



Employee Competency Development in the Personnel and Human Resources Development Agency

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Abstract

This study aims to determine the efforts made by BKPSDM Nunukan Regency in improving employee competence. Increasing ASN competence is an important factor in improving work effectiveness and the quality of public services. BKPSDM has various programs and policies designed to develop employees' skills and knowledge to suit the needs of an ever-evolving bureaucracy. This research was conducted at the Nunukan Regency Personnel and Human Resources Development Agency (BKPSDM) using qualitative methods. Qualitative research is exploratory and aims to understand social phenomena in a natural and complex context. The data collection techniques used include interviews with relevant informants, observation of competency development activities, and document analysis to obtain more accurate and in-depth data. The results of the study indicate that the Nunukan Regency BKPSDM has implemented various strategic policies and programs in improving employee competency, from planning to post-training evaluation. Based on Rahmat's theory of competency development, improving the quality of human resources is carried out systematically through training, coaching, and continuous evaluation. BKPSDM emphasizes monitoring and evaluation as part of strengthening employee capacity. The implementation of this strategy shows that structured competency development can improve professionalism, work effectiveness, and the quality of public services in Nunukan Regency. Thus, the strategy implemented by BKPSDM can be a model for sustainable HR development in the government sector.

Introduction

The Civil Service and Human Resources Development Agency (BKPSDM) of Nunukan Regency plays a key role in improving the quality of Human Resources (HR) of government apparatus. With a vision of becoming a service unit capable of producing professional, competent, and responsive personnel to the demands of the times, BKPSDM has a mission to improve the efficiency and effectiveness of sustainable personnel administration. In addition, BKPSDM is committed to creating quality HR through formal education and training to improve the competence of the apparatus (State Civil Service Agency, 2020). BKPSDM has several main tasks, including planning and compiling the needs and formation of State Civil Apparatus (ASN), carrying out coordination, facilitation, and evaluation related to personnel tasks, and being responsible for other tasks given by the leadership in accordance with their duties and functions. To achieve these goals, BKPSDM strives to improve employee competence through various HR development programs so that they have skills and knowledge that are in accordance with job demands (Hadijaya & Anggraeni, 2023; Hertati et al., 2023; Setiawan, 2023; Sulistiyo et al., 2024). The success of BKPSDM in achieving its goals is highly dependent on the quality and competence of employees, so that HR development is an

important aspect in supporting organizational effectiveness (Sutrisno, 2015; Robbins & Judge, 2017). However, in the midst of these efforts, challenges have emerged in improving employee competence in the BKPSDM Nunukan environment. One of the influencing factors is limited access to training and development programs that are relevant to employee needs (Werner et al., 2006). Lack of continuous training can cause a skills gap, so that employees cannot optimize their performance in carrying out their duties. As a result, organizational goals are not achieved optimally because employees do not yet fully have the competencies needed to support organizational effectiveness and efficiency (Bastian, 2016; Armstrong & Taylor, 2023). This is a challenge in creating quality HR and being able to provide good public services.

Therefore, increasing access and effectiveness of training programs for employees is expected to support competency development and improve organizational performance. However, limitations in organizing training that is in accordance with employee needs is still a challenge, so that the achievement of maximum competency has not been fully realized (Cik et al., 2021; Palah et al., 2022). One step to overcome this is to expand the scope of relevant training and education. This training program serves to develop employee skills and knowledge, which in turn will improve the quality of their work and strengthen professionalism in carrying out government duties (Kartini, 2020; Noe, 2020). In addition, the State Civil Apparatus Index (ASN) is an important measuring tool in assessing the performance, professionalism, and quality of human resources in government. This index covers several aspects, such as educational qualifications, competencies, and ASN performance in providing effective and innovative public services (Kementerian PANRB, 2022; Anggiani et al., 2024; Darmayanti & Isnurhadi, 2023). In Nunukan Regency, challenges in increasing the ASN index include low levels of employee competency, limited training available, and lack of facilities and infrastructure that support employee capacity development (Arifin, 2017). Other factors that also influence are the level of public satisfaction with public services and the effectiveness of HR development policies, which are the main indicators of the success of bureaucratic reform (Dwiyanto, 2021; Subekti & Pribadi, 2022; Karampotsis et al., 2024).

