

Employee Competence Development Strategy in The Future Organizational Transformation: an Analytical Approach Hierarchy Process

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Abstract

Organizational changes marked by bureaucratic simplification have necessitated improving team member competency to achieve organizational goals. This study aims to determine strategic priorities in competency development decision-making. The study used the Analytical Hierarchy Process (AHP) method, which used Microsoft Excel to analyze the structure and main strategic alternatives—the analysis was based on primary data from interviews with 11 expert sources. The study results indicate that improving team member competency is the most crucial strategy in improving the organizational performance of the Ministry of Maritime Affairs and Fisheries (KKP), with strengthening the ASN education and training program as an integral part of the strategy. The most recommended strategic alternative is to build a competency-based education and training system for KKP ASN and the Functional Official Competency Certification. The results also indicate that leadership is the most important factor in ensuring the strategy for improving organizational competency. Therefore, the leadership quality of the Head of BBPPSDM KP is considered the most critical and influential actor in improving KKP organizational competency. Developing competency development policies and programs tailored to the needs that influence the career development of KKP functional officials is a primary goal that KKP must achieve. The managerial implications of this research are that public organizations must implement competency-based education and training and competency certification for functional officials. Leadership also plays a crucial role in strategic organizational management, empowering and directing organizational resources to achieve organizational goals effectively and efficiently.

INTRODUCTION

Bureaucracy is often criticized for being inflexible, not agile, not frugal in maximizing the budget, excessive and rigid rules and procedures (Newman et al., 2021). High quality public services can only be provided by competent employees and as a tool for facilitating and evaluating performance development (Al-Haqan et al., 2020). Technological change and digitalization are changes that have an impact on reframing the (old) Weberian bureaucracy into a digital Weberian bureaucracy (Muellerleile & Robertson, 2018). The convergence of digitalization and bureaucracy also gives rise to overlapping bureaucratic structures, accountability and professionalism (Turner et al., 2022);(Whelan, 2020);(Kornberger et al., 2017). Digital era governance replaces the previous paradigm, namely New Public Management or also called Reinventing Government or post-NPM paradigms such as New Public Service/NPS and Public Governance (Meilani & Hardjosoekarto, 2020).

Competence means the right to speak, cognitive measurement, leadership skills, interpersonal skills, communication, ability, goal setting and patience (Wong, 2020). Employee performance and competency are positively and significantly correlated (Indriastuti & Fachrunnisa, 2020); (Hanum et al., 2020), (Airyq et al., 2023). Apart from that, employee performance is also determined by management best practices (Evianisa et al., 2018) and HR flexibility (Sabuhari et al., 2020).

Organizational change and human resource competency development are crucial to improve organizational effectiveness (Yulistono et al., 2021) and efficiency in achieving goals, providing faster and more responsive public services, and improving team member performance through education, training, and development (Prabhawanti & Prasojo, 2021). Organizational change is crucial because organizations naturally desire something new and avoid being left behind by other organizations. A good organization can keep up with the times (Latar, 2020).

The challenge facing every ministry today is preparing competent employees needed by the organization now and in the future, while providing prompt public services through quality human resources. Human resource development policy strategies, strengthening training and development, are the most important strategies implemented to improve performance (Sunahwati et al., 2019). Human resource management practices include recruitment, selection, training and development, compensation, and performance appraisal (Dessler, 2020).

The contemporary era is characterised by a number of significant developments, including globalisation (Bhatta, 2020), digital Weberianism bureaucracy (Meilani & Hardjosoekarto, 2020), digital technology, artificial intelligence and bureaucratic transformation (Newman et al., 2021), and the advent of the Industrial Revolution. In addition, organizations must be able to adapt to change quickly in the context of the VUCA era (volatile, uncertain, complex, and ambiguous) (Sagarik et al., 2018), which is characterized by the 4.0 era (Kang et al., 2021).

Transformations in the external environment or alterations in organizational strategy result in modifications to the organizational structure. The occurrence of organizational change is contingent upon four key elements within the organizational context, namely strategy, structure, people, and culture. These elements are subject to influence from individual and team effects that are propagated during the process of change (Rass et al., 2023). The process of change involves a shift in attitudes, expectations, perceptions, and behaviors. Organizational development is a term used to describe methods of change that prioritize the individual, as well as the nature and quality of interpersonal work relationships (Robbins & Coulter, 2018).

Recent research highlights significant gaps in public sector competencies and strategy execution. Public sector accounting education lacks practical relevance, creating an education/practice gap that hinders public servants' ability to handle complex work environments

