


**STRATEGY TO INCREASE THE CAPABILITY OF CIVIL SERVANT (ASN) RESOURCES**

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ARTICLE INFO	<u>ABSTRACT</u>
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 22 May 2023</p>	<p><b>Purpose:</b> This study aims to decide the strategy of the Samarinda City Government in improving the capabilities of its apparatus. The methods and efforts they choose are certainly inseparable from the characteristics and capabilities as well as the social and political context in Samarinda City.</p>
<p><b>Keywords:</b></p> <p>Capabilities; Civil Servant; Strategy.</p>	<p><b>Theoretical framework:</b> The Civil Servant (ASN) is the crucial point and key factor that decides the success or failure of governance and the implementation of national development. The smooth administration of government and the implementation of national development are largely determined by the quality of the resources of the apparatus.</p>
	<p><b>Design/methodology/approach:</b> This research uses a type of mixed method. The source of data in this study is the regional personnel agency for secondary data and the primary data comes from interviews with key informants and informants in this case are the Head of BKPSDM (Human Resources Development and Personnel Agency) of Samarinda City and officials related to civil servant. Furthermore, this research will also use the analytic comparison analysis method, which is a method that contrasts theory with other explanations of concrete conditions in a more specific social context</p> <p><b>Findings:</b> Education and training are conducted according to applicable regulations with all budget constraints so that the in-house training strategy is an alternative to the implementation of training even though the results have not been maximized. Cost leadership strategy through increasing the budget for ability and capability improvement is a strategy that is expected to accelerate the increase in apparatus ability.</p> <p><b>Research, Practical &amp; Social implications:</b> To increase the capability of Civil Servants more intensively, it is necessary to increase the appropriate Education and Training budget according to the skill needs of each work unit.</p> <p><b>Originality/value:</b> The researcher adds that integrity is an implementation of the in-house training strategy.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i6.2225">https://doi.org/10.26668/businessreview/2023.v8i6.2225</a></p>

**ESTRATÉGIA PARA AUMENTAR A CAPACIDADE DOS RECURSOS DOS FUNCIONÁRIOS PÚBLICOS (ASN)**

**RESUMO**

**Objetivo:** Este estudo tem como objetivo decidir a estratégia do governo da cidade de Samarinda para melhorar as capacidades de seu aparato. Os métodos e esforços escolhidos são certamente inseparáveis das características e capacidades, bem como do contexto social e político da cidade de Samarinda.

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**Estrutura teórica:** O funcionário público (ASN) é o ponto crucial e o principal fator que decide o sucesso ou o fracasso da governança e da implementação do desenvolvimento nacional. A boa administração do governo e a implementação do desenvolvimento nacional são amplamente determinadas pela qualidade dos recursos do aparato.

**Projeto/metodologia/abordagem:** Esta pesquisa utiliza um tipo de método misto. A fonte de dados deste estudo é a agência regional de pessoal para dados secundários e os dados primários vêm de entrevistas com informantes-chave, que, neste caso, são o chefe da BKPSDM (Agência de Desenvolvimento de Recursos Humanos e Pessoal) da cidade de Samarinda e funcionários relacionados ao funcionalismo público. Além disso, esta pesquisa também usará o método de análise comparativa analítica, que é um método que contrasta a teoria com outras explicações de condições concretas em um contexto social mais específico.

**Conclusões:** A educação e o treinamento são conduzidos de acordo com os regulamentos aplicáveis, com todas as restrições orçamentárias, de modo que a estratégia de treinamento interno é uma alternativa à implementação do treinamento, embora os resultados não tenham sido maximizados. A estratégia de liderança em custos por meio do aumento do orçamento para aprimoramento de habilidades e capacidades é uma estratégia que deve acelerar o aumento da capacidade dos aparelhos.

**Implicações sociais, práticas e de pesquisa:** Para aumentar a capacidade dos funcionários públicos de forma mais intensa, é necessário aumentar o orçamento apropriado de educação e treinamento de acordo com as necessidades de habilidades de cada unidade de trabalho.

