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## APPARATUS HR COMPETENCY IMPROVEMENT THROUGH UTILIZATION OF INFORMATION AND COMMUNICATION TECHNOLOGY

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### Abstract

<b>Article Info</b> Received: 30/11/2021 Revised: 12/12/2021 Accepted: 21/12/2021	This study aims to investigate and analyze the impact of the use of Information and Communication Technology (ICT) on increasing the competency of Human Resources (HR) of personnel in an organization. Improving the competence of HR apparatus is a crucial factor in dealing with changes in an increasingly dynamic and complex work environment. This research uses a qualitative descriptive approach. The results of the study show that the use of Information and Communication Technology (ICT) in increasing the competence of State Civil Apparatus (ASN) human resources is very important to support e-Government transformation and improve the quality of public services. Through ICT training, ASN can learn independently, collaborate effectively, and manage personnel information more efficiently. With planned preparation, maturation, consolidation, and utilization stages, ICT training systematically increases ASN competence in dealing with information and communication technology challenges in a modern public service environment.
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Keywords: Competency improvement, HR apparatus, Information and Communication Technology.

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### 1. INTRODUCTION

Human resources are required as the organization's most essential and valuable asset and a very central factor in order to realize good governance based on the development of information and communication technology (Hasanudin, 2023a). This is necessary in order to realize good governance based on the development of information and communication technology. Regardless of the shape and function, the organization is constructed on the basis of a variety of ideas for the betterment of humankind, which, in the course of their execution, are managed and managed by humankind. According to Yulianah (2022), persons are therefore a key crucial aspect in all operations that organizations engage in.

If an organization has a solid foundation, which is represented in all of the processes that take place inside the company, then having the appropriate competence is one of the factors that defines the superiority of achievement that can be claimed by the organization. (Marthalia & Anisah, 2020). The ability to do something well leads to a greater and more effective performance. This indicates that performance and competence are closely intertwined with one another. According to Tsauri (2014), an organization's success can be directly correlated to the degree to which its personnel are knowledgeable in the areas in which they work.

To overcome the limited competence of human resources in government agencies, both central and regional governments, the relevant government has instructed its staff to utilize information and communication technology as a way to reform the bureaucracy and improve public services. Although in practice, this policy is still quite far from the expected results (Katharina, 2021).

The ability to utilize information and communication technology will increase employee competitiveness and also have a positive impact on the resulting performance. To become a good performing employee, several important factors must be possessed by the employee. Employee performance is very closely related to the competence of these employees in completing their work.

Government agency employees are employees who most often receive evaluation from the public (Hasanudin, 2023b).

Separate government agencies are often labeled as unfavorable because they often provide unsatisfactory services and require quite long bureaucratic arrangements. An information and communication technology can have a positive impact on employee performance, so this technology must be used appropriately and must be compatible with the tasks supported (Maesaroh & Sopian, 2018).

Utilization of Information and Communication Technology (ICT) has become one of the effective strategies to improve the competence of HR personnel. ICT has brought fundamental changes in various aspects of life, including in the context of government organizations. The use of ICT can accelerate access to information, facilitate interactive learning, enable effective team collaboration, and increase adaptation to technological change (Powa et al, 2021).

However, even though the potential of ICT in improving the competence of human resources has been recognized, there are still challenges that need to be overcome in implementing the use of ICT effectively. Some of these challenges include a lack of awareness of the benefits of ICT, limited access to and skills in using technology, as well as changes in the organizational culture needed to support the use of ICT. In this context, this study aims to investigate and analyze the impact of using ICT on increasing the competence of human resources in a government organization. This research will also involve the identification of factors that support or hinder the application of ICT in improving the competence of HR personnel.

The results of this study are expected to provide valuable insights and recommendations for government organizations in developing effective strategies for using ICT to increase the competence of human resources for apparatus. Thus, this research has high relevance in the context of human resource development and better public services. Through a better understanding of the role of ICT in improving the competency of human resources, it is hoped that government organizations can optimize the use of this technology to achieve better efficiency, productivity and quality of service.

## 2. LITERATURE REVIEWS

### A. Apparatus ADM Competency

(Mustopadidjaja, 2002) defines apparatus HR competence (PNS) as the abilities and characteristics possessed by a civil servant in the form of knowledge, skills, attitudes, and behavior that are required to perform the duties of his position. The HR competence of an apparatus is the capacity of the apparatus to perform the assigned duties. Regional government administration is fundamentally dependent on the competence of apparatus human resources. Humans are subjects in all governmental activities (Masdar et al., 2009).

