
Employee Professional Improvement Model Civil State in Resource Staff Work Units State Police Human Power Republic of Indonesia

^{1*}Yudianto Adhi Nugroho, ²Nurliah Nurdin, ³Hamka

^{1,2,3}LAN Polytechnic Jakarta, Indonesia

^{1*}yudianto.an@gmail.com, ²nurliahnurdin@stialan.ac.id, ³iaicahamka@gmail.com

DOI: <https://doi.org/10.56457/jimk.v11i1.326>

Received: May 11, 2023

Accepted: May 28, 2023

Published: June 5, 2023

ABSTRACT

The purpose of this study was to analyze the factors or variables that most dominantly influenced the increase in civil servant professionalism and to apply the development of a strategic model to increase the professionalism of civil servants in the National Police's SSDM satker by using the concept of Strategic Human Resource Management theory from Noe, et al. The method used is the mixed method methodology. Data collection was carried out through questionnaires and interviews as well as document review. The results showed (1) the factors that most dominantly influenced the increase in the professionalism of civil servants in the National Police's SSDM satker were aspects of job design, selection, training and development, compensation, performance management and employee relations which had not been carried out optimally.

Keywords: Analysis, Professional, Human Resources, Aspect, Work Unit

INTRODUCTION

Given the high disruption of the bureaucratic environment that is currently taking place, the State Civil Apparatus (ASN) as the driving wheel of the bureaucracy needs to adjust the capabilities and competencies they have in order to be able to answer the challenges of change that are currently happening.(Firman Syah & Fahrani, 2019). The need for professional ASN human resources as the main element of the running of the bureaucracy is a logical consequence of the entry of the global world into the Industrial Revolution 4.0 era.(Benu, Yessi Susan Intan P. Putri et al., 2021)

In fact, the bureaucratic situation in Indonesia is still far from the achievements of other countries(Wardana & Meiwanda, 2017), both in terms of effectiveness and efficiency(Alamsyah et al., 2021). One of them can be seen through Indonesia's ranking in the Global Competitiveness Report assessment issued by the International Institute for Management Development (IMD),(Firmansyah & Kurniawan, 2018)which is not very good. Indonesia ranks 40th out of 63 countries measured in the IMD's World Competitiveness Rankings for 2020, down from 32nd last year. When

compared to other ASEAN countries, Indonesia is under Singapore, Malaysia and Thailand.(Asnawi, 2018)

The highest WGI score achieved in Indonesia occurred in 2017, namely the public service sector and independence with a score of 54.81 out of 100. This figure is higher, 0.98 points from the previous year's achievements. Another aspect that was considered good was voice and accountability (freedom of opinion and transparency) of 50.74, an increase of 3.33 points from the previous year. Meanwhile, the worst aspects are political stability and absence of violence/terrorism (political stability and zero violence or acts of terror) with a score of 29.05, rule of law (law enforcement) worth 40.87, and control of corruption (perceptions of officials) corrupt) as much as 48.08 points. In 2017, Indonesia has an Index score of 11.10 (0-30), making it part of the Top 50% for the "Inefficient Government Bureaucracy" indicator.

Government Effectiveness is assessed based on perceptions of the quality of public services, the quality of civil service and the level of independence from political pressures, the quality

of policy formulation and implementation, and the credibility of the government's commitment to these policies. With the fact that there is still a lack of WGI Indonesia ranking scores, it means that the perceptions of the Indonesian people regarding the quality of public services, the quality of civil service and the level of independence from political pressure, the quality of policy formulation and implementation, and the credibility of the Indonesian government's commitment to policies are still low, so that it gives an insignificant value. good in WGI assessment.