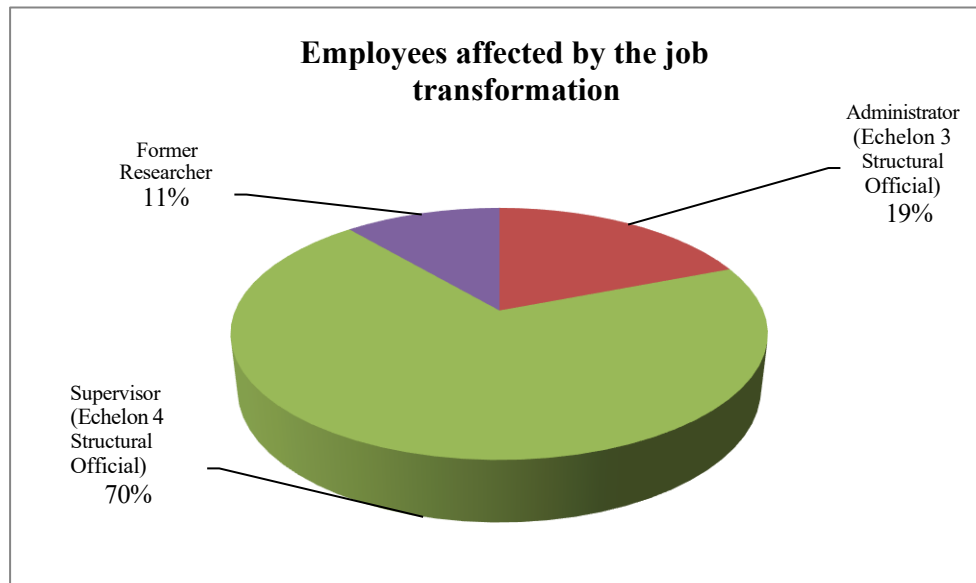
(Pauluzzo et al., 2024). Strategy execution in public organizations shows consistent deficiencies compared to the private sector, with a proposed MERIL-DE model aimed at closing this gap (Bhimavarapu et al., 2019). Project success in the public sector is strongly influenced by effective planning and project manager competencies, with planning playing a more crucial role (Irfan et al., 2021). For middle managers in public agencies, certain competencies like achievement orientation, leadership, and innovation distinguish high performers from average ones, while new competencies such as adherence to regulations and multi-stakeholder collaboration are also important (Sudirman et al., 2019). These findings underscore the need for targeted competency development in the public sector to enhance performance and service delivery.

The results of the data processing analysis that produced the main priority factor, namely the ASN education and training program (0.3158), are supported by research results (Wimmer et al., 2020) that education and training are needed to face digital transformation and technological disruption. Components of the Human Resource Development Policy include strengthening training and human resource development (Sunahwati et al., 2019).

Previous research conducted by (Sunahwati et al., 2019) found that human resource development strategies include staff training and development, combining knowledge management and leadership, which contribute to improved performance. However, this study didn't address leadership commitment or budget availability, even though knowledge management was already in place.

The rationale for bureaucratic simplification, as stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) Number 28 of 2019 concerning the equality of administrative positions, is to create a more agile, dynamic, and expertise-based bureaucracy to increase effectiveness and efficiency in supporting the delivery of government services to the public. This ongoing effort aims to improve staff capabilities (Insani et al., 2021).

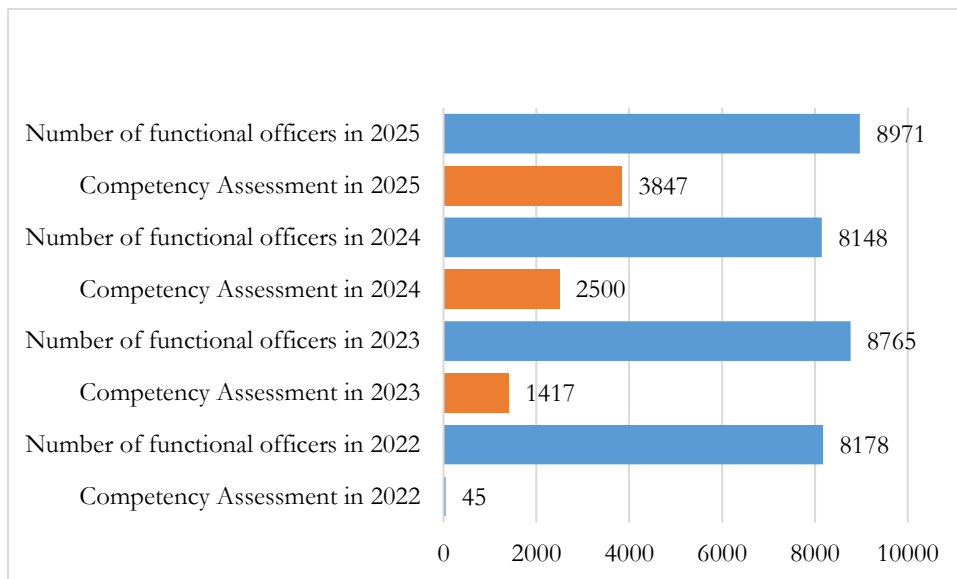
To improve the professionalism of civil servants (ASN), the government issued Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2021 concerning equalizing administrative positions with functional positions. This equalization will impact the work system, mindset, culture, and organizational structure at the Ministry of Maritime Affairs and Fisheries. There are 204 people (19%) structural officials at echelon 3 (administrators), 744 people (70%) structural officials at echelon 4 (supervisors), and 120 people (11%) former researchers whose positions are adjusted to certain functional positions (Figure 1).