Apparatus HR Competence, defined as the ability of individual apparatus/employees to carry out work duties or positions properly and successfully. Concretely, the competency variable for HR apparatus/employees is measured from the following indicators :

- a. Ability of knowledge, seen from the level of formal education possessed and its relevance to the field of duties/positions;
- b. Skills ability, seen from the education and training (training) positions that have been attended, both structural training, technical/functional training, and other training.
- c. Attitude/behavior abilities, namely attitudes and behavior of employees facing and carrying out tasks/jobs or positions such as creativity, cooperation, discipline, responsibility, honesty, and others.

### B. Information and communication technology

Information and communication technology (ICT) is defined by Fauziah and Hedwig (2010) as "the application of computing resources for the purposes of acquiring, transmitting, retrieving, and disseminating information and communicating with others." Meanwhile, as outlined by Munir (2010), information and communication technology encompasses a wide range of disciplines and methods for

managing and processing data for use in automating processes across the social, economic, educational, and cultural spheres of human existence.

Another definition of ICT offered by Munir (2010) is that it is any technology used to process, process, obtain, assemble, and alter data in numerous ways to generate high-quality information. Information that is timely, accurate, and relevant is considered to be of high quality. Individuals and organizations in the commercial, government, and nonprofit sectors, among others, use this data to take strategic actions. The preceding definitions suggest that information and communication technology (ICT) is a set of tools used to collect, organize, store, manipulate, and process information in order to make it useful, accessible, and up-to-date for people.

### 3. METHODS

A qualitative descriptive research is a method of research that produces descriptive data in the form of written or spoken words from the people and actors observed, directed from the background of the individual as a whole (holistic) without isolating individuals and their organizations in variables but seeing it as part of a whole. This type of research method is also known as a research procedure that produces descriptive data in the form of written or spoken words from the people and actors observed. According to Sugiyono (2014), qualitative research is also frequently referred to as the ethnographic method, the phenomenological approach, or the impressionistic method. In a broad sense, the ideas of descriptive analytic and descriptive analysis serve as the foundation for this research. The term "descriptive analysis" refers to a type of analysis that focuses on finding solutions to issues that are occurring in the here and now. Because the purpose of this study is to determine the extent to which apparatus HR competency may be increased through the utilization of information and communication technology, the term "analytic" is used to describe the nature of this research.

### 4. RESULTS AND DISCUSSION

Competency-based Human Resource Management is HR management in which the placement of individuals in certain positions or positions is based on information on the competency requirements of a position, which have previously been analyzed and measured aspects that are likely to greatly influence the success or effectiveness of completing work tasks assigned to that position. It is believed important to increase the competency of service human resources in order to improve the quality of public services. This is the case despite the fact that the Human Resources (HR) service apparatus have a strategic function as a driver (critical leverage) of bureaucratic reform (Herman, 2011).

It is important to be supported by reliable service human resources (HR), as well as the availability of facilities and infrastructure, including support for information and communication technology (ICT) (Hasanudin, 2023c). This is related to the efforts that are being made to improve the quality of public services. As a result, improving service quality requires a primary focus on service human resources, since these resources are the fundamental factor in determining the level of success achieved by public service organizations. In this context, firms that provide public services have a responsibility to seek out potential employees, place them in appropriate positions, and use the concept of "putting the right man in the right place," which refers to selecting the appropriate individual for each kind and style of service.

As a result of this, it is imperative to put out efforts that are consistent and ongoing in the form of training that is centered on information technology. The field of Information and Communication Technology, sometimes known as ICT, is one that is required of public employees in many different aspects of their jobs. Therefore, not only does it fall within the purview of ICT ministries or other technical organizations, but it also falls under the purview of municipal and provincial governments, as well as central and regional agencies.

The transition to an electronic government is the primary driver behind the growing demand for technical training in the information and communications technology sector. According to Presidential Instruction (Inpres) Number 3 of 2003 establishing the National Policy and Strategy for E-Government Development, this is the case. It is mentioned in the Presidential Instruction that there are a total of six (6) different methods that need to be executed in order to successfully fulfill the e-government strategic

objectives. The fifth of the six strategies is to enhance human resource capacity in both the central government and the autonomous regional government. This approach should be accompanied by an increase in the level of e-literacy among the population.

Through the implementation of Presidential Instruction 3/2003, it is hoped that the development of human resources in the ICT field can become a priority for the government and strengthen the competency base of ASN in supporting e-Government transformation. With proper education and training, implementing apparatus and heads of units/agencies can play a more active role in dealing with the challenges posed by information and communication technology. Meanwhile, efforts to transfer ICT knowledge and skills to the public can also help build a society that is more digitally skilled and actively participates in the use of information and communication technology for personal and social interests.

