



# **STRATEGY FOR IMPROVING THE PROFESSIONALISM OF STATE CIVIL SERVICES BY THE REGIONAL SERVICE AGENCY AND HUMAN RESOURCES DEVELOPMENT OF BANJAR DISTRICT**

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## **Abstract**

This study aims to determine the level of professionalism of ASN, factors that affect ASN professionalism, factors that hinder ASN professionalism and strategies for increasing ASN professionalism by the Regional Personnel Agency of Banjar Regency. The method used in this research is qualitative, where the research is descriptive in the form of written or spoken words, with the key instrument being the researcher. The selection of informants was carried out by purposive sampling, namely the Regional Head, Regional Secretary, Inspector and Head of the Regional Personnel and Human Resources Development Agency. This research was conducted in Banjar Regency, especially the Regional Personnel and Human Resources Development Agency. The results of research that have been carried out, that ASN in Banjar Regency still has a low level of professionalism, measured based on 4 (four) dimensions, namely qualification, competence, performance and discipline. Factors that affect the professional level are qualifications that do not match needs, competencies that do not match the position, lack of competency development and suboptimal performance. Factors that hinder the realization of ASN professionalism are the absence of job analysis, ASNs who do not understand the positions they hold, there is no competency measurement, competency development is not according to needs, limited budget, unfair compensation, there is no justice enforcement of the rules, low ASN motivation and lack of responsibility employees to be professional.

**Keywords:** State Civil Apparatus, Qualification, Competence, Performance, Discipline.

## INTRODUCTION

Professional human resources in an organization are the main capital in creating a good bureaucracy (Kalangi, 2015). Reliable human resources will be able to carry out their duties and functions as administrators of government administration (Nurillah & Muid, 2014). Bureaucratic reform can be realized with sustainable development and community services carried out by the State Civil Apparatus (ASN) in accordance with their expertise (Hayat, 2020). The Regional Personnel and Human Resources Development Agency of Banjar Regency has the task of assisting the Regional Civil Service Supervisory Officer in carrying out the management of the State Civil Apparatus, which includes procurement, coaching and employee welfare, employee career development and employee competency development.

Based on the Strategic Plan of the Banjar Regency Regional Personnel Agency for the 2016-2021 period, several issues that exist in the Banjar Regency environment are mentioned, namely important strategic issues to pay attention to, including the lack of Professional and Reliable Apparatus Resources. According to Erpina & Idris (2017), to realize this, it is necessary to increase the capacity of qualified, professional and proportional apparatus resources in carrying out job duties and positions. According to Maarif (2010), with the competence (knowledge and skills) of regional civil servants possessed, they will be able to realize excellent service in the field of staffing.

The Regional Personnel and Human Resources Development Agency is a regional apparatus organization according to its main duties and functions, namely managing personnel administration services and training with systems and procedures regulated in laws and regulations which include planning (formation), requirements for appointment, placement and transfer, education and training, remuneration, dismissal, sanctions (punishment) and rewards, and pensions (Bororing et al., 2016; Pebrianto & Mulyono, 2021; Fanghoy, 2013).

Banjar Regency is always faced with the problem of how to build good governance and clean government. ASN which is expected to be a motivator and at the same time become a catalyst for the rolling of development, is not able to carry out its role as a modern ASN, not only prioritizing the ability to carry out organizational tasks and functions but also being able to respond to community aspirations into organizational activities and programs and able to give birth to new innovations aimed at to facilitate organizational performance and as part of the form of a professional ASN.

The low motivation to make changes and innovations occurs as a consequence of the unprofessional top leadership managerial style and even tends to still use old or unmodern patterns, is too rigid in making a policy, so that the middle and lower levels of ASN are afraid to take action and take steps. a new step in efforts to improve public services (Utaminingsih, 2014; Sulistya, 2008). The low desire to make changes and innovations in this case is also caused by a managerial style that is not conducive to the creation of a responsive and innovative bureaucracy (Kariono, 2011; Halimah, 2021). It is not surprising that the work ability of the organization and its staff is low (Wahyuni, 2018). To maintain his power, all changes that occur in terms of science, computer technology, information technology, are considered a threat to the continuity of his career and position (Wardan, 2019; Riniwati, 2016; Kristiawan et al., 2019).

