year, but in its implementation there are still obstacles so that implementation the policy is hampered.

The research was aimed at analyzing the implementation of the policy and the factors that can support and inhibit the implementation of the policy for developing human resource competencies at BKPSDM of Sukabumi Regency observed from the aspect of Communication, Resources, Disposition and Organizational Structure.

The research was conducted at the Personnel and Human Resource Development Agency (BKPSDM) of Sukabumi Regency that focused on the Implementation of Human Resource Competency Policy using a qualitative approach. Techniques of collecting data applied were interviews, observations and document review. The resource persons/informants in the research were the Head of BKPSDM, Secretary, Head of PSDM Division, Head of KDP Division, Head of Planning and Evaluation Sub-Section, Head of General and Personnel Sub-Section, Civil Servant Trainer and Implementer.

The Implementation of Human Resources Competency Development Policy at the BKPSDM of Sukabumi Regency has generally been carried out well viewed from the aspect of Communication, Resources, Disposition and Organizational Structure. Thus, the factors that can trigger the success of this policy are Communication and Organizational Structure aspects, while the inhibiting factors are Resources and Disposition aspects as these aspects cannot be optimized.

Keywords : *Public Policy, Implementation, and Human Resource Comptency Development*

INTRODUCTION

The development of human resources in the governmental field has become one of the priority agendas of the national development program. Human is a core element in every government organization. The success of every government organization in achieving targets and objectives is highly determined by the skills of human resources. The primary key of success of every government organization is laid on human resource itself. The Personnel and Human Resources Development Agency (BKPSDM) of Sukabumi Regency is a regional apparatus that implements the policy of developing the competence of civil servants as

regulated in Government Regulation Number 11 of 2017 which namely is the management to produce professional civil servants, having basic values, professional ethics, political intervention-free, corrupt practices-free, collusion, and nepotism.

For this reason, in order to implement competency development, the staffing officer is obliged to determine the needs and plans, implement and evaluate the competency development of Civil Servants. Based on this matter, Sukabumi Regency government has drawn up the Sukabumi Regent Regulation Number 51 of 2019 concerning Guidelines for Competency Development for Civil Servants in the Regional Government Environment.

In implementing the competency development policy, the BKPSDM of Sukabumi Regency is supported by the condition of their civil servants amounted totally to 73 personnel. The staff in charge specifically of civil servants' competency development in human resources' competency development are amounted to 9 personnel. In addition, the number of functional officers in charge of providing materials and trainings are amounted to 8 personnel. If observed from the ration of the number of the implementers and the numbers of staff needed to be served, it is clearly not comparable; therefore, civil servants in BKPSDM required to be developed regarding their competencies.

Several matters above have drawn more deeper attention in finding out the Implementation of Human Resources Competency Development Policy in Sukabumi Regency's BKPSDM. Based on that motive, how the implementation of Human Resources competency development policy in BKPSDM of Sukabumi Regency is required to have an in-depth study.

The research was aimed at analyzing the implementation of Human Resources competency development policy in BKPSDM of Sukabumi Regency observed from the aspects of Communication, Resources, Disposition, and Organizational Structure, as well as analyzing the ratios of responsibility and accountability of the civil servant's competency development implementers in operating civil servant's trainings.

THEORITICAL FRAMEWORK

A. Definition of Public Policy

Public policy is one of the important components in a country's development pace, serving as a response and intention from public issues and as an effort from the government for the sake of coexistence. Some of the experts have stated their insights about the definition of public policy. One of the adequately renowned in Indonesian academicians is William Dunn. Dunn (2003: 132) explains that "Public policy is a complex dependence pattern of mutually dependent collective choices, including decisions not to act, developed by government agencies or offices."

B. Policy Implementation

Edwards III (1980:01) in his book entitled *Implementing Public Policy* states that policy implementation is:

"Policy implementation, as we have seen, is the stage of policy making between the establishment of a policy – such as the passage of a legislative act, the issuing of an executive order, the handing down of a judicial decision, or the promulgation of a regulatory rule – and the consequences of the policy for the people whom it affects."

In affecting the performance of policy implementation, there are four variables that are highly influential as George Edward III (in Tachjan 2006:56-57) mentions these four variables are namely: "(1) *communication*; (2) *resources*; (3) *disposition or attitude*; (4) *bureaucratic structure*".

1. *Communication*

In order to achieve success, information regarding public policy needs to be conveyed to every policy's doer in the hope that they are able to know what to do and prepare to operate such policy so that the objectives and the targets can be achieved as expected. Such matter is generally carried out during the socialization of a policy, meetings among policy makers and other activities.

2. *Resources*

The policy implementation has to be sustained by sufficient resources as all has been understood that Human Resource is one of the variables that influence the success of policy implementation. Likewise, the Budget Resource plays another significant role. Limited Budget Resources will influence the success of policy implementation. In addition, the support of Facilities Resources that include supporting facilities and equipment such as information and technology devices, office equipment and sufficient budget for the implementation of programs and activities have significant part too.

3. *Disposition*

The disposition referred to here is the willingness, desire and tendency of the policy makers to carry out the policy seriously so that the objectives of the policy can be realized. This requires commitment from all components of policy implementers, state civil servants and the community. The implementor socializes a policy while the policy target provides support and feedback or input to the government.

4. *Bureaucratic Structure*

Bureaucratic structures are the formal mechanisms by which organizations are managed. This shows the framework and arrangement of the embodiment of a fixed pattern of relationships among functions, sections or positions, as well as people who show different positions, duties, authorities and responsibilities in an organization. One aspect of the organizational structure is the basic operating procedures (Standard Operating Procedures/SOP) and fragmentation.

