

Strategy for Developing Civil Servant Competencies in the Badung Regency Government

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ABSTRACT

The capacity building of State Civil Apparatus (ASN) is an important factor in achieving professional and quality public services. The achievement of the performance of ASN Indonesia is still confronted by many problems that refer to effectiveness, professionalism and responsiveness in public service. This state tells that development of the ASN competence must be systemic and sustainable. The purpose is to examine the approach developing ASN competency in Badung Regency Government through the Civil Service and Human Resources Development Agency. The research applies a qualitative method and adapts case study design. The methods of data collection are documentary study and regulations on the subject in question, scientific literature. Descriptive qualitative analysis is used with strategic management models and SWOT analysis. Findings indicate that ASN competency development in Badung Regency is driven by robust regulations, local government commitment and the strategic role of BKPSDM. However, there are still limitations, including expensive cost of budgeting and a brief track for training. Based on the results of this study, it is recommended that local civil service positions be further developed according to merit principles and bureaucratic reform in Badung Regency. This research concludes: that the development for ASN competence in the district government of Badung with regard to improving training quality, using technology and ongoing evaluation

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1. INTRODUCTION

Civil servants play a crucial role in the administration of government institutions, serving as implementers of public policy, providers of public services, and bolsters national unity. Therefore, quality public service depends heavily on the competence and professionalism of civil servants, the spearhead of government bureaucracy. Competent civil servants are expected to provide effective, efficient, responsive services that are oriented toward client satisfaction.

The limited performance of civil servants, despite their strategic role in public service delivery, is an indication of the significant challenges they will face until 2024. Several studies and research on the quality of civil servant performance at the national level indicate that it is not yet optimal. These studies include studies on aspects of service effectiveness, professionalism, and orientation towards public satisfaction. Fauzi (2022) stated that "Civil servant performance in public services is still hampered by slow service processes, inaccurate task completion, and powerlessness in responding to public needs." The persistence of situations such as those described by Fauzi proves that the quality of civil servant service has not yet reached the standards expected by the public and the targets of bureaucratic reform. Therefore, performance improvements and initiatives are needed to strengthen the capacity and capabilities of civil servants.

The suboptimal performance of civil servants or *Aparatur Sipil Negara* (ASN) cannot be separated from the level of competence of civil servants in carrying out public service duties. Theoretically, civil servant competence encompasses four dimensions: knowledge, skills, attitudes, and work behaviors, which will later become the basis for civil servants in carrying out their functions as public servants. Adequate competence enables civil servants to provide effective, efficient, and responsive public services that are oriented towards the needs and interests of the community. Conversely, limited competence should be a source of concern as it can result in low quality public services, which is reflected in civil servant performance achievements calculated at the national level. Previous research confirms that civil servant competence significantly influences the performance and quality of public services. Ekowati and Nopianti (2022) revealed that developing civil servant competence through continuous education and training will increase the capacity of civil servants and the quality of services to the public. This is reinforced by Fauzi (2022), who has proven that competent civil servants tend to provide more optimal service performance, namely accuracy, speed, and user satisfaction. Furthermore, Arisanti et al. (2023) and Ekaningdiah (2024) agree that systematically and tailored capacity building for civil servants (ASN) significantly impacts staff professionalism and service delivery. Therefore, the low level of public service performance is not solely due to structural and regulatory factors, but rather depends heavily on the competency of Aptanus, the primary service provider. Other expert opinions suggest that a civil servant management system is essential to ensure that capacity building is carried out objectively, systematically, and sustainably.

To achieve higher expectations for civil servants (ASN), the Indonesian government responded to the problem of low civil servant performance by developing apparatus based on a merit system. The merit system emphasizes objective, fair, and transparent investigation of civil servants based on qualifications, competency, rank, and performance. This is the principle that Law Number 5 of 2014 concerning the State Civil Apparatus regulates the implementation of articles authorizing the implementation of the merit system. This aims to ensure that career development, job placement, and competency improvement of civil servants are carried out professionally and free from non-merit practices. Ekowati and Nopianti (2022) state that the merit system is the most fundamental foundation for establishing a competent and high-performing bureaucracy in providing public services. At

the regional government level, including in Badung Regency, the merit system principle is the main foundation in managing civil servant resources, particularly in the planning and development of civil servant competencies. Implementation focused on managing the merit system in the regions aims to ensure that every civil servant has the opportunity to develop capacity related to organizational needs and individual performance. Therefore, the merit system is not only an administrative instrument, but also a strategic instrument in increasing the professionalism of ASN and improving the quality of public services in a sustainable manner.

One possible implementation of a merit system is through planned and sustainable training and competency development for civil servants. In Badung Regency, the *Badan Kepegawaian dan Pengembangan Sumber Daya Manusia* (BKPSDM) plays a strategic role in planning and implementing civil servant competency development programs. Through accumulated and meritorious behavior, BKPSDM is responsible for developing policies, programs, and civil servant education and training activities to support improved civil servant performance and the quality of public services.