Thus, to improve the quality of responsive and effective public services, BKPSDM needs to focus on improving employee competency and improving work systems. These steps are expected to support the achievement of quality public services, as well as strengthen public trust in the government (Alkrajji & Ameen, 2022; Hartanto & Siregar, 2021; Christensen & Lægred, 2005). To measure the level of ASN professionalism objectively, it is necessary to conduct measurements with clear standards and criteria. This measurement will be the basis for the assessment and evaluation of ASN competency development, as well as a benchmark for the success of the ongoing bureaucratic reform. The Nunukan Regency ASN Professionalism Index data is very important to be used as evaluation material in improving the human resource management system of the apparatus and ensuring that each employee has sufficient competence to carry out their duties and responsibilities properly (Sutrisno, 2015). In 2023, the average ASN IP score was 12.90, with the highest score in the qualification indicator at 21.14, while competency, performance, and discipline were still relatively low. In 2024, there was a significant increase in the average ASN IP score to 73.13. This increase was mainly driven by a spike in competency scores (24.84) and performance (22.4), although the discipline score remained stagnant at 5.

However, despite the overall increase in scores, there are still obstacles in the accuracy of the data recorded in the State Civil Apparatus Information System (SiASN). Many ASNs who have participated in competency development programs, such as education and training (diklat) or courses, do not actively update their data in SiASN. This can affect the assessment of ASN professionalism as a whole, considering that the recorded data is the basis for evaluating

employee performance and competency development. Therefore, efforts are needed to increase awareness and a more effective mechanism for recording employee competency data so that it can reflect more accurate conditions.

In fact, SiASN is one of the main tools for monitoring and evaluating the competence and performance of civil servants. With complete and updated data in this system, BKPSDM can easily assess the development and quality of employee competence, and determine further development steps. However, if the data recorded in SiASN does not reflect the actual conditions, for example due to the lack of updated information regarding training and certification that has been followed, then the assessment of employee competence becomes inaccurate. This can have an impact on the system's inability to detect the need for further training or the inaccuracy of employee placement according to their expertise and competence. Furthermore, this data inaccuracy also affects the decision-making process regarding promotions, transfers, or job promotions. Data that is not updated or invalid can cause employees who should receive recognition for their increased competence to be ignored, while employees who do not meet competency standards actually get placements or promotions that do not match their abilities. Therefore, it is important for every civil servant to routinely update and report the development of their competence through SiASN, so that this information system can function optimally in helping to manage more effective and efficient human resources. This effort also supports the achievement of organizational goals in realizing a professional and competent government.

Furthermore, in improving employee competence, it is necessary to make planned, directed, and long-term efforts. Human resources (HR) are a key factor in the success of an organization, including in government. Therefore, it is important to focus on developing employee competence in order to achieve organizational goals more effectively and efficiently. Given the challenges in HR management, such as inaccurate competency data in SiASN and limited access to training, this is a problem that requires special attention.

Based on the description of the problems above, this study seeks to further explore how BKPSDM's efforts to improve employee competence in Nunukan Regency.

Methods

According to Sugiyono (2020), qualitative research is an exploratory method, aimed at understanding social phenomena in a natural and complex context. This approach emphasizes a deeper understanding of the meaning, experience, and perspective of individuals or groups, and takes into account the values that influence them in the situations they face.

This study uses a qualitative approach to understand BKPSDM's efforts to improve employee competence in Nunukan Regency. This approach allows researchers to explore more detailed information about policies, programs, and obstacles and challenges faced in managing HR in local governments. In addition, this study also helps in understanding individual and group perspectives regarding policy implementation and its impact on employee competence.

This type of research is qualitative descriptive, which aims to systematically and accurately describe BKPSDM's efforts to improve employee competence. This study also identifies factors that influence the effectiveness of these efforts and reveals the obstacles and challenges faced in implementing HR development policies. With this approach, research can provide a clearer understanding of the influence of competency improvement programs on the quality of public services in Nunukan Regency.

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In this study, the management of the researcher's role was carried out carefully and systematically to ensure the validity and success of the study. The researcher is responsible for all stages of the study, starting from planning which includes setting objectives, formulating problems, and a clear research scope. The role of the researcher in this initial stage is very important in designing a relevant theoretical framework and choosing a descriptive qualitative approach as the right method to gain an in-depth understanding of BKPSDM's efforts to improve employee competency and the obstacles and challenges faced in the process.

