



## **Developing Competence of Civil Servants in Improving Performance in the Gorontalo Province Government Environment**

***Suwarni Uloli<sup>a</sup>, Lisda Van Gobel<sup>b</sup>, Rukiah Nggilu<sup>c</sup>***

<sup>a</sup> Universitas Bina Taruna Gorontalo, Jl. Jaksa Agung Soeprapto No. 40, Kota Gorontalo 96115, Indonesia

<sup>b</sup> Universitas Bina Taruna Gorontalo, Jl. Jaksa Agung Soeprapto No. 40, Kota Gorontalo 96115, Indonesia

<sup>c</sup> Universitas Bina Taruna Gorontalo, Jl. Jaksa Agung Soeprapto No. 40, Kota Gorontalo 96115, Indonesia

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### **ABSTRACT**

The objectives of this research are: (1) To determine and analyze the development of civil servant competency in improving performance within the Gorontalo Provincial Government (2) To determine and analyze the factors that hinder the development of civil servant competency in improving performance within the Gorontalo Provincial Government. This research uses a qualitative approach and descriptive research using data collection techniques through observation, in-depth interviews, and documentation. The data analysis technique is carried out through the stages of data reduction, data presentation, and conclusion. The research results show that: 1) the development of civil servant competency in improving performance within the Gorontalo Provincial Government in terms of planning, implementation, and evaluation of competency development is still not optimal. This can be seen from planning which is still not by the needs of each civil servant, implementation which still needs to be improved because there are still many civil servants who have not fulfilled the 20 hours of learning in one year and evaluation of the results of competency development towards improving performance has not been carried out. 2) budget/costs, training time, facilities, and infrastructure are three factors that hinder the development of civil servant competency within the Gorontalo Provincial Government. This can be seen from the lack of optimal implementation of competency development carried out by the Gorontalo Province Human Resources Development Agency due to limited budget availability, training time which coincides with civil servant work time, as well as inadequate facilities and infrastructure

Keywords: Competency Development; Performance Improvement; Planning; Implementation; Evaluation

### **1. Introduction**

Developing the competency of apparatus resources in all fields is currently a discourse that is emerging in both the public and private sectors [1]. This is due to various advances in technology, knowledge, and culture [2]. In the public sector or government organizations, efforts to develop competency are carried out to improve the performance of State Civil Servants and to answer criticism and public attention regarding the accountability of the performance of government agencies and the realization of good governance, so that the business world (Corporate Governance) and Civil Society can be served well and ultimately improve the welfare of society. Developing the competence of state civil servants is one of the agendas for bureaucratic reform. This is as regulated in Law No. 5 of 2014 concerning State Civil Apparatus part III article 70 paragraphs 1-2 which states that one of the principles in the appointment and development of State civil servants is always to be based on the principle of professionalism in their position.

Professionalism here means fulfilling the qualifications and competence of human resource personnel [3]. In the employee competency development stage, two aspects cannot be separated from each other, namely training activities and employee development activities themselves. These two activities are intended to develop the competencies possessed by employees so that they can be used effectively and efficiently. Personnel development or coaching involves two main things, namely: development in improving the quality of human resources and development in improving the careers of employees. These two things are important to pay attention to because they encourage the creation of the mission of government organizations/agencies, namely the quality of employee services provided to the community. In reality, the two things above are distorted in their implementation. Improving the quality of human resources through education and training is often not directed at analyzing the needs of the organization/work unit [4].

This condition causes the output or outcome of the implementation of education and training to improve employee and organizational performance to be less than optimal [5]. Meanwhile, it is not uncommon for employee career development not to be based on professionalism (merit system), but rather on seniority or other considerations. Things like this ultimately cause the training or development of employees, especially Civil Servants, to be less than optimal. Quality of competency of state civil servant employees requires government agencies to carry out regular employee competency development programs as a policy related to qualifications, quality, performance, and needs of government agencies. This program is implemented in an integrated manner with the career development program for civil servants by considering aspects of integrity and morality. Developing the competency of state civil servants is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees to the needs of the position. In Law Number 5 of

2014 concerning state civil servants, it is stated that one of the rights of state civil servants is competency development. Developing these competencies is the right of state civil servants, whether they are civil servants or government employees with a work agreement. The development aims to increase work productivity. Development is based on an employee requiring a developed set of knowledge, skills, and abilities to work well in carrying out their duties and functions throughout their career. Development has a broad scope. This means that development includes all aspects of improving employee quality.

