The Role of the Regional Personnel Agency in the Development of Personnel Service Competencies, in the South Jakarta Administrative City

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Article Info	ABSTRACT
Keywords: Role, Service Competence, Retirement	This research is motivated by the lack of employee competence in providing services, managing data and employee information in the South Jakarta Administrative City. The purpose of the study was to analyze and determine the role of the Regional Civil Service Agency of the South Jakarta Administrative City in developing service competencies, especially for prospective retirees. Then using a descriptive qualitative method. The data sources used are primary data and secondary data. Data collection techniques through observation, interviews and documentation. Data analysis methods with data reduction, data presentation and drawing conclusions. The results of this study indicate that the development of employee service competencies in ASN in the South Jakarta Administrative Regional Civil Service Agency. The knowledge indicator is quite good, proven that the performance given is in accordance with its duties and functions. The skills indicator has been implemented quite well, but not yet fully maximized, this is because there are still ASN who have not participated in the training. Then the attitude/behavior indicator has not been implemented properly. The role played by the Regional Civil Service Agency of South Jakarta Administrative City in developing pension service competency for state civil servants has been implemented but is not optimal, one of the roles that has been implemented is by conducting training and collaborating with various related parties with the aim of improving service competency for ASN in the Regional Civil Service Agency of South Jakarta Administrative City.
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INTRODUCTION

Determination of pension and promotion of civil servants and state officials is a task of the State Civil Service Agency as an agency that fosters ASN management. Related to this, there must be improvements in the duties and functions of the Pension Directorate unit and the system that can be implemented by the State Civil Service Agency for all agencies so that they are sustainable and integrated with each other. Improvement of the integrated system of the State Civil Service Agency application and all agency applications requires competent Human Resources in providing services. In this case, the State Civil Service

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Agency needs to prepare the need for human resources that are oriented towards information technology in order to create good services and can adapt to the development of the digital era. The competency mapping process can be carried out by emphasizing information technology in the management of applications that are adjusted to rapid technological changes.

The South Jakarta City Administration Government always strives to provide the best pension services to civil servants by providing integrated pension services so that prospective retirees do not need to bother taking care of it themselves to the relevant agencies, pension files are proposed only to the personnel management work unit to be processed and proposed to the State Civil Service Agency, namely the agency that issues technical considerations as the basis for issuing pension decisions, then pension fund payments are proposed at PT. Tabungan Asuransi Pegawai Negeri (Persero) as the agency authorized to pay pension funds based on employee pension decisions.

Realizing the importance of welfare for employees, the South Jakarta City Government is required to strive and continue to commit to improving the welfare of its employees, especially for state civil servants who are entering retirement or have retired. This is because pension income is the hope of every civil servant in the future when their age and length of service meet the requirements to obtain it, therefore the performance of pension services in the South Jakarta City Administration can carry out the administrative process of employee dismissal can be completed on time when entering the retirement age limit, but in reality there are still employees who are late in submitting pension proposal files so that these employees are delayed in receiving pension funds, this of course will cause unrest for these employees, this is also proven that the services provided are still not optimal for prospective pensioners in the South Jakarta City Administration.

The problem of pension services implemented by the South Jakarta Regional Civil Service Agency has not been as expected, because the Civil Servant Pension Program has not met the pension data administration system that is not integrated enough in the government environment. Often found some administrative requirements for civil servant pension proposals are incomplete, resulting in delays in the process of issuing pension decrees for the employees concerned. There is a delay in submitting pension file proposals because the submission of file proposals is often done close to the Retirement Date Period due to the perception of civil servants who will enter retirement age related to the word "Automatic" so that based on existing facts that the apathetic attitude of prospective civil servant pension recipients thinks that the pension decree will be issued without the need to enter the completeness of the pension files. There is no certainty of when the Pension Decree will be completed so that they have to check with the Regional Civil Service Agency repeatedly. Other problems encountered in the field are related to limitations and operations so that officers experience technical difficulties in increasing the effectiveness and efficiency of their work to provide optimal administrative services to prospective retirees who will enter retirement age and for those who have retired. Then the personnel service cannot be separated from the new regulations of personnel management that regulate everything from implementation to retirement. Regulations regarding personnel administration require

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the same standard system to be applied both at the regional government level and at the BKN Regional and Central Offices.