To support efforts to increase the capacity of information technology-based apparatus human resources through ICT training, it can be formulated in four interrelated stages. The first stage is the Preparatory Stage, in which identification of ICT training needs is carried out based on an analysis of the gap between the skills possessed by the apparatus and the existing needs. This stage involves determining the training program, choosing the right method and approach, and preparing an implementation plan.

After the Preparation Stage, it is continued with the Maturation Stage. At this stage, the curriculum and training materials are prepared according to the needs of the apparatus. This process involves developing training modules, developing relevant training materials, and selecting an effective evaluation method. In addition, this stage also involves the selection and training of qualified instructors to convey the material well to the participants.

The next stage is the Consolidation Stage, where intensive ICT training is carried out for apparatus. At this stage, trainees will be given an in-depth understanding of information and communication technology that is relevant to their assignments. The training is carried out through a combination of theory sessions, case studies, practical exercises, and simulations. During this stage, participants are also given the opportunity to put into practice the skills they learn through small projects or related assignments.

The final stage is the Utilization Stage, where trainees are given the opportunity to apply the knowledge and skills they have acquired in their daily work context. At this stage, they are expected to be able to implement information and communication technology in carrying out their tasks more efficiently and effectively. In addition, the use of ICT can also help them to innovate, collaborate and communicate better.

Through these four stages, namely the Preparation Stage, the Maturation Stage, the Consolidation Stage, and the Utilization Stage, ICT training can systematically improve the competence of human resources for apparatus in dealing with challenges and demands related to the use of information and communication technology in the context of public services and government modern.

Utilization of Information and Communication Technology (ICT) can make a significant contribution to increasing the competency of the Human Resources (HR) of the State Civil Apparatus (ASN). First, the use of ICT in the form of e-learning platforms and online training provides flexibility to the State Civil Apparatus (ASN) in accessing learning materials. ASNs are no longer limited by a certain location and time to attend training, because they can access it via a computer or mobile device whenever needed. Interactive learning modules, video tutorials and online exams also help ASN learn material in a more interesting and interactive way. They can learn at their own pace and have complete control over the learning process, allowing them to focus on areas that need improvement.

Second, the use of ICT in online training provides an opportunity for ASN to carry out independent and continuous learning. ASNs can set their own study schedule and choose the material they want to study according to their interests and needs. With easy access to learning resources, ASNs can continue to improve their skills and knowledge without having to depend on formal training schedules. ASNs can continue to expand their knowledge and improve their competencies in line with developments and changes in their work environment. In this way, they can stay relevant and adaptive in dealing with the demands and changes that occur in their work environment.

Third, the use of ICT in ASN training also facilitates effective collaboration and team work. With communication tools such as instant messaging, email, and video conferencing, ASNs can easily communicate with each other, share information, and discuss projects or tasks being worked on. Geographical distance limitations are no longer an obstacle in collaborating, so work teams can connect in real-time without having to physically gather. ASNs can use online collaborative platforms to share documents, store information, and work together on the same project. With easy access to the information and documents needed, ASN can work synergistically, avoid duplication of work, and speed up the work process.

Fourth, the use of ICT in managing personnel information allows for high efficiency in managing ASN data. With an integrated ASN database, payroll system, and ICT-based attendance management, the process of collecting, processing and maintaining employee data becomes easier and more efficient. Personnel data such as work history, qualifications, certifications, and performance evaluations can be accessed quickly and accurately. Through a staffing information system supported by ICT, decision-making related to employment becomes more effective. Information needed for career development and employee placement can be accessed easily. In addition, the ICT-based payroll system ensures that the ASN payroll process is carried out in a timely, accurate and in accordance with applicable regulations. All employee attendance data, including leave, permits and absences, can be integrated into the system to facilitate management and monitoring of attendance.

## 5. CONCLUSION

Utilization of Information and Communication Technology (ICT) in increasing the competence of State Civil Apparatus (ASN) human resources is an important step in supporting e-Government transformation and improving the quality of public services. Through ICT training, ASN can access independent learning, collaborate effectively, and manage personnel information more efficiently. By paying attention to the preparation, maturation, consolidation, and utilization stages, ICT training can systematically improve ASN competence in facing the challenges of information and communication technology in a modern public service environment. Utilization of Information and Communication Technology (ICT) in increasing the competence of State Civil Apparatus (ASN) human resources is an important step in supporting e-Government transformation and improving the quality of public services. Through ICT training, ASN can access independent learning, collaborate effectively, and manage staffing information more efficiently. By paying attention to the preparation, maturation, consolidation, and utilization stages, ICT training can systematically improve ASN competence in facing the challenges of information and communication technology in a modern public service environment.

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