



Developing the Competency of Human Resources Analyst Officials in the Personnel Agency and Human Resources Development of Nunukan Regency

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Abstract

Human resource management (HRM) is a crucial element in organizational success, particularly in government institutions. This study focuses on the competency development of the functional position of Human Resources Apparatus Analyst (Analisis SDM Aparatur) following job realignment at the Civil Service and Human Resource Development Agency (BKPSDM) in Nunukan Regency. The research examines the alignment of employee competencies with job demands and evaluates the effectiveness of existing competency development programs. The study employs a descriptive qualitative method with an inductive analysis approach. The findings reveal significant competency gaps among employees, both in technical skills and managerial abilities, which hinder their performance effectiveness. Moreover, existing training programs are deemed suboptimal in addressing the functional position's actual needs in terms of content, methods, and implementation. The study suggests the necessity of a comprehensive evaluation of training programs and the formulation of more targeted and relevant competency development strategies. These findings contribute to enhancing HRM effectiveness, supporting BKPSDM's strategic objectives, and serving as a reference for future HR policy-making.

Introduction

Human resource (HR) management is an important element in the success of an organization, especially in the context of government. The Human Resources Development and Personnel Agency (BKPSDM) of Nunukan Regency is an institution that has a strategic role in HR management at the regional level. One of the positions that has significant responsibilities in BKPSDM is the functional position of Human Resources Analyst for State Apparatus. This position has a key function in designing and implementing HR policies, as well as in ensuring that local government employees have the appropriate competencies to carry out their duties effectively (Kajiru, 2014; Reina & Scarozza, 2020; Murniarti et al., 2023; PLIMO, 2017).

The functional position of Human Resources Analyst for State Apparatus requires in-depth skills and knowledge in various aspects of HR management, including needs analysis, performance evaluation, and development planning (Marthalina, 2021; Pardede & Mustam, 2017; Solong, 2020). These tasks require high analytical skills and a deep understanding of HR policies and practices. Therefore, it is important for individuals in this position to have competencies that are in accordance with the demands of their jobs. These competencies include not only technical skills, but also managerial and strategic abilities (Pratama, 2023; Tyrańska, 2016; Verle et al., 2014).

Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PERMENPAN RB) No. 29 of 2021 concerning Guidelines for the Development of Civil Servant (PNS) Competence in Indonesia regulates the competency standards that must be possessed by state civil servants to support professionalism and the quality of public services. The development of state apparatus competencies is very important, because good competencies will increase the efficiency and effectiveness of government organizations in carrying out their duties, especially in supporting the achievement of national development goals (Chairiah et al., 2020; Ayuningtyas, 2022; Solong, 2020). PERMENPAN RB No. 29 of 2021 provides clear guidelines regarding competency development, including training, education, and competency assessment strategies that must be carried out continuously.

However, at the BKPSDM of Nunukan Regency, there are significant problems related to the development of competencies for the functional position of Human Resources Analyst for Civil Servants. One of the main challenges is the mismatch between the competencies possessed by employees and the demands of the work they face. The job equalization process carried out to align employee positions with their expertise is often not followed by adequate competency development (Brown et al., 2004). This can result in a number of serious problems that affect the effectiveness of HR management in the local government environment. The main problems that arise in the Nunukan Regency BKPSDM related to the development of functional positions of Human Resources Analyst for Civil Servants can be divided into two main issues: the mismatch between competencies and job demands and the lack of competency development after job equivalency.

Competency Mismatch with Job Demands. The mismatch between the competencies possessed by employees and their job demands is a significant problem in the Nunukan Regency BKPSDM. After the job equivalency process, employees often face new, more complex responsibilities without adequate competency development support. The job equivalency process is designed to align employee positions with their skills and experience, but is often not accompanied by adequate training or competency development programs. For example, employees who previously served in positions with more limited responsibilities may find themselves faced with more complex HR policy analysis tasks after job equivalency. Without appropriate training or competency development, these employees may have difficulty carrying out these new tasks properly. This can lead to a decline in the quality of policy analysis, difficulty in designing HR development strategies, and the inability to evaluate policies effectively (Ramadhani & Busiri, 2024; Mukherjee et al., 2021; Saedi et al., 2022).