(Source: KKP Human Resources Bureau 2024)

Figure 1. Employees affected by Position Transformation in 2024

Graph 1 Number of functional officials who have taken competency tests from 2022 to 2025



Source : KKP Assessment Center (2025)

The number of certain functional officials within the KKP who have taken the competency test in 2022 is 0.55%, in 2023, 16.17% and in 2024, 12.18%. The assessment center was initiated in 2022. Moreover, currently there are only five Human Resources (HR) Apparatus assessors, four support staff, and a work team leader. In 2022, competency assessments were still limited to only 45 people. Competency assessments increased starting in 2023 to 1,417 people and decreased in 2024 to 993

people due to budget constraints. Competency assessment has not been fully implemented for all employees, but only at the central level (Graph.1).

Meanwhile, in the regions, competency assessments have not been thoroughly carried out, so they cannot yet identify *competency gaps*, nor can all of them be identified. KKP cannot identify competency requirements specifically for certain functional officials. The competency assessments implemented include competency assessments for potential/competency mapping, transfers to other functional positions, promotions to functional positions, senior leadership positions, middle leadership positions, and for prospective learning officers.

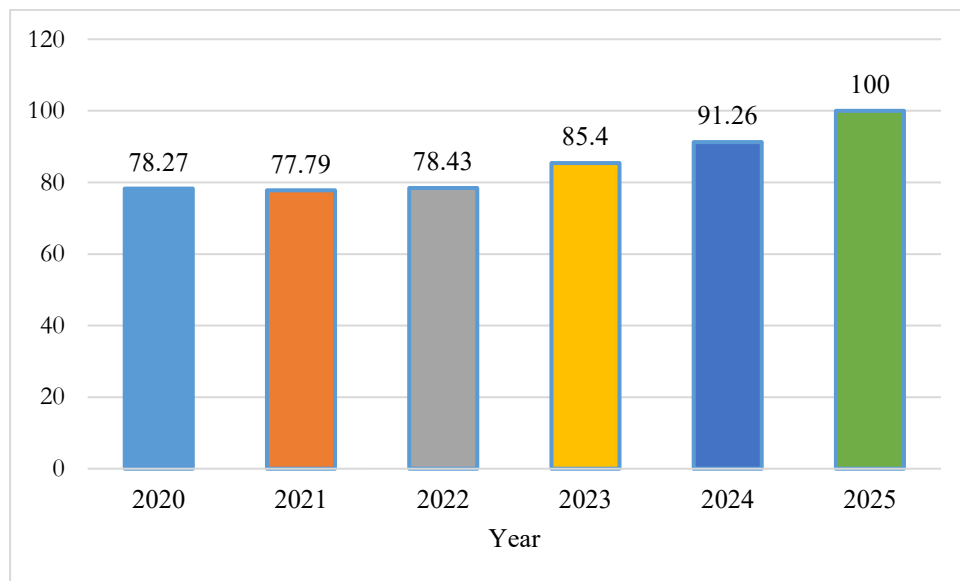
Recent research highlights the importance of competency development in the digital transformation of the public sector. Effective middle managers in public administration require skills in communication, organization, analytical thinking, planning, achievement orientation, and leadership (Sudirman et al., 2019). The digital transformation of public administration demands diverse competencies from civil servants and stakeholders, and organizational adaptability and leadership play a crucial role in requiring a holistic approach to addressing diverse challenges (Edelmann et al., 2023); (Ushaka Adie et al., 2024).

Team member competencies, particularly entrepreneurial and digital skills, are crucial for driving an organization's digital transformation (Blanka et al., 2022). However, public sector organizations often struggle to execute strategies compared to private sector organizations (Bhimavarapu et al., 2019). Addressing this gap requires a holistic approach, considering the transformation's technological and human aspects. Developing a framework that considers local context and integrates key strategy implementation components can help close the implementation gap in public sector organizations (Edelmann et al., 2023); (Bhimavarapu et al., 2019). This implementation gap requires enhanced competencies and innovative approaches to public management.

Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) Number 38 of 2018 concerning the ASN Professionalism Index is a numerical measurement that shows the quality value of State Civil Servant (Aparatur Sipil Negara/ASN) based on educational qualifications, competencies, performance, and discipline of ASN employees in carrying out work in their positions. It is also closely related to employees who have strong competence, as they will be easier to innovate and adapt to change, so that agencies can remain effective in carrying out their duties, which will support the high achievement of the ASN Professionalism Index obtained by the agency. The ASN Professionalism Index serves as the basis for mapping the development of ASN competencies, which is expected to increase the value of Bureaucratic Reform. Based on data from the Government Agency Performance Report (LKIP) of the KKP, the reform performance value

achieved in 2020 was 78.27, and in 2021, there was a decrease in achievement to 77.79 (Graph 2). It means that, in general, the competency results possessed by civil servants within the KKP are unstable and will affect the agency's productivity due to a decline in human resources quality. The Bureau of Human Resources for Apparatus and Organization plays a crucial role in the success of civil servants in carrying out their duties and supporting functions in team member competency development, coordinating, fostering, and managing human resources for the KKP.

