



Strategy to Increase the Competence of Employees of The National and Political Unity Agency of West Java Province

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Abstract. Human resource competence is one of the factors that significantly influence an organization, where the competence of its human resources determines the success of an organization in achieving goals. The competence of employees of the National and Political Unity Agency of West Java Province still needs to improve. The study aims to examine and analyze employee competencies and strategies for improving employee competencies. The method used in this study is descriptive analysis with a quantitative approach. The strategy to improve the competence of employees of the National and Political Unity Agency of West Java Province is carried out by applying competencies with the characteristics of motives, traits, self-concept, knowledge, and skills with data analysis techniques using SWOT analysis. The results of research and discussion show that the competence of employees of the National and Political Unity Agency of West Java Province has remained the same due to the competence of motives, traits, and self-concepts still needing to be improved, knowledge and skills competence low. Based on the SWOT analysis results, a diversification strategy was obtained to improve the competence of employees of the National and Political Unity Agency of West Java Province. The diversification strategy, namely increasing the competence of employees of the National and Political Unity Agency of West Java Province, is carried out by utilizing the power to control threats and take advantage of existing opportunities.

Keywords: Strategy, SWOT, Competence, Employee, HR

INTRODUCTION

Human resources, commonly called HR, is the most important asset owned by every organization because every activity and activity involves HR. However, the ability and knowledge possessed by human resources are limited, so the concept of strategy in human resource management is needed. Human Resources In this context, government employees are state apparatus as the main element assets that are very valuable and have a role in determining the success of achieving organizational goals. Every service and industry organization must use different strategies for managing human resources.

The strategy aims to implement programs that are consistently effective in achieving organizational goals and expect the highest productivity to be achieved. The strategic role of

human resources emphasizes that the people within the organization are the most critical resource and a tremendous organizational investment. For human resources to play a strategic role, they must focus on long-term human resource problems and implications (Mathis & Jackson, 2011, p. 16). One of the influential strategies is the strategy to increase employee competence.

Improving employee competence is essential because these employees give their energy, talent, creativity, and effort to the organization. If employee competence can be appropriately managed, it will improve employee performance and positively impact productivity and vice versa. Employee competence is one of the factors that play an essential role in achieving organizational goals and individual goals. The organization will find it challenging to achieve its goals if its employees do not have good competence. Kasmir (2016:182) said performance results from work and work behavior achieved in completing tasks and responsibilities in a certain period.

The competence of employees affects how much they contribute to the organization. Every job has specific job criteria or dimensions of work that identify the most critical elements of a job. Organizations or agencies need to know employees' various weaknesses and strengths as a basis for correcting weaknesses and strengthening strengths to increase employee productivity and development so that employee performance in each agency must be optimized for the achievement of the agency's goals.

The strategy of increasing the competence of the government apparatus is a process carried out by the leadership to advance his subordinates both from the knowledge and ability of the government apparatus so that it can change the ability to work, think, and other skills in order to improve the performance of the government apparatus itself, so that the implementation of organizational goals can be adequately achieved. The National and Political Unity Agency (Bakesbangpol) of West Java Province is one of the regional apparatus organizations formed based on Regional Regulation No.15 of 2011 concerning Amendments to the Regional Regulation of West Java Province Number 22 of 2008 concerning the Organization and Work Procedures of the Inspectorate, Regional Development Planning Agency, Regional Technical Institutions, and the Civil Service Police Unit of West Java Province.

In West Java Governor Regulation Number 69 of 2012, dated December 28, 2012, concerning the Main Duties, Functions, Details of Unit Tasks, and Work Procedures of the National and Political Unity Agency of West Java Province, it is stated that the National and Political Unity Agency of West Java Province has the main task of "organizing the formulation

and determination of technical policies and the implementation of regional policies in the field of national and political unity." The performance of the National and Political Unity Agency of West Java Province employees is measured by achieving target performance indicators set following the vision and mission.