Based on these conditions, an assessment of the civil servant competency development policy, which was developed by the *Badan Kepegawaian dan Pengembangan Sumber Daya Manusia* (BKPSDM) Badung Refency, was conducted. This assessment is expected to provide a comprehensive overview of the strengths, weaknesses, opportunities, and threats to civil servant competency development. It will also serve as the basis for more effective and sustainable policy recommendations.

2. METHOD

This research uses a qualitative approach with a case study method. Sugiyono (2020) in his research related to qualitative research states that qualitative research is a research method based on positivism or interpretive philosophy, this method is usually used to examine the condition of the object naturally, in this case, the researcher is the main instrument, Data collection techniques are carried out by triangulation (a combination of observation, interviews, documentation), the data obtained tends to be qualitative data, data analysis. Inductive, is to understand meaning, understand uniqueness, construct phenomena, and find hypotheses. The location of this research is the Personnel and Human Resource Development Agency of Badung Regency, Bali. Data collection is to conduct a documentation study of relevant laws and scientific literature. The data analysis technique used is descriptive qualitative with a strategic management approach and SWOT analysis

3. RESULTS AND DISCUSSION

Based on the results of this study, the competency development of State Civil Apparatus within the Badung Regency Government has been implemented in a planned manner through the strategic role of the BKPSDM. The implementation of competency development is based on national regulations and regional guidelines in order to create a merit system, as mandated by Law Number 5 of 2014 concerning the State Civil Apparatus. In line with these regulations and guidelines, ASN competency development is positioned as a primary asset in supporting apparatus professionalism and improving effective governance and public service.

Referring to the regulatory framework above, the Badung Regency Human Resources Development Agency (BKPSDM) has institutionally carried out its strategic function in planning and coordinating civil servant competency development programs. Regulatory support, clarity of organizational duties and functions, availability of resource persons, and local government commitment are internal factors that strengthen the

implementation of structured training programs. These findings align with research by Ekowati and Nopianti (2022) and Arisanti et al. (2023), which asserts that "systematically designed and needs-based civil servant competency development contributes to improved civil servant performance and the quality of public services."

However, these achievements have not been matched by the effectiveness of competency development implementation. Limited budget allocations impact the intensity and variety of training, and the relatively short duration of training means the material provided is insufficient to develop ASN competencies in depth and sustainably. This situation is further exacerbated by the suboptimal quality of post-training evaluations, resulting in training outcomes not being fully integrated into improving ASN performance in their respective work units. These findings align with Fauzi (2022) and Yuniawanti and Wulandari (2023), who emphasize the importance of program continuity and training evaluation in ASN competency development.

From an external perspective, there are significant strategic opportunities for civil servant competency development in Badung Regency. The evolving use of information technology enables the implementation of digital-based training and online learning with greater flexibility and efficiency. Similarly, the opportunities afforded by national-level bureaucratic reform policies through the strengthening of the merit system provide space for local governments to develop civil servant competencies objectively, transparently, and efficiently. This is because the situation of a hungry sanitary napkin is subject to the wishes of the public, enabling civil servant competency development to adapt to the dynamics of organizational needs and the demands of public service.

However, these opportunities also come with various challenges that need to be anticipated more strategically. For example, the relatively rapid changes in national regulations, increasing public expectations, and the digital transformation of government enable ASN in Badung to develop increasingly adaptive and multidimensional competencies. Meanwhile, regional fiscal limitations, on the other hand, can impact the sustainability of future ASN competency development programs, along with several other risk factors related to the ideological challenges currently facing Indonesia. Therefore, the Strategic Development of ASN Strategy in Badung must be more focused, adaptive, and sustainable to generate opportunities and minimize the impact of these challenges.

A SWOT analysis was used to identify internal and external factors influencing the civil servant competency development strategy within the Badung Regency Government. This analysis serves as the basis for formulating an adaptive, targeted, and sustainable civil servant competency development strategy. The results of the SWOT analysis are outlined in the following table.

Table 1
Internal and External Strategic Factors

<i>Strengths</i>	<i>Weakness</i>
Support for national and regional regulations related to human resource development	Limited budget for competency development
Clarity of the role and authority of BKPSDM	Relatively short training duration
Availability of resource persons and training facilities	Post-training evaluation is not optimal
Local government commitment	Uneven distribution of training
<i>Opportunities</i>	<i>Threats</i>
Development of information technology	Rapid regulatory changes

National bureaucratic reform policy	Increasing demands of society
Strengthening the merit system	Digital transformation of government
	Regional fiscal limitations