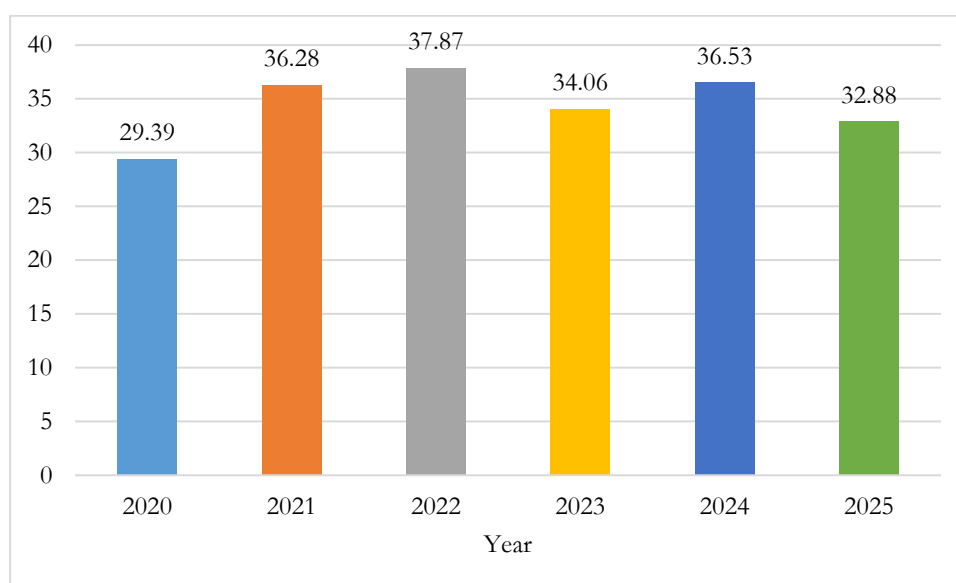
Graph 2 Bureaucratic Reform Performance Assesment in 2020-2025



Source: Annual Report of the Ministry of Maritime Affairs and Fisheries (2025)

Based on data from the Civil Servant Professionalism Index at the KKP, the competency dimension's score decreased, from 37.87 in 2022 to 34.06 in 2023 (Graph 3). The calculation indicates a 3.81 percent decrease in competency.

Graph 3 Professionalism Index Dimension Values of KKP ASN 2020-2025



Source: HR and Organization Bureau Employee Archives (2025)

This needs to be a concern for the KKP to see and evaluate each dimension, especially the competency dimension, which influences the productivity and running of the agency.

Previous research has revealed that competency development strategies during organizational transformation are still largely unexplored. Furthermore, previous empirical research has shown that strategy formulation using AHP. AHP is related to improving organizational competence and performance. Problem formulation in this research, namely, how to determine the most appropriate strategy in decision-making competency development with the AHP method? This research aims to determine strategic priorities in competency development decision-making.

This study aims to determine strategic priorities in competency development decision-making. The study used the Analytical Hierarchy Process (AHP) method, which used Microsoft Excel to analyze the structure and main strategic alternatives—the analysis was based on primary data from interviews with 11 expert sources.

METHODS

The Sukamandi Center for Apparatus Training of the KKP, the Secretariat of the Extension Agency, Training and Human Resources Development of the KKP, the Bureau of Human Resources and Organization of the KKP, the Center for KKP Training, the Inspectorate General, the Center for Marine and Fisheries Research, the Fisheries Research Center, the Inspectorate General of the KKP, the Center for Socio-Economic Research of KKP, and the Secretariat General of Marine Spatial Management, which are among the Technical Implementation Units within the KKP, served as the research locus—the primary and secondary data obtained through structured

interviews with selected experts. Previous research and consultations with experts informed the process of developing a questionnaire on the determinants of organizational competency improvement. The model *Soft System Methodology* (SSM) is used to formulate organizational strategies using *the Analytical Hierarchy Process* (AHP), producing strategic alternatives to improve organizational competency.

Input from experts/expert sources with proven skills and experience (practitioners) in KKP policy-making. Specifically, this study utilized the services of 11 experts representing structural and functional units within KKP, universities, practitioners, and other stakeholders. *Microsoft Office Excel software* is used for data processing. The writer chose this software because of its ability to integrate expert opinions and its capacity, which is not limited to organizational hierarchical structures. Furthermore, the other researcher used the AHP process to analyze the data (Sunahwati et al., 2019).

Data processing of the hierarchical structure was done by weighting each element at each level by 11 predetermined experts. Then, the weighting of each expert's opinion was calculated. The calculation was *Inconsistency Ratio* (IR), which shows that the questionnaire results have met the $IR \leq 10\%$ requirement so that the researcher can use it for data analysis. The assessment results of 11 experts who provided opinions on hierarchical structure were combined and reprocessed to obtain vertical and horizontal calculation results.

AHP evaluates various choices—decisions on strategies for improving ASN competency in KKP. A commonly used and widely researched multi-criteria decision-making technique, the AHP divides complex problems into several levels, each with different elements (Mkuna et al., 2020).

RESULTS AND DISCUSSION

AHP Structure

The hierarchical structure in formulating KKP's strategy for improving team member competency based on experts' background input. Several key factors in AHP hierarchical structure analysis include infrastructure functions and training programs. Previous research has linked ASN to a significant influence on improving organizational performance. Data on other factors, such as individual readiness and budget availability, were obtained from in-depth interviews with several experts within the KKP.