At the data collection stage, the researcher plays a role in selecting and interacting with the right informants, such as BKPSDM officials and employees involved in the competency development program. The researcher ensures that the interviews are conducted objectively, maintaining the privacy of informants, and obtaining accurate and reliable information. After the data is collected, the researcher proceeds to the analysis stage by categorizing and coding the data, and looking for patterns or themes that emerge. This process is carried out using triangulation techniques to ensure the validity and consistency of the findings, both from interviews and relevant documents.

Furthermore, the researcher is responsible for compiling a systematic research report, including findings, analysis, conclusions, and recommendations. This report is written in a language that is easily understood by academics and practitioners, and maintains academic integrity by including relevant sources. In addition, researchers also comply with research ethics by obtaining permission and approval from informants, maintaining data confidentiality, and ensuring that research results are not influenced by personal bias. Evaluation and reflection are carried out periodically to ensure the smoothness and quality of ongoing research. With good role management, this study is expected to provide a deeper understanding of BKPSDM's efforts to improve employee competence in Nunukan Regency, as well as identify the obstacles and challenges faced. The results of this study are expected to provide useful recommendations for improving HR management policies and programs in the future.

This research was conducted in Nunukan Regency, North Kalimantan Province, Indonesia, which was chosen because it has special challenges in human resource (HR) management, especially in employee competency development and the obstacles and challenges faced in the process. The main focus of this research is the Human Resource Development and Personnel Agency (BKPSDM) of Nunukan Regency, considering its very important role in designing and

implementing policies related to HR management of civil servants in the region. In addition, this research also involved a number of local government agencies that interact with BKPSDM in terms of HR management. Nunukan Regency, which directly borders Malaysia, has unique social and economic dynamics, which also influence the way local government officials work. Therefore, this location is very relevant to dig deeper into how employee competency improvement policies are implemented, as well as how BKPSDM overcomes the various obstacles and challenges that arise in its implementation.

Result and Discussion

The Human Resources Development and Personnel Agency (BKPSDM) of Nunukan Regency has a strategic role in improving employee competency in order to realize a professional and high-performance government. This competency improvement is carried out through various training programs, education, and skills development that are in accordance with the needs of the organization and the demands of public services. This study aims to understand the efforts made by BKPSDM in improving employee competency, including the efforts made, the challenges faced, and the effectiveness of the programs that have been implemented. To obtain comprehensive data, interviews were conducted with a number of informants who have important roles in planning, implementing, and evaluating employee competency development policies in Nunukan Regency.

Based on the results of observations and interviews conducted on February 22, 2025 with informant 1, Mr. H. Sura'i, S.Sos as the head of BKPSDM Nunukan Regency, said that:

"My team and I are trying to improve employee competency through various programs, such as leadership training, functional technical training, and technical guidance. This training is adjusted to the needs of each OPD, with a selection mechanism that begins with coordination with the supervising agency."

Based on an interview with Informant 1, Mr. H. Sura'i, S.Sos as the Head of BKPSDM Nunukan Regency, efforts to improve employee competency are carried out through leadership training programs, functional technical training, and technical guidance. This program is adjusted to the needs of each OPD and begins with a selection mechanism and coordination with the supervising agency to ensure the effectiveness of HR development. Next, the researcher conducted an interview with another informant, namely Mrs. Hertati, S.AP., M.M., as the Head of the Nunukan Regency BKPSDM Division, on February 23, 2025. In the interview, the informant expressed the opinion that:

"Currently, BKPSDM is focusing on several types of training, such as leadership training, technical training according to the field of work, technical guidance, and special training for ASN affected by bureaucratic equalization. Actually, ideally before the training is carried out, there should be a competency mapping first, as recommended by BKN. However, due to budget constraints, BKPSDM is still limited to providing training based on the duties and functions of employees in their daily work. Therefore, support from related agencies is also very important, especially in finding free training opportunities by continuing to communicate with the supervisory agencies of each functional position. That way, training can be adjusted to the schedule of the supervisory agency. The implementation mechanism begins with BKPSDM writing to the supervisory agency to request a training schedule. After that, BKPSDM proposes the names of employees who will take part in the training, then the supervising agency will inform the schedule for the implementation of the activity."

Based on an interview with Informant 2, Mrs. Hertati, S.AP., M.M., as Head of BKPSDM Nunukan Regency, efforts to improve employee competency are focused on leadership training, technical training according to their field of work, technical guidance, and special training for ASN affected by bureaucratic equalization. Ideally, training begins with competency mapping, but budget limitations mean that BKPSDM is still adjusting training to employee duties and functions. Therefore, support from related agencies is needed in finding free training opportunities and establishing communication with the supervising agency. The training mechanism begins with BKPSDM writing to the supervising agency to request a training schedule, followed by proposing the names of employees who will take part in training according to the set schedule.

The next interview that the researcher met was Mr. Nasruddin, S.E. who served in the Functional Analysis of Human Resources. In his interview on February 23, 2025, he expressed his opinion that BKPSDM provides various training for employees, such as leadership training, technical training according to the field of work, technical guidance, and special functional training for ASN affected by bureaucratic equalization, then said:

"BKPSDM collaborates with several institutions, such as BPSDM Kaltara Province, LAN RI Makassar, and the Batang Kaluku Agricultural Center in Gowa Regency. This collaboration is stated in an official agreement, such as an MOU and PKS, which regulates the training program and its implementation mechanism to be more focused and in accordance with employee needs. "

Based on an interview with Informant 3, Mr. Nasruddin, S.E., as an Apparatus Human Resources Analyst, BKPSDM provides various training for employees, such as leadership training, technical training according to the field of work, technical guidance, and functional training for ASN affected by bureaucratic equalization. To support the implementation of more targeted training, BKPSDM collaborates with several institutions, such as BPSDM Kaltara Province, LAN RI Makassar, and the Batang Kaluku Agricultural Center in Gowa Regency. This collaboration is stated in an official agreement, such as an MoU and PKS, which regulates the training program and its implementation mechanism to suit the needs of employees. Then the researcher continued the interview with the next informant, namely Mr. Samsi, Sos on February 24, 2025, who gave his opinion that BKPSDM collaborates with several institutions in organizing training and developing employee competencies. Some of them are:

Evaluation of employee competency improvement programs is carried out in various ways, although there are still budget limitations. The available budget must be divided for several activities, such as institutional certification, managerial training, and functional training. Currently, evaluations are mostly carried out by visiting OPDs directly to see whether officials who have participated in training have actually implemented the changes they designed during training. In addition, for ASN who are undergoing study assignments, BKPSDM also monitors them directly at their place of study. This is done to ensure that the learning process runs smoothly and remains in accordance with the needs of the agency.

Based on an interview with Informant 4, Mr. Samsi, S.Sos, BKPSDM collaborates with several institutions in organizing employee competency training and development. Evaluation of competency improvement programs is carried out in various ways, although there are budget limitations that must be divided for several activities, such as institutional certification, managerial training, and functional training. Currently, evaluations are mostly carried out through visiting OPDs directly to ensure that officials who have participated in training have actually implemented the changes designed. In addition, for ASN who are undergoing study

assignments, BKPSDM also conducts direct monitoring at their place of study to ensure the smooth running of the learning process according to the needs of the agency.

Furthermore, the researcher also interviewed Mrs. Tri Hastuti Nursanti, SE as the Head of the Regional Tax Control and Development Sub-Division who had attended the regional financial technical guidance in her interview on February 26, 2025, Mrs. Tri Hastuti also conveyed her recommendations in increasing the effectiveness of BKPSDM's efforts, the informant said that To increase the effectiveness of employee competency development, BKPSDM needs to conduct an in-depth analysis to identify competency needs more specifically. Training programs must also be designed more flexibly so that they can be adjusted to employee needs and schedules. Collaboration with training institutions, universities, and other related parties can expand access to quality training. In addition, the implementation of mentorship and coaching can help employees apply the knowledge they have gained more effectively. Systematic evaluation also needs to be implemented to measure the effectiveness of training and collect feedback from participants. The use of information technology in training will increase efficiency and accessibility, while employee involvement in program design can ensure that training is more relevant to their needs.