Based on the findings of internal factors in the development of ASN competencies in Badung Regency, it shows that there are 4 main strengths possessed by the Badung Regency BKPSDM, namely First, Support from national and regional regulations. The development of ASN competencies in Badung Regency has a strong legal basis, specifically Law Number 5 of 2014 concerning the State Civil Apparatus which emphasizes the implementation of the merit system. This regulation provides legal certainty and clear policy direction for BKPSDM in preparing and implementing ASN competency development programs. Second, there is clarity in the role and authority of BKPSDM. BKPSDM Badung Regency has clear duties and functions in the management and development of human resources for the apparatus. This clarity of authority is a major strength because it allows BKPSDM to play an optimal role as a planner, implementer, and evaluator of ASN training programs. Third, the availability of resource persons and training facilities. The implementation of ASN training is supported by the availability of competent resource persons and adequate training facilities and infrastructure, so that the competency development program can be implemented in a structured manner. And fourth, the commitment of the local government. The Badung Regency Government has demonstrated its commitment to improving the quality of civil servants as part of its bureaucratic reform agenda and improving the quality of public services.

However, the Badung Regency Human Resources Development Agency (BKPSDM) still faces several weaknesses in implementing ASN development. Limited budget allocation is a major obstacle, affecting the number and quality of ASN training programs that can be provided. Furthermore, the relatively short duration of training programs is a constraint. The training provided is generally short, thus failing to develop ASN competencies in depth and sustainably. Furthermore, evaluation of the impact of training on ASN performance has not been conducted systematically and continuously. Furthermore, training implementation is uneven. ASN competency development programs have not reached all work units equally, resulting in competency gaps among ASN.

The findings identified external factors that pose opportunities and threats to the development of civil servant competencies within the Badung Regency government. Opportunities arise from the development of information technology. Advances in information technology open up opportunities for the implementation of digital-based training and online learning that are more flexible and efficient. Furthermore, the national bureaucratic reform policy also presents opportunities, providing strategic opportunities for local governments to enhance civil servant professionalism through competency development. Furthermore, there are opportunities from strengthening the merit system. The implementation of the merit system encourages the development of civil servant competencies based on objective qualifications and performance.

On the other hand, external threats also arise in the development of ASN competencies in Badung Regency, where rapid changes in national policies require continuous adjustments in ASN competency development programs. The community plays a role in posing external threats, where increasing public demands require public expectations for the quality of public services, which increasingly require ASN to have more adaptive competencies. Furthermore, technology also plays a role in ASN development, particularly in the digital transformation of government. Digital transformation requires ASN to master new competencies, particularly in the field of information technology.

Another threat is regional fiscal limitations. Regional fiscal limitations have the potential to impact the sustainability of ASN competency development programs.

Based on the mapping of internal and external factors, several strategic efforts can be formulated in developing ASN competencies in Badung Regency, namely by optimizing regulatory support, clarifying the role of BKPSDM, and the commitment of the local government through the use of information technology in organizing digital-based training and blended learning to expand the reach and increase the effectiveness of ASN competency development. In addition, it is necessary to strengthen the post-training evaluation system that is integrated with ASN performance and organizational needs so that training results are not only administrative, but are able to provide a real impact on improving the professionalism of the apparatus and the quality of public services. Another strategic effort is the development of ASN competencies based on a merit system by adjusting training programs to ASN qualifications, positions, and performance so that competency development can be carried out objectively, adaptively, and sustainably. On the other hand, facing regional fiscal limitations and the dynamics of regulatory changes, the local government needs to implement efficiency and determine budget priorities for ASN competency development that focus on strategic programs and have a direct impact on improving apparatus performance and meeting public demands for quality public services.

4. CONCLUSION

Based on the research and discussion above, it can be concluded that the competency development of State Civil Apparatus in the Badung Regency Government has been implemented in an orderly and planned manner. Competency development planning has been prepared by the Civil Service and Human Resources Development Agency (BKPSDM). The implementation of competency development is supported by national regulations and regional policies that reflect the merit system principle, thus conceptually oriented towards efforts to improve ASN professionalism and the quality of public services.

Researchers found that strong regulations, clarity of BKPSDM's duties/functions, availability of resource persons, and commitment from local governments were the main factors influencing support for the implementation of the Civil Service competency development program. However, the effectiveness of the competency development program remains suboptimal, partly due to budget constraints, the length of training duration, and suboptimal post-training evaluation. This results in training outcomes not being fully distributed evenly, resulting in improved ASN performance across all work units.

Furthermore, external environmental factors also influence the civil servant competency development strategy in Badung Regency. These include developments in information technology, national bureaucratic reform policies, and the MoU on the implementation of a merit system. These represent strategic opportunities that can be exploited to further enhance the effectiveness of civil servant competency development. However, on the other hand, increasingly rapid regulatory changes, public demands for higher-quality public services, the digital transformation of government, and regional fiscal constraints represent challenges that also need to be strategically addressed.

Thus, the development of ASN competency in Badung Regency requires a more adaptive, sustainable, and organizational needs-based strategy in order to address internal and external development challenges, operationalize existing bureaucratic reform strategies, and sustainably support improvements in apparatus performance and the quality of public services.

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