Formulating team member competency improvement strategies is structured in five stages. These stages are based on the interrelationships, structures, and processes used to achieve

organizational goals. The six stages include: (1) determining the focus to be addressed, which in this case includes team member competency improvement strategies; (2) describing four factors that influence KKP, namely competency improvement, including, among others, improving competency development infrastructure, ASN Education and Training programs, KKP ASN readiness in receiving and implementing competency development programs, and the factor of budget availability for ASN competency improvement; (3) stages related to the actors involved in efforts to improve KKP team member competency, including: Minister of KKP, Secretary General of KKP (SETJEN KKP), Inspector General of KKP (ITJEN KKP), Head of BPPSDM KP, Head of Echelon 1 Unit, and functional officials; (4) The fourth stage relates to the objectives identified as important in improving team member competency at KKP, which consists of four objectives, namely: Developing Competency Standards for all functional officials, Improving the competency of leaders, functional officials and HR development, Preparing competency development policies and programs tailored to needs, Improving the ability to adapt to organizational change. (5) The fifth stage includes determining alternative strategies to achieve the overall objective of improving team member competency, which consists of four alternative strategies, including: Mapping functional position competencies at KKP, Building KKP ASN competency development infrastructure, Building *an assessment center* in collaboration with supervisory agencies, certified competency assessment and competency testing institutions, and Building a competency-based education and training system for KKP ASN and Functional Official Competency Certification.

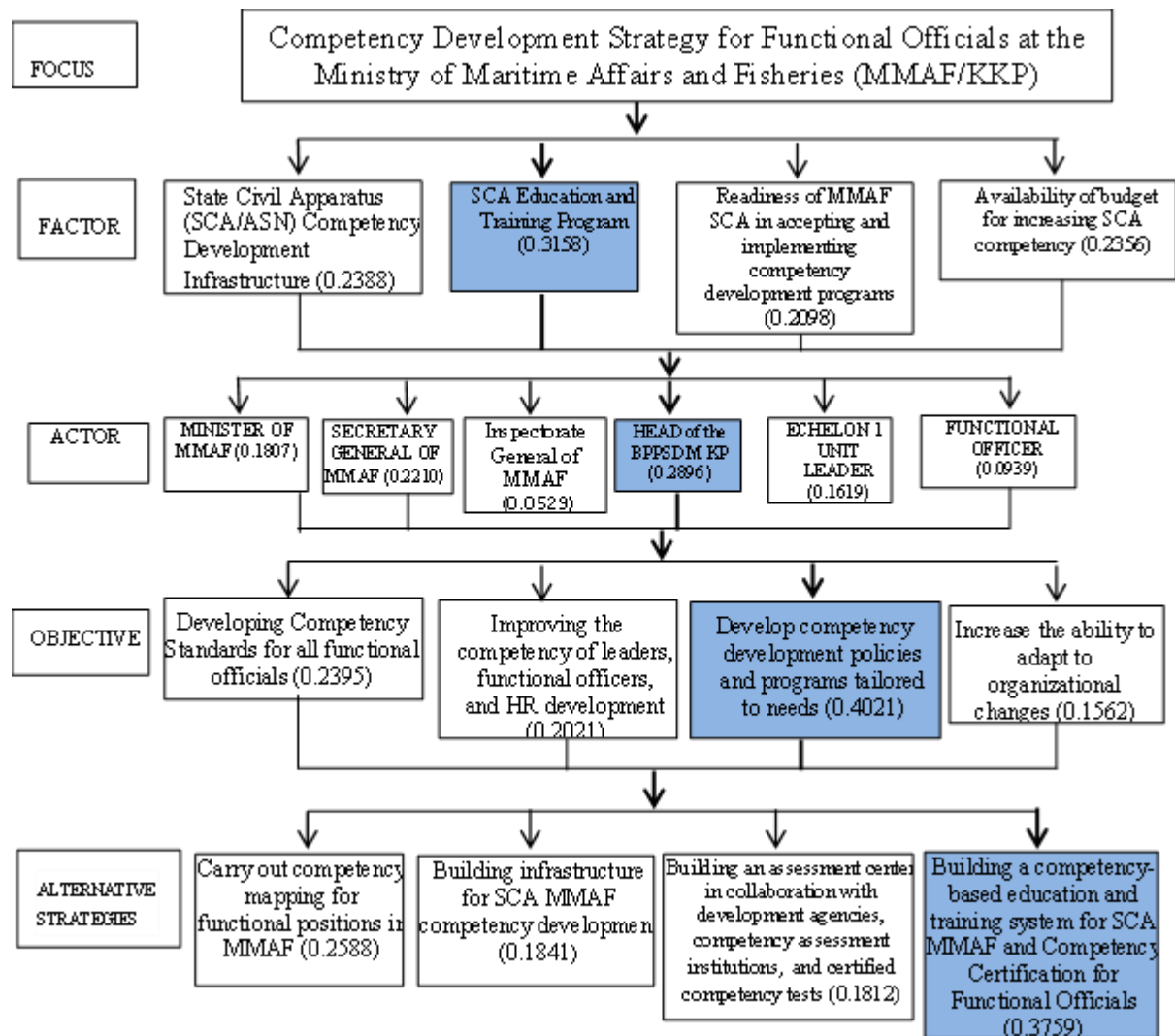


Figure 2 AHP Hierarchy Scheme of Vertical Processing Results

The data analysis results in priorities that the KKP can implement to improve team member competency. These priorities indicate alternative strategies and supporting activities that the KKP can use to improve team member competency. The contribution of each component to the strategy is weighted, as shown in Figure 2.