**Originalidade/valor:** O pesquisador acrescenta que a integridade é uma implementação da estratégia de treinamento interno.

**Palavras-chave:** Capacidades, Funcionário Público, Estratégia.

## ESTRATEGIA PARA AUMENTAR LA CAPACIDAD DE LOS RECURSOS DE LOS FUNCIONARIOS PÚBLICOS (ASN)

### RESUMEN

**Objetivo:** Este estudio pretende decidir la estrategia del gobierno de la ciudad de Samarinda para aumentar las capacidades de su aparato. Los métodos y esfuerzos elegidos son sin duda inseparables de las características y capacidades, así como del contexto social y político de la ciudad de Samarinda.

**Marco teórico:** El funcionario público (PSA) es el quid y el principal factor que decide el éxito o el fracaso de la gobernanza y la aplicación del desarrollo nacional. La buena gobernanza del gobierno y la aplicación del desarrollo nacional están determinadas en gran medida por la calidad de los recursos del aparato.

**Diseño/metodología/enfoque:** Esta investigación utiliza un tipo de método mixto. La fuente de datos para este estudio es la agencia regional de personal para los datos secundarios y los datos primarios proceden de entrevistas con informantes clave, que en este caso son el jefe de la BKPSDM (Agencia de Recursos Humanos y Desarrollo de Personal) de la ciudad de Samarinda y funcionarios relacionados con la función pública. Además, esta investigación también utilizará el método de análisis comparativo, que es un método que contrasta la teoría con otras explicaciones de condiciones concretas en un contexto social más específico.

**Conclusiones:** La educación y la formación se llevan a cabo de acuerdo con la normativa aplicable, con todas las limitaciones presupuestarias, por lo que la estrategia de formación interna es una alternativa a la aplicación de la formación, aunque los resultados no se han maximizado. La estrategia de liderazgo en costes mediante el aumento del presupuesto para la mejora de las habilidades y capacidades es la que debería acelerar el aumento de la capacidad de los aparatos.

**Implicaciones sociales, prácticas y de investigación:** Para aumentar la capacidad de los funcionarios públicos de forma más intensiva, es necesario aumentar el presupuesto de educación y formación adecuado en función de las necesidades de competencias de cada unidad de trabajo.

**Originalidad/valor:** El investigador añade que la integridad es una aplicación de la estrategia de formación interna.

**Palabras clave:** Capacidades, Funcionario Público, Estrategia.

### INTRODUCTION

Law number 43 of 1999 concerning the Principles of Civil Service focuses on Civil Servants as Citizens, elements of the State Apparatus, State Servants, and Community Servants

who are full of loyalty and obedience to Pancasila, the 1945 Constitution, the State, and the Government and who are united, have a good mentality, are authoritative, efficient, clean, of high quality, and are aware of their responsibilities to carry out government and development tasks. Employees as assets and main elements in the organization play a very decisive role in achieving organizational goals. All elements of an organization's resources will not function without being managed by humans who are the main movers of its path (Said Pariq, 2021; Sudewo, 2022).

Related to the above, Samarinda City as the provincial capital area certainly requires the existence of an apparatus that has readiness and alacrity in implementing regional development programs and public services. The demand to develop apparatus resources is a mandatory task that must be pursued by the Samarinda City Government. Policies on the development of human resource competencies should be related to the type and nature of development conducted to meet the needs of quality apparatus (Hidayati, 2021; Ilona, 2018; M Pulungan, 2021). In this case, it is necessary to pay attention to the needs of local government organizations for specialists and generalization personnel who are the implementing personnel or spearheads of governance or development.