In the State Administration Institute regulation No. 10 of 2018 concerning competency development for civil servants, article 3 explains that competency development is carried out through 3 stages, namely Preparation of competency development needs and plans, Implementation of competency development, Evaluation of competency development. The preparation of agency-level competency needs and development plans is carried out through 3 stages, namely, inventory, verification, and validation. The form of competency development consists of education and training. The implementation of competency development for civil servants in the form of education is carried out to fulfill the agency's strategic plan, job competency standard requirements, and career development. Where education is carried out through a learning assignment mechanism by statutory regulations. Meanwhile, the implementation of competency development for civil servants in the form of training can be carried out independently by work units providing training in accredited government agencies, together with other government agencies that have accreditation to carry out training, together with accredited independent training organizing institutions.

Competency development evaluation is carried out to assess the suitability of competency requirements with job competency standards and career development [6]. If planning, implementation, and evaluation are carried out well, developing the competence of state civil servants can be carried out well to improve employee performance as a whole. Gorontalo Provincial Government based on Governor Regulation Number 78 of 2018 concerning Duties and Functions and Work Procedures of the Education and Training Agency in Gorontalo Province as the organizer of competency development for the Gorontalo Province state civil apparatus, as the organizer of competency development for the Gorontalo Province state civil apparatus as per data obtained from the Civil Service Agency Gorontalo Province with the number of state civil servants in Gorontalo Province amounting to ± 5151 people consisting of 2241 men and 2910 women by 2023 which must be improved in quality and competency which is the task and function of the Gorontalo Province Human Resources Development Agency as a Development Center Competence of human resource personnel in Gorontalo Province. Based on initial observations made by researchers in the Gorontalo Province government environment, there are still several civil servants whose performance is not optimal, this can be seen from employees who are slow in completing tasks, lack of expertise and skills possessed by employees in completing tasks, there are still several employees whose placement is not by the scientific discipline held.

The problem of employee performance in the Gorontalo Provincial government is caused by a lack of competence possessed by employees. A lack of employee competency can cause an employee's performance to fail to meet the targets or objectives set by the organization. This will have an impact on low employee productivity, the quality of the services provided is not optimal, they are not responsive to community needs, carrying out their duties and responsibilities is not by the stipulated provisions, and they are not optimal in holding accountability for their performance. Therefore, it is necessary to develop effective and efficient employee competency, so that employee competency problems within the Gorontalo Provincial government can be resolved and the performance of all employees can be improved. However, it cannot be denied that developing employee competency also has many problems, this is the results of a study by the State Administration Institute which mapped out at least five problems in developing the competency of state civil servants in Indonesia: First, the current preparation of personnel development policies is not yet based on needs analysis education and training. Second, the development of the competence of state civil servants does not yet refer to development planning at both the national and regional levels. Third, at the organizational level, the absence of a link between national or regional development planning means that the country's civil service does not understand its civil service development programs with the strategic plans that are prepared. Fourth, competency development is narrowly defined as education and training carried out classically. Fifth, competency development is carried out separately from career pattern policies. The problem of developing employee competency is a challenge for every regional government, one of which is Gorontalo Province. Of course, the problem of developing employee competency is a challenge that must be faced by every Regional Apparatus Organization in Gorontalo Province. Currently, there is still a gap between the competencies required to be able to carry out the main tasks and functions in a position and the competencies possessed by employees in an organization. There are still some employees who hold positions that do not correspond to the scientific discipline possessed by the employee.