The potential for increasing the number of civil servant pensions each year requires innovation in civil servant pension management, one of which is the use of information technology to support the quality of pension services. This is because the rapid development of information technology has now given rise to a new revolution, namely the transition from a conventional work system to a digital era that is identical to paper-based administration to electronic government.(Faizal et al., 2020),as well asIn order to realize simple and easy public service procedures through the use of technological developments, information technology (IT) is applied in the government environment, the concept that is often used is the application of e-Government, one of which is the online personnel service administration service procedure, namely the Personnel Service Application System (SAPK).(Hidayanti & Automatic, 2021).

However, the current reality based on pre-research observations that researchers have conducted is that the information system supports...ASN pension services at the DKI Jakarta Provincial Civil Service Agency are less than optimal. This problem is due to the rapid adaptation of advances in information and communication technology and the potential for its widespread use to open up opportunities for accessing, managing, and utilizing large volumes of information quickly and accurately so that the use of information and communication technology in the government process (e-government) is not implemented efficiently, effectively and accountably in supporting integrated pension service information.

Other problems that hinder the optimization of pension services in the South Jakarta City Government which are the benchmark for success can be seen from the competence of employees in carrying out their duties and functions in providing quality pension services. This is due to the less than optimal management of the Service Structure or SOP, the readiness of human resources in supporting innovation in digitalization services and the management of supporting infrastructure such as physical appearance, equipment, personnel and communication materials.

The demand for employee competency mastery as seen from the knowledge and skills of mastering the field of work can support the smooth running of pension administration services in the South Jakarta City Government so that employee competency as implementers of Civil Servant pension administration services is required to be able to improve Civil Servant pension administration services through mastery of technological transformation in supporting the effectiveness of fast and smooth communication, so that there is a pension service model in the South Jakarta City Government that can support government communication in the Society 5.0 Era in strengthening the digitalization of pension services.

Based on the background of the problems above, the author is interested in conducting research related to the following objectives: To describe and analyzedevelopment of pension service competencies in the South Jakarta Administrative

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City. To analyzethe role of the Regional Civil Service Agency in improve the competence of pension services in the City South Jakarta Administration

METHOD

The descriptive qualitative method with an inductive approach used in this study is a research method that collects data, real facts on the subjects studied by studying the problems that occur in society and analyzing them appropriately so as to provide a deep understanding and understanding of the research object to find out what is happening. The use of this descriptive qualitative method with an inductive approach is expected to solve existing problems after gaining a comprehensive and complete understanding of the object being studied with measurements, and drawing conclusions according to the conditions of the place and time.

Required Data

Data sources are an important part of research, therefore the data sources that will be used in the research must be determined. The source in research is the subject from which data can be obtained. To make it easier to identify according to Arikunto, data sources need to be classified into 3 (three) parts, namely20:

1. Person(people), resources that usually provide data in the form of oral answers through interviews or written answers through questionnaires.
2. Place(place), a data source that presents a display in the form of still and moving conditions.
3. Paper(symbol), a data source that presents signs in the form of letters, numbers, images or other symbols. With this understanding, "paper" is not limited to paper as translated into English, but can be in the form of laws, regulations or other supporting data that are suitable for the use of documentation methods.

Informants and How to Determine Them

Informants are people or related parties who have been designed by researchers to provide "information that truly recognizes the research object to be carried out so that it supports the research process. In the data search process, the author looks for several informants who will be interviewed using purposive sampling techniques". According to Sugiyono (2014:218) "purposive sampling is a technique for taking samples of data sources with certain considerations".