DISCUSSION

Priority Results Presentation

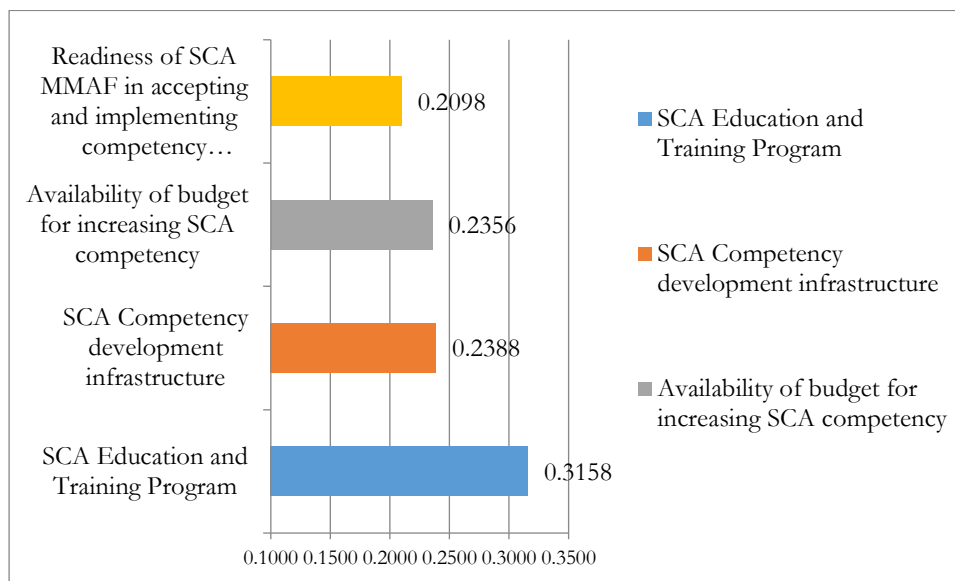
The purpose of factor element analysis is to determine the priority level of a factor element. The vertical analysis results identified ASN education and training programs as the most important factor influencing team member competency development strategies (0.3158). The second most important factor was ASN competency development infrastructure (0.2388), followed by the

availability of a budget for improving ASN competencies (0.2356), and the readiness of KKP ASN to accept and implement competency development programs (0.2098).

Four elements are compared in pairs at the factor level in the Hierarchy diagram. The following summarizes the weighting results at the factor level (Graph 4).

Priority Factor Discussion

Graph 4 Weight and Priority of Factors to the Main Focus



Source: Processed Research Data (2024)

The development of competencies of certain functional officials at the KKP is based on factors that influence the KKP organizationally and on the competency needs of the functional officials concerned. The ASN education and training program factor (0.3158) is a top priority that can be considered in developing competency strategies for certain functional officials in the KKP (Graph 4). The ASN education and training factor is very important. It is needed because it can improve team member competency, raise team member awareness to understand and have the capability to perform tasks according to applicable regulations, as well as expertise and skills in specific technical fields, so that they can facilitate tasks effectively and efficiently. The results of the data processing analysis that produced the main priority factor, namely the ASN education and training program (0.3158), are supported by research results (Wimmer et al., 2020) that education and training are needed to face digital transformation and technological disruption. Components of the Human Resource Development Policy include strengthening training and human resource development (Sunahwati et al., 2019).

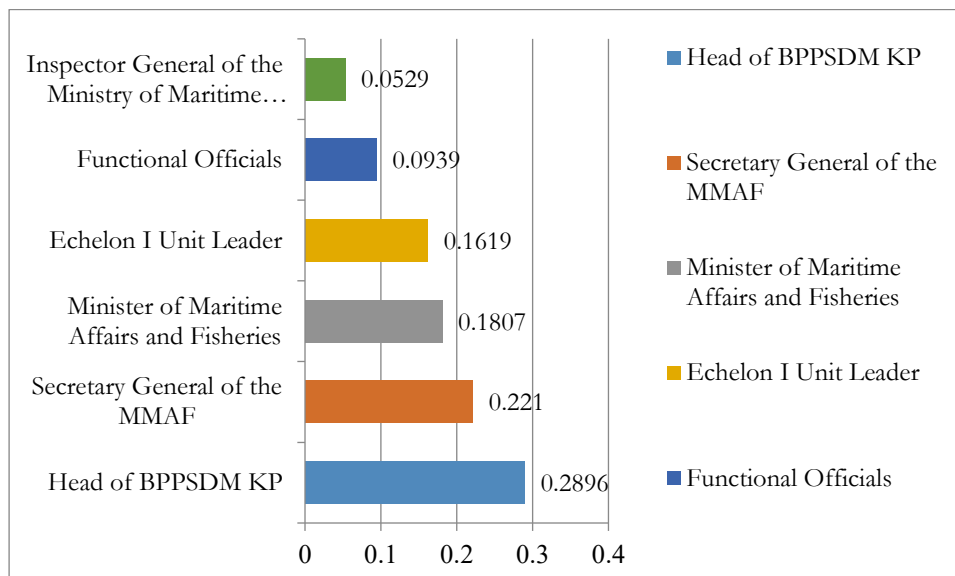
The second and third factors considered are the infrastructure for developing ASN competencies.