In carrying out government duties, the Samarinda City Government is driven by 7,505 Civil Servants spread across 30 Regional Apparatuses, Regional Secretariats, 10 Districts and 59 Villages with the most education levels are universities ranging from diplomas, bachelor, magister and doctoral with diverse subject backgrounds even though not all of them are in accordance with the needs of their field of duty. Based on ASN education data at the BKPSDM (Human Resources Development and Personnel Agency) of Samarinda City, it was obtained that ASN with Diploma level education (1, 2 and 3) amounted to 1,197, unmarried person amounted to 4,072, magister as many as 692 people and doctor 9 people. The distribution of higher education levels shows that ASN has Bachelor-Doctor education by 63% so that it dominates the existing education level compared to other levels. Not all Civil Servants are placed in the field of work that is by their formal education, so education and training are still needed to increase employee skills to have competencies that are by the needs of the organizational structure they occupy (Lestari et al., 2021; Marsono et al., 2022; Rosner et al., 2010).

To be able to perform their duties by the demands of their work, the City Government is obliged to improve the skills and abilities of Civil Servants so that gradually every year through formal financing channels from the City Government and through other non-binding

party fees. On the other hand, the City Government has limited budgets so that self-financing is allowed if it does not interfere with the implementation of work duties and fields of study according to needs (Karinda & Nursin, 2018; Sihaloho & Herlan, 2020).

The high demand to improve the competence of the civil servant so that it is professional in performing his duties and functions is not comparable to the increase in the budget to realize a capable civil servant (Nurmaya & Febrina, 2021). Various laws and regulations governing education through compulsory training and academic channels are used academically to improve the capabilities of civil servants (Komara, 2019; Tandoh et al., 2022). This study aims to decide the strategy of the Samarinda City Government in improving the capabilities of its apparatus. The methods and efforts they choose are certainly inseparable from the characteristics and capabilities as well as the social and political context in Samarinda City.

## **LITERATURE REVIEW**

### **Civil Servant (ASN)**

Human resource development is aimed at realizing development people who are virtuous, tough, intelligent, skilled, independent and have a sense of solidarity, work hard, productive, creative, and innovative, disciplined and future-oriented to create a better life. Improving the quality of intended resources can be aligned with the requirements of skills, ability and professions needed by all development sectors (Fauziah, 2019; Putri et al., 2022).

Mental attitudes are always related to the values that are the foundation of work ethic, so a positive and ideal mental attitude is very necessary for a government apparatus. With a positive and ideal mental attitude, it is hoped that there will be an increase in the professionalism of the apparatus, where the next hope is to increase the performance of the apparatus (Ghoni, 2022; Resdiana et al., 2020; Rubianto et al., 2022). It was expressly conveyed by Fauziah & Prasetyo (2019) that creating apparatus professionalism in the macro context is related to human resource development while in the micro context it is related to career development.

Rizki Hidayatullah et al., (2021) said that training is generally related to preparing prospective personnel needed by an agency or organization, while training is more related to improving the ability or skills of employees who have occupied a certain job or task. After the employee is recruited, selected, and inducted, then he must be developed to be more suitable for his job in the organization; no one is fully suitable at the time of appointment so training must be conducted. Therefore, training becomes necessary for an organization. By showing the importance of attending training, employees or employees can improve knowledge and skills

so that they can improve work performance and ultimately can also increase work productivity (Marlian et al., 2021; Noor & Muharsih, 2020).

Based on some of the opinions above, it can be concluded that it is a must for every public institution to improve the quality of its apparatus into a professional apparatus, among others through human resource development by participating in education and training programs, where the results are expected to improve the quality and improve the performance of the apparatus in an effort to improve services to the community.

### **Apparatus Development Strategy**

The Civil Servant (ASN) is the crucial point and key factor that decides the success or failure of governance and the implementation of national development. The smooth administration of government and the implementation of national development are largely determined by the quality of the resources of the apparatus. Said Pariq (2021) defines human resources as labor or employees in an organization, which has a significant role in achieving success. While Resdiana et al., (2020) defines human resources as: "All humans involved in an organization in seeking the realization of the findings of the organization. Engagement can mean beneficiaries, which means suppliers of inputs and implementers of activities (Nugraha et al., 2020). Talking about human resources, according to Hasibuan (2010) it can be seen from two aspects, namely: *"The quantity aspect concerns the number of ability resources, both physical abilities and non-physical abilities that concern the ability to work, think, and other skills"*.