Therefore, to meet existing needs and comply with competency, employees who do not comply with competency must be trained. The problem of competency development within the Gorontalo Provincial government is caused by the planning for employee competency development in one year not being able to keep up with all employees within the Gorontalo Provincial government. The planning for competency training at the Gorontalo Province Human Resources Development Agency consists of 8 (eight) types of technical training which are planned to be attended by 180 (one hundred and eighty) employees. The types of training are Advanced Cardio Life Support training, disaster management training, Level 1 goods and services procurement training, basic infection prevention and control training for health workers, asset management training, asset management training, village financial management capacity building training, and capacity building training for village officials. Furthermore, the planned managerial training will be attended by 100 (one hundred) employees. The type of training consists of 3 (three) training, namely, general staff training, administrator leadership training, and supervisory leadership training. Then the functional officer training which is planned to be attended by 131 (one hundred and thirty-one) employees consists of 4 (four) types of training, namely, youth level training, functional planning position training, policy analysis functional training, and human resource analysis functional training.

This means that during one year of competency development training planning at the Gorontalo Province Human Resources Development Agency, only 411 employees could participate, this is of course still very small when seen from the total number of existing employees, namely around 5151 employees. So that the fulfillment of employee rights, namely attending 20 hours of learning in one year, cannot be implemented properly. Apart from that, another

problem in planning is the lack of planning for each employee in planning to increase their competency, this is because there are still many employees who do not have concern or awareness about the importance of competency development. This can be seen from employees who have not utilized the Competency House Application System which has been provided by the Gorontalo Province Human Resources Development Agency as a means that can be used to propose or plan competency development training for employees within the Gorontalo Province government. The second problem is the implementation of competency development, where the implementation of training at the Gorontalo Province Human Resources Development Agency is carried out by the available budget. All employees have the right to receive competency development training for competency development activities for each civil servant to be carried out for at least 20 (twenty) hours of learning in one year. The existence of this policy means that there are still many civil servants who have not fulfilled the implementation of competency development or have not fulfilled 20 hours of learning in one year. Examples can be seen from 3 (Three) Regional Apparatus Organizations, namely the Gorontalo Province Organization Bureau, the Gorontalo Province National and Political Unity Agency, and the Gorontalo Province One Door Investment and Integrated Services Service, where there are still many employees who have not participated in the implementation of competency development. To learn more about the country's civil affairs, see the table below:

**Table 1. Achieve 20 Hours of Learning for Civil Servants in the Organizational**

No	Institution	Training Hour Requirements	State Civil Apparatus Completes 20 Hours of Training	Accumulated Training Hours
1	Organization Bureau	0/500	0/25	0/25
2	National and Political Unity Agency	40/640	2/32	2/32
3	Stop Integrated Investment & Services Department	38/1180	1/43	2/43

Source: Gorontalo Province Human Resources Development Agency, 2023

From the table above, it can be seen that the number of employees at the Gorontalo Provincial Organization Bureau is 25 people, so the learning hours required for competency development is 500 hours, but up to now, there have been no employees who have taken part in learning for employee competency development. The National Unity and Politics Agency has 32 employees, so it requires 640 hours of learning, but the learning hours that are fulfilled are 40 hours of learning, meaning that of the 32 employees who take part in competency development, there are 2 employees. The number of employees in the Gorontalo Province Department of Investment and one-stop integrated services is 43 people, so it requires 860 hours of learning, of which 36 hours of learning have been fulfilled, meaning that only 2 employees are currently taking part in the employee competency development process. So it can be concluded that there are still many civil servants who have not participated in competency development within the Gorontalo Provincial government as seen from the 20 hours of learning in one year.

The third problem is the lack of evaluation carried out by the Gorontalo Province Human Resources Development Agency regarding the overall competency development of civil servants, this can be seen from the fact that there are still many employees who have not met the standards for increasing competency. So of course this has an impact on employee performance which is not yet optimal. The results of the evaluation from the Gorontalo Province Human Resources Development Agency regarding the implementation of competency development training showed that it turned out that several types of training had been planned but could not be implemented due to the unavailability of the budget for implementing the training.