METHOD

The research was conducted at Personnel and Human Resources Development Agency (BKPSDM) of Sukabumi Regency that was focused on the Implementation of Human Resources Competency Development. In the research, the researcher would analyze the Policy Implementation stated by Edward III including communication, resources, disposition and bureaucratic structure. Moreover, the research method applied in the research was qualitative research method.

DISCUSSIONS

Implementation of Human Resources Competency Development Policy

The Implementation of Human Resources Competency Development Policy in BKPSDM of Sukabumi Regency is observed from the four aspects so that the implantation of

the policy can be carried out effectively as stated by Edward III that these four aspects consists of communication, resources, disposition, and bureaucratic structures, as follows:

1) *Communication*

The implementation will take place if the decision makers has known what to do. This matter is generally performed when policy socializations, meetings among policy makers and other related activities. In this case, the target is the Staff of the Sukabumi regency's BKPSDM.

The BKPSDM of Sukabumi Regency plays an important role in implementing Human Resources Competency as stated in the Sukabumi Regent Regulation Number 51 of 2019 concerning Guidelines for Competency Development for Civil Servants in the Regional Government Environment, especially in article 4 that every civil servant has the same rights and opportunities to participate in Competency Development by paying attention to the results of the performance and competency assessment of the relevant civil servant and carried out at least 20 (twenty) lesson hours in 1 (one) year.

In order to fulfill these rights, Classical and Non-Classical Training Competency Development can be carried out. Based on the data obtained at the time of the research, during 2020 - 2021 several activities have been carried out, both Training and Socialization as well as internal meetings held by the Sukabumi Regency's BKPSDM, including Archival Technical Training, Technical Training on Official Manuscripts, Administrator Leadership Training, Supervisory Leadership Training, and Legal Drafting Technical Training.

On the above basis, it can be seen that the communication aspect in policy implementation has been carried out well. A series of socialization activities from the Sukabumi Regent's Regulation Number 51 of 2019 have been carried out by the Sukabumi Regency's BKPSDM so that all civil servants at BKPSDM have understood the contents and objectives of the Regent's Regulation. BKPSDM Sukabumi Regency as the Implementor in this policy has been able to carry out the duties and functions of the policy makers so that as the policy implementer, it has prepared matters related to the implementation of policies in the hope that the process of implementing the Human Resources competency development policy can operate effectively and in accordance with the policy objectives itself.

2) *Resources*

Policy implementation will not succeed if not supported by sufficient human resources, both in quality and quantity. Likewise, with budget resources, it is where in the implementation of Human Resources Competency development policy. If viewed from the budget structure at BKPSDM that supports the implementation of Human Resources Competency development policy, it reaches Rp. 4.153.427.845 (Four Billion One Hundred Fifty-Three Million Four Hundred Twenty-Seven Thousand Eight Hundred Forty-Five Rupiah), spread over 3 (three) fields. Moreover, it is clear that the budget at the BKPSDM strongly supports the implementation of the Human Resources Competency Development policy at the BKPSDM of Sukabumi Regency.

Additionally, resources of facilities and infrastructures in the form of facilities are some of the factors that influence the implementation of Human Resources development policy. With the existence of good facilities and infrastructures, it will support the success of the Human Resources development policy at BKPSDM of Sukabumi Regency.

3) *Disposition*

The commitment of the staff of BKPSDM in implementing Human Resources development policy must be in accordance with the main tasks and functions. Based on the results of the research, commitment as an attitude that must be possessed by the staff of BKPSDM of Sukabumi Regency seems less than optimal. This happens because both superiors and subordinates in BKPSDM of Sukabumi Regency should have a good level of commitment so that each individual can continue to carry out each of his/her duties and functions properly without any impression of coercion from others.

4) *Bureaucratic Structure*

The bureaucratic structure as a policy implementer has an important role in Human Resource Development policy in which one of the important aspects is the existence of standard operating procedures (SOPs). A good SOP is one that includes a clear, systematic, uncomplicated and understandable framework because it will be a reference in implementing the work of the implementor. Based on the results of the research, all types of Human Resource Competency Development activities have prepared their respective SOPs according to the types of activities that have been carried out, such as SOPs for training activities, SOPs for study permits, SOPs for Learning Task. Therefore, the entire process of organizing Human Resource Development activities held at BKPSDM can be carried out properly. If there are obstacles in its implementation, it will be easy to trace according to the SOPs that have been arranged.

The implementation of the Human Resource Competency Development policy at the BKPSDM of Sukabumi Regency is carried out in order to improve the Competency of Civil Servants in Sukabumi Regency. This is carried out in accordance with the results of the Training Needs Analysis (TNA) conducted by the Human Resources Development Division and the results of the Job Gap Analysis as stated in the regulations of Regent of Sukabumi Number 51 of 2019. At this level, the Sukabumi Regency's BKPSDM as the implementer of the Human Resources competency development policy is required to be able to coordinate well with all parties involved in policy implementation that in this case all regional apparatus organizations in Sukabumi Regency.

CONCLUSION

Based on the results and discussion above, it can be concluded that the implementation of the Human Resources Competency Development Policy at the Sukabumi Regency's BKPSDM has generally been carried out well. This is seen from the Edward III's policy implementation model which includes four aspects consisted of communication, resources, disposition and organizational structure. However, in the implementation of the Human Resources Competency Development Policy at the BKPSDM of Sukabumi Regency, the aspects that can encourage success are the Communication and the Organizational Structure, while the obstacles are the Resources and the Disposition aspects because these aspects cannot be optimized.

The recommendation that can be submitted related to the Implementation of the Human Resources Competency Development Policy at the BKPSDM of Sukabumi Regency is to create new innovations using online information technology so that eventually every

personnel's competency development will be fulfilled with at least 20 (twenty) lesson hours per year.

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