Furthermore, as an effort to improve the quality of apparatus resources, according to (Safri, 2016) can be done through the process of education, training, and development. It is further explained that various programs have a key role in obtaining and improving the quality of individual professional abilities. Through education, a person is prepared to have provisions to be ready by Riyanti & Edison (2016) work education; Recognize and develop methods of thinking systematically to solve problems that will be faced in life in the future. Practice aims not only to improve knowledge and skills, but also to develop talents.

Based on the description above, it can be said that the purpose of increasing human resources is to optimally improve the performance of human resources, which will ultimately help increase the necessary work productivity. The meaning of productivity is the desire and effort of humans to always improve the quality of life and livelihood in all fields (Gaol, 2014). Furthermore, effective and productive human resources according to Ruhana (2012) have the

following characteristics: 1) Smart and can learn relatively quickly, 2) Professionally competent, 3) Creative and innovative 4) Understand work, 5) Learn "smartly", use logic, efficient, not easily stuck in work, 6) Always look for improvements, but know when to stop, 7) Considered valuable by his superiors, 8) Have a good record of achievement Always improve yourself.

Human resource development is an especially important organizational activity to be conducted. The importance of human resource development activities in an organization is to keep and improve employee competence to achieve organizational effectiveness. Pynes (2004) suggests that: *"... organizations must implement training and development activities to ensure that their staffs have the requisite knowledge, skills, abilities, and other characteristics (KSAOCS) to confront these new challenges. Training can be targeted to help employees learn new job-specific skills, improve their performance, or change their attitudes"*.

Furthermore, Laird et al., (2003) suggests that *"Training and development exists to promote individual and organizational excellence by providing opportunities to develop workplace skills."* Meanwhile, according to Kotler dan Armstrong (2017): *"human resources development (HRD) is concerned with the provisions of learning, development and training opportunities in order to improve individual, team and organizational performance. HRD is essentially a business-led approach to developing people within a strategy"*.

From the opinions above, both expressed by Armstrong, Pynes and Laird, it can be given an idea that in principle, the goal to be achieved from human resource *framework* development activities is the availability of competent and professional employees in their fields who can support organizational strategy.

Human resource development is part of the process or form of operationalization of human resource management strategies. Building human resources, in this case the apparatus, which is effective and qualified to become the intellectual capital of the organization, can be done through the creation of a learning process. In an organization, the learning that needs to be developed is to accustom each member of the organization to think systematically, not thinking individually or compartmentalized. Because basically every member of the organization has the same goal, which is to achieve organizational goals (Bariqi, 2020). Meanwhile, (Nasrika, 2019) revealed that human resource development in an organization will include numerous factors such as: education and training as well as planning and training.

Furthermore, Tracey (1994) classifies the activity area or focus of human resource development (Activity Areas of Human Resources Development) as follows: *"Activity Area*

*(Focus) Learning directed toward the present job of the Training Learning directed toward a future identified job of Education the learner Development Learning that is not job-related".*

Based on the elements or activities of human resource development above, it can be said that human resource development in an organization is generally in the form of training, education, and development.

## **DATA AND METHODOLOGY**

This research uses a type of mixed method, which integrates two types of data in one research approach, namely quantitative data and qualitative data which aims to supply a complete picture of the phenomenon or fact to be studied. The source of data in this study is the regional personnel agency for secondary data and the primary data comes from interviews with key informants and informants in this case are the Head of BKPSDM (Human Resources Development and Personnel Agency) of Samarinda City and officials related to civil servant.

The sampling technique used is Purposive Sampling or deliberately selecting the necessary data sources on the grounds that those selected are those who know about the development of apparatus resources. The focus of this research is the first condition of the civil servant of the Samarinda city government and strategies to increase the capabilities of the civil servant.