The problems related to the professional performance of the Indonesian bureaucracy above certainly require efforts to improve performance. In this case the Civil Servant (PNS), which is the main or most important element of Human Resources (HR) for the State Civil Apparatus (ASN), has a role as the main driving force for the performance of the government bureaucracy in Indonesia. A civil servant who is able to play this role is a civil servant who has competence, which is indicated by his attitude and behavior which is full of loyalty and obedience to the State, is moral, and has a good mentality, and is professional. The PNS or ASN profession is one of the most popular jobs in Indonesia. Based on data from the Central Statistics Agency (BPS) taken from the PNS Statistics Book 2021, currently the total number of civil servants in Indonesia has reached 4,081,824 people.

The objectives of this research are expected to be: 1). Analyzing the causes of non-optimal increase in the professionalism of civil servants in the National Police's SSDM satker, 2). Implementing the development of a strategy model to increase the professionalism of civil servants in the National Police's SSDM satker. Besides that, based on previous studies conducted by (Haryadi et al., 2022; Setiawan, 2019) which discussed "Work Motivation on the Performance of TNI-AD Civil Servants in Improving the Quality of Internal Services at the Kodim Office 0611 Rem 062/Tn with the research location at the Kodim Office 0611 / Garut Rem 062/TN. The results of this study are the sub-hypotheses showing that work motivation has

a positive and significant effect on the performance of civil servants in the Indonesian Army.(Setiawan, 2019).

Meanwhile, the second study was conducted by (Akbar & others, 2014) which discussed "The Influence of Ability, Motivation and Job Satisfaction on the Performance of Civil Servants in the Tambaksari Subdistrict, Surabaya." civil servants is not proven to have a significant effect on improving the performance of civil servants in Tambaksari District, Surabaya. Motivation has not been proven to be a benchmark that can determine significant changes in performance. Nevertheless, the research findings confirm that motivation has a positive influence on the performance of civil servants in the Tambaksari District, Surabaya.(Akbar & others, 2014)

METHOD

To gain an understanding of the focus of this research, researchers used qualitative and quantitative approaches (mix methods). This method is in accordance with the research theme because it provides data that is not only in the form of narratives but also objective data obtained through questionnaires, so that the research data is more comprehensive. The theme raised in this study is the Model for Increasing the Professionalism of Civil Servants in the National Police's SSDM Satker. Through a quantitative approach, this study was conducted to determine the factors that influence the level of professionalism of civil servants in the National Police's SSDM Satker by distributing questionnaires based on theoretical aspects of Noe, et al.

The dimensions of professionalism that will be examined are focused on dimensions that are not yet optimal according to the recapitulation of the results of the 2020 PNS Polri Professionalism Index Measurement, namely the Qualification dimension and the Competence dimension and the Performance dimension as contained in the attachment to the letter of the Minister for Administrative Reform and Bureaucratic Reform Number: B/66/M.RB .06/2021 dated March 31,

2021, concerning the results of the 2020 Evaluation of the Implementation of Bureaucratic Reform. As for the Discipline dimension, no research was carried out because there was no data on disciplinary violations that had ever been committed by PNS SSDM Polri. (Noe et al., 2023)

RESULTS AND DISCUSSION

The professionalism of PNS SSDM Polri is a condition formed by factors that can increase and factors that can reduce the professionalism of PNS SSDM Polri. Based on the results of the National Police PNS Professionalism Index Measurement, the factors that determine the professionalism of SSDM Polri PNS are the dimensions of qualification, competence, performance and discipline of PNS SSDM Polri, but based on the calculation results of the BKN attached to the letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number: B/66/M .RB.06/2021 dated March 31, 2021, regarding the results of the 2020 Evaluation of the Implementation of Bureaucratic Reform, there are 2 (two) dimensions that are the cause of the poor professionalism index of SSDM PNS, namely the dimensions of the qualifications and competence of PNS Polri which are still low.