So from the problem of competency development training above, several factors can hinder the implementation of competency development training for civil servants, namely, firstly, the budget or costs where the implementation of training is very much determined by the availability of the budget at the Gorontalo Province Human Resources Development Agency and it turns out that in reality it is a limited budget. There is still not enough to finance all the training that has been planned from the start. The second factor is training time, where this training time takes up a lot of employee work time because the relatively long training time causes employees to have to leave their jobs of course this has an impact on the number of employees who do not have the desire to take part in training because they prefer not to leave their current job done. The third factor is facilities and infrastructure, in the implementation of competency development training of course it must be supported by adequate facilities and infrastructure, especially if the training is carried out non-classically or online, this of course requires facilities in the form of a learning studio which is complemented by learning media facilities and this is still lacking. It can be seen from the availability of learning studios at the Gorontalo Province Human Resources Development Agency that there is only one room and it is not equipped with learning media facilities.

## 2. Methods

The research method applied in this research is qualitative research with a descriptive approach [7], namely the researcher seeks information about existing symptoms, and clearly defines them based on the goals to be achieved, then plans the approach, then collects data and materials for making a report. Descriptive research is a study to find facts with appropriate interpretation, describe the properties of several phenomena, groups, or individuals, and determine the occurrence of a situation to minimize bias and maximize reliability. This means that researchers must be able to narrate data obtained in the field naturally, correctly, in-depth, and systematically so that people who read the research results can understand the factual conditions and the meaning contained therein. The qualitative research approach according to Collingridge & Gantt, is carried out in natural conditions and the data collected is generally qualitative [8]. According to Awasthy, qualitative research is a research method based on the philosophy of positivism, used to research the natural conditions of objects (as opposed to experiments) where the researcher is the key instrument [9]. The data collection technique is triangulation, sampling of data sources is carried out purposively and snowballing, data analysis is inductive/qualitative, and the results of qualitative research emphasize

meaning rather than generalization. The type and source of data that will be used in this research use primary and secondary data. Primary data is data obtained directly in the field. Researchers obtained this through direct observation and interviews with research subjects. According to Liebman, et al., (2020), Primary data is a source of research data obtained directly from sources or not through intermediary media. Primary data can be in the form of opinions of individual or group subjects [10], results of observations of objects or physical objects, events or activities, and test results obtained by researchers indirectly through intermediary media or obtained and recorded by other parties. In qualitative research, the sample data source is called the informant. There were 11 informants in the research. Secondary data is data that is already available and collected by other parties. Researchers just need to use the data according to their needs. Secondary data in this research was obtained from documents at the Human Resources Development Agency Gorontalo Province. The data collection technique used for the data collection process in this research is observation, which can be said to be the most important data collection technique in qualitative research. To collect valid and accurate data and information, the main data collection (to obtain primary data) researchers will conduct in-depth direct interviews with competent informants, as well as record events and information from informants which are then used as material for writing research results reports. Documentation is a record of past events. So a document is written material related to a particular event or activity. The data analysis technique used in this research is descriptive qualitative. Miles and Huberman model in [8] To obtain data conclusions related to the research object, the steps used in data analysis are reducing the data to simplify the data to further sharpen the required data. Presenting data in an organized and systematic manner, to form one complete and integrated component. The data that has been selected and set aside is according to data groups and arranged according to similar categories to be displayed in harmony with the problems faced, including temporary conclusions obtained when the data was reduced. Concluding is a verification process by interpreting data as a determining step in concluding categories of data that have been reduced and presented to reach a conclusion that can answer the problems faced.