Good or bad services to the community provided by ASN are closely related to the ability and quality of the ASN itself (Rompas et al., 2020). Apart from being formed through the development and improvement of individual knowledge and expertise, ASN's capabilities are also greatly influenced by the organizational system such as work orientation, organizational structure, leadership model and awards received by ASN (Saifuddin, 2021).

Another thing that is the underlying cause is where the employee management process often ignores aspects of meritocracy and organizational needs (Kariono, 2011; Sulistya, 2008). It is not surprising that in practice, the Banjar Regency Government is often overwhelmed in anticipating any changes and new aspirations. The impact of that is a decrease in the quality of the organization's work and the quality of service to the community (Azwar, 2013). As has been explained that ASN tends to be reluctant to make changes and innovations, apart from being caused by the managerial style in public organizations, this pathology is also caused by the climate and conditions in bureaucratic organizations that tend to provide incentives to loyal employees or their closeness to officials rather than employees who are not. creative and innovative.

The problem faced by ASN in the Banjar Regency Government is the lack of competency development for ASN, so as an effort to improve various weaknesses and anticipate environmental changes, a thought is needed to build ASN that is reliable, professional and upholds the values of honesty and professional ethics in carrying out their duties and responsibilities. Its function is as an organizer of development activities and service providers to the community.

Given the importance of the role of ASN in carrying out its roles and functions, it is necessary to find and formulate a strategic approach to build a new face of professional ASN who are reliable, responsive, innovative, flexible and appropriate in providing services and implementing development (Siregar, 2019). The role of the government, which has been the ruler all this time, should be replaced by a facilitator with the principle of entrepreneurship of the bureaucracy, which introduces a new paradigm by placing the bureaucracy as a facilitator (Kariono, 2011; Budiana & Subanda, 2017). Although efforts to create a responsive and innovative government bureaucracy by positioning oneself as a facilitator is not an easy job.

## **RESEARCH METHODS**

This research will basically provide an explanation related to the placement of ASN in positions according to their competencies, so that the apparatus can work professionally and be able to quickly respond to public aspirations and demands in regional development, using a qualitative approach. The type of research used by the researcher in this research is descriptive narrative, where the researcher conducts a study about the lives of individuals and asks one or more individuals to complete stories about their lives. This information is then retold by the researcher into a narrative chronology. The object of this research is the strategy of increasing the professionalism of ASN by the Regional Personnel and Human Resources Development Agency within the Banjar Regency Government.

Data were collected through interviews, field observations, and documentation. The informants selected in this study were the Regional Head, Regional Secretary, Head of the Regional Personnel and Human Resources Development Agency, and the Banjar Regency Inspector, as well as informants who came from civil servants within the Regional Personnel and Human Resources Development Agency. Data collection techniques are distinguished according to primary data and secondary data. Analysis of the data used in this study is a SWOT analysis using the SWOT Analysis Model by comparing external factors of opportunities and threats with internal factors of strengths and weaknesses.

## **RESULTS AND DISCUSSION**

This study aims to determine the level of professionalism of the state civil apparatus in Banjar Regency by looking at the indicators of professionalism, namely based on 4 (four) dimensions of qualification, competence, performance and discipline, this is based on the decision of MENPAN and RB Number 38 of 2018 concerning Measurement of the Professionalism Index of the State Civil Apparatus. According to Lestari et al. (2021), the measurement of the Professionalism Index is an instrument used to quantitatively measure the level of professionalism of state civil servants whose results can be used as a basis for assessment and evaluation in efforts to develop professionalism of state civil servants. According to Rohida (2018); Khumaira (2020),

The term professional can also be interpreted as a person's ability or skill in doing work and according to the level of each field (Oroh et al., 2017; Komara, 2019). Professionalism concerns (fitness) between the abilities possessed by the bureaucracy and the needs of the task (Tambayong, 2016). The fulfillment of a match between abilities and task requirements is a requirement for the formation of a professional apparatus (Hapizoh et al., 2020; Tumundo et al., 2022; Nurhajati & Bachri, 2017). The data collected in this study is through secondary data that is already available and primary data through interviews with informants who have relevance and responsibility for the realization of professional ASN in Banjar Regency.