The problem with the poor professionalism index of PNS SSDM Polri is that until now the management of PNS Polri has not been fully successful and is not in accordance with Law Number 5 of 2014 concerning the State Civil Apparatus. The professionalism of civil servants in Article 1 point (5) of the Regulation of the Minister of Administrative Reform of the State for Bureaucratic Reform Number 38 of 2018

concerning the Measurement of the Professionalism Index for the State Civil Apparatus is defined as the quality of professional members of their profession and the degree of knowledge and expertise they have to carry out their duties. So that in this case it can be followed up regarding the ASN Professionalism Index in the form of suitability between qualifications, competence, performance and discipline of PNS SSDM Polri in carrying out their duties.

To detect the effect of the qualifications of PNS SSDM Polri and the competence of PNS SSDM Polri on the professionalism of PNS SSDM Polri, a hypothesis test was carried out with the following description:

1. Outer Model Test

The outer model functions to see the suitability between the variables and the indicators. To detect the effect of the qualifications of PNS SSDM Polri and the competence of PNS SSDM Polri on the professionalism of PNS SSDM Polri, a validity test was carried out on the factors that influence the professionalism of PNS in the Satker SSDM Polri, namely aspects of job design, employee planning, selection, training and development, compensation, Performance Management, Employee Relations and PNS Professionalism.

a. Validity test

A reflective indicator is declared valid if it has a loading factor above 0.5 for the intended construct based on the variable dimension by looking at the significance of the weight ($t = 1.96$). The results of the validity evaluation are arranged in the table as follows:

Table 1. Test the validity of aspects of job design, employee planning, selection, training and development, compensation, performance management, employee relations and civil servant professionalism

Validity	Influence	Test Results	Test Criteria > 0.5
<i>(Convergent Validity)</i>	Job Design	1,000	Valid
	Employee Planning	1,000	Valid
	Skills	0.939	Valid
	Knowledge	0.928	Valid
	Compensation	1,000	Valid
	Work result	0.891	Valid
	Promotion	0.902	Valid

Work target	0.691	Valid
Employee Relations	1,000	Valid
Training	1,000	Valid
Civil servant professional	1,000	Valid

Source: SmartPLS 3.3 output, 2022

The results of the data processing analysis show that the construct used to form a research model, in the process of confirmatory factor analysis has met the predetermined criteria. The probability value in this analysis shows a value above the significance limit, which is 0.05. From the results of the data processing above, it is also seen that each indicator or dimension forming the latent variable shows good results, namely with a high loading factor value where each indicator is greater than 0.5. With these results, it can be said that the latent variable forming indicators on the dimensions of job design, employee planning, selection, training and development, compensation,

Performance Management, Employee Relations and PNS Professionalism have shown good (valid) results.

b. Reliability Test

After being tested for validity and it was stated that the variables and indicators were valid, a reliability test was carried out. The reliability test is carried out by looking at the composite reliability value of the indicator block that measures the composite reliability construct results which will show a satisfactory value if it is above 0.70. The results of evaluating the reliability of the outer model can be seen in the table by evaluating the value of Cronbach's Alpha and composite reliability. Here are the values:

Table 2. Reliability test of job design, employee planning, selection, training and development, compensation, performance management, employee relations and civil servant professionalism

Validity	Test Results		Test Criteria > 0.70
	Influence	loading	
<i>Composite Reliability</i>	Job Design	1,000	Reliable
	Employee Planning	0.871	Reliable
	Selection	0.908	Reliable
	Compensation	1,000	Reliable
	Performance Management	0.871	Reliable
	Employee Relations	0.908	Reliable
	Training	1,000	Reliable
	Civil servant professional	1,000	Reliable

Source: SmartPLS 3.3 output, 2022

Based on the table above, it shows that all variables are declared reliable because the value of Cronbach's Alpha and Composite reliability is above 0.70 so that it can be said that the constructs on all variables have good reliability.