### 3. Results

#### 1. Development of Civil Servant Competency in Improving Performance within the Gorontalo Provincial Government

##### a. Competency Development Planning

All activities begin with planning, where the objectives of implementing the activity are determined first in the planning. A plan must look at what supports and obstacles during the process of implementing activities. This is the opinion of Smith (2020) Planning for every organization is an internal guide to various organizational activities, considering planning as a guide then planning as the first step that will determine whether is achieved or not organizational goals, good planning is always pursued by every organization with the hope that it will make every step of the work easier in the future, planning is so important for organizations, so that every organization will make the best possible planning, both corporate level planning, departmental level planning, and operational level [11]. In the State Administration Institute regulation No. 10 of 2018 concerning competency development for civil servants, it is explained that the preparation of competency development needs and plans at the agency level is carried out by the Authorized Official. Needs and plans are determined, implemented, and evaluated by the Personnel Development Officer within one year. Funding for implementation and evaluation is included in the annual budget work plan of Government Agencies. The preparation of needs and competency development plans at the agency level is carried out through 3 stages, namely:

- a) Inventory: is an activity to identify competency development needs for each civil servant in the organization
- b) Verification: is an analysis and mapping activity of the types of competencies that will be developed
- c) Validation: is an activity to validate agency-level competency development needs and plans.

Developing the competency of civil servants within the Gorontalo Provincial government is the responsibility of the Gorontalo Provincial Human Resources Development Agency. The competency development planning process must be on the competency development needs of each civil servant and Regional Apparatus Organization. Planning for competency development needs for civil servants is a policy in the context of developing the quality of human resources which is based on the competency requirements for positions in regional apparatus organizations in Gorontalo Province. In preparing the annual program of Competency Development activities for civil servants, regional organizations identify the needs for Competency Development for civil servants in their respective environments based on the results of the analysis of needs for competency development for civil servants. The competency development planning process at the Gorontalo Province Human Resources Development Agency is quite easy to carry out because the Gorontalo Province Human Resources Development Agency has a competency house application system that can be used as a medium for civil servants to make their competency development plans. The Gorontalo Province Human Resources Development Agency will carry out competency development by the needs plan in the competency house application system.

Based on the research results, it was concluded that competency development planning to improve employee performance within the Gorontalo Provincial Government has been carried out, but is not yet optimal. In this case, the Gorontalo Province Human Resources Development Agency as an institution that has the authority to carry out competency development has carried out the planning and has provided an application called the competency house, where this application can be accessed and used by all employees in Gorontalo Province. However, the use of this application by employees is still not optimal, because there are still many who do not use it properly, which of course causes competency development planning that is not by the needs of each civil servant. Apart from that, another problem is that the planning carried out is adjusted to the amount of budget available so that if you look at the number of existing employees it cannot cover all employees. Judging from the views of employees in the Department of Investment and one-stop integrated services as well as the National Unity and Political Agency of Gorontalo Province, the planning carried out by the Human Resources Development Agency has been carried out quite well, although there are things that need to be improved, especially taking into account the situation.

Now there is a transition from structural positions to functional positions, so it is necessary to develop employee competencies to train their duties and responsibilities as functional officials. Meanwhile, the view from Organization Bureau employees is that the planning is still not optimal because it is not by what has been socialized and is not by the development of apparatus competence. The planning for the competency development of civil servants is not on the competency needs of each employee in the Gorontalo Provincial government environment due to the filling out of the planning questionnaire which has been filled out by civil servants only to fulfill the obligation that most important thing is that the planning questionnaire has been filled out without paying attention to the competency requirements stated. Actually from civil servants, so of course this pattern needs to change for the better. Based on the reality above, it can be seen that in planning competency development, the overall responsibility of civil servants in each regional organization in Gorontalo Province is required, so that they can make plans that are truly by the competency needs that need to be improved. So that later the impact of competency development can improve the overall performance of government employees.

#### **b. Implementation of Competency Development**

In the State Administration Institute Regulation Number 10 of 2018, it is explained that the form of competency development consists of education and training. The implementation of competency development for government employees in the form of education is carried out to fulfill the agency's strategic plan, job competency standard requirements, and career development. Where education is carried out through a learning assignment mechanism by statutory regulations. Meanwhile, the implementation of competency development for government employees in the form of training can be carried out independently by the training organizing work unit in an accredited government agency, together with other government agencies that have accreditation to carry out training, together with accredited independent training organizing institutions.