### **Level of Professionalism of ASN Banjar Regency**

As it has been stated that the focus in this research is the strategy of increasing the professionalism of the state civil apparatus by the Regional Personnel and Human Resources Development Agency. The focus of this research is defined as a way to find out the right strategy in increasing professionalism through four dimensions, namely qualification, competence, performance and discipline. This research begins by digging up information that is directly related to the level of professionalism of the state civil apparatus in Banjar Regency, then interviews were conducted with purposively selected informants who have a very close relationship with the professionalism of the state civil apparatus.

Based on the theory or concept of professionalism described in the literature review, being an ASN cannot be separated from the regulations on professionalism that are oriented towards qualifications, competence, performance and discipline as stated in the regulation of the head of BKN Number 8 of 2019 concerning guidelines for procedures and implementation of the ASN professionalism index measurement. , then to the informants of regional heads and high-ranking pratama officials, several key statements were submitted, among others, regarding the accuracy of the state civil apparatus in holding positions in accordance with their qualifications and competencies, awards or rewards received by state civil servants for their performance and competence, factors -the inhibiting factors of professionalism and strategies to improve that professionalism. The researcher also conducted interviews with 23 state civil servants at the Regional Personnel and Human Resources Development Agency of Banjar Regency as a comparison of the results obtained from the main informant interviews.

The results of interviews with informants about the professionalism of the state civil apparatus in Banjar Regency from the informants mentioned above can be summarized and narrated, so that the level of ASN professionalism in Banjar Regency can be known. The description of the research results will be compared with the measurement of the ASN professionalism index in Banjar Regency which is carried out by the State Civil Service Agency. In terms of ability or knowledge competence (level of formal education possessed, relevance of competence in the field of knowledge possessed by the field of duty), it shows that most of the

civil servants of the Banjar Regency do not yet have a high level of professionalism, but are quite good. because most of the apparatus have a bachelor's degree and generally they admit that the field of scientific competence is quite relevant and quite supportive in carrying out their duties. Judging from the ability or competence of mental attitude (obedience to regulations, understanding and application of ethics and morals in carrying out duties, creativity, fairness, courage to take decisions/actions, honesty in carrying out tasks), it shows that the professionalism of most of the Banjar Regency government officials is not optimal, but it's good enough.

Based on the results of interviews conducted, researchers summarize that the level of professionalism of ASN in Banjar Regency is still low, in terms of ASN competence and performance. That the placement of state civil servants in holding positions should be in accordance with the qualifications, competencies, performance and discipline of ASN in carrying out their duties as state civil servants. So the researcher considers that a job analysis is very necessary in accordance with the needs of the organization, because from the results of the job analysis it can be used in the process of developing the state civil apparatus, planning the state civil apparatus such as recruitment, performance appraisal, giving rewards/additional income, besides that it can also provide job information that forms the basis for compiling and managing job relationships, formulation of job descriptions and job requirements. The Regent of Banjar said regarding the importance of job analysis in an organization, when the researcher asked whether a job analysis was necessary, he said:

"It must be done because job analysis can provide information about the duties of each position that can be used as a basis for performance appraisal which is directly related to the professionalism of ASN".

Researchers also explore whether Banjar Regency has made a job analysis followed by a continuous job evaluation, because it is very important to find out whether the state civil apparatus assigned or assigned to hold the position is appropriate. Job evaluation also aims to develop a useful, measurable and realistic system for determining the state civil apparatus and placing office holders in accordance with their qualifications and competencies, so as to produce good performance with a high level of discipline.

The results of interviews with informants explained that the Banjar Regency Government had conducted a job evaluation in 2017, but from the job evaluation it still did not provide significant benefits for Banjar Regency, if it had been done properly it would certainly produce a large contribution to the system of placing state civil servants to assume the role the right position in accordance with the qualifications, competence and performance so that a professional ASN will be realized. Based on the observations made by the researcher, it was seen that there were still many ASN in Banjar Regency working not in accordance with the duties and functions of their positions, even there were still many ASNs who did not understand and understand the duties and positions they held. Some ASN Banjar Regency only work according to orders from superiors because they do not understand what their jobs are according to the positions they hold. As ASN, they should know what their duties and functions are, so they can be more responsive to create an innovation in developing Banjar Maju, Independent, and Religious Regencies in accordance with the vision and mission of the Banjar Regency Government.

