

## Competence Enhancement of Government Apparatus in Public Service of Regional Areas

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**Abstract:** *Human Resources holds a strategic role for the advancement of a nation. Many countries develop very well not because of their natural resources, but the quality of their human resources. The improvement of the competence of the government apparatus is an important agenda for every country giving the priority to the advancement of the nation and the country. The bureaucratic reform in Indonesia cannot run as it is highly expected; at the beginning of the reform era the aspects of human resources were the main constraints since they did not any changes in public service. They still had a feudal working culture. In addition, the low competence of the government apparatus is not able to bring any significant changes in public service, especially in the regional areas.*

**Keywords:** *competence, apparatus, services, public*

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### I. Introduction

In general, the rate of the performance level of the government apparatus has not reached the standard of professionalism yet. A lot of criticisms from various parties related to their performance are often delivered. In fact, almost every day the mass media preach about the poor performance of the apparatus. The fundamental reason is that they are considered less productive, wasting the state money, lack of discipline and poor work ethic. The bad stigma is commonly addressed to the apparatus of almost all government agencies (H. Suten Hasibuan). Some preparations related to the resources of the competent apparatus are seriously required because it is the government's obligation to provide any necessary services for the people so that the enhancement on the competence of the apparatus is urgent to achieve better performance in the implementation of public service. ([Http://www.kemendagri.go.id/article](http://www.kemendagri.go.id/article))

The lower competence of the government apparatus is compounded by a lot of practices of collusion, corruption, and nepotism (CCN). They still occur because: (1) there are many regulations need to be reviewed since they provide some opportunities for CCN practices. (2) the cultural shift from being served by to serving the people takes time to change. (3) the lower levels of the public and of the apparatus disciplines, and (4) the functions of the supervising and law enforcement apparatus are under the expected standards. (Feisal Tamin, 2004, 2).

Various problems of public services cannot be resolved unless they are supported by high committed apparatus having their competence corresponding to the demands of the society. Consequently, enhancement or improvement of the competence of the government apparatus in accordance with the standards of public services is necessary to overcome the problems related to the required public satisfaction; in the era of regional autonomy, the paradigm of public service must be oriented to the satisfaction of the public.

### II. Literature Review

The paradigm shift of the Governance from "rule government" to "good governance" or "from government to governance", or from centralized to decentralized, needs to be addressed and balanced with the personnel with high competence in accordance with the demands of the task. The improvement of the performance based on the enhancement of the competence of the apparatus correlates with the better conditions of a country due the highly competent apparatus, and it results in the progress of a nation. ([Http://majalahmotivasi.co.id/](http://majalahmotivasi.co.id/)). A strategy and a method related to the application of the values corresponding to the working environments, the type and weight of the problems in providing public services are strongly needed to develop the performance of the apparatus (No Name, 2004: 75). In Act No. 17 of 2007 on the Long Term of National Development Plan for 2005-2025 some issues related to the development of the state apparatus are stated, namely: (a) Up to now, various problems in the administration of state and government are the real obstacles in the implementation of the development programs of the state apparatus. (b) The obstacles include some practices in authority abuse. (c) Some earnest efforts to wipe out the corruption have not achieved any significant results. (d) Both the central and regional institutions of the government seem to be ineffective in

assisting the implementation of the tasks governance and management systems. The development of the apparatus competence can be done through education and off the job and on the job trainings. Off-the-job training is an approach done outside of the workplace that provide opportunities for the apparatus to get out of the routine activities and concentrate on learning something related to the work. Meanwhile, on the job training is an approach of the training provided for adjusting the working methods, adapting to the work, using working media or tools directly. (Firdaus Hafid, SS)

### **III. Methods**

The Socio Legal qualitative approach was implemented in the study (Afdol, 2008: 11). The related data on the various acts and regulations of the competence of the government bureaucracy apparatus were examined and learned deeply and comprehensively. In-depth interviews were conducted to explore any necessary information, and then the results were discussed in Focus Group Discussion (Bungin, 2001: 172)

### **IV. Results And Discussion**

Act No. 43 of 1999 on the Amendment of Act No. 8 of 1974 about the Fundamentals of Civil Servants Article 17 paragraph 2 states that the appointment of Civil servants in a position is conducted based on the principles of professional competences, and the achievements on the job performance. The Regulation of the Chief of the State Personnel Board No. 7 of 2013 states that the competences of the apparatus includes the capabilities of thinking, Self-and-other people and task Managing. In the context of the implementation of the administrative system of the Governmnet of the Republic of Indonesia, the competences of the state apparatus are classified into four types, namely (Joko. 2003: 75-76): (1) Technical competence (2) managerial competence. (3) Social Competence, (4) Intellectual/strategic competence.

