

## Implementation of the Development Model of the Implementation of the Transfer of Position Competency Test in East Java Provincial Government

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### Abstract

*Competency testing is carried out as an effort to support the placement of employees in accordance with their duties and functions. This study aims to determine the implementation of the competency test development model in the process of moving the executor's position, either moving up to a position in the East Java Provincial Government environment, dropping the position or remaining in the previous position class. This research took place at the Regional Personnel Agency of East Java Province, precisely in the fields of Planning, Procurement, Data Processing and Information Systems for State Civil Apparatus (ASN). This research method uses descriptive qualitative method. The result of this research is that the implementation of the competency model is used to determine what competency standards are applied in determining recommendations for promotion to executive positions based on the ability of the ASN to be tested for competence. The role of the leader is needed to instill the value of knowledge for employees so as not to experience confusion in determining the purpose of the transfer of positions.*

### Keywords

competence; ASN; class position.



## I. Introduction

Migration or mutation is a mechanism of human resource management that often appears in an organization, including public organizations. Job transfer is a transfer from one position to another consisting of horizontal, vertical, and diagonal shifts. Horizontal transfer of positions is a transfer of structural or functional positions within the same echelon I in the same echelon I unit or between echelon I units. A vertical shift of positions is a transfer of structural or functional positions from a lower echelon to a higher echelon in a higher echelon I unit. the same or between echelon I units. Diagonal position transfer is a structural position transfer into a functional position or a functional position transfer into a structural position, in the same echelon I unit or between echelon I units. employee motivation both in terms of simultaneous, partial, and dominant (Dharmani, 2017). Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The mechanism for shifting positions in government organizations is carried out through a competency test. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019). Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2007). Spencer (in Wibowo, 2007) divides the level of competence into three levels which include:

1. Behavior tools,
  - a. Knowledge is information that people use in certain fields, for example to distinguish between senior and junior accountants.
  - b. Skill is the ability of people to do something well. For example, interviewing effectively, and accepting applicants who are good at demonstrating product skills.
2. Image attribute
  - a. social role is a pattern of people's behavior reinforced by a social group or organization. For example, being a leader or a follower.
  - b. Self-image is a person's view of himself, his identity, personality, and self-esteem. For example, seeing himself as a different developer or manager on a "fast track".
3. Personal characteristic
  - a. Traits are a typical aspect of behaving. For example, being a good listener.
  - b. Motive is what drives a person's behavior in a particular area (achievement, affiliation, power). For example, wanting to influence the behavior of others for the good of the organization.

From some of the above it can be concluded that the competence of each individual is needed for the organization so that there is a need for a competency test to place the individual according to the abilities and skills they have so that their talents and interests are channeled into fields that can increase the talents and interests of each individual who does competence test.

Basically, the Competency test is held by the Regional Personnel Board of East Java Province. The legal basis for the competency test to move positions refers to East Java Governor Regulation Number 129 of 2018 concerning Amendments to East Java Governor Regulation Number 82 of 2017 concerning Implementing Positions and Functional Positions in the Regional Government of East Java Province, then followed up with a Decree (SK) Head of the Regional Personnel Agency of East Java Province number: 800/2919/SK/204/2019 regarding the Competency Testing Team for Transfer of Implementing Positions to Civil Servants in the East Java Provincial Government. The implementation of the competency test is carried out in order to realize the orderly administration of civil servants in the East Java Provincial Government who occupy the implementing position in accordance with their competencies, it is necessary to carry out a competency test to support the placement of employees in accordance with their duties and functions. From the several legal bases above, there is a provision that civil servants who occupy executive positions can move to other implementing positions, along with the increase or increase and decrease in competence with the provisions:

- a. The change of position is adjusted to the needs of the Regional Apparatus formation; and
- b. The transfer of positions is carried out after the competency test is carried out by the Competency Testing Team.

In its implementation, the implementation of the competency test in the BKD of East Java Province cannot be separated from problems. Some of the problems related to the implementation of the competency test are the absence of potential test tools that cover

data collection and data processing for mass use (data collection & data processing is still "manual"), the number of employees in implementing positions is large and has too diverse characteristics, there is no technical guideline from the Minister of Administrative Reform regarding what tools can be used to measure potential aspects, especially for implementing positions, and the competency test seems as a formality because there are no provisions for promotion tools, especially from the interview results, most of them do not know the purpose of moving and the reasons for moving so there are no the impression of being forced by the OPD. Therefore, the author is interested in examining the implementation of the development model for the implementation of the transfer of executor competency test in the East Java Provincial government.