The level of professionalism of ASN in the Banjar Regency Government is still low, this is clearly illustrated from the results of interviews and observations of researchers on ASN in

Banjar Regency, from the information obtained by researchers during interviews it is very clear that professional ASN must have qualifications, competence, performance and good discipline, while in Banjar Regency still not paying attention to these factors optimally because there is no job analysis and job evaluation that should be carried out regularly, so that the placement of ASN is still not in accordance with the qualifications and competencies. Based on the data on the measurement of ASN professionalism in the Banjar Regency environment by the State Civil Service Agency, it is still low, namely as presented in table 1 to table 4.

Table 1. Level of professionalism of Banjar Regency Government agencies

JENIS	JUMLAH PNS	KUALIFIKASI	KOMPETENSI	KINERJA	DISIPLIN	TOTAL
Keseluruhan	5831	12.36	9.71	10.91	4.99	37.97

Source: State Civil Service Agency secondary data in 2021

Table 2. The level of professionalism of ASN Kab. Banjar by gender

JENIS	JUMLAH PNS	KUALIFIKASI	KOMPETENSI	KINERJA	DISIPLIN	TOTAL
Laki-Laki	2394	11.82	8.45	10.39	4.99	35.65
Perempuan	3437	12.73	10.58	11.27	5	39.59

Source: State Civil Service Agency secondary data in 2021

Table 3. The level of professionalism of ASN Kab. Banjar by type of position

JENIS	JUMLAH PNS	KUALIFIKASI	KOMPETENSI	KINERJA	DISIPLIN	TOTAL
Jabatan Struktural	649	16.19	6.09	13.9	4.99	41.17
Jabatan Fungsional	3705	12.73	14.21	10.49	5	42.42
Pelaksana	1477	9.75	0	10.66	4.99	25.39

Source: State Civil Service Agency secondary data in 2021

Table 4. The level of professionalism of ASN Kab. Banjar by type of Education

JENIS	JUMLAH PNS	KUALIFIKASI	KOMPETENSI	KINERJA	DISIPLIN	TOTAL
S3	10	25	7,5	12,5	5	50
S2	414	20	8,44	13,39	4,99	46,82
S1/D4/Sederajat	3295	15	10,91	11,94	5	42,85
D3/Sederajat	788	10	10,64	9,02	4,99	34,65
D1/D2/SMA/SMK/Sederajat	1228	5	7,08	8,1	4,99	25,17
SD/SMP/Sederajat	96	1	0	16,15	4,98	22,12

Source: State Civil Service Agency secondary data in 2021

### **Factors that influence the professionalism of ASN in the Banjar Regency Government**

The results of researcher interviews that greatly affect the professionalism of ASN in Banjar Regency are as follows:

- 1) The educational qualification factor is because the main informant assumes that educated ASN will be easy to adapt in every job, while the results based on the results of interviews with informants who come from BKDPSDM employees do not agree because they think there are still ASN who have high educational qualifications but are not in accordance with

the competencies required. owned, even some ASN in their work more dependent on non-permanent employees.

- 2) The competency factor is one of the factors that has a very large influence in realizing a professional ASN. The main informant is of the opinion that ASN who have competence as needed can carry out their work better, this opinion is in line with the results of interviews of researchers with BKDPSDM informants, but the data that researchers get from field observations, researchers consider that the Banjar Regency Government still has not used competence as a resource. one of the important factors in realizing a professional ASN, this is clearly seen in the career development system which is still not based on competence.
- 3) Competency development factors for state civil servants in Banjar Regency are currently in each regional apparatus, competency development is not centered on the Regional Personnel Agency and Human Resource Development. The impact of decentralized competency development causes uncontrolled competency development in each regional apparatus. BKDPSDM is still having difficulties in obtaining and requesting competency development data for each regional apparatus. The results of the researcher's interview with the Inspector stated the following:

What is the current condition and development of employee competencies?

The condition and development of competence is very lacking...

We hope and really hope that the Regent will prioritize...