(0.2388) Moreover, the availability of a budget for improving ASN competencies (0.2356). This factor means that the KKP must be able to improve the infrastructure for developing ASN competencies and increase the budget available for improving ASN competencies. Competency development infrastructure includes budget availability, mastery of adaptive technology, the availability of training institutions for developing competencies, the availability and competence of trainers, teaching materials, learning curricula, the competence of functional officials, and educational and training facilities and infrastructure (Destiana, 2023). The successful implementation of competency-based medical education requires a safe learning environment and infrastructure that supports growth and performance orientation (Lomis et al., 2021).

At the actor level, the hierarchy diagram compares six elements in pairs. The following is a summary of the weighting results at the actor level.

The Importance of Actors

Graph 5 Actor's Weight and Priority to the Main Focus



Source: Processed Research Data (2024)

The actors are officials and employees involved in the KKP competency development efforts. Based on (Graph 5), the Head of The Head of the KKP Human Resources Development Agency (BPPSDM KP) is the official with the highest involvement in the KKP competency development efforts, with a weighted value of 0.2896. Followed by the important role of the SETJEN KKP (0.221), the Minister of KKP (0.1807), the Head of Echelon I Unit (0.1619), Certain Functional Officials (0.0939), and the ITJEN KKP (0.0529).

The research results found that the Head of BPPSDM KP (0.2896) was the most influential actor in formulating competency development strategies for certain functional officials at the KKP (Graph 5). The role of the Head of the Extension and Human Resource Development Agency is not only as a machine providing extension services, education, and training in various fields according to their respective expertise, but also as a mentor, driver, and career development of certain functional officials at the KKP and supported by officials below him because he has great authority in ASN career development. The Head of BPPSDM KP is a Human Resource Management (HRM) decision maker.

HR is important for three reasons: HR can be a significant source of competitive advantage, an important part of organizational strategy, and how an organization treats its people also greatly influences organizational performance (Robbins & Coulter, 2018).

Then the second actor is SETJEN KKP, whose main task is to coordinate the preparation of the needs and plans for Civil Servant Competency Development at the ministerial level. SETJEN KKP is also the policy maker and regulator regarding developing the competency of KKP HR. At the same time, the third actor is the KKP and the Head of Echelon I Unit. The KKP is responsible for coordinating the preparation of the needs and plans for developing civil servant competencies at the national level, developing technical competencies in the marine and fisheries sector, and developing technical competencies for functional positions fostered by the ministry. At the same time, the fourth actor is the head of the echelon I unit. The head of the echelon I unit is the actor who carries out the function of making policies and implementing the directives from the minister through the Regulation of the KKP Number 44 of 2022 concerning the development of the competency of ASN within the KKP. The Head of the Echelon I Unit coordinates with the Head of BPPSDM KP in implementing competency development activities for HR. The fifth actor is a functional official. A functional official is an actor who is affected by organizational transformation. Functional officials are actors who have functions and duties related to functional services based on specific expertise and skills. The sixth actor is the Inspector General (ITJEN KKP), who conducts competency development evaluations with the Secretary General of the KKP and the Head of the BPPSDM KP. Research conducted by (Vos et al., 2011) supports that organizations develop their employees' competencies through training, on-the-job learning, and career management practices.

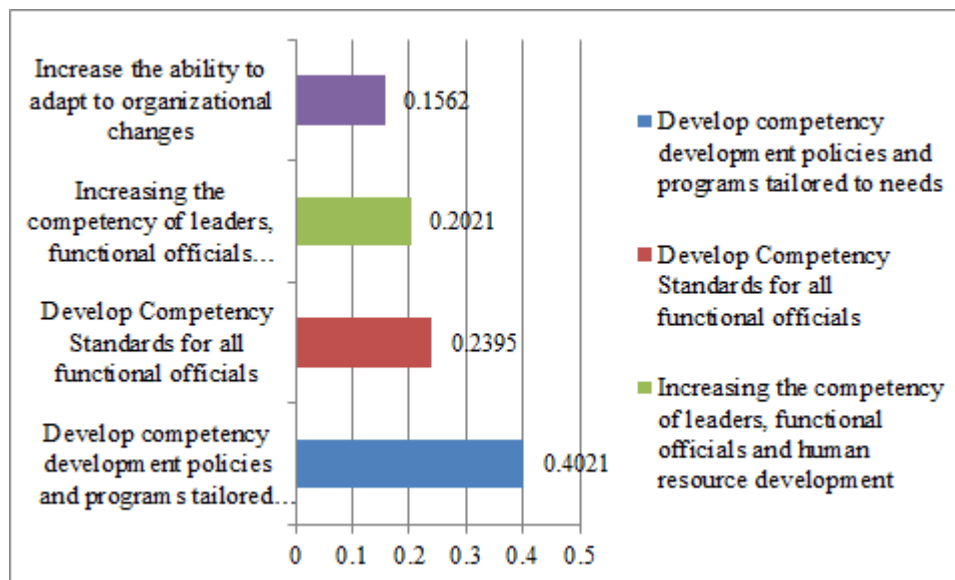
To ensure transparency, organizations must develop and implement applications used as communication media to communicate in the formation of development aspects, including development planning stages and processes, to stakeholders, including the community (Alma'arif & Wargadinata, 2022).