This competency mismatch has a direct impact on employee performance in carrying out their duties. This decline in performance quality can be seen from various indicators, such as the inability to meet performance targets, an increase in the number of errors in analysis reports, and the inability to respond quickly to changes in HR needs. All of this has the potential to hinder the achievement of BKPSDM's strategic goals and affect the effectiveness of HR management at the local government level. **Lack of Competency Development After Job Equivalency.** The second problem related to competency development is the lack of systematic efforts to develop employee competencies after the job equivalency process (Waworuntu et al., 2022). Job equivalency is often considered an administrative step that is not followed by adequate competency development planning. As a result, employees who are transferred to new positions or assigned with additional responsibilities do not receive the support needed to develop relevant skills. This lack of competency development can hinder employee progress in carrying out new tasks effectively. Employees who do not have the necessary skills may have difficulty in formulating and implementing HR policies that are in accordance with the needs of the organization (Agustian et al., 2023; Ghani et al., 2022). Delays in implementing

these policies can result in obstacles in the planning and implementation of policies that are essential for HR development in the local government environment.

In addition, the lack of appropriate training programs can also lead to deficiencies in strategic analysis and planning capacity. Employees who do not undergo relevant training or competency development may not have up-to-date knowledge of best practices in HR management (Lubis et al., 2024; Nwali & Adekunle, 2021). This can negatively impact innovation and improvement in HR policies, as well as hinder the organization's progress in achieving its strategic goals. The shift in policy in the organizational structure of the Indonesian government has driven significant changes in the personnel system in many agencies, including in the functional position of Human Resource Analyst for Civil Servants, which is one of the important positions that requires special competencies, especially related to human resource management (HR) in the government environment.

The transition from structural to functional positions requires changes in employee mindsets and skills. Structural positions tend to focus more on strategic decision-making and organizational management, while functional positions emphasize technical expertise in certain fields. For employees who previously held structural positions, this transition requires significant adjustments, especially in terms of mastering technical competencies and in-depth professional behavior.

According to Law No. 20 of 2023, work professionalism is defined as the ability of workers to carry out work with skills, knowledge, and attitudes that meet the established competency standards, and are oriented towards quality results. Professionalism also includes integrity, high work ethics, and responsibility for work and fellow workers. This law emphasizes that professional workers are those who have expertise and skills in their fields, can work effectively and efficiently, and always strive to improve the quality of their work. This professionalism must be measured based on competencies that are relevant to the field of work being carried out and in accordance with developments in science and technology. Human Resource Analysts for Civil Servants require competency in analyzing personnel data, understanding personnel regulations and policies, and managing personnel management information systems (SIMPEG). This change is a big challenge for employees who previously held structural positions with a primary focus on management and leadership, because now they have to delve deeper into technical and analytical aspects.

In addition, this transition also requires continuous competency development, considering that functional positions require more specific and up-to-date expertise. Without proper competency development, employees who switch to functional positions will not be able to meet the demands of the tasks and responsibilities they carry. Therefore, competency development for Human Resource Analysts of Civil Servants at the BKPSDM of Nunukan Regency is very important so that employees are not only able to adapt to changes in position, but can also optimize their performance in carrying out increasingly complex tasks.

This competency development involves relevant technical training, improving skills in the use of information technology, and developing soft skills such as communication and collaboration skills. This is part of a strategy to improve the quality of civil servant human resources who not only meet administrative requirements but can also make a significant contribution to the management of government human resources in Nunukan Regency. Thus, the transition from structural positions to functional positions is a context that encourages the importance of competency development, which aims to ensure that Human Resource Analyst employees have the skills and knowledge that are in accordance with the demands of their new positions, and are able to carry out responsibilities effectively and efficiently.