## **II. Research Method**

This study uses a qualitative approach with a descriptive method that aims to determine or explain the method or competency model used in the process of implementing the Competency Test for executive positions in the East Java Provincial Government in the Field of Planning, Procurement, Data Processing and ASN Information Systems.

The data obtained are that researchers are directly involved in the administrative selection process, the test process to the final process, namely interviews. The data obtained is then processed and produces data on the number of Civil Servants who pass and can occupy their proposed implementing positions in accordance with their respective individual competencies.

## **III. Result and Discussion**

### **3.1 Mechanism of Implementation of Transfer of Position Competency Test**

The first process in implementing the competency test for the transfer of executor is the formation of a Competency Testing Team which refers to the following tasks:

1. Determine formation needs;
2. Increased competence is related to the ability to carry out competency tests;
3. Carry out activities to test the specific abilities of each attitude, knowledge, skill and/or expertise and their application effectively in the work in accordance with the required performance standards;
4. Carry out evaluation of civil servants in implementing positions that are not in accordance with their competencies;
5. Provide assistance to civil servants in implementing positions in order to improve their competence;
6. Make Minutes of the implementation of the competency test signed by the entire Competency Testing Team;
7. Report the results of these activities to the Governor of East Java through the Head of the Regional Personnel Agency of East Java Province.

### **3.2 Job Characteristics**

#### **a. Implementing position with characteristics of Class 7**

In the administrative selection process, the selection team also sorts out positions that have the following characteristics:

#### **b. Executive positions with analyst characteristics**

Positions with analyst characteristics are positions that require more analytical skills (high level) than other tasks such as administrative and field technical tasks, including:

- 1) Requires high analytical power,
- 2) Does not depend on available procedures, is able to understand problems and find solutions without deviating from existing regulations through research/data mining activities,
- 3) Able to work with high volume but can maintain the effectiveness and quality of the work
- 4) Able to work independently with little guidance from superiors
- 5) Able to operate various tools needed to achieve the effectiveness of the work in question

#### **c. Implementing position with characteristics of class 5 and 6**

Positions with managerial characteristics are positions that require abilities that require in-depth analytical skills (moderate level), administrative skills, work more using tools, especially computers or other work aids, including:

- 1) Requires analytical power but not too deep
- 2) Understand the problem based on the available procedures
- 3) Able to work independently with little guidance from superiors
- 4) Able to operate various tools needed to achieve the effectiveness of the work in question.

#### **d. Implementing Position with characteristics of Class level 3 and 4**

Positions with administrative characteristics are positions that require administration, use little analytical skills (simple level), work more using tools, especially computers or other work aids that support the implementation of work, including:

- 1) Little use of analytical skills;
- 2) Understanding problems based on available procedures, does not require the ability to explore data independently;
- 3) Able to work effectively based on schedule, work guidelines and supervisor's guidance;
- 4) Able to operate various tools needed to achieve the effectiveness of the work in question.

#### **e. Executive Position with implementing characteristics Class 1 and 2**

Positions with technical implementation characteristics are positions that require field technical skills and do not really require analytical and administrative skills, including:

- 1) More related to technical/field tasks;
- 2) Requires very simple analytical skills;
- 3) Less need for the ability to work using tools such as computers.