2. Evaluation of the Inner Model

The significant evaluation results of the Inner Model are regulated in the Smart PLS 3.3 Output below by evaluating the reflection of the loading factor values between latent variables. Then proceed with the results of calculations using PLS it

is found that the dominant factors that most influence the professionalism of civil servants in the National Police's SSDM Satker are job design aspects, employee planning aspects, selection aspects, compensation aspects, performance management aspects, training aspects and Employee Relations aspects. This is evidenced by the results of research findings on the relationship between the dimensions of job design, employee planning, selection, training, compensation, performance management, employee relations and civil servant professionalism as follows:

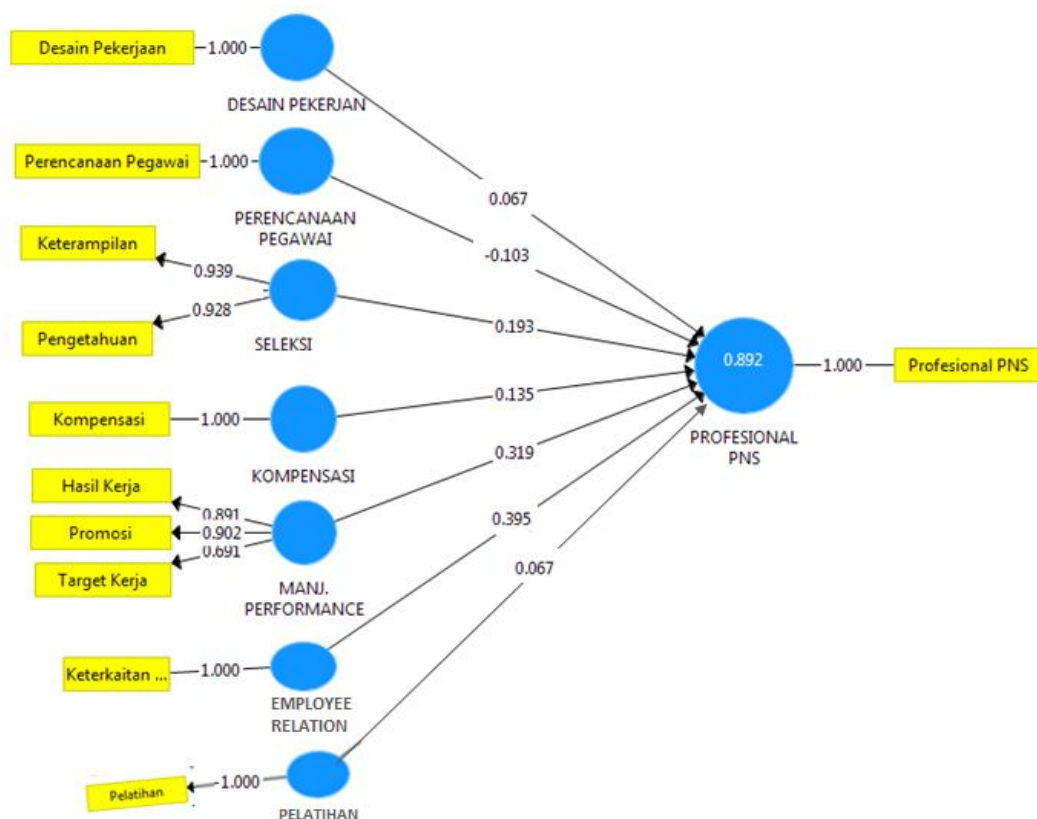


Figure 1. Inner Model: Loading Factor The influence of job design, employee planning, selection, training, compensation, Performance Management and Employee Relations on the Professionalism of Civil Servants.

a. Evaluate the value of R Square (R²)

The Inner Model test is then carried out by testing the structural model by looking at the R-Square. Evaluation of the inner model is done by looking at the Coefficient of Determination. The coefficient of determination aims to measure how far the model's ability to explain the variance of the dependent variable. The value of the coefficient of determination is between 0 and 1. The value of R² explains how much the hypothesized independent variables in the equation are able to explain the dependent variable. Based on Figure 4.3 above, R Square has a value of 0.892. This indicates that there is a simultaneous

influence on job design variables, employee planning, selection aspects, training aspects, compensation aspects, performance management aspects and Employee Relations aspects on civil servant professionalism by 89.2% while the rest is 10,

b. Statistical T Test (Bootstrapping)