“In order for competency development programs to have a greater impact on improving employee performance, the strategies that can be implemented include several important aspects. Training programs must be aligned with the organization’s vision, mission, and strategic goals so that the benefits are more focused. Performance assessments that are integrated with training results are also needed to ensure that competency improvement truly has an impact on work effectiveness. Developing skills-based programs with relevant and practical content will be easier for employees to apply in their daily tasks. Continuous feedback from training participants can help improve the program to better suit needs. Management involvement in supporting employee development is also important to create a work environment that supports learning. In addition, periodic program evaluation and adjustments are needed so that training remains relevant to current developments. Giving awards to employees who show improved performance as a result of training can also motivate other employees to continue developing their competencies.”

Based on the results of an interview with Mrs. Tri Hastuti Nursanti, SE, it can be concluded that in order to ensure that competency development programs have an impact on improving employee performance, the strategies that need to be implemented include several important aspects. Training programs must be aligned with the organization’s vision, mission, and strategic goals so that the benefits are more focused. Performance assessments that are integrated with training results are needed to ensure that competency improvement has an impact on work effectiveness. The development of relevant and practical skill-based programs will facilitate their implementation in daily tasks. Continuous feedback from training participants will help improve the program. Management involvement in supporting employee development is also important to create a work environment that supports learning. Periodic evaluation and adjustment of the program is needed to stay relevant to the times. Finally, giving awards to employees who show improved performance as a result of training can be a motivation for other employees.

The next informant that the researcher interviewed was Mr. Mu'min Umar Laya from the Environmental Service, this informant was chosen by the researcher because he had participated in competency development through study assignments. In his interview on February 26, 2025, the informant gave the opinion that:

"The strategy that can be applied so that the competency development program has a greater impact on improving employee performance is to improve knowledge through a Study Assignment Program that is in accordance with the employee's initial educational background."

Based on the results of the interview with Mr. Mu'min Umar Laya, it can be concluded that to increase the impact of the competency development program on employee performance, the strategy that can be applied is to improve knowledge through a Study Assignment Program that is in accordance with the employee's initial educational background.

Then the researcher continued the interview with the informant Mr. Gatot Fajar Wisanto, SE., M. Ikom., MM. who had participated in technical training on developing policy analysis capacity at BKPSDM and proposed a strategy by conducting periodic evaluations of training implementation proposals from regional apparatuses and compiling rankings based on the urgency of their implementation so that the training program is more targeted. In addition, increasing the budget is also an important step to ensure that all civil servants, especially those in functional positions resulting from equivalence, get the opportunity to improve their competence according to the required standards.

Furthermore, the researcher conducted an interview with Mrs. Tri Hastuti Nursanti, SE, as the Head of the Regional Tax Control and Development Sub-Division at the Nunukan Regency Regional Revenue Agency who had received technical guidance on regional finance, in her interview on February 26, 2025 conveyed her hopes for the development of employee competency improvement programs in the future:

"My hopes for the development of employee competency improvement programs in the future include periodic program updates to align with developing trends and needs, as well as the development of more flexible training that can be tailored to the needs of individual employees. The use of the latest technology, such as online learning and gamification, is expected to increase the effectiveness and learning experience. In addition, the implementation of an effective evaluation system is important to measure the success of the program, while active support from management is needed to create a culture of sustainable learning. This program is also ideally linked to employee welfare so that competency improvement can contribute directly to work satisfaction and motivation."

Based on an interview with Mrs. Tri Hastuti Nursanti, SE, the hopes conveyed regarding the development of employee competency improvement programs in the future are periodic program updates to align with developing trends and needs. He also proposed the development of more flexible training tailored to the individual needs of employees, as well as the use of the latest technology such as online learning and gamification to improve learning effectiveness. In addition, the implementation of an effective evaluation system and management support to create a culture of continuous learning are also expected. This program is also expected to be linked to employee welfare in order to contribute to job satisfaction and motivation. Based on the results of observations and interviews with several selected informants, it can be concluded that the Nunukan Regency BKPSDM has made various efforts to improve employee competence. These efforts include programs and policies, training and technical guidance, various forms of training, evaluation processes, monitoring systems, cooperation with other institutions, and facing various obstacles and challenges. In addition, there are recommendations, strategies, and expectations that will be explained further in the discussion.