- 4) The performance factor of the District Government ASN is still low, the low performance is the impact of the low competency of the ASN. Based on the observations of researchers in the context of observations while working at BKDPSM, researchers argue that performance is a factor that has a big influence in realizing professional ASN. Each ASN must have a performance target that is prepared at the beginning of the current year and performance achievements will be calculated at the end of the current year, based on the calculations of the State Civil Service Agency, it can be seen that the performance value of ASN in Banjar Regency is only 10.91%, which means the performance of ASN in Banjar Regency is still very low.

Based on the data obtained, both through the observations of researchers and the opinions of key informants and BKDPPSDM employee informants, the factors that greatly affect the professional ASN of Banjar Regency are qualifications, competencies and performance. The factor of the very low measurement of ASN Professionalism in Banjar Regency is due to the low qualification score, which should have been 25% only obtained 12.36%, competence that should have been 40% only obtained 9.71%, performance which should have been 30% only obtained 10.91%, while the which is very good only seen from the discipline of 5% obtained a value of 4.99%. The facts presented are the researchers conclude that the 3 (three) factors that affect the professionalism of the ASN in Banjar Regency are very low.

### **Factors that hinder the professionalism of ASN in the Banjar Regency Government**

A professional ASN is an ASN who is placed in accordance with their abilities and expertise to be able to perform tasks according to the standards and requirements specified. The measurement of the professionalism of Regency ASN still cannot be done independently due to the limitations of available data validation, the absence of a structured technical measurement system is also an obstacle for BKDPSDM to determine the level of ASN professionalism in the Banjar Regency environment.

The lack of competency development for ASN due to budget constraints is one of the causes of the non-implementation of competence development rights that should be obtained by every state civil apparatus as mandated by Law Number 5 of 2014 concerning State Civil Apparatus. The understanding of the regional apparatus on the importance of developing competence in accordance with the position of the state civil apparatus is still not widely known by the leadership of the apparatus, so that it has an impact on the quality possessed by the ASN. Competency development that is often carried out by regional officials is often not in accordance with the competency development needs required by the incumbent. so that researchers really hope the role of regional heads in evaluating the competency development budget that exists in each regional apparatus. As he stated in the interview with the researcher:

What is the current condition and development of employee competence?

The lack of attention to competency development is due to a lack of understanding that with appropriate competency development and as needed will produce professional ASN and have an impact on increasing performance in realizing the government's vision and mission. I will evaluate the extent of the budget used by regional apparatus in developing their ASN competencies.

The coaching and development of competencies and careers in the Banjar Regency environment has not been carried out in a structured and planned manner, even tends to be sporadic. ASN Banjar Regency is allowed to develop on its own without any measurable intervention from the organization. As a result, not all vacant positions in Banjar Regency can be immediately filled with ASN who meet the qualifications, competencies and performance requirements, or there is no guarantee of ASN availability in accordance with organizational needs.

The additional income system for state civil servants in Banjar Regency is still not balanced and tends to lag behind other regions. The system of additional income earned by the state civil apparatus of Banjar Regency is still not precise yet has an impact on the performance of the apparatus, additional income is also obtained not based on competence and performance. State civil servants who have good competence and performance with the same class of office will get the same additional income even though the state civil apparatus does not have good competence and performance. The Regional Secretary stated:

The additional system of equitable employee income, which means that it can be accepted by all parties, does not fully provide fairness, the past experience of giving with equalization of income has had an impact on reducing employee performance and achievement. Requires a valid performance and staffing information system and in the near future will build a valid data information system such as talent management.

This statement illustrates that there is still injustice in the provision of additional income, which ultimately has an impact on the decline in the performance of ASN. The absence of a valid performance information system causes the Banjar Regency ASN not to know the value of the performance they get in their daily work. The need to immediately revamp the system of additional income earned by the state civil apparatus in Banjar Regency, because the provision of additional income based on appropriate performance and competence is expected to be a reason to improve the performance and desire of the state civil apparatus in developing its competencies so that the state civil apparatus professional will be realized.

Good performance cannot be separated from the competencies possessed by each ASN, because competence is the basis for determining the career of state civil servants, therefore it is necessary to formulate a career development system and additional income according to the



classification of positions and job weights through a performance appraisal system. This is expected to motivate state civil servants to improve performance and work motivation.