The use of artificial intelligence (AI) and other advanced technologies in the workplace is one of the prominent changes in the dynamics of Indonesian employment in the era of digital transformation. According to the Work Trend Index 2024, which is a collaboration between Microsoft and LinkedIn, as many as 92% of knowledge workers in Indonesia use AI technology. This shows that AI is increasingly being used by Indonesian professionals (Microsoft, 2024). Therefore, to increase their capacity to manage workforce development efficiently, human resource analysts in personnel agencies must have technical skills, especially in data analysis and artificial intelligence (World Bank, 2020). Especially in areas such as Nunukan Regency, this ability is very important to improve decision-making, ensure transparency, and increase the effectiveness of public services. Given these problems, it is important to conduct an in-depth analysis of the development of the functional position competency of Human Resource Analyst of Civil Servants at the BKPSDM of Nunukan Regency. This analysis aims to identify existing competency gaps and formulate effective strategies to address these problems. Comprehensive analysis will help in assessing Competency Needs: Identifying the skills and knowledge required to perform job duties effectively. This involves assessing the new job demands after job equalization and developing appropriate training programs. Formulating Development Strategies, developing competency development plans that include training, continuous learning, and other support needed to improve employee skills. Improving Organizational Performance: By addressing competency mismatches and providing adequate support, employee performance can improve, which in

Functional positions in the Civil Service and Human Resources Development Agency (BKPSDM) of Nunukan Regency have an important role in improving the quality and performance of the State Civil Apparatus (ASN). This position is filled by civil servants who have special expertise in certain fields and are not included in the structural position structure. The main objective of functional positions is to support more targeted management of human resources for the apparatus through competency improvement, capacity development, and training tailored to the needs of the organization.

The change in position certainly requires adjustments to competencies to be in line with the duties and responsibilities carried out, as will be discussed further in the interview results related to the Development of Competence of Human Resource Analyst Officials of the State Civil Service at the Civil Service and Human Resource Development Agency of Nunukan Regency. In 2022, the State Civil Service Agency held training in Bogor which included various programs, such as building a commitment to learning and e-learning orientation, program direction, pretest, and making a summary of training materials and follow-up plans (RTL). In addition, the training material also includes learning interactions (synchronous), civil service HR development strategies, policies for developing functional positions of civil service analysts, career development of civil service analysts, to employee planning and procurement. This training also includes performance management, employee competency and career development, dismissal and retirement, compensation, employee guarantees and protection, and employee information systems. Not only that, employee discipline, promotions and transfers, as well as the preparation of needs, appointments, and dismissals of functional positions of civil service HR analysts are also part of the material provided.

To deepen understanding, participants also received material on the implementation of functional job duties, preparation of innovative scientific papers, performance management and credit points, credit point preparation simulations, and closed with a discussion of the follow-up plan (RTL), post-test, and training evaluation. The legal basis for the formation of this functional position refers to Law Number 5 of 2014 concerning ASN and various government regulations related to personnel management. The existence of this position is very important

to ensure that ASN in Nunukan Regency have skills that are in accordance with the demands of the task and the development of the times, so that they can provide better quality and professional public services. However, its implementation still faces challenges, such as the limited number of experts and the lack of understanding of the role of functional positions among ASN. However, by strengthening the personnel management system, it is hoped that the quality of ASN in Nunukan Regency can continue to improve, so that they can contribute better to achieving the strategic goals of the organization and regional development.

Methods

This study adopts a qualitative approach as defined by Creswell, which states that qualitative research aims to understand social phenomena in a natural context by exploring the meaning, experiences, and perspectives of individuals in depth. This approach allows researchers to comprehensively explore how the functional competency of the Human Resources Analyst of Civil Servants is developed and implemented at the BKPSDM of Nunukan Regency. Through this approach, researchers can gain in-depth insight into the process, challenges, and effectiveness of the competency development program and its impact on employee performance. This type of research is descriptive qualitative. Qualitative descriptive research aims to provide a detailed and in-depth description of the phenomenon being studied without testing the hypothesis quantitatively. This study will collect data through in-depth interview techniques, observations, and documentation studies. Through interviews with Human Resources Analyst employees, BKPSDM managers, and other related parties, researchers will obtain data on the suitability of competencies to job demands and the effectiveness of existing competency development programs. In addition, observations and documentation studies will be conducted to understand the implementation of training and development programs, as well as the challenges faced in the process.

In this study, the management of the researcher's role is crucial to ensure the integrity and success of the study that adopts a qualitative and descriptive approach. As a data collector, the researcher is tasked with preparing research instruments such as interview guides and observation forms, as well as conducting in-depth interviews, observations, and systematic document collection to obtain relevant data on the suitability of competencies and the effectiveness of the development program. In his role as a data analyst, the researcher must organize and categorize the data obtained, apply qualitative analysis techniques to identify significant patterns and themes, and compile a narrative that describes the research results in detail.