The Nunukan Regency BKPSDM has implemented various programs and policies to improve employee competency. These programs include leadership and functional training, education and training assistance, career training and development, competency tests and technical guidance, as well as monitoring and evaluation.

Leadership training is intended for structural officials, such as Supervisory Leadership Training (PKP), Administrator (PKA), and National (PKN), to improve managerial capacity in government bureaucracy. In addition, functional technical training is also provided to ensure that ASN continue to have competencies in accordance with their duties, especially for those affected by the bureaucratic equalization policy.

Training and education assistance are carried out based on an analysis of organizational needs. BKPSDM also provides support for educational financing for civil servants who wish to continue their studies, either through the APBD or APBN. In addition, BKPSDM designs structured career development, so that employees have certainty in their career levels and are motivated to continue improving their competency. To ensure that employee competency is maintained, BKPSDM routinely carries out competency tests for functional officials and technical guidance (bimtek) according to their respective fields of work. In addition, monitoring and evaluation are carried out to ensure the effectiveness of the program, including through monitoring of civil servant study assignments and academic evaluations based on study result cards per semester.

BKPSDM gradually organizes technical guidance (bimtek) for ASN competency development by adjusting the schedules of each supervising agency. The implementation mechanism begins with BKPSDM submitting a request for an implementation schedule to the supervising agency, then proposing the names of participants who will take part in the training. After that, the supervising agency will inform BKPSDM of the training implementation schedule. The main focus in ASN competency development currently includes structural leadership training, technical training, technical guidance, and training for ASN affected by bureaucratic equalization. Ideally, before the training is carried out, competency mapping is carried out as recommended by BKN. However, due to budget constraints, BKPSDM still refers to the duties and functions of ASN in their daily lives as the basis for providing training. The role of related agencies is very important in overcoming budget constraints, especially by utilizing free training programs through more intensive coordination with the supervising agency. This allows the training schedule to be adjusted to the needs of each agency. BKPSDM has also determined the need for ASN competency development through the Regent's Decree which serves as a guideline in providing training assistance for PNS who take part in education and training. For example, for ASN with the position of policy analyst, BKPSDM will hold training on compiling policy briefs in 2022 and training on developing the capacity of policy analysts in 2024. Training can be done online or offline with professional instructors. Training materials are delivered through seminars, workshops, or courses. BKPSDM also collaborates with various agencies such as BPSDM Kemendagri and POLRI in organizing technical guidance or training, for example PPNS and Intelligence training.

BKPSDM provides various forms of training and education for employees to improve their competence. The training provided includes leadership training, functional technical training, technical guidance (bimtek), and training for ASN affected by bureaucratic equalization. Meanwhile, the form of education includes study assignments and study permits, both funded by the APBD or through other sources such as the APBN or educational institutions. Training is provided according to needs and job levels. For example, leadership training is required for

managerial officials, while grading training is required for functional positions. Meanwhile, technical training is provided based on predetermined needs.

BKPSDM monitors employees who have attended education and training, such as monitoring change projects for alumni of leadership training and supervising civil servants who are undergoing study assignments. In several agencies, such as Satpol PP, routine monitoring is carried out by PTI and Subbag Sunram to ensure that functional officials apply the knowledge gained from training. However, not all programs have post-training evaluations. For example, in the technical training for developing the capacity of policy analysts, post-training competency evaluations have not been carried out. Likewise, the application of knowledge from administrator leadership training is still limited to a small number of participants. In general, monitoring is more focused on study assignment programs compared to technical and leadership training, so improvements are needed in the evaluation system so that the knowledge gained is truly applied in the work environment.

BKPSDM collaborates with various institutions to support the development of ASN competencies. One form of cooperation is with the Indonesian National Police in organizing Civil Servant Investigator (PPNS) and Intelligence training, where the Indonesian National Police provides instructors, materials, trainers, and training facilities, including issuing certificates for participants. In addition, BKPSDM also collaborates with the State Administration Institute (LAN), the Human Resources Development Agency (BPSDM) of North Kalimantan Province, and several other institutions such as LAN RI Makassar and the Batang Kaluku Agricultural Center in Gowa Regency. This form of cooperation is realized through a Memorandum of Understanding (MoU) and a Cooperation Agreement (PKS) to support various training and education programs for ASN.