The development of the competencies of the apparatus through education and training is regulated in the Act No. 5 of 2014 on the Administrative State of Civil Servants; in Article 70 states that every employee has the right of State Civil Apparatus and opportunities to develop competence. It means that the competence development of the apparatus is a right resulting in a consequence that any government officials should be given the opportunity to acquire such rights without any exception. At the time an employee becomes the government apparatus, actually he/she already has the competences in accordance with government requirements. At the beginning of his/her service, an employee gets some necessary training or education to fit the needs of the competences in which he will be positioned. It is done to provide assurance that a civil servant is able to carry out his/her duties in order to provide public services in accordance with the standards already determined.

There are several challenges in improving the competences of the government officials such as the selection process held by the central government apparatus and the lower budget for competence development of te apparatus. The recruitment system of the Indonesian government officials is performed by the central government leading to some disadvantages including: a lack of flexibility in meeting the needs of officers, no guarantee on the quality or quantity to correspond to the needs of the regional government, and less attention given to the scale of priority to fit the needs. All of these results in some difficulties in placing the apparatus to implement the principles of the right man and the raight place.

The second problem is the limited budget allocated to support the improvement of the competence of the apparatus in the regions so that UTC (Unit Training of Competence) was established to deal with and to overcome the shortage of the budget. It helps all working units to improve the competences of the apparatus through on-the job-training approach. The pattern is considered effective because the cost is low and also the very limited number of employees in charge of providing services to the public cannot leave the workplace, so that they can keep running all the duties smoothly. The pattern is suitable for the development of technical competence, but not for the development of managerial competencies. Due to the lower budget, the employees who want to develop the managerial competence by continuing the study without any financial support from the regional government. They have to finance themselves. It results in some logical consequences: the salary reduces and the family income decreases, which can interfere with the educational process itself. Although it is an ideal pattern, it is still pursued. The other way out to overcome the problem is scholarships offered by the government or other institutions from Indonesian or abroad. Besides self-financed study also impacts on the poor public services if the official is still required to work. Automatically he cannot have the best performance to handle the duties and obligations and it will harm the people.

For employees who finance themselves the cost of their study, they are highly suggested to take the study program closely related to their positions in the government because it will influence the career. It results in a bad coaching career for civil servants and poor public services for the people. Finally, the development of the region is also inhibited.

## V. Conclusion

The high level of the competence of the apparatus has a strategic role for the progress of a country. If the government apparatus have the high competence, it will directly give a positive impact to the involvement of government officials. The lower competence of government officials is strongly influenced by the recruitment system dominated by the central government and the limited budget of the regional government. All of these lead to some disadvantages to both sides. bagi masyarakat akan mendapatkan pelayanan yang kurang berkualitas, bagi pemerintah tidak bisa mengemban amanat rakyat dengan optimal karena dengan demikian maka kemandirian dalam berbangsa dan bernegara akan terhambat. The apparatus, as the government officers, have the right to develop the career which cannot be develop optimally. On the other hand, the people get less qualified service because the government cannot carry out the mandates optimally. Finally, the progress of the state and nation is hampered.

## VI. Suggestion

Selain itu perlu dikaji adanya peluang-peluang kemitraan dengan pemerintah, swasta ataupun lembaga lain yang dapat berkontribusi dalam peningkatan kompetensi aparatur pemerintah di daerah. The enhancement of the competence of government apparatus is very important to continue, therefore, it is necessary for them to qualify by attending some classes particularly related to the systems of recruitment, of career coaching and of the budgetary. Some opportunities related to the partnership with the government or private institutions are very important to consider to improving the competence of the regional government officials.

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