The professionalism of ASN Banjar Regency has never been measured through competency measurements which are carried out regularly as mandated by Law Number 5 of 2014, so that currently competence is only measured based on performance assessments from superiors and educational qualifications. The absence of a common understanding of the importance of competency measurement between the Regional Personnel and Human Resources Development Agency with others, has an impact on budget restrictions, so that competency measurement and competency development cannot run properly. Competency development carried out by regional apparatus sometimes only emphasizes sectoral ego, without seeing the need for competence development in accordance with the needs of the position of the state civil apparatus.

The researcher concludes from the results of interviews and observations, it is known that the factors that become obstacles in realizing a professional state civil apparatus are:

- 1) The placement of state civil servants has not been matched with the skills and abilities they have or their competencies.
- 2) The additional income received by the state civil apparatus is not fair because the additional income is not based on the performance and competence of the apparatus that still uses the term income leveling.
- 3) There is no structured competency development by the organization
- 4) Limited budget in developing the competence of the state civil apparatus.
- 5) There is no common understanding of the importance of competency development.
- 6) The inaccuracy of competency development carried out by regional apparatus.
- 7) The qualifications of state civil servants are still quite low.
- 8) There is no regional head regulation to prevent gaps in the professionalism of the state civil apparatus, taking into account competency standards of positions based on burdens and responsibilities as well as awards in accordance with the position of each state civil apparatus and additional income according to the performance of the state civil apparatus.

The researcher is of the opinion that the results of interviews with informants describe the state of the state civil apparatus in the Banjar Regency Government, especially regarding professionalism, namely that the state civil apparatus in Banjar Regency is still not professional because there is no regular competency measurement, so that the placement of positions in Banjar Regency is still not yet professional. based on measurable competencies. Regarding additional income as a form of reward or appreciation from the Banjar Regency government, it has not yet been applied fairly, so that state civil servants who have good performance receive the same additional income as officials who do not have good performance.

The researcher summarizes and concludes all the data obtained both in observations and interviews with several appointed informants because they are very closely related to the realization of ASN professionalism in Banjar Regency, namely the factors that hinder the professionalism of the state civil apparatus in Banjar Regency are as follows:

- 1) There is no appropriate job analysis and job evaluation in providing information on placement, competency development and calculation of additional income;
- 2) The existence of state civil servants in Banjar Regency who do not understand the tasks in the positions they hold;

- 3) There is no regular competency measurement as a basis for planning competency development in accordance with the needs of the state civil apparatus;
- 4) There is no development of the state civil apparatus in accordance with the competence needs of the position;
- 5) Competence has not become the basis for career development of state civil servants in Banjar Regency;
- 6) The limited budget for competency development and the unstructured competency development, it seems that competency development is only carried out for ASN who want it without any organizational intervention in fostering ASN competency development.
- 7) Compensation or awards or rewards that are obtained in the form of additional unfair income and there are gaps both internally and externally, there are terms that employees who have performance and do not perform get the same rights and compensation;
- 8) There is no justice in giving employee sanctions, because supervision is still sorting out in employee development, if there is no report then employees who do not perform are never sanctioned in the sense that supervision for coaching is only based on internal and external reports or based on existing issues;
- 9) Employees still do not have the motivation to innovate, if there is no award or budget for the innovation; and
- 10) There is still a lack of responsiveness of employees towards professionalism.

### **Strategy to increase the professionalism of ASN by the Regional Personnel and Human Resources Development Agency with SWOT analysis**

Based on the analysis and findings of the strategic issues described above, it is necessary to know the strengths (strengths) of the Regional Personnel Agency and the development of Human Resources in carrying out their duties as supporting government administration in the field of personnel and the weaknesses (weaknes) of the Personnel Agency. Regions and the development of Human Resources, so that it can have an impact on the disruption of the duties and functions of supporting the administration of the personnel sector, these two things are viewed from internal factors. External factors can also affect the duties and functions of the Regional Civil Service Agency and the development of Human Resources,

Based on the diagram of the results of the SWOT analysis, the strategy used is to use strength to overcome threats (ST). The strategies that are recommended and can be used by the Regional Personnel and Human Resources Development Agency are as follows:

- 1) Increasing the professionalism of ASN based on the ASN legislation to prevent political influence in the Banjar Regency environment;
- 2) Improving the welfare of ASN by referring to the ASN legislation to prevent ASN from moving out;
- 3) Increasing the application of ASN laws and regulations to provide equitable additional income;
- 4) Increasing the use of personnel information system applications for all ASN as a form of transparency in personnel management to prevent political influence;
- 5) Increasing the use of personnel information system application services so that ASN feels comfortable and does not intend to transfer out; and
- 6) Increased utilization of personnel information system applications to be used in calculating additional income in accordance with their performance and competence.