METHOD

This research method is descriptive analysis. This type of research uses a qualitative approach. Hariwijaya (2017: 43) defines: "Qualitative research as research that does not use mathematical, statistical or computer models. The research process begins with compiling basic assumptions and thinking rules that will be used". These assumptions and thinking rules are then applied systematically in data collection and processing to provide explanations and arguments. In qualitative research, the collected and processed information must remain objective and not be influenced by the researcher's opinion.

Operational Research Parameters

The operational definition of research parameters is intended to facilitate compiling the necessary data measurement tools based on the conceptual framework of research that has been proposed. The operational definition of employee competency parameters is intended to be the ability of humans with the advantage to be creative and compete with others to distinguish between competent and incompetent people at the Bakesbangpol of West Java Province:

Table 2.1. Operational Parameters of Employee Competency

Focus	Characteristics	Parameter	Data Sources
Employee Competence (X _i)	Motives	Work on the job Directing work Taking Action	Head of Bakesbangpol, Secretary of Bakesbangpol Head of Civil Service and General Affairs of Bakesbangpol
	Traits	Disposition at work Attention to work Responsiveness at work	Head of Bakesbangpol, Secretary of Bakesbangpol Head of Civil Service and General Affairs of Bakesbangpol
	Self-Concept	Attitude to work Values held Quick to solve problems	Head of Bakesbangpol, Secretary of Bakesbangpol Head of Civil Service and General Affairs of Bakesbangpol
	Knowledge	Vision and mission of the organization Organizational goals Understanding of work tasks	Head of Bakesbangpol, Secretary of Bakesbangpol Head of Civil Service and General Affairs of Bakesbangpol
	Skill	Employee employability Mastery of technology Employee creativity	Head of Bakesbangpol, Secretary of Bakesbangpol Head of Civil Service and General Affairs of Bakesbangpol

Source: Spencer & Spencer (1993:10)

The table above is a description of employee competency variables consisting of motives, traits, self-concept, knowledge, and skills characteristics and is formulated with various parameters used to compile research instruments.

DISCUSSION

1. Competence of Employees at the National and Political Unity Agency (Bakesbangpol) of West Java Province

Motives

Competence is often equated with the ability to do something and influence all aspects of the organization. An organization must have competence to run as well as organizational goals. Therefore, with motivation, such as acting, moving, directing, and choosing behavior towards actions or goals and others, the organization can run according to its expectations and goals. The competence of employees must go hand in hand with the development of bureaucratic organizations in the regions.

Competency also helps bureaucratic organizations to know the extent to which employees can contribute following the vision and mission of the government organization that has been set. Activities to improve employee competence in the Bakesbangpol environment are carried out continuously to maintain employee consistency, evaluate what is still lacking, and develop the quality of employees in a better direction. To maintain and continuously improve communication relations to facilitate and accelerate the implementation of activities, the development of integrated network systems continues to be improved, both at the Bakesbangpol level and with the community and other agencies.

Based on the results of an interview with the Head of Bakesbangpol related to employee competence, as SKPD in the West Java Provincial government in carrying out its duties, of course, all activities require intensive evaluation to maintain and continue to improve performance carried out with full ethics and acceptable behavior both within the Bakesbangpol environment and by the community. In addition, I strive to be a role model in carrying out tasks and continue to develop strategic policy concepts in applying integrity attitudes and norms in line with Bakesbangpol's strategic program.

Based on this, Bakesbangpol employees must have strong motive competence in working and completing everything they are responsible for; the organization must also pay attention to and provide things that encourage the emergence of employee motive competence. This must be in line because these employee motives must be driven, and the organization is the driving force

of the employee motives. Employees can only have strong motives if the organization has met what is needed. Based on the research results through observation and interviews on motive competencies, Bakesbangpol employees are already committed to moving work, directing work, and taking action to improve performance.