The Gorontalo Province Human Resources Development Agency is one of the government agencies that has been accredited as a provider of competency development for government employees. By State Administration Institution Regulation Number 10 of 2018 concerning Civil Servant Competency Development. Based on the regulations of this administrative institution, competency development through training consists of classical training and non-classical training. Classical training is a face-to-face learning process in the classroom referring to the curriculum. Non-classical training is a work practice or learning process outside the classroom and is carried out through exchanges between civil servants and private sector employees, internships/work practices, *benchmarking* or study visits, distance training, *coaching*, *mentoring*, *detachment*, assignments related to priority programs, *e-learning*, independent learning/*self-development*, *team building*, and other pathways that meet non-classical training requirements.

Based on the research results, it can be concluded that the implementation of competency development within the Gorontalo Provincial government carried out by the Gorontalo Provincial Human Resources Development Agency has so far been carried out quite effectively, but it is necessary to improve learning technology and adjust training time to the working hours of each government employee as well as implementation of certain competencies. Where the implementation is carried out classically face-to-face and non-classical online as well as Blended learning. So far the implementation mechanism is quite clear and supported by competent sources. As for the new regulations regarding the transition from structural positions to functional positions and government employees having the right to receive 20 hours of learning a year, this of course requires the Gorontalo Province Human Resources Development Agency to continue to improve the implementation of competency development because so far there are still many government employees who have not yet fulfilled 20 hours of learning in one year, especially in developing competencies for employees who have the impact of changing positions, this of course needs to be included in competency development so that employees can know about how and what the duties of the functional position they are currently occupying are. In reality, it shows that in implementing competency development, the main thing that must be considered is learning technology because to fulfill the rights of government employees to get 20 hours of learning, the Human Resources Development Agency carries it out classically and non-classically, where for implementation it is non-classical or classically. Of course, online learning technology requires modern learning technology so that training participants can easily understand the learning materials provided by the resource person so that later the material that has been understood can be implemented in the work of each participant, which of course can improve the performance of every government employee who has following competency development.

#### **c. Evaluation of Competency Development**

Evaluation of the training implementation aims to measure the level of success of the training implementation which includes: the evaluation of participants carried out by the Widyaiswara and the committee, evaluation of the Widyaiswara carried out by the committee and participants, evaluation of the organizer's performance carried out by the Widyaiswara and participants, and post-Training evaluation. Evaluation of training implementation is carried out using evaluation instruments prepared by the Human Resources Development Agency. The results of the evaluation of the implementation of the training are expressed in the form of an implementation report which is submitted to the personnel development officer and is also input material to improve the implementation of the next training.

For post-training evaluation, where the post-training evaluation mechanisms and procedures are between 6 months and 12 months after the training ends, a post-training evaluation of competency development is held to know and measure the level of utilization of training alumni in structural and functional positions, the progress of changes that have been made. Implemented but in reality, after training, several employees have not shown significant changes in quality, and several change projects have not been continued in the sense that they are not working as they should. Based on the research results, it is concluded that the evaluation of competency development within the Gorontalo Province government carried out by the Gorontalo Province is still not optimal. This is because the evaluation process carried out only evaluates the implementation process. The evaluation process should be carried out at every stage, namely from the planning process, implementation, and up to the output stage or results of implementing competency development for government employees, so that it can measure the extent of the improvement in the performance of government employees who have taken part in competency development at the Gorontalo Provincial government. An evaluation must also be carried out to see whether the competency development

planning has been adjusted to the competency needs of each government employee and the implementation is adjusted to what has been planned. So far, the Gorontalo Province Human Resources Development Agency has carried out an overall evaluation of the process of implementing competency development for government employees. The Competency House application has been provided for the planning and evaluation process, but this has not gone well because there are still many government employees who have not used the application. This requires further assistance and outreach by the Gorontalo Province Human Resources Development Agency so that government employees can make good use of the competency house application.

The reality above shows that it turns out that the evaluation has not been carried out with post-training or output from the training, even though the most important evaluation should be to look at the results because by evaluating it can be seen whether government employees who have taken part in competency development training can apply the materials provided or not. This is of course important to look at because it can be seen whether the implementation of competency development can improve the performance of government employees or, on the contrary, there is no significant change in their performance. Overall, the competency development of government employees in improving performance within the Gorontalo Provincial Government, seen from the planning, implementation, and evaluation of competency development, is still not optimal. This can be seen from planning that is still not by the needs of each government employee, an implementation that still needs to be improved because there are still many employees who have not fulfilled the 20 hours of learning in one year, and evaluation of the results of competency development towards improving performance has not been carried out.

## **2. Factors that Inhibit Competency Development**

### **a. Budget**

An activity can run properly if it is supported by sufficient budget availability. In the implementation of competency development there are several problems in the use of a fairly large budget, namely that the implementation of competency development is still mostly carried out face to face-to-face advance in a certain time and space, with attached financing items such as food and drink, dormitories and other accommodation, then if these items It is calculated that this will require a large budget, and so far the implementation of competency development for government employees is still borne by the Regional Revenue and Expenditure Budget. In every stage of competency development activities carried out by the Gorontalo Province Human Resources Development Agency, from planning, and implementation to the evaluation stage, competency development requires a budget to be carried out optimally, where the problem that has often been faced so far is that the available budget has not been able to support all these stages. This is proven by the results of research which concludes that budget/cost is one of the inhibiting factors for developing the competency of civil servants in improving performance within the Gorontalo Provincial Government. This can be seen from the fact that the budget available for competency development is still limited, not being able to provide much training and of course causing many civil servants to not be able to take part in competency development training. This condition can directly affect the performance of civil servants as a whole because the aim of carrying out competency development training is to improve employee performance. So it is necessary to get attention from all elements of local government on how the budget for competency development is increased because this will determine the success of competency development training in improving performance in the environment.

The budget does have an important role in competency development at the Gorontalo Province Human Resources Development Agency because the availability of the budget will determine how many times civil servant competency development is carried out. Meanwhile, with the large number of employees in Gorontalo Province, of course, this demands that competency development be carried out frequently, this is because every employee has the right to take part in competency development and is entitled to 20 hours of learning in one year.

### **b. Training Time**

In implementing competency development, one of the things that needs to be considered is the implementation time. This time will be an inhibiting factor if it is long because civil servants will feel bored and fed up if they take too long to receive learning instructions. Training time should also not take up a lot of employees' work time because the relatively long training time causes employees to have to leave their jobs and of course, this has an impact on the number of employees who do not have the desire to take part in training because they prefer not to leave the work they are doing. Based on the research results, it is concluded that training time can hinder the development of employee competency in improving performance within the Gorontalo Provincial government if it is not adjusted to the employee's working time. This can be seen from the fact that several employees have not participated in competency development training because the training time coincides with work time and these employees have to complete quite a lot of work. Meanwhile, the Gorontalo Province Human Resources Development Agency has so far continued to strive for efficient training times, this can be seen from the implementation of competency development which was carried out over 3 days, and was based on fulfilling the rights of each employee, namely getting 20 hours of learning in one year. To fulfill this, the Human Resources Development Agency carries out competency development for 3 days, divided into 1 day classical or face-to-face and 2 days non-classical or online. The reality above shows that it turns out that many government employees have not participated in competency development activities because the implementation time coincides with working hours. So government employees usually prioritize work over attending competency development training.