Researchers argue that efforts are a series of actions carried out systematically and continuously to achieve certain goals. In the context of improving ASN competency, efforts made by BKPSDM include organizing technical guidance, leadership training, and cooperation with various agencies to overcome budget constraints and resource limitations. The success of these efforts depends on careful planning, accurate mapping of competency needs, and effective coordination between agencies. With the right strategy, ASN competency development efforts can improve employee professionalism and support the optimization of public services in Nunukan Regency.

Previous research supports the importance of education and training programs in improving employee competency. According to Anwar et al. (2024), the policy of level IV leadership education and training programs (Diklatpim IV) has an important role in improving ASN leadership competency, especially in terms of managerial skills, decision-making, and leadership effectiveness.

In addition, research by Imanuel et al. (2023) in the *Dunomics Journal* examines the implementation of policies to improve the quality of human resources at BKPSDM Murung Raya Regency. The results of the study show that although various efforts have been made to improve the quality of human resources through technical and functional training, there are still several problems, such as the lack of adequate training for echelon III and IV employees, and limited employee experience due to the relatively young age of the district. The quality of the work results of the BKPSDM in the region still does not meet public expectations or statutory regulatory standards. One of the factors that is an obstacle is the weak management of employee data and employee information systems. Researchers have found that employee competency development in Nunukan Regency has been carried out through various forms of education and training, such as leadership training, technical guidance, and study assignments. Evaluation of

this program is still limited, mainly due to budget constraints and the lack of a systematic monitoring mechanism. Although several agencies have conducted post-training evaluations, the implementation of training results in the workplace is still not optimal (Ambu-Saidi et al., 2024; Mehale et al., 2021; Jain et al., 2021; Kahadiwan et al., 2025).

The results of this study are in line with a study conducted by Wibowo (2019), which emphasized that the effectiveness of ASN training programs is highly dependent on the sustainability of evaluation and adequate budget support. Meanwhile, research by Suryadi & Nugroho (2021) also found that collaboration with various external institutions can improve the quality of training, but a monitoring mechanism is needed so that the training results are truly applied in daily work.

In addition, collaboration with various institutions, including the National Police, LAN RI, and BPSDM of North Kalimantan Province, has helped in organizing training. However, there are still challenges such as budget constraints and schedule changes that hinder the implementation of competency development programs to the maximum. This finding is reinforced by research conducted by Santoso (2020), which states that flexibility in scheduling and optimization of resources can help overcome obstacles in ASN competency development programs. In addition, research by Tartila & Syamsir (2024) highlighted that competency development needs analysis (Bangkom) is effective in improving the quality of human resources, but faces challenges in terms of budget and limited employees in filling out needs analysis forms.

The employee competency development strategy implemented in Nunukan Regency can also be compared with the research results of Hawiyanti & Natsir (2024), which found that employee competency management in Probolinggo City was not optimal due to lack of incentives, budget constraints, and lack of attention to the employee information system. In Nunukan Regency, similar challenges were also found, especially in terms of technology utilization in supporting the employee management information system which still needs to be improved.

Hidayat et al. research (2022) emphasized that technical training has a positive impact on improving employee competency, but its implementation is often hampered by budget constraints and limited training participants. This is also seen in this study, where several employees of the Nunukan Regency BKPSDM complained about limited opportunities to participate in training due to limited quotas and minimal budget support.

In addition, Firdaus et al. research (2024) showed that the competency development policy in Bogor City faces challenges in its implementation, especially in terms of strategic planning and coordination between agencies. This is also a problem in Nunukan Regency, where better coordination is still needed between BKPSDM and other Regional Apparatus Organizations (OPD) so that the implementation of competency development programs can be more integrated and in accordance with employee needs

Conclusion

The Nunukan Regency BKPSDM has implemented various strategic policies and programs in improving employee competency, from planning to post-training evaluation. Based on Rahmat's theory of competency development, improving the quality of human resources requires a systematic approach that includes training, coaching, and continuous evaluation. This is in line with BKPSDM's efforts to emphasize monitoring and evaluation as part of strengthening employee capacity. The results of this implementation show that structured competency development can improve professionalism, work effectiveness, and the quality of

public services in Nunukan Regency. Thus, the strategy implemented by BKPSDM can be a model for sustainable HR development in the government sector.

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