In addition, the researcher acts as an interpreter and presenter of the findings, where they must connect the results of the analysis with the research questions and compile an informative and comprehensive report. The ethical aspect of research is also the responsibility of the researcher, who must ensure the confidentiality of information, obtain consent from informants, and maintain the integrity of the research throughout the process. The researcher also needs to manage time and resources efficiently, compile a realistic research schedule, and manage the budget well to ensure the sustainability of the study.

Finally, the researcher functions as a facilitator and communicator, facilitating discussions to obtain in-depth information from informants and communicating with stakeholders to ensure good cooperation. Effective management of these roles is essential to obtain valid data and research results that provide significant contributions to understanding and improving competency development at the Nunukan Regency BKPSDM. This research will be conducted at the Human Resources Development and Personnel Agency (BKPSDM) of Nunukan Regency, located at Jl. P. Antasari No.49, Central Nunukan, Nunukan District, Nunukan

Regency, North Kalimantan 7748, Indonesia. BKPSDM of Nunukan Regency is a regional government institution that is responsible for managing and developing human resources for civil servants. The research location includes the BKPSDM head office and several related work units that are relevant to the functional position of Human Resources Analyst for Civil Servants.

Result and Discussion

Competency Match with Job Demands and Responsibilities

How was the job equivalency process that you experienced?

Based on the results of the interview stated that:

"The job equivalency process is carried out through a formal mechanism according to central regulations. The selection of employees is based on the evaluation of qualifications and work experience. We ensure that the process is transparent and fair."

So based on the results of the interview, it can be concluded that the job equivalency process managed by the Head of BKPSDM has been running according to regulations and prioritizes transparency, although qualification assessment is still the main focus.

"This equivalency aims to make ASN more flexible in meeting the needs of the agency. However, we face obstacles in mapping employee competencies because the data is not fully integrated."

So, even though it has good intentions for ASN flexibility, employee competency mapping is a challenge that requires better data integration.

"This process is quite challenging, especially in adapting to new tasks. However, technical guidance from the agency helps accelerate our adjustment to the new position."

So based on the results of the interview above, it can be concluded that the job equalization process requires rapid adaptation from employees. Technical guidance is an important factor in helping employees carry out new tasks better.

"Additional training is very necessary because some new tasks do not match our initial competencies. I hope that these trainings can be more routine."

So based on the results of the interview above, it can be concluded that the need for additional training is very urgent to bridge the competency gap due to changes in tasks after job equalization.

"Equivalency provides great opportunities for development, but the lack of initial communication makes some employees confused about the new tasks they have to carry out."

So based on the interview results above, it can be concluded that: Job equalization opens up positive opportunities for employees, but ineffective communication before implementation causes confusion at the beginning of the transition period. Overall, from the results of interviews with several informants, it can be said that the job equalization process at the BKPSDM Nunukan Regency has been implemented with reference to applicable regulations, upholding the principles of transparency and fairness as the main foundation in its implementation. However, several major challenges were still found during the implementation process. One of these challenges is the lack of effective data integration for employee competency mapping, which causes difficulties in matching individual qualifications with the

demands and responsibilities of the new tasks assigned. In addition, there is an urgent need to provide additional relevant training so that the competency gaps that arise due to the transition of tasks can be optimally addressed. No less important, the lack of effective initial communication is also an inhibiting factor, resulting in confusion for some employees in understanding and carrying out their new roles. Thus, although this job equalization provides significant opportunities for employee development, efforts to improve aspects of training, data integration, and communication need to be carried out comprehensively to ensure more effective and sustainable implementation.

Suitability of competencies

"In my opinion, the competencies I currently have are sufficient to meet the demands and responsibilities of the position as Head of BKPSDM. With my educational background and experience, I feel capable of managing and developing human resources in this region. However, I also realize that the world continues to develop, both in terms of technology and policy. Therefore, I always try to improve my competencies, both through training and additional relevant education. For example, I take part in the latest training related to HR management policies and information technology which play an increasingly important role in our work."