For the need to obtain correct generalizations with non-probability sampling data samples, the proper method for analyzing data obtained through purposive sampling is the qualitative data analysis method successive approximation, which is an analysis that emphasizes repeated review activities of field records. Furthermore, this research will also use the analytic comparison analysis method, which is a method that contrasts theory with other explanations of concrete conditions in a more specific social context.

## **RESULTS AND DISCUSSION**

The development of the quality of Civil Servant (ASN) through Education and Training (DIKLAT) is an effort to improve the quality and usability (*performance*) of the state apparatus which has been considered low. The intensification of training efforts for civil servants is in line with the rearrangement of personnel policies in the career coaching system which focuses on the *merit system*, where the coaching base is based on ability and professionalism in achieving a specified level of performance. Efforts to improve the *performance* of civil servants through Structural Education and Training (DIKLAT) such as Leadership Education and

Training (DIKLATPIM) which aims to achieve the leadership competency requirements of government apparatus by structural positions, technical education and training and functional education and training organized by agencies at the provincial, regional, and central government levels.

In the personnel system in Indonesia, two concepts are known, namely improvement and development. Improvement refers to training and education for civil servants by the main task areas and functions or competencies they have or commonly known as linear. Conversely, development refers to the concept where ASN are given training and education that is not by the main tasks and functions and competencies had or non-linear.

Because the Structural Training is tiered, one of the requirements to take part in a higher level of Training must pass the training level below.

Data on the number of ASNs who have taken part in DIKLATPIM (Leadership Education and Training) from 2019-2022 are as table 1 follows:

Table 1. ASN Samarinda City Employees Who Have Participated in DIKLATPIM

No.	Ladder	Sum	Percentage (%)
1.	Leadership Education and Training (DIKLATPIM) Level I	Nil	0
2.	Leadership Education and Training (DIKLATPIM) Level II	18 people	8
3.	Leadership Education and Training (DIKLATPIM) Level III	115 people	54
4.	Leadership Education and Training (DIKLATPIM) Level IV	80 people	38
Sum		213 people	100

Source: Human Resources Personnel and Development Agency (BKPSDM) Samarinda City, 2022

If examined further, the comparison of the number of Civil Servants who have taken part in DIKLATPIM (Leadership Education and Training) with the total number of Civil Servants within the Samarinda City Government is indeed small. Of the total 7,254 Civil Servants, there are only 213 from 2019-2022 people who have taken part in DIKLATPIM (Leadership Education and Training) II, III and IV or only 3.00% of the total number of Civil Servants. This is because DIKLATPIM (Leadership Education and Training) is only followed by prospective officials who will be promoted to higher echelons and have met the requirements of both administration and required competencies.

### Employee Development

Civil Servant that has met the competency requirements of certain structural positions can be given certification by the guidelines set by the supervisory agency and controlling agencies and are considered to have followed and passed the DIKLATPIM for the position. In each budget year, the Civil Service Development Officer plans the number of Civil Servants in



his environment to take part in DIKLATPIM according to their needs, prioritized by Civil Servants who have been appointed to structural positions but have not taken part in DIKLATPIM by the requirements of the structural positions they occupy.

Employee Development can also be followed by Civil Servants who occupy structural positions to be promoted at a higher level in the form of promotion after occupying at least 2 years in the position before taking part in the promotion (Sidabutar, Victor, 2020).

In addition to DIKLATPIM, improving the capabilities of Civil Servants within the Samarinda City Government is also conducted through education and functional technical training by the needs of competencies in their respective fields. Functional Technical Education and Training is provided to Civil Servants who require specific skills in their field of duty and have not been obtained from their formal education (Langi, 2021). The number of ASN who need Functional Technical Training is faced with a limited available budget so that not all training can be followed even though it is needed.