Traits

The desire to be more successful and ready to face challenges has also given sufficient meaning to the desire for employee achievement as part of the attention from him so that it is increasingly evident that this trait dimension shows the level of attention of employees at work, which is also determined by his character which is good enough to affect employee performance. Implementation of good governance and compensating for changes in the rapidly changing strategic environment, both the internal and external environments of the organization. The ongoing development of science, technology, and the era of globalization cannot be denied and prevented, as well as the implementation of regional autonomy.

The competence of this employee is related to the character at work, attention at work, and responsiveness at work, as well as the ability in the form of knowledge, skills, abilities, attitudes, and behaviors needed in carrying out the primary duties, functions of authority and responsibility mandated to him. That is the key to the strategy to increase the competence of Bakesbangpol employees in supporting the infrastructure development program of West Java Province. Spencer & Spencer (1993) view trait/personal characteristics as one of the characteristics of competence that predict or cause a compelling performance.

The results of this analysis mean that the characteristics of nature / personal (self-control, confidence, flexibility, and commitment to the organization) are a synergistic unity that can form effective performance. Therefore, to further improve the performance of employees at Bakesbangpol, the characteristics of the nature/personality of employees must be improved as well. Based on this, employees must be able to control themselves in association with the organization, must have confidence in behaving and working, be flexible to both the internal and external environment of the organization, and must have a solid commitment to the success and goals of the organization, in order to improve organizational performance which ultimately organizational goals can be achieved.

The results of research on the characteristics of this trait's competence, which can be explained through indicators of character, attention to work, and responsiveness in work, are included in the category of quite good. This shows that the nature or character of employees

supports the implementation of work; employees pay attention to the work done, and employees are responsive to problems that exist in work. Based on the results of an interview with the Secretary of Bakesbangpol West Java Province, Each employee has different characteristics in responding to work; this is undoubtedly following the competencies possessed by each different employee.

In carrying out duties to complete work, some employees still carry out duties only to complete obligations, waiting for orders from the leadership. So, the mindset for concept development in completing tasks is still monotonous and needs improvement in creativity and innovation. Based on the results of an interview with the Head of Bakesbangpol West Java Province, result-oriented competence shows none other than the ability to maintain high personal commitment in completing tasks, reliable, responsible, able to systematically identify risks and opportunities by paying attention to the relationship between planning and results for organizational success.

Self Concept

The views of Spencer and Spencer (1993) say that self-concept, as one of the characteristics of competence, predicts or causes a compelling performance. The analysis results prove that self-concept characteristics (ability to develop others, ability to direct, group cooperation, group leading, and empathy) constitute a synergistic unity that can form effective performance. Therefore, to further improve employee performance at Bakesbangpol, the employee's self-concept must be further improved.

Based on this, employees must be able to give detailed directions to others, be cooperative, and must be able to improve the effectiveness of the group because only employees can work with getting support and assistance from other employees. Employees must be able to understand something with complete understanding because it is inevitable that one employee with another employee has their uniqueness and characteristics that are brought from outside and blend into one organization. Employees must establish and maintain good communication with others because, with good communication, all messages can be received effectively so that everything that allows miscommunication to arise can be avoided.

The competence of employees carried out by people in the workplace at various levels and detailing the standards of each level can identify the characteristics of knowledge and skills required by individuals who are likely to perform tasks effectively. Employee competence is a fundamental characteristic of each individual linked to criteria referenced for superior or effective

performance in a job or situation. Underlying characteristics mean competencies are part of a person's personality that has been ingrained and long-standing and can predict behavior in various tasks and work situations.

Related causation means that competence causes or predicts behavior and performance. Criterion reference means that competence predicts who does something well or poorly, as measured by specific criteria or standards. These characteristics underlie a person and indicate ways of acting, thinking, or generalizing situations appropriately over the long term. The analysis results in the field show that employee competence is identical to the ability supported by an attitude at work, an understanding of the values possessed by the personnel, and methods in solving a problem.