Data collection technique

According to Sugiyono (2013:62), data collection techniques are the most strategic step in research because the main purpose of research is to collect data. Data collection techniques used in this study include:

a. Interview
   According to Nazir (2011:194), an interview is a process of collecting information for research purposes through direct questions and answers between the interviewer and the respondent or respondents using a tool called an interview guide. The interviews conducted in this study were semi-structured interviews. The researcher prepared an

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interview guide and developed interview questions for the informants who had been determined.

b. Documentation

According to Suhami (2010:274) that "documentation method is, searching for topic or variable data in the form of notes, transcripts, books, diaries, journals, inscriptions, meeting minutes, calendars, chapters, agendas, etc. Data collection in this study was carried out through the collection of written documents and data.

c. Observation

According to Sugiyono(2013: 145), observation as a data collection technique has special characteristics compared to other techniques, namely through direct observation in the field or research location. In this case, the researcher observes directlyhow the implementation of improving the competence of pension services in the South Jakarta Administrative City by the Regional Civil Service Agency.

Data Analysis Techniques

According to Milles & Hubermain (2014:) qualitative data analysis is the conceptual interpretation of all existing data using analytical strategies that aim to change or translate raw data into a form of description and explanation of the phenomenon being researched and studied. Qualitative data analysis is carried out through three stages or processes, namely data reduction, data organization and data interpretation.

1. Data Reduction, Data reduction is defined as a process of identifying raw data that has been obtained by carrying out summary, coding and categorizing steps.
2. Data Organization (Organization), Organization is defined as the process of collecting or unifying data information resulting from initial identification (data reduction process).
3. Data Interpretation, The results of the analysis of the data reduction and organizing steps are then interpreted. This data interpretation is very important to produce conclusions based on research questions.

In this study, the researcher uses data analysis techniques based on Miles and Huberman (2005: 56), where the researcher will collect the required data through interviews and documentation. The data is then selected so that the discussion becomes focused according to the research problem. Furthermore, the selected data is presented in the form of a systematic description or narrative so that it is easy to understand. The last step is that the researcher concludes the research results based on the research results that have been presented.

RESEARCH RESULTS AND DISCUSSION

The research result is a review of the validity of the research result. The discussion of the research result can be explained as the researcher's original thoughts to provide explanations and interpretations of the research result that has been analyzed in order to answer the questions in the research. So, the discussion of the research result is a discussion of the findings obtained.

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Development of Pension Service Competence in the Regional Civil Service Agency of South Jakarta Administrative City

In order to discuss the development of pension service competencies inRegional Civil Service Agency of South Jakarta Administrative City, the concept used by the author is based on the theory put forward by Wibowo (2016:10) which explains that there are 3 (three) indicators of human resource management that will be analyzed, namely: Knowledge, skills and attitudes..The following are the concepts used by the author and the results of interviews with various research sources (informants) to respond to the research problems that the researcher conducted inRegional Civil Service Agency of South Jakarta Administrative City

a. Knowledge

According to Wibowo (2016: 10), Knowledge is information possessed by an employee to carry out tasks and responsibilities according to the field he/she is engaged in. Knowledge or information possessed by an employee can be used in real conditions in a job. Employee knowledge also determines the success or failure of the implementation of the tasks assigned to him/her. Employees who have sufficient knowledge increase efficiency in an organization. In knowledge there is education and experience.

1. Education

Education is one of the main parameters of knowledge that forms abilities and improves competence in a person. Education can be interpreted as an effort to foster personality and develop a person's abilities which are carried out both in formal institutions such as schools, and informally in human interaction with the social dynamics they experience.

Based on the results of the observations that the researcher observed, the knowledge possessed by ASN of the Regional Civil Service Agency of the South Jakarta Administrative City is quite good, but it needs to be improved by taking a higher level of education, especially for employees whose last education was high school/equivalent, in order to achieve professionalism in carrying out better work.

Basicallyextensive and in-depth knowledge in a particular field can improve a person's ability to complete tasks more efficiently and effectively. The more knowledge a person has about a subject relevant to his/her job, the better he/she can overcome the challenges he/she faces. Then, extensive knowledge can be the foundation for innovation and creativity. By having a deep understanding of a field, a person can see opportunities to improve processes, develop or find better solutions to problems to be solved in a government organization.

2. Experience

Experienceis the knowledge, skills, or understanding that a person acquires through involvement in various activities, situations, or events throughout his life. Experience can be direct (personal) or indirect (obtaining information from others). Experience is usually formed through practice, interaction with others, observation, and reflection on events that occur in a person's life.

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Based on the results of observations conducted by researchers, the experience possessed by State Civil Apparatus (ASN) in improving their competence varies greatly, depending on the level of education, training, and work experience they have, one of which is further education, there are several ASN who continue their formal education to a higher level, such as Masters or Doctorate, to improve their technical and managerial competence.

b. Skills

According to Wibowo (2016: 10), Skills are an effort to carry out the tasks and responsibilities given by the company to an employee properly and optimally. For example, the skill of working together by understanding and motivating others, either individually or in groups. This skill is very necessary for employees who have held certain positions, because this skill is in communicating, motivating and delegating. Skills include functional training, technical training and structural training.

1. Functional Training

Functional Trainingis one type of training held to improve the competence, skills, and knowledge of State Civil Apparatus (ASN) in carrying out tasks and functions related to their functional positions. Functional positions themselves are positions that require certain expertise or skills that are more specific and technical, and have main tasks that are oriented towards certain work results.

Based on the results of the observations that the researcher observed, the ASN skills inRegional Civil Service Agency of South Jakarta Administrative Citystill quite good, not yet fully implemented optimally, in this case it is certainly important to carry out training or education and training, one of which is managerial training which aims to improve the skills of employeesRegional Civil Service Agency of South Jakarta Administrative Citycan work more efficiently and effectively in carrying out their duties, including in the process of providing services to prospective retirees.

Basically, the skills that should be carried out have several components, namelyunderstanding of personnel regulations, employee atRegional Civil Service Agency of South Jakarta Administrative Cityneed to understand well the rules and regulations related to personnel that apply in the Administrative City of South Jakarta or at the national level. Then the skills in providing services to prospective retirees inSouth Jakarta Administrative City area.

Next, communication skills, the ability to communicate well with superiors, co-workers, and especially prospective retirees is very important to explain policies, procedures, and provide effective services to the public. However, in this case, analytical skills are also important, this ability is to analyze data and information to support better decision-making related to personnel, especially improving the competence of pension services. Then information technology skills, in the digital era, mastery of information technology is a must. EmployeesRegional Civil Service Agency of South Jakarta Administrative Citymust be comfortable using personnel related software and applications, and be able to leverage technology to increase efficiency in tasks performed.

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2. Technical Training

Technical Trainingis a type of training aimed at improving the technical skills and practical knowledge of State Civil Apparatus (ASN) in carrying out certain tasks that are technical, special, and based on specific competencies in their fields. This training is very important to ensure that ASN can carry out their operational tasks well and efficiently..

But in this case, technical training is basically designed to deepen the knowledge and technical skills needed by ASN to carry out ASN duties. Technical training aims to ensure that ASN can work in accordance with the standards and procedures applicable in government agencies. With better skills, the work done will be more accurate and of higher quality.Thenadapt to technological and regulatory developmentstechnology and regulations in the field of government and administration continue to develop. Technical training helps ASN to keep up with developments, for example by learning the use of the latest information systems or following new rules in state financial management. Furthermore, technical training can also improve organizational performance. ASN who are well trained in technical skills will be able to carry out their duties more quickly, precisely, and efficiently. This certainly improves organizational performance and public services.

3. Structural Training

Structural Training is education and training provided to State Civil Apparatus (ASN) who occupy orwill occupy structural positions in the government bureaucracy. This training aims to improve leadership, managerial, and administrative competencies so that ASN are able to carry out leadership tasks effectively and efficiently according to the level of position held. Structural Training is a mandatory requirement for ASN who wish to occupy certain positions in the structural level of government, such as echelon IV, III, II, or I officials.

Based on the results of interviews with several informants, structural training is a mandatory requirement for ASN who wish to occupy certain positions in structural positions in government, such as echelon IV, III, II, or I officials, in this case anyone who has occupied a position must have followed structural training with the aim of improving leadership competence, especially in the Regional Civil Service Agency of the South Jakarta Administrative City.

The aim of structural training is to improve leadership competencyASN who follow structural training are trained to become leaders who are able to make strategic decisions, build work teams, and manage government organizations professionally. Thenimprove managerial skillsTraining participants will be equipped with skills in planning, organizing, coordinating, and evaluating work to improve the effectiveness of government bureaucracy.

Further improving understanding of regulations and public policyASN who occupy structural positions must understand public policies, government regulations, and state administrative governance in order to carry out their duties properly.

In this case also developing innovation and change Structural training also aims to form innovative leaders, able to think creatively in solving bureaucratic problems, and ready to face the challenges of change in the digital era and globalization. The latter can alsoimprove the quality of public services ASN who have attended structural training are expected to be able to apply the principles of

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professional, transparent, and accountable public service in every policy made. In this case, one of them is improving the quality of pension services at the South Jakarta City Regional Civil Service Agency Sub-agency

c. Attitude

According to Wibowo (2016: 10), attitude is the pattern of behavior of an employee in carrying out duties and responsibilities in accordance with regulations. If employees have the characteristics to support the organization's achievements, then automatically all tasks assigned to them will be carried out as well as possible.

1. Discipline

Discipline is an attitude that shows an individual's ability to control themselves and act according to applicable rules or norms, without being tempted to ignore obligations and responsibilities. Discipline involves time management, fulfillment of responsibilities, and consistency in carrying out tasks.To find out how disciplined the State Civil Apparatus is in the Regional Civil Service Agency of South Jakarta Administrative City.

Based on the results of the researcher's observationsobserve that the attitude of employees towards the work carried out is less than optimal, this can be proven by the presence of employees who come late. Then, in addition, researchers observed the services provided and professionalism in working in accordance with applicable regulations, but there is still a need for improvement in order to be more optimal in carrying out work in accordance with the duties and functions of each employee.

According to the confession of one of the informants, namely a retiree in the South Jakarta Administrative City when the researcher conducted an interview, the service and professionalism provided were quite good, and in accordance with the applicable regulations in providing services to ASN who manage interests at the Regional Civil Service Agency of the South Jakarta Administrative City.Although it is not yet fully optimal, because there are still employees who often arrive late, as proven when researchers observed in the field.

Then basically in doing a job the most important thing is one of them is professionalism, by showing a high level of professionalism in every aspect of the job, including in communication, appearance, and interaction with fellow employees. Then provide good service in providing a fast, friendly, and professional response to the needs and problems that must be resolved. Furthermore, in doing the job and to improve better performance, self-development must continue to be carried out by employees so that they can improve their skills and knowledge in order to improve personal and organizational performance.

Furthermore, in this case, the attitude expected from employees isRegional Civil Service Agency of South Jakarta Administrative Cityin carrying out their duties including, professionalism, employees are expected to act professionally in all interactions with superiors, co-workers, and other employees. This includes dressing politely, speaking respectfully, and maintaining integrity in carrying out the tasks carried out. Furthermore, commitment to public service, employees inRegional Civil Service Agency of South Jakarta Administrative Citymust have a service-oriented attitude, in providing services must be fair

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and polite what will be conveyed and attendance on time in accordance with applicable regulations. Furthermore, teamwork, the ability to work together in a team is very important in the officeRegional Civil Service Agency of South Jakarta Administrative City.

Employees must be able to collaborate with their coworkers to achieve common goals, share information, and support one another.each other. openness to change, in an ever-evolving world, employeesRegional Civil Service Agency of South Jakarta Administrative Citymust be ready to adapt to changes, whether in policies, procedures, or technology used in human resource management and accuracy and consistency in carrying out administrative tasks and data management carried out.

2. Motivation

Motivationis the drive or force that drives a person to act, achieve goals, and do an activity or job. It is the force that gives energy and purpose in life, be it for personal achievement, work, or in other things related to something that is done. Motivation can come from within oneself (intrinsic) or from outside (extrinsic), and plays a major role in determining a person's attitude and behavior in facing challenges or achieving a job.

Based on the results of interviews with several informants, the motivation of ASN in working to provide pension services at the Regional Civil Service Agency of South Jakarta Administrative City is quite good, because ASN motivates each other, in this case with the aim of providing the best pension services to prospective retirees and those who have retired in South Jakarta Administrative City.

But basically, motivation has a very important role in carrying out a job. Without motivation, a person tends to feel lethargic, lazy, or has no enthusiasm to carry out daily activities. Motivation can also improve performance and productivity, high motivation is usually associated with good performance. A motivated person tends to be more productive, more focused, and enthusiastic in carrying out tasks or work, one of which is in improving the quality of pension services at the Regional Civil Service Agency of South Jakarta City Administration.