This was acknowledged by the Head of the Human Resources Personnel and Development Agency (BKPSDM) of Samarinda City that the lack of Civil Servants attending education and training was due to budget constraints. However, BKPSDM (Human Resources Development and Personnel Agency) of Samarinda City overcame these budget limitations by using an in-house training strategy, namely the delegation of only one Civil Servant in the environment where he worked to attend education and training in their respective fields. If the apparatus has finished attending education and training, the ASN is expected to be able to supply training to colleagues both in the City Government Secretariat and the Regional Equipment Organization (OPD) where he works.

In-house training that has been applied so far has not run as expected because the nature of in-house training is not formal and not all ASN can send the knowledge gained from training to other apparatus. Therefore, in-house training is not effectively applied because of several things including a). The knowledge needs of each employee are different. b). Not all Civil Servants who attend education and training are able to send the knowledge they have gained. c). Brief transmission of knowledge by people who are not experts will not give maximum results (Febriantoro, 2018; Snoeijer et al., 2021).

Functional Training is conducted to achieve competency requirements by the type and level of each Functional position. The types and levels of Functional training for each functional position are decided by the Functional position Supervisory agency (Irawati & Suwarno, 2020). BKPSDM (Human Resources Development and Personnel Agency) of Samarinda City itself

has conducted ASN mapping or what they call profiling which aims to find out the qualifications of ASN owned by the Samarinda City Government as well as to find which sectors lack apparatus resources that have the required qualifications.

Mapping conducted by BKPSDM (Human Resources Personnel and Development Agency) that to improve the capabilities of Civil Servants within the Samarinda City Government before taking part in training, an assessment was also conducted to occupy structural positions in tiers. Meanwhile, the results of mapping for functional positions have been since the beginning of recruitment must meet competencies in their respective fields so that their abilities have been measured when declared to have passed the selection for certain functional positions.

Especially for the Field of Apparatus Development, it is a new field formed in early 2017. Previously, apparatus development was in the Research and Development Agency (Research and Development) and Regional Training and Training Agency but starting in 2017 it became an integrated part of the structure of BKPSDM (Human Resources Development and Personnel Agency) of Samarinda City. Another strategy is carried out to improve the capabilities of Civil Servants within the Samarinda City government through increasing the formal education of Civil Servants to a higher level. Education is one of the bases in deciding the grading of benefits and consideration of mutation/promotion. Increasing the level of education is carried out in two ways, namely through Study Assignments and Study Permits.

The number of Civil Servants of the Samarinda City Government who were given study assignments in the last three years was 83 people, each in 2020 was 27 people, in 2021 there were 31 people and in 2022 there were 25 people at both bachelor, magister and doctor levels. Meanwhile, 104 people were given study permits.

Seeing the large interest of Civil Servants in applying for study permits illustrates the high motivation of Civil Servants to improve their competence and this is the potential for the City Government to obtain Civil Servants who have higher competence than they have now. Civil Servant that has competence and capability is the desire of all levels of Government to realize a productive apparatus and able to work according to the main duties and functions in their field of duty. On the other hand, not all local governments have sufficient funding capabilities to improve the competence and capability of Civil Servants.

Looking at the data related to the improvement of ASN capabilities in Samarinda City, to find the right strategy, an analysis will be conducted using SWOT analysis as table 2 follows:

Table 2. SWOT Analysis

INTERNAL FACTORS	EXTERNAL FACTORS
<b>STRENGTH (Strength)</b> <ul style="list-style-type: none"> <li>• The number of ASNs is sufficient.</li> <li>• ASN Education of the majority of universities</li> <li>• Productive age</li> <li>• Regulations per Act support</li> <li>• City Government's Commitment to Improving Capabilities</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Universities with various majors are open to accept ASN.</li> <li>• The number of training courses conducted by various vertical agencies.</li> <li>• There are many vocational education institutions that can be used both individually and through city government financing.</li> </ul>
<b>WEAKNESS</b> <ul style="list-style-type: none"> <li>• Limited Budget</li> <li>• The motivation of some Civil Servants to improve competence is still low.</li> <li>• Limited salaries make it impossible to improve education independently.</li> <li>• IT ability is still low.</li> <li>• There are still Civil Servants who only have upper secondary education</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• The level of education of the community is getting higher.</li> <li>• People who will take part in the choice as Civil Servants have good skills.</li> <li>• The number of PT graduates who have IT Mastery.</li> </ul>