This is evidenced by the research findings for the Statistical T test (Bootstrapping) the link between the dimensions of job design, employee planning, selection, training, compensation, Performance Management and Employee Relations on the Professionalism of Civil Servants as follows:

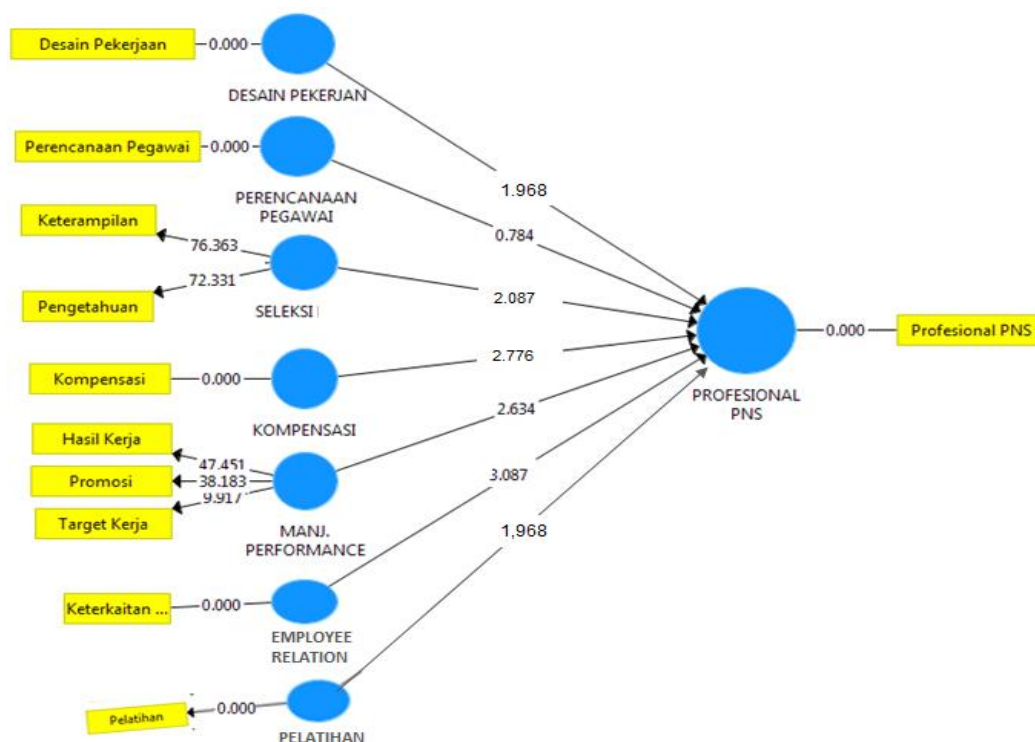


Figure 2. Inner Model: T Statistics Influence of job design, employee planning, selection, training, compensation, Performance Management and Employee Relations on Civil Servant Professionalism

The picture above states that the value of the T-statistic is reflected in the variables, mostly > 1.96. It can be seen that there are 6 (six) variables that have a t-statistic value greater than 1.96 and a P-value lower than the alpha value (5%), namely job design aspects, selection aspects, training aspects, compensation aspects, performance management aspects and aspects of Employee Relations. So that H0 is rejected and Ha is accepted because the T-Statistic value is far above the critical value (1.96) so that all paths are significant at 5%. This means that job design aspects, selection aspects, training aspects, compensation aspects, performance management aspects and Employee Relations aspects have a significant influence on the low professionalism of civil servants in the National Police's SSDM. While the employee planning aspect variable has a value less than 1, 96 and the P-value is greater than the alpha value (5%). so that H0 is accepted and Ha is rejected because the T-Statistic value is far below the critical value (1.96) so that the path is not significant at 5%. This means that the employee planning aspect has no

significant effect on the low professionalism of civil servants in the National Police's SSDM.