So based on the results of the study, H. Sura'i feels that his competencies are in accordance with the duties and responsibilities of the position as Head of BKPSDM. However, he realizes the importance of continuing to develop himself, especially in the aspects of technology and regulations that are constantly changing. This reflects an awareness of the importance of updating skills in dealing with the dynamics in the field of HR management.

"I feel that the competency that I currently have is sufficient to meet the demands of my position as Head of Human Resource Development. As a head of the division, I have a deep understanding of HR management policies and the various challenges faced. However, I also realize that very rapid changes in technology and regulations require more skills, especially in terms of adaptation to new technologies and regulatory updates. Therefore, I continue to try to improve my knowledge, both in terms of information technology, HR management, and applicable regulations."

So based on the results of the interview above, it can be concluded that Hertati feels that her competency is in accordance with the tasks she is entrusted with, but she shows a commitment to continue updating her skills. This shows the importance of continuous development in terms of technology and regulations related to HR management in order to keep up with the times.

"I feel that the competency that I currently have is sufficient to carry out my duties as a Young Expert Analyst of Human Resources for Young Expert Apparatus. My educational background in the field of state administration is sufficient to support the tasks of policy analysis and management of human resources for civil servants. However, I realize that some technical aspects, such as the use of data analysis software and HR information systems, still need to be improved. Therefore, I plan to take further training to improve my skills in this field."

So based on the results of the interview above, it can be concluded that he feels that his competence has met the demands of the position he holds, but he realizes the need to hone technical skills, especially in the use of technology and data analysis. This reflects the importance of developing technology-based skills to support future HR analysis work.

"I feel that the competencies that I currently have are sufficient to support my duties as a Young Expert Analyst of Human Resources for Young Expert Apparatus. My background in economics is very helpful in terms of data analysis and HR management policies. However, I realize that in this job, there is a need to improve skills in terms of big data-based analysis and the use of information technology in data management. Therefore, I plan to take additional training related to data analysis and information technology."

Based on the results of the interview above, it can be concluded that Kasman feels that his competence is in accordance with the existing tasks, but he realizes the importance of continuing to deepen his skills in the field of data analysis and information technology. This emphasizes the importance of increasing technical capacity in data management and analysis to improve the quality of HR management.

Changes In Your Job Demands Since You Took Office

Based on the results of the interview:

"Since I took office as Head of BKPSDM, the demands for this position have indeed experienced several quite significant changes. One of the main changes is the increasing development of information technology used in the management of human resources of civil servants. In the past, work was more manual-based, but now almost all of it uses computer-based systems and digital applications. This requires me to better understand the existing HR information system and encourage the use of technology in personnel management. To overcome this change, I actively participate in training related to information technology and digital systems, and encourage my team to master technology that is relevant to our work."

To deal with this, he took proactive steps by participating in training related to technology and encouraging his team to also adapt to these changes.

"Over time, the demands of my position as Head of Human Resource Development have also changed, especially in terms of increasing transparency and accountability in HR management. The local government is increasingly demanding a more structured and measurable system in HR management. In addition, the policy of developing the competence of the apparatus is increasingly oriented towards concrete results, such as improving employee performance and implementing programs based on accountable data. To adapt to this change, I began to deepen my understanding of the use of big data in analyzing HR performance and conducting training for the team so that we can all manage data more effectively."

So based on the results of the interview, Hertati highlighted the changing demands related to transparency and accountability in HR management which are increasingly focused on the results and use of data. She addressed these changes by increasing her understanding of big data analysis and ensuring that her team also developed these skills.

"Since I joined as a Human Resources Analyst of Young Expert Apparatus, my job demands have increasingly focused on the use of technology and information systems for HR data analysis. In the past, analysis tasks were more manual and report-based, but now we use more software and applications to analyze employee performance data and formulate policies. To deal with this, I independently took training in the use of data analysis software and collaborated with the IT team to understand how technology can support more effective analysis work."

So, it was concluded that Charles said that his job demands had shifted from manual work to work that was more technology and data-based. He overcame this change by improving his technical skills in using data analysis software and working with the IT team to maximize the use of technology in HR analysis work.

Then according to Kasman, SE (JF Analyst of Human Resources for Young Expert Apparatus) stated that

"In my position, there has been a significant change in job demands, especially in terms of HR data management which is increasingly integrated with information technology systems. In the past, a lot of data management was done manually, but now everything must be integrated with a more sophisticated and digital-based system. I feel that my competence in data management is sufficient, but to adjust to these demands, I have taken training on personnel information systems and data analysis to strengthen my skills."