Source: Data Analitic

The results of the identification of internal and external factors above will be used to decide strategies that will be used as input for the Samarinda City Government as follows:

1. Optimization Strategy (S – O Strategy) based on available data can be done with strategies:
  - a. Simplify licensing for Civil Servants who will apply for study permits.
  - b. Increase the budget for Civil Servants who are already qualified to be given learning assignments, especially in fields of science that are still needed.
  - c. Improve the skills of Civil Servants through the institution of available skills especially in the field of IT and technically required skills.
  - d. Improve the skills of Civil Servants who are still at productive age through training or formal education so that Civil Servants who have competence and professionalism are obtained by their field of work.
2. Growth Strategy (W – O Strategy) is conducted by:
  - a. Supply motivation for Civil Servants to attend formal education through institutional cooperation between the City Government and educational institutions.
  - b. Make rules that can accommodate the interests of Civil Servants to improve their education and skills.
  - c. Supply incentives that can motivate Civil Servants to improve their competence.
3. Diversification Strategy (S – T Strategy) is conducted with the aim of maximizing the strengths had to avoid threats from the external environment. Based on the strength had, the strategies conducted to avoid threats from outside are:

- a. Create regulations that make it easier for Civil Servants to improve their education and skills.
- b. Improve IT ability, especially for Civil Servants in productive age through technical education and training as needed.
4. Cost Leadership Strategy (W – T Strategy). This strategy is aimed at minimizing weaknesses to deal with threats coming from the external environment. For this reason, the strategies conducted are:
  - a. Increasing the budget to improve the knowledge and skills of existing Civil Servants.
  - b. Deregulate the rules to encourage Civil Servants to take part in various education and training both inside and outside their agencies.
  - c. In-house training utilizes ASN who have taken part in training to supply their knowledge to ASN who have not had the opportunity to improve their knowledge and skills.

Of the four strategies above, the Internal Strategic Factors Analysis Summary (IFAS) and External Strategic Factors Analysis Summary (EFAS) are as follows:

### **Internal Strategy (IFAS) is Conducted Based on the Strengths and Weaknesses that Exist in the Internal Environment of the Samarinda City Government**

Strengths and weaknesses in an organization, especially the government, are common conditions even though inputs in the form of human resources ASN already have qualification standards that are in accordance with needs, but the ability of ASN to improve its capabilities while being an ASN is determined by many things such as the motivation they have, the compatibility between expectations and the reality of each ASN, their work environment, organizational environment and laws and regulations who regulate is often unacceptable to all ASN because it does not match the expectations before becoming an ASN.

Of all these factors, for all Civil Servants, it can be a strength and can be a weakness so that this condition is the picture of Civil Servants, especially the Samarinda City Government. Therefore, in the same work environment, ASN can be found who has good capabilities and vice versa depending on how he adapts and his ability to translate his work environment and motivation, especially external.

Formally, based on data obtained by the Samarinda City Government, it has strength in terms of the quantity of Civil Servants (as many as 7,505 people) spread across all local

governments, with the highest education (79.00%) having university education ranging from diploma to doctor), 21.00% are in groups III and IV, generally productive age and government commitment through laws and regulations that become the capital of the city government to carry out duties.

Based on existing data, the strengths had should be used to manage weaknesses to become the strength of the city government through various regulations that have been made by the government. The number of Civil Servants educated in elementary school to high school is only 1.5358 people or 15.35%, this number is by the needs of apparatus in fields that do not require higher education. With existing regulations, if needed or there is a desire for Civil Servants to improve their education, it is still possible to apply for a study allow to improve their formal education as well as adjust their rank and class.