Knowledge

The competence of employees with intellectual abilities is the mastery of knowledge broadly to be able to understand the relationship of activities in various aspects, such as the ability to understand and implement the vision and mission of the organization, organizational goals, and understanding of work tasks so that they can be in line with the goals of bureaucratic organizations, especially in the Bakesbangpol environment of West Java Province. These abilities and knowledge are becoming increasingly important in the modern era, where every sector and dimension of science is in an increasingly broad insight. With sufficient intellectual competence, it is easier to imagine the ability to become a credible employee of the modern era needed by today's bureaucratic organizations.

Employees at work must understand the tasks they are charged with; employees must also have a clear vision, socialize and communicate, and implement the vision as subordinates so that subordinates work not because they are forced but because they also want it. Employees have optimal knowledge about the scope of work of their profession, both cognitive knowledge and skills or skills to complete tasks or problems faced at work so that they can become role models for fellow employees and add and provide positive energy to each employee in carrying out duties.

Ability in other aspects, such as employee competence, that can maintain organizational integrity, piety, communication, decision making, and respect differences of opinion. This ability also means mental stability and a firm stance unaffected by temptations and trials. For the employee competency development strategy, in general, it can be done through Education and

Training. Understandably, it cannot be treated equally in all Education and Training, but each competency has a different substance content.

The field analysis results show that employee competence influences improving performance or performance. High employee competencies such as knowledge, skills, abilities, and attitudes following the tasks they carry are always encouraged to work effectively and productively. Based on the observations on the characteristics of knowledge competence, it was found that Bakesbangpol employees can carry out tasks following expectations. However, there must be efforts that need special attention to improving their competence so that the Bakesbangpol work program can be realized and the goals and objectives in solving existing problems can be resolved.

Skills

Skills are abilities or expertise possessed by employees in doing and completing a job. Skills and creativity are needed in organizations; communicating and even using information technology are essential in an organization. Such is the case with Bakesbangpol employees in developing their employees. The research results proved to be very significant that employee competence can improve employees' ability according to their respective fields and duties.

Work skills are essential for employees who want to stay in a particular career, develop a career, and even reach the highest career path. With the skills possessed by employees at work, employees can get high work performance, which will affect the career advancement of employees who are successful in their careers and those who have creativity in work. If someone with a skill is so stunning, it means he has a high drive to master that skill. He has high expertise if someone can complete the job well and quickly.

Based on the results of an interview with the Head of Bakesbangpol related to employee competence, Skills are the ability to perform specific physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking. Employees can see that, in general, they already have skills such as using computer technology; this is because the field they are doing already uses this software. Only other fields that require particular expertise, such as those related to implementing physical activities in the field, require special skills.

Performance improvement efforts carried out by each organization have different perspectives. These efforts are in the form of improving the quality of resources inside, for example, determining the competence of each staff, balancing the amount of work with the workload, fulfilling physical facilities, improving the management system by paying attention to

all staff, and creating a conducive work climate for the organization. Based on this, as various interview results explain, these skills can be honed and improved as one's experience increases. Many ways can be done to improve skills; the most famous is learning by doing.

2. Strategy for Increasing Employee Competency at the National and Political Unity Agency (Bakesbangpol) of West Java Province

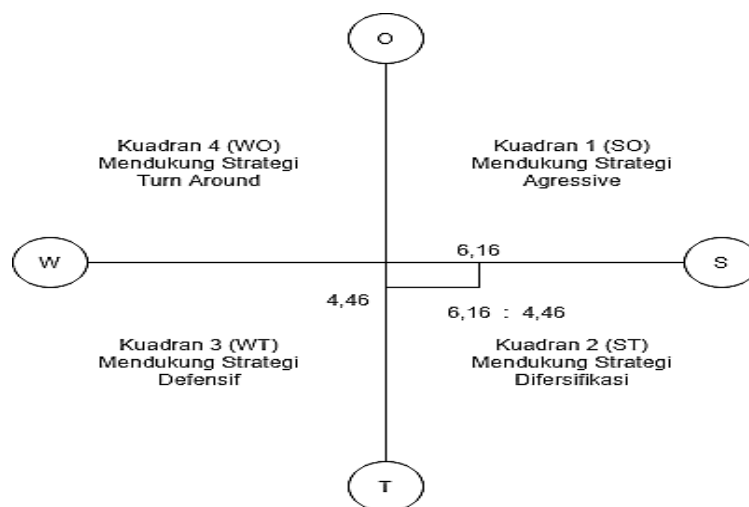
Based on the analysis, observation, and interview results, internal and external factors strongly influence the strategy to increase employee competence at Bakesbangpol. Internal factors consist of (1) strength factors owned by Bakesbangpol at this time, which, of course, are factors that influence the improvement of employee competence, (2) weakness factors contained in the current Bakesbangpol environment, which, of course, are factors that affect the weakening of employee competence.