For the development of competency infrastructure, ASN education and training programs, and the readiness of KKP ASN in receiving and implementing competency development programs, the BPPSDM KP has the highest scores with weights of 0.3107, 0.3098, and 0.2757, respectively. The Secretary General of KKP has the highest priority weight of 0.2576 regarding budget availability for improving ASN competencies. To meet the needs of these factors, these six actors have their respective roles and complement each other.

Discussion: Priority of Organizational Goals

Four elements are compared in pairs at the goal level in the Hierarchy diagram. The following is a summary of the weighting results.

Graph 6 Weight and Priority of Objectives towards the Main Focus



Source: Processed Research Data (2024)

Based on the results of vertical processing, developing competency development policies and programs tailored to needs (0.4021) is the main objective in the Competency Development Strategy for Functional Officials at the KKP in facing organizational transformation. The competency framework is an integrative policy tool to improve the quality of professional work (Halász, 2019). As seen in (Graph 6), developing competency development policies and programs tailored to needs implies that KKP must align competency development programs tailored to needs.

Organizational. The results of vertical processing produce the main priority objective of developing competency development policies and programs tailored to needs (0.4021), and the second priority is to develop competency standards for all functional officials (0.2395). The third

priority is to improve the competency of leaders, functional officials, and human resource development (0.2021). The fourth priority is to increase adaptability to organizational change (0.1562). Although other factors are also important, the role of leadership in initiating, organizing, directing, and managing strategy is the most important and crucial in ensuring the success of organizational improvement efforts (Sunahwati et al., 2019).

Supported by research findings (Komara, 2019), efforts to increase the capacity of civil servants through promotions in the form of civil service scholarships, technical guidance that can boost professional performance, and training (education and training) or workshops that can impact team member professionalism.

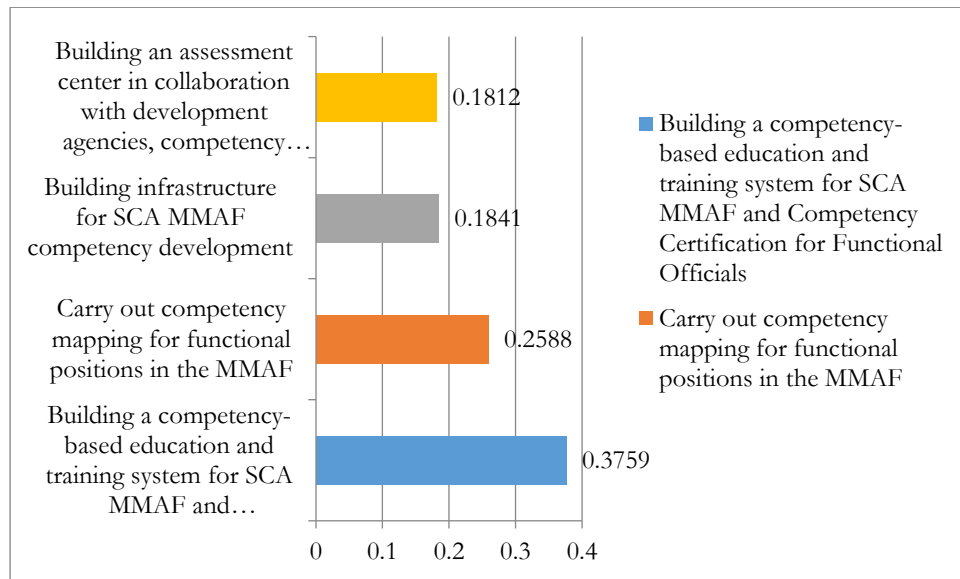
Competent employees are given a greater workload and often conceal their expertise (Agustina & Ratminto, 2023).

(Graph 6) demonstrates the influence of each actor in achieving the objectives. Each actor's highest priority and most numerous objective weight is developing competency development policies and programs tailored to needs. This value is used as a reference for improving the performance of each actor in accordance with the desired objectives. The Minister of KKP, SETJEN KKP, ITJEN KKP, and the heads of echelon I units are actors who play a role in developing competency development policies and programs tailored to needs. The Head of BPPSDM KP plays a role in improving the competency of leaders, functional officials, and human resource development. In contrast, functional officials play a role in developing Competency Standards for all functional officials.

Discussion of Alternative Strategy Components

The Hierarchy diagram compares four elements at the Alternative Strategy level in pairs. