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## Strategy of the Personnel and Human Resources Development Agency (BKPSDM) in Increasing the Value of the ASN Professionalism Index (IPASN) of the Denpasar City Government

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### ABSTRACT

*The Civil Servant Professionalism Index (Indeks Profesionalitas Aparatur Sipil Negara or IP ASN) is a statistical measure that reflects the quality of ASN based on qualifications, competencies, performance, and discipline in carrying out their duties. This study aims to analyze the strategies of the Personnel and Human Resource Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia or BKPSDM) of Denpasar City in improving the IP ASN value. Using a qualitative descriptive method through interviews with key informants and the distribution of questionnaires to ASN, this research identifies internal and external factors affecting IP ASN. The results show that the competency dimension consistently receives the lowest scores, despite having the highest weight (40%) in IP ASN assessment. The main challenges include a lack of ASN awareness regarding competency development, inadequate data updating in personnel information systems, limited budget allocations for competency development, and incomplete system integration with Badan Kepegawaian Negara (BKN). Through SWOT analysis, this study recommends strategies focusing on strengthening non-classical training programs, intensive socialization, integration of personnel information systems, and optimization of Learning Management Systems (LMS) that are freely accessible. The findings contribute to the development of more effective human resource development strategies for enhancing ASN professionalism.*

**KEYWORDS** IP ASN, Competency Development, Personnel Management, SWOT Analysis, Civil Service



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### INTRODUCTION

The professionalism of the State Civil Apparatus (Aparatur Sipil Negara or ASN) is a crucial factor in determining the quality of public services and the effectiveness of government administration (Haque, 2018). Based on Law Number 20 of 2023 concerning the State Civil Apparatus, professionalism is one of the principles guiding the implementation of ASN policies and management (Putra, 2022). The concept of professionalism within public administration is often linked

to efficiency, accountability, and the ability to respond to public demands (Niskanen, 2017). To measure this level of professionalism, the Ministry of State Apparatus Empowerment and Bureaucratic Reform issued Ministerial Regulation Number 38 of 2018 concerning the Measurement of the Professionalism Index of State Civil Apparatus (IP ASN), which aims to provide a standardized framework for assessing the competency and performance of ASN (Setiawan, 2019). Furthermore, this regulation highlights the importance of transparency and fairness in evaluating ASN performance, which directly impacts public trust in government institutions (Ramadhan, 2020). Effective implementation of such regulations is essential for fostering a professional workforce capable of achieving public administration goals (Taba, 2018).

IP ASN is a statistical measure that describes the quality of ASN based on four dimensions: qualifications (25%), competence (40%), performance (30%), and discipline (5%) (Yusuf & Setiawan, 2020). This measurement is conducted periodically each year by the State Civil Service Agency (Badan Kepegawaian Negara or BKN) as an instrument for evaluating ASN professionalism and assessing bureaucratic reform (Sari & Rahman, 2018). The inclusion of these four dimensions allows for a comprehensive assessment of ASN quality, ensuring that each component of professionalism is adequately evaluated (Rini & Aditya, 2019). Furthermore, the IP ASN is seen as a critical tool in driving the reform agenda by providing a clear framework for monitoring and improving civil service performance (Wahyudi, 2021). Effective application of this index is essential for fostering accountability and transparency in government institutions (Hafid & Fitriani, 2020).

The Denpasar City Government, as the capital of Bali Province, holds a strategic role in the implementation of local government (Gartika & Widiyanto, 2024; Intentilia & Putra, 2021). Despite having received the Meritocracy Award from the State Civil Apparatus Commission (*Komisi Aparatur Sipil Negara* or *KASN*) with a Merit System Index score of 332.5 and the predicate of "Very Good" in 2023, the results of the *IP ASN* measurement still indicate suboptimal values, particularly in the competency dimension.

Data from the 2020–2023 *IP ASN* measurements for the Denpasar City Government show concerning fluctuations. In 2022, the *IP ASN* score reached 73.66 (medium category), but experienced a significant decline to 58.4 (very low category) in 2023. The competency dimension consistently recorded the lowest score, achieving only 15.6 out of a maximum weight of 40.

This research is significant given the absence of specific studies addressing strategies to increase *IP ASN* in the Denpasar City Government. As a barometer of *ASN* management in Bali Province, the strategy developed by Denpasar City can serve as a reference for other regions.

Strategic management involves a continuous process of planning, monitoring, analyzing, and evaluating all organizational activities to achieve predetermined objectives (Wheelen & Hunger, 2021). In the context of public organizations, strategic management is a vital instrument for enhancing the performance and professionalism of human resources.

Wheelen and Hunger explain that the strategic management process consists of four stages: (1) environmental identification, (2) strategy formulation, (3) strategy implementation, and (4) evaluation and control. Environmental identification utilizes *SWOT* analysis to determine internal (Strengths–Weaknesses) and external (Opportunities–Threats) factors.

*ASN* professionalism refers to the ability and skills to perform work in accordance with their respective fields and levels. Dwiyanto (2022) defines professionalism as the understanding that the attitudes and actions of the apparatus in carrying out government activities are always based on scientific knowledge and professional values that prioritize the public interest.