CONCLUSION

The conclusions put forward in order to answer this research question, After conducting an analysis of increasing the professionalism of PNS SSDM Polri using the theory of Strategic Human Resource Management which includes several aspects, one of which is the aspect of job design, the design of PNS work has not been optimal in increasing the professionalism of PNS due to the process of analyzing the ability of PNS to carry out work in accordance with the competency needs of the job or where there is no database related to data collection or mapping of the abilities or skills of PNS SSDM POLRI from the results of analysis of the SSDM Renmin Bag even though this work capability analysis is very important for unit or organization leaders as a guideline for providing training. Furthermore, at this time there is also no effort by the work unit leadership to identify work

outputs as the basis for providing training, so that the training provided is not based on the type of work which is the main task of PNS SSDM POLRI.

REFERENCES

- Akbar, D. R., & others. (2014). Pengaruh Kemampuan, Motivasi dan Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil di Lingkungan Kecamatan Tambaksari Surabaya. *Jurnal Kebijakan Dan Manajemen Publik*, 2.
- Alamsyah, K., Niken Prastiwi, E., & Salamah, U. (2021). Implementasi Kebijakan Penyelenggaraan Program Jaminan Kesehatan Daerah Kota Bekasi. *Kebijakan: Jurnal Ilmu Administrasi*, 12(2), 107–121. <https://doi.org/10.23969/kebijakan.v12i2.3755>
- Asnawi, A. (2018). Produktivitas Rakyat dan Daya Saing Indonesia di Pasar Internasional Sebagai Upaya Mendukung Tercapainya Pembangunan Nasional. *Jurnal Ilmiah Administrasi Bisnis Dan Inovasi*, 2(1), 195–208. <https://doi.org/10.25139/jai.v2i1.1151>
- Benu, Yessi Susan Intan P. Putri, S. M. S. S., Siswahyudianto, Hartanto, Cahya Fajar Marginingsih, Budi Ria Agus, S., Maharani, I. A. K., & Abdurrohman. (2021). *HUMAN RESOURCE MANAGEMENT (HRM) IN INDUSTRY 5.0* (1st ed.). Zahir Publishing.
- Firman Syah, A., & Fahrani, N. S. (2019). Rencana Suksesi Pegawai Negeri Sipil di Era VUCA. *Civil Service: Jurnal Kebijakan Dan Manajemen PNS*, 13(2), 1–14.
- Firmansyah, R., & Kurniawan, D. T. (2018). Pengaruh Transformational Leadership Terhadap Kinerja Karyawan di Instansi Pemerintahan. *Jurnal Istiqra : Jurnal Hukum Islam, Ekonomi Dan Bisnis*, 7(1), 65–77.
- Haryadi, R. N., Sunarsi, D., Erlangga, H., Nurjaya, N., & Hamsinah, H. (2022). Pengaruh Komunikasi dan Motivasi Terhadap Kepuasan Kerja Karyawan PT Timur Jaya Prestasi Cileungsi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(3), 702–709.
- Noe, R., Hollenbeck, J., Gerhart, B., & Patrick, W. (2023). *Human Resource Management: Gaining a Competitive Advantage* (13th ed.).
- Setiawan, H. W. (2019). Motivasi Kerja Terhadap Kinerja PNS TNI - AD Dalam Meningkatkan Mutu Pelayanan Internal Di Kantor Kodim 0611 Rem 062 / Tn (Penelitian di Kantor Kodim 0611 / Garut Rem 062 / TN). *Jurnal Publik*, 13(2), 78–85.
- Wardana, D., & Meiwanda, G. (2017). Reformasi Birokrasi Menuju Indonesia Baru, Bersih Dan Bermartabat. *Jurnal Pemerintahan, Politik Dan Birokrasi*, 3(1), 331–336.