So based on the interview results above, it can be concluded that Kasman felt a significant change in the management of HR data which is now integrated with a digital system. To deal with it, he took training on personnel information systems and data analysis to improve his competence in dealing with technology-based demands.

Effectiveness of Competency Development Program

Development of skills and knowledge needed to carry out duties as an Apparatus Human Resources Analyst

Based on the results of an interview:

"I feel that the competency development program provided at the Nunukan Regency BKPSDM is quite helpful in improving my skills, especially in the use of information technology for HR data analysis. However, although the training that has been carried out provides a good foundation, I feel that there are still shortcomings in terms of mastery of more sophisticated software and information systems that are in accordance with the demands of my current job. Some of the training materials I received were very relevant, such as the use of data-based applications for performance analysis, but there were several aspects that were not yet so in-depth related to big data and predictive analysis."

Based on the results of the interview above, it can be concluded that H. Sura'i assessed that the competency development program that had been provided was quite good, but there was a need for further training in terms of mastery of more sophisticated software and information systems. Training on big data and predictive analysis is considered important to support her increasingly technology and data-based duties.

"The training that I have attended has provided sufficient knowledge needed to carry out my duties, especially those related to HR policies and the latest regulations. However, I feel that not all of these training programs are in accordance with the development of my duties which increasingly require technical skills in managing big data. A more in-depth training program on big data analysis and the use of more modern HR information systems would greatly help me to be more efficient in managing employee data."

Based on the results of the interview, Hertati admitted that the training received had provided a strong enough foundation, but she considered that there was a lack of technical skills related

to big data analysis and management of more sophisticated HR information systems. Therefore, more in-depth advanced training is needed to support her work. Then based on the interview results with Charles Tua Sitanggang, S.STP (JF Analyst of Human Resources for Young Expert Apparatus) stated that:

"The training I have received is very helpful in strengthening my understanding of the basics of HR management and public policies relevant to my work. However, in practice, I feel that further training on data analysis and data-based decision making is very necessary. Especially in terms of HR management which is increasingly based on technology and data. So, although the training that has been provided is sufficient, there is a need for more in-depth training on technology and information systems related to HR."

So based on the interview results, the informant felt that the training received was quite helpful in basic understanding, but he felt that additional training was needed on data analysis and data-based decision making to be more effective in managing HR which is increasingly based on technology and data. Further training on HR information systems and related technologies is very important.

"The training program at BKPSDM is very helpful in strengthening my understanding of the basics of HR management and public policies that are relevant to my work. However, for the technical aspects related to software and HR data processing, I feel that I am still lacking in terms of using more complex tools or applications. I hope that future training can focus more on developing skills in managing big data and more sophisticated information systems."

So, based on the results of the interview above, Kasman appreciates the training program provided, but feels that there are still shortcomings in the technical aspects, especially related to the use of more sophisticated software and HR data processing. He hopes that further training will focus on skills in managing big data and more modern information systems.

Based on the findings from interviews with informants, Job Equivalency at BKPSDM Nunukan Regency has been implemented through a formal mechanism that refers to central regulations. Employee selection is carried out based on evaluation of qualifications and work experience by upholding the principles of transparency and fairness. However, qualification assessment is still the main focus, and other competency aspects require more attention to support the effectiveness of the equivalency. This equivalency aims to increase the flexibility of the State Civil Apparatus (ASN) in meeting the needs of the agency. The main obstacle faced is the lack of effective data integration to map employee competencies comprehensively.

The process of adapting to new tasks is also a significant challenge. Technical guidance provided by the agency has helped accelerate employee adjustment to new positions. However, there is an urgent need for additional, more routine training to bridge the competency gap that arises due to the transfer of duties. In addition, the lack of initial communication before the implementation of the equivalency causes confusion among employees regarding their new duties. Effective communication is essential to clarify new roles and ensure employee understanding of the responsibilities that must be carried out.

The findings show that job equalization at the BKPSDM of Nunukan Regency has been carried out in accordance with regulations, upholding the principles of transparency and fairness. However, there are a number of major challenges, including the lack of data integration for competency mapping, the need for additional training to support adaptation, and suboptimal

initial communication. Nevertheless, this equalization provides significant opportunities for employee development and increases ASN flexibility in supporting organizational needs.

When compared to previous research by Ramadhani & Busiri (2024), there are a number of similarities and differences. Previous research shows that the arrangement of HR analyst functional positions at the BKPSDMD of Palu City is not in accordance with BKN Regulation Number 2 of 2022, with the main obstacles in the job arrangement process related to equalization. In contrast, the findings at the BKPSDM of Nunukan Regency show that regulations have been followed, but implementation challenges, such as lack of data integration, additional training, and communication, are major concerns.

The main similarity between the two studies is that the placement of employees in functional positions is considered quite good when viewed from the aspects of education, work experience, and work skills, although there are still some aspects that are not optimal. Both studies also agree that additional training is essential to support employee adaptation to their new tasks. However, the study at BKPSDM Nunukan Regency went into more depth in discussing the need for technical guidance, the importance of effective initial communication, and data integration, while the previous study focused more on the suitability of job formulation with regulations. Job equalization at BKPSDM Nunukan Regency shows progress compared to previous studies, especially in the implementation of regulations. However, challenges in implementation, such as lack of data integration, the need for additional training, and effective initial communication, still require attention. To ensure the continued success of equalization, organizations need to improve data integration for competency mapping, provide additional relevant training, and improve initial communication to help employees understand their new roles well. With these steps, it is hoped that the gap between formal regulations and technical implementation can be bridged, so that job equalization can run more effectively and have a positive impact on the organization.

The results of this study indicate that the competencies of officials at the Nunukan Regency BKPSDM have met the demands of their positions. However, there is an awareness of the importance of continuous competency development to face evolving challenges. Officials assess that their educational background and experience are sufficient to carry out their duties, but they emphasize the need for skill updates through additional training, especially in dealing with dynamic technological and policy developments. Technical skill development is a major concern. Several findings note the need to improve skills in the use of data analysis software, big data management, and more modern HR information systems. In addition, there is a need to deepen understanding of HR policies and regulations to support more effective HR planning and development. Awareness of the importance of adapting to new technologies and increasing data analysis capacity reflects a desire to remain relevant in the face of complex work dynamics.

Overall, employees at the Nunukan Regency BKPSDM show a high awareness of the importance of developing competencies in the fields of information technology, data analysis, and understanding policies. This is in line with the theory of Hasibuan (2017) which emphasizes that human resource development is one of the main components of HR management. This development not only helps improve the quality of individual performance, but also contributes to the overall effectiveness of the organization in dealing with changes in the work environment. When compared to previous research by Pratama (2023) on the equalization of administrator positions at the BKPSDM Bungo Regency, there are differences in focus and level of implementation. Pratama's research found that the equalization process in Bungo Regency was not optimal, with only three of the five equalization indicators being

implemented properly, namely data collection, job description development, and job specification development. This indicates weaknesses in the initial planning stage of equalization.

In contrast, this study shows that job equalization at the Nunukan Regency BKPSDM has been running according to regulations, although there are challenges in its implementation, such as technology integration, technical skills development, and policy understanding. The Nunukan study emphasizes the importance of competency development after job equalization, while Pratama's study focuses more on weaknesses in the early stages of planning. This study confirms that a holistic approach to HR management is essential to support the success of job equalization. Starting from careful planning, followed by the development of relevant competencies, to continuous evaluation, organizations can ensure the effectiveness of employee performance and meet strategic needs. Focusing on additional in-depth training, especially in technology-based data management and policy understanding, can help employees face increasingly complex work challenges. Thus, this study provides a strong view of the importance of adaptive and sustainable HR development in supporting the success of HR management in the government environment.

Conclusion

The competency of the Human Resources Analyst employees at the BKPSDM of Nunukan Regency has been in accordance with the demands of the position, but technological developments and the complexity of tasks require further training. They need to improve their skills in information technology, SIM-HR, and big data analysis to support data-based decision making. In addition, strengthening soft skills, such as communication and problem solving, is also needed to improve work effectiveness. Therefore, ongoing training in technology and data analysis is important so that employees can face challenges and improve performance in HR management.

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