Previous studies on *ASN* professionalism have highlighted the importance of addressing competency challenges, which have been identified as significant issues in various regions. Anggara et al. (2023) found that the target for *ASN* professionalism in Cirebon Regency was not met by 50% due to talent management and career pattern issues. Similarly, Sasmito (2022) reported an *IP ASN* score of 72.90 in the Bangka Belitung Province *BAPPEDA*, with the competency dimension identified as an area needing improvement. Both studies focused on identifying challenges within the competency dimension, yet lacked a comprehensive approach to strategizing for improvement in these areas.

This research aims to analyze the fluctuations in the *ASN* Professionalism Index (*IP ASN*) in Denpasar City, particularly within the competency dimension, and to propose strategies for improving the overall *IP ASN* score. The findings of this study are significant in contributing to a broader understanding of *ASN* management and providing a potential roadmap for other regions facing similar challenges. Furthermore, it aims to enhance the effectiveness of strategic management in improving the professionalism and performance of public administration in Indonesia. By offering actionable recommendations, this study seeks to contribute to ongoing reform efforts in local government and to inspire more effective implementation of *ASN* professionalism measures nationwide.

## RESEARCH METHOD

This research employs a qualitative approach to understand the strategies for improving the *ASN* Professionalism Index (*IP ASN*) in the Denpasar City Government, with a particular focus on addressing the competency dimension. The qualitative approach is chosen because it allows for an in-depth exploration of the

complexities of *ASN* management, especially related to competency development, talent management, and career progression.

The data collection methods used in this study include semi-structured interviews, document analysis, and focus group discussions (*FGDs*). Semi-structured interviews will be conducted with key stakeholders involved in *ASN* management in Denpasar, including human resource managers, policymakers, and *ASN* employees. This will provide insights into their perspectives on the challenges and opportunities in improving the competency dimension of *IP ASN*. Document analysis will be conducted on official reports, performance assessments, and competency development plans from the Denpasar City Government to analyze existing policies and strategies related to *ASN* professionalism. *FGDs* will be conducted with groups of *ASN* employees to gather their perceptions of the current state of competency development and the effectiveness of existing programs.

For data analysis, thematic analysis will be applied to identify recurring themes and patterns from the interviews, documents, and *FGDs*. This method allows for a comprehensive understanding of the issues surrounding the competency dimension and the factors influencing the fluctuations in the *IP ASN* scores. *SWOT* analysis (Strengths, Weaknesses, Opportunities, Threats) will also be employed to assess the internal and external factors that affect *ASN* competency development in Denpasar.

## RESULT AND DISCUSSION

### Condition of *IP ASN* Denpasar City Government

The Denpasar City Government's *ASN IP* measurement data shows an alarming trend:

**Table 1. Development of *IP ASN* Denpasar City 2020-2023**

<b>Dimension</b>	<b>Weight</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Kualifikasi	25%	12,4	12,65	20,96	20,39
Competence	40%	13,15	19,43	22,83	15,6
Performance	30%	24,6	22,96	24,87	17,41
Discipline	5%	4,99	4,99	5	5
<b>Total</b>	<b>100%</b>	<b>55,14</b>	<b>60,03</b>	<b>73,66</b>	<b>58,4</b>
<b>Category</b>		Very Low	Low	Keep	Very Low

The *IP ASN* measurement data of the Denpasar City Government reveals an alarming trend of fluctuating scores over the period from 2020 to 2023. As indicated in Table 1, the overall score has dropped from 73.66 (medium category) in 2022 to 58.4 (very low category) in 2023. This significant decline is particularly notable in

the competency dimension, which holds the highest weight at 40%. The competency dimension's score dropped from 22.83 in 2022 to just 15.6 in 2023, well below expectations. This indicates a substantial challenge in enhancing ASN competency, a critical aspect for improving overall ASN professionalism. The qualification and performance dimensions also show a decline, albeit more gradual, signaling a broader issue within the ASN management structure. Despite receiving high praise for implementing the Merit System and receiving the Meritocracy Award, the Denpasar City Government's ASN IP still faces several internal and external challenges that hinder its improvement.

As of July 2024, the City of Denpasar is in the 10th position in the Regional Office X BKN area, showing the need for a comprehensive strategy to improve ASN IP.