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Role is a dynamic aspect of status, if someone carries out their rights and obligations according to their position, then they are carrying out a role. If someone carries out their rights and obligations according to their position, then they are carrying out a role. While obligations are everything that must be done by everyone in carrying out their lives. In the Indonesian dictionary it is also explained that a role is an action carried out by someone in an event. In this case, the Regional Civil Service Agency of the South Jakarta Administrative City has a role in improving the competence of pension services in the City of South Jakarta.

The role and direction of policy is a comprehensive planning formulation on how to achieve goals and objectives effectively and efficiently. The role is also a statement that explains how goals and objectives will be achieved, which is further clarified by a series of policy directions. Then in this case there are several roles that can be carried out to improve the competence of pension services in the Regional Civil Service Agency of South Jakarta City Administration, namely as follows;

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Implementation of Training and Competency Development

In spurring the development of ASN service competency, of course, an active role is needed to achieve a goal that is in accordance with what is expected, the South Jakarta Administrative City Civil Service Agency Sub-agency has the task of being able to provide a role in improving ASN service competency, so that good service is realized, one of which is pension services and in accordance with applicable regulations.

Based on the results of interviews with several informants, the role that will be carried out by the Regional Civil Service Agency of South Jakarta Administrative City in improving the competence of ASN pension services is to hold training and provide study permits, this aims to be able to improve ASN competence in the field of knowledge so that it can improve performance that is carried out well and professionally in the field being carried out.

Then, based on the results of the observations made by the researcher, the roles carried out have been carried out quite well, one of which is granting study permits to ASN who will continue their studies, this certainly aims to be able to improve the knowledge and skills of ASN in carrying out a job in accordance with applicable regulations.By granting study permits to State Civil Apparatus (ASN) is a good step to improve their skills in improving professionalism and integrity in carrying out a job. Researchers also observed that indeed the roles that have been carried out and that will be carried out are quite good plans that will be carried out to be able to improve ASN competence in the South Jakarta City Regional Civil Service Agency.

Collaboration with Related Institutions

Collaboration with related institutions is one of the strategic steps that can be taken by the Regional Civil Service Agency (SBKD) to improve the competence and effectiveness of pension services. Based on the results of interviews with several informants, the South Jakarta City Administration Regional Civil Service Agency has collaborated with various stakeholders, this aims to improve the fast service process for prospective retirees in the South Jakarta area.With close collaboration with related institutions, the Regional Civil Service Agency can provide more optimal, efficient and responsive pension services to the needs of employees who are about to retire.

Based on the results of observations conducted by researchers in the field, collaboration has indeed been carried out with various related parties, with the aim of facilitating the pension service process, researchers observed that it was quite good, although improvements were needed to be maximized in the future.

CONCLUSION

Based on the results of the research and discussion, the researcher obtained the following conclusions: The development of pension service competencies for ASN at the South Jakarta Administrative Region Civil Service Agency has… quite good, but not yet fully implemented maximum, in this case it can be explained according to the following indicators.On The knowledge indicators are quite good, as proven by the fact that the performance provided is in accordance with the tasks and its function.The skills indicator has been implemented sufficiently   good, but not yet   This is entirely optimal because

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there are still ASN who have not participated in the training.Then on the indicator attitudes/behaviors are still not implemented properly.The role played by the South Jakarta Administrative City Regional Civil Service Agency in developing competency Pension services for state civil servants have been implemented that isimplementation of training and competency development Andcollaboration with related institutions, but less than optimal, one of the roles that has been carried out in this way conduct training and collaborate with various party related to the objective of improving service competence at ASN in the Regional Civil Service Agency of the Administrative City South Jakarta.The suggestions for further researchers are as follows: For further researchers who will conduct the same study, they can develop the research objectives that they want to research and focus more on what is being researched. Researchers must understand the focus of the study to be studied by increasing the literature studies related to the focus of the study to be studied. For further researchers, it is recommended to increase the accuracy in terms of the completeness of the data obtained from the research results.

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