External factors consist of (1) opportunity factors that provide opportunities/opportunities to improve the competence of current employees and (2) threat factors that will hinder the improvement of current employee competence. The strategy of increasing employee competence at Bakesbangpol, then development in ability and skills programs through training and development based on employee competence, continues to be developed gradually so that every Bakesbangpol employee can improve their performance in formulating a strategy to increase the competence of Bakesbangpol employees using SWOT Analysis.

The factors in SWOT Analysis consist of (1) internal factors of strengths and weaknesses. (2) External factors consist of opportunities and threats. The strategy of increasing employee competence using SWOT analysis can be easily defined by systematically identifying various factors to formulate the Bakesbangpol strategy, which is currently being faced. SWOT analysis is based on the logic that can maximize strengths (strengths) and opportunities (opportunities) but simultaneously can minimize weaknesses (weaknesses) and threats (threats).

Through SWOT analysis, it is hoped that Bakesbangpol can take strategic steps. Strategy is a method by which an organization can achieve its objectives according to the opportunities and threats of its external environment, as well as internal resources and capabilities. Based on the analyzed competencies, it is known to have different characteristics (heterogeneous). This means the Environmental Threat Opportunity Profile (ETOP) and the Strategy Advantage Profile (SAP) have a gap. Based on the gap analysis, alternative strategies are in the correct quadrant, namely the Diversification strategy.

Thus the position map of the strategy to increase the competence of Bakesbangpol employees can be seen in the following picture:



Source: Research Results 2020
Strategy Power Position Map

As shown in Figure 5.2. above, the SWOT strategy position map is located in quadrant two, which can be interpreted as an enormous strength in improving the competence of Bakesbangpol employees. Based on the analysis of the discussion of research results by paying attention to strengths, threats, and opportunities to realize competency improvement by using Mobilization strategies, namely: using Strengths (S) owned and overcoming Threats (T), and by utilizing existing opportunities to improve the competence of Bakesbangpol employees.

The diversification strategy that will be implemented to improve the competence of Bakesbangpol employees, namely by increasing the ability of knowledge and skills related to:

- 1) Ability to carry out socialization and counseling in the community.
- 2) Ability to understand the authority of Bakesbangpol in service to the community
- 3) The ability to utilize office facilities and infrastructure to arouse morale, and prevent rejection in employees of competency improvement.
- 4) Ability to understand the main tasks and functions in accordance with those contained in the organizational structure to increase work motivation and overcome personal interests in business outside the service.

The ability to provide understanding of other OPDs, where the Bakesbangpol organization is needed by the community, so it needs to be supported by qualified human resources, and also to prevent the occurrence of Bakesbangpol employees needed to be mutated out.

CONCLUSION

1. The results showed that motives, treats, self-concept, knowledge, and skills are dimensions that shape employee competence, so it is recommended to other researchers that the design of employee competency improvement is based on the proper identification of motives, treats, self-concept, knowledge, skills expected by organizations with different loci and problems.
2. The results showed that the competence of motives, threats, self-concept, knowledge, and skills, based on Spencer-Spencer's theory (1993), is still quite actual and relevant. However, there are still areas for improvement at the empirical level in the field, especially in knowledge and skills, so there are still problems related to increasing employee competence at Bakesbangpol.

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