All factors that are weaknesses of Civil Servants can be overcome through various regulations and commitments of the city government if there is a strong motivation from each Civil Servant to improve their capabilities.

### **The External Strategy (EFAS) is Based on the Opportunities and Threats that Exist in the External Environment of the Samarinda City Government.**

Opportunities and threats in the external environment of an organization are conditions that can have an influence on strengths and weaknesses in the internal environment. The number of universities with diverse study programs allows ASN to improve their formal education to a higher level (Diploma, Bachelor, Magister, and Doctor levels) both through the study assignment route and study permits to enable the Samarinda City Government to obtain ASN in accordance with the needs of their fields.

This opportunity must be addressed by the City Government by issuing clear regulations accompanied by mapping Civil Servants based on their respective education levels and fields of study as well as the need for personnel who have field competencies. The fulfillment of apparatus with field competencies and elevated levels of formal education can create a professional and dependable workforce. Therefore, regulations for study assignments and study permits are made based on the need so that no employee is valued / recognized for their education.

In addition to providing many opportunities in the external environment, it can also be a threat if not addressed to improve weaknesses. In the external environment, there are also job

seekers with higher education qualifications, reliable IT mastery and skills that are ready to compete with Civil Servants if their competence and capabilities are not improved.

Changes in the government system, government regulations on Civil Servants and demands for IT mastery in government duties become threats if the capabilities of Civil Servants are not updated following the changes that occur. On the other hand, the community's demand to get excellent service from the government apparatus becomes a threat if the capabilities of Civil Servants are not able to respond to what the community wants.

## CONCLUSION

This is done considering that there are still many apparatuses that do not have competence according to their field of work, so it is considered necessary to improve. Budget constraints are circumvented by an in-house training strategy, namely assigning Civil Servants who attend training to transfer their knowledge to colleagues in their respective agencies so that the benefits of the training obtained can be felt by many parties. This strategy still has weaknesses so it cannot be an effective strategy to improve ASN capabilities.

Through SWOT analysis, capability improvement strategies are obtained through:

- a. Optimization Strategy (S – O Strategy) by facilitating licensing for Civil Servants who will apply for study permits, increasing the budget for Civil Servants who are already qualified to be given learning assignments, especially in the fields of science that are still needed, improving the skills of Civil Servants through available skill institutions, especially in the IT field and technically needed skills and improving the skills of Civil Servants who are still in productive age through training or formal education in order to obtain ASN who has competence and professionalism in accordance with their field of work.
- b. Growth Strategy (W – O Strategy) is carried out by providing motivation for Civil Servants to participate in formal education through institutional cooperation between the City Government and educational institutions, making rules that can accommodate the interests of Civil Servants to improve their education and skills and providing incentives that can motivate Civil Servants to improve their competence.
- c. Diversification Strategy (S – T Strategy) is conducted by making regulations that make it easier for Civil Servants to improve their education and skills and increase IT ability, especially for Civil Servants in productive age through technical education and training as needed.

Cost Leadership Strategy (W – T Strategy) is carried out through: Increasing the budget in order to improve the knowledge and skills of existing Civil Servants, deregulating rules to encourage Civil Servants to be able to attend various education and training both inside and outside their agencies, in-house training utilizing ASN who have participated in training to provide their knowledge to Civil Servants who have not had the opportunity to improve their knowledge and skills.

## RECOMMENDATIONS

The Samarinda City Government needs to find obstacles that can prevent them from improving the capabilities of Civil Servants such as limited facilities and infrastructure and minimal budget allocation. The education and training to be conducted should refer to the results of ASN capability mapping from BKPSDM. Thus, it will be easy to find which sectors require encouragement for the improvement and development of capabilities/competencies and which sectors have met the required competencies. To increase the capability of Civil Servants more intensively, it is necessary to increase the appropriate Education and Training budget according to the skill needs of each work unit. The in-house training strategy is further improved so that the use of limited budgets can reach more Civil Servants who cannot be financed simultaneously.

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