### **c. Facilities and infrastructure**

The standard for facilities and infrastructure in competency development is that the training provider institution must have at least facilities and infrastructure that can serve at least one training force per period. The building has a building construction permit and meets the requirements by applicable regulations, namely: (1) The building meets safety requirements, (2) The building meets health requirements, (3) The building meets comfort requirements, (4) The building is equipped with a security and safety system. Competency development organizing institutions must at least have facilities in the form of (1) disabled access, (2) safety facilities such as light fire extinguishers, emergency stairs, and smoke detectors, (3) E-learning facilities such

as audiovisual media, internet network, video conference, and live streaming, (4) Transportation facilities, namely a minibus with a capacity of 16 people, (5) other facilities such as generator, parking area, information media, water reservoir, trash can, loudspeaker audio network, internet access, mobile communication tools, (6) complementary facilities such as canteens and bicycles.

The provisions regarding the infrastructure and facilities contained therein are regulated in standard, namely office space, classrooms, halls, dormitories, seminar rooms, discussion rooms, lecture rooms, teaching houses, libraries, computer laboratories, places of worship, dining rooms, health units, public service rooms, lobbies, lactation rooms, facilities sports fields, toilets, warehouses, open spaces, entertainment facilities, control rooms, security officers' rooms, smoking areas, and observation rooms. Based on the research results, it can be concluded that the facilities and infrastructure for developing employee competency within the Gorontalo Provincial Government are still inadequate and efforts need to be made to continue to fulfill them so that the existing facilities and infrastructure cannot support the success of the competency development implementation process carried out by the Resource Development Agency. Human Resources of Gorontalo Province. The availability of adequate facilities and infrastructure will determine the development of employee competency to improve performance because the completeness of facilities and infrastructure can help employee competency development training to be carried out smoothly and the learning process will be more effective because the material provided is easy to understand and supported by availability. Learning technology, with fluency and understanding of employees will be able to increase employee competence, where if competence increases then employee performance can automatically also increase.

The reality above shows that one of the factors that hinders the development of employee competency in improving performance within the Gorontalo Provincial Government is inadequate facilities and infrastructure.

Overall, it can be concluded that budget/costs, training time, and facilities and infrastructure are three factors that hinder the development of employee competency in improving performance within the Gorontalo Provincial Government. This can be seen from the lack of optimal implementation of competency development carried out by the Gorontalo Province Human Resources Development Agency due to limited budget availability, training time coinciding with employee work time, as well as inadequate facilities and infrastructure.

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#### 4. Conclusion

Planning for developing the competency of government employees in improving performance within the Gorontalo Provincial Government has been carried out, but is not yet optimal. This is because the planning carried out is not by competency needs, and government employees have not utilized the Competency House Application properly to plan competency needs. The implementation of competency development for government employees in improving performance within the Gorontalo Province government environment carried out by the Gorontalo Province Human Resources Development Agency has so far been carried out quite effectively, but it is necessary to improve learning technology and adjust training time to the working hours of each government employee and its implementation. needs to be improved because there are still many government employees who have not fulfilled the 20 hours of learning. The evaluation of competency development for government employees in improving performance within the Gorontalo Province government carried out by the Gorontalo Province Human Resources Development Agency is still not optimal. This is because the evaluation process carried out only evaluates the implementation process without any evaluation of the competency development output results. Budget/cost is one of the inhibiting factors for developing the competency of government employees in improving performance within the Gorontalo Provincial Government. This can be seen from the limited availability of budget for competency development. Training time can hinder the development of government employee competency in improving performance within the Gorontalo Province government if it is not adjusted to the working time of government employees. This can be seen from the fact that several government employees have not participated in competency development training because the training time coincides with work time and these government employees have to complete quite a lot of work. Facilities and infrastructure for developing the competency of government employees within the Gorontalo Provincial Government are still inadequate and efforts need to be made to continue to fulfill them so that the existing facilities and infrastructure cannot support the success of the competency development implementation process carried out by the Gorontalo Provincial Human Resources Development Agency. Overall, the development of competency of government employees in improving performance within the Gorontalo Provincial Government is seen from the planning, implementation, and evaluation of competency development which is still not optimal and the budget/cost, training time, facilities and infrastructure are three factors that hinder the development of competency of government employees in the Government Environment Gorontalo Province.

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