In the researcher's interview with the Head of the Regional Personnel and Human Resources Development Agency regarding the strategy to increase the professionalism of ASN in the Banjar Regency Government as follows:

Researcher's question: What strategies can be taken to create a professional ASN?

The strategy is to increase qualifications, increase competence, improve performance and improve discipline...because this is an official measuring tool based on BKN regulations...

The strategy drawn up to increase the professionalism of ASN in the Banjar Regency environment, is impossible to implement if there is no policy from the leadership, especially the Regent as the regional head who is the highest Personnel Guidance Officer in Banjar Regency, but of course it must be supported by the Regional Secretary as the head of the drafting team. a budget that is expected to be able to compile a budget related to increasing ASN professionalism, while remaining under the supervision of inspectors and implementers of the success of strategies and policies made by the Regional Personnel and Human Resources Development Agency. Policies that need to be made to support the implementation of the strategy to increase the professionalism of ASN in the Banjar Regency Government are as follows:

- 1) Improving the application of ASN laws and regulations to realize professionalism;
- 2) Increase professionalism by making local regulations such as local regulations and local regulations;
- 3) Improving the development of ASN officials through internships, training and imitation studies;
- 4) Improve the educational qualifications of ASN officials through study permits and study assignments;
- 5) Improving the competence of ASN officials at least 20 hours a year;
- 6) Improving the implementation of ASN career management, talent management, succession planning, and transparency in ASN management;
- 7) Improving professionalism by increasing employee income for the welfare of ASN in a just manner;
- 8) Improve the performance of ASN through digital and transparent performance calculations with the development of personnel information technology;
- 9) Increasing the use of personnel information system application technology for ASN digitization services;
- 10) Improving professionalism with awards or rewards in motivating ASN officials to innovate;

Increase the empowerment of ASN who have good performance and competence in filling positions according to their expertise.

## **CONCLUSION**

Based on the research that has been done, the researchers can draw several conclusions, namely the level of professionalism of the State Civil Apparatus in the Banjar Regency Government is still very low, this is measured through the Education qualification indicator with a value of 12.36%, competence with a value of 9.71% , performance with a value of 10.91% and discipline with a value of 4.99%; factors that affect the professionalism of the State Civil Apparatus in the Banjar Regency Government are educational qualifications that are not yet in accordance with the needs, competencies that are not in accordance with the position, competency development, and performance that is not yet optimal; and the factors that hinder the realization of the professionalism of the State Civil Apparatus in the Banjar Regency Government are the absence

of a valid job analysis and job evaluation, The State Civil Apparatus in the Banjar Regency does not yet understand the duties and functions of the positions they hold, the measurement of the competence of the State Civil Apparatus has not been carried out regularly, the development of the State Civil Apparatus has not been in accordance with the competency needs of the position, competence has not become the basis for the career development of the State Civil Apparatus in Banjar Regency, limited budget for competency development, compensation or awards or rewards are still not fair, there is no justice in the enforcement of employment regulations, motivation of State Civil Apparatus in Banjar Regency is still low; and the lack of responsiveness of employees towards professionalism. The strategy for increasing the professionalism of the State Civil Apparatus within the Banjar Regency Government by the Regional Personnel and Human Resources Development Agency based on a SWOT analysis is to increase the professionalism of ASN based on the ASN legislation to prevent political influence in the Banjar Regency environment; improving the welfare of ASN by referring to the laws and regulations of ASN to prevent ASN from moving out; increasing the application of ASN laws and regulations to provide equitable additional income; increasing the use of personnel information system applications for all ASN as a form of transparency in personnel management to prevent political influence; increasing utilization of personnel information system application services so that ASN feels comfortable and does not intend to transfer out; and increasing the utilization of personnel information system applications to be used in calculating additional income in accordance with their performance and competence.

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