## **Factors Affecting IP ASN**

### ***Internal Factors***

The results of the interviews identified several internal factors that affect ASN IP:

#### Strength

- 1) Strong legal foundation (Law No. 20/2023, Government Regulation No. 11/2017, Guardian Regulation No. 2/2023)
- 2) Adequate resource availability and solid work team
- 3) Good communication between fields in BKPSDM
- 4) A well-implemented merit system

#### Debilitation

- 1) ASN awareness is still low in competency development
- 2) ASN's indifference to updating personal data in the personnel system
- 3) Budget constraints for comprehensive competency development
- 4) Lack of socialization about the importance of competency development

### ***External Factors***

#### Chance

- 1) Availability of non-classical training based on LAN Regulation No. 10/2018
- 2) Competency development guidelines through non-classical pathways
- 3) BKN's latest regulation on ASN IP
- 4) Availability of a free Learning Management System (LMS)

#### Threat

- 1) A system that has not been fully integrated with BKN
- 2) Invalid employment data
- 3) Too fast regulatory changes
- 4) Low awareness of ASN for self-development
- 5) Apps that frequently experience technical glitches

#### Competency Dimension Analysis

The competency dimension is the main focus because it has the lowest score but the highest weight. The results of the questionnaire showed:

**Table 2. Obstacles to ASN Competency Development**

Obstacle Categories	Number of Respondents	Percentage
Lack of information	7	30,4%
Time limitations	5	21,7%
System technical problems	4	17,4%
Cost constraints	3	13,0%
No obstacles	4	17,4%

#### *ASN's understanding of ASN IP*

The survey shows that the level of understanding of ASN varies:

- 1) 43.5% have a complete understanding of IP ASN
- 2) 26.1% have partial understanding
- 3) 30.4% do not understand the concept of IP ASN

#### *BKPSDM's Strategy in Improving ASN IP*

Based on the SWOT analysis, the position of BKPSDM was obtained in Quadrant I (Strengths-Opportunities) with an IFAS score of 3.24 and EFAS of 3.41. This indicates an advantageous position to leverage internal strengths in capturing external opportunities.

#### *Recommended Strategies*

Strategi SO (Strength-Opportunity)

- 1) Encouraging the development of ASN competencies through non-classical training
  - 2) Implementing competency development guidelines to improve ASN professionalism
  - 3) Leverage a free LMS to provide wider access to training
- Optimizing a solid work team for certificate validation and technical assistance

#### Strategi WO (Weakness-Opportunity)

- 1) Holding intensive socialization to increase awareness of ASN
- 2) Take advantage of available non-classical training
- 3) Developing a system that makes it easier for ASN to update personal data
- 4) Carry out comprehensive socialization to all regional apparatus

#### Strategi ST (Strength-Threat)

- 1) Leverage a solid work team to accelerate system integration
- 2) Establish a mechanism for rapid adaptation to regulatory changes
- 3) Using existing resources to increase ASN awareness

#### WT (Weakness-Threat) Strategy

- 1) Integrating the BKPSDM application with BKN
- 2) Hold special socialization about the new regulations
- 3) Proposing an increase in the competency development budget
- 4) Provide technical guidance to overcome application constraints

#### Strategy Implementation

- 1) Ongoing socialization on the importance of competency development
- 2) Empowerment of SIASN admins in each regional apparatus
- 3) NIP/NIK verification to encourage ASN to actively access MyASN accounts
- 4) Periodic monitoring and evaluation to regional apparatus
- 5) Integration of the personnel system with the BKN application

#### Challenges and Obstacles

- 1) The mindset of civil servants who are still reactive to competency development
- 2) Budget constraints for comprehensive development programs
- 3) The complexity of systems that require high digital literacy
- 4) Multi-stakeholder coordination in the national personnel ecosystem

This study provides a comprehensive analysis of the IP ASN trends within the Denpasar City Government, highlighting the fluctuations in the scores, particularly in the competency dimension, which remains the most significant challenge. Despite positive outcomes such as the Meritocracy Award, the results indicate that the Denpasar City Government faces significant internal and external barriers to achieving optimal ASN professionalism. The findings underscore that while competency development and awareness are key areas requiring attention, there is a lack of engagement from ASN in enhancing their skills, often due to system limitations and budget constraints. To address these gaps, it is crucial to

enhance socialization efforts, improve the integration of training systems, and create a more supportive environment for competency development at all levels of the government apparatus.

This research also contributes valuable insights into the SWOT analysis of BKPSDM's strategic approach, highlighting strengths, opportunities, weaknesses, and threats, while recommending targeted interventions to improve ASN competency. The strategies proposed—ranging from leveraging non-classical training methods to optimizing the free LMS and system integration—serve as actionable steps for enhancing IP ASN scores. Despite the challenges in implementing these strategies, the research emphasizes the importance of a holistic approach involving both internal organizational changes and external opportunities. The findings are significant not only for Denpasar but also for other local governments in Indonesia, offering a framework to improve public sector professionalism and governance efficiency.

## CONCLUSION

The strategy of the Denpasar City *BKPSDM* in improving the *IP ASN* demonstrates a comprehensive approach through *SWOT* analysis, positioning the organization in Quadrant I and prioritizing the competency dimension, which holds the highest weight (40%) but consistently receives the lowest scores. Key inhibiting factors include low *ASN* awareness, budget constraints, system integration challenges, and insufficient socialization efforts. The recommended strategies emphasize strengthening non-classical training programs, conducting intensive socialization, integrating staffing systems, and optimizing freely accessible *LMS*. Successful implementation requires ongoing commitment from all stakeholders and the ability to adapt to evolving regulations. Future research should explore the long-term impact of these strategies on *ASN* professionalism and public service quality, as well as investigate the effectiveness of digital learning platforms in supporting competency development.

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