#### **f. Provisions for the Competency Test for Change of Position**

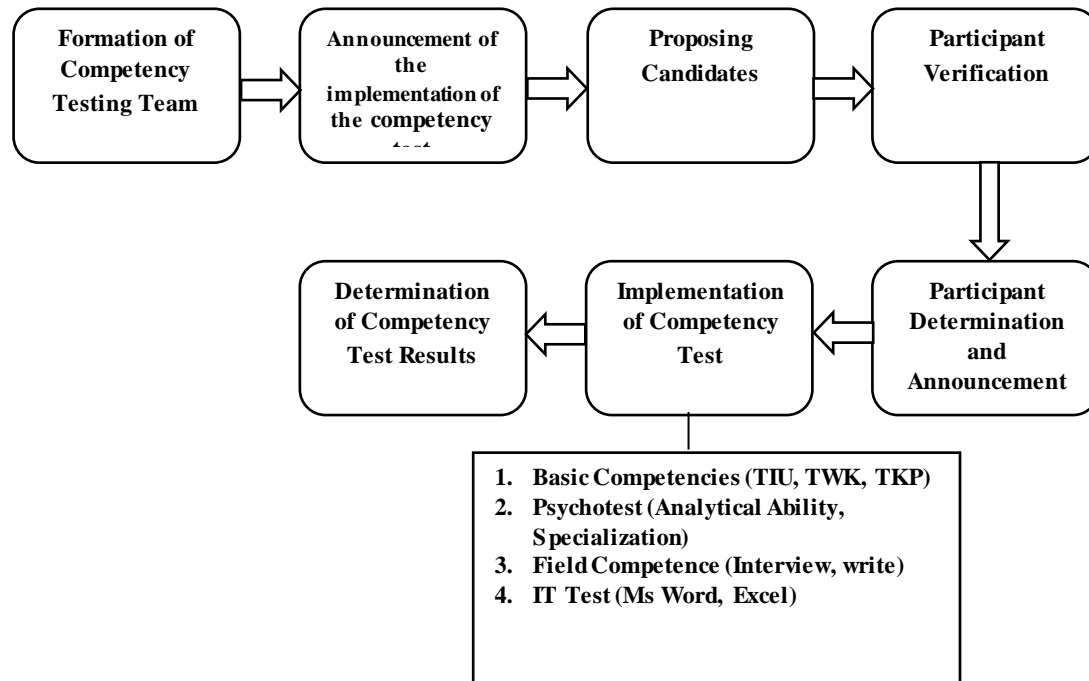
In the process of analyzing job characteristics, the proposals that are considered for taking the Position Transfer Competency Test are::

1. Moving positions that are vertical (requires increased competence)

2. Moving positions that are horizontal but have different clumps/objects of tasks

Meanwhile, the recommendation that can be issued directly without requiring a Competency Test is a transfer of position that is horizontal in nature with a similar clump.

### g. Competency Test Model



From the table above, it can be seen that the largest number of Regional Apparatus Organizations (OPD) who moved were from the Department of Industry and Trade. While the fewest number of OPD are Bakorwil Pamekasan, Bakorwil Madiun, Bakorwil Jember, National and Political Unity Agency, Government Brothers, and Organization Bureau. Basically, this competency test has proven to be effectively applied to the East Java Provincial Government, civil servants who are still sitting in implementing positions can move to other implementing positions as long as there are vacant formations that are possible to be filled from other work units. In addition, competency tests are also made for incoming transfers from outside the provincial government. East Java which is currently being held for the second time in 2019. This competency test is needed because of the trend that occurred in the East Java Provincial Government after the remuneration policy was implemented. Many are vying to raise the class of office so that it has an impact on changing the class of office. Therefore, every organizational unit of regional apparatus is required to have a job map from the results of anjab and crew members that have been determined by the East Java Governor's decision as a reference so as not to damage the bureaucratic structure.

The competency test has several stages, namely TKD CAT, IT Test, Interview and presentation of papers. Then each participant is required to complete a portfolio sheet so that during the deepening of the interview they can capture their potential and abilities. It is hoped that when he is declared competent in the position he can carry out his mandate and be professional in his career. After the first stage, there will be a second stage of examination. This second stage of examination will be held with other types of positions

by involving stakeholders in each implementing agency. The hope after this event is held is the similarity between competence and the position being held. For example, during the interview, it was found out that the person concerned was more suitable in the field than in the managerial field, or that he was more proficient in other fields than his current field. So an ASN is directed at career development. This means that the placement of ASN in the future will be more focused on their competence, not their interests. If they work in places that match their abilities, it is hoped that their careers will develop faster. So, competency test, the emphasis is more on career development. The competency test will also continue to be held at the next opportunity.

## IV. Conclusion

Competency testing is carried out as an effort to support the placement of employees in accordance with their duties and functions. The Competency Test in the East Java Provincial Government is carried out through a process, namely team formation, nomination of prospective participants, participant verification, determination and announcement of participants, implementation of competency tests which include Basic Competencies, Psychological Tests, Field Competencies, and IT Tests. The implementation of this competency test resulted in 471 employees who moved, including 193 permanent employees, 82 dropped out of class, and 196 went up.

From the explanation above, it can be seen that some of the problems in implementing the competency test are the lack of knowledge and interest of participants in changing positions. Therefore, we need a role from the leadership to instill the value that the transfer of positions is an effort to improve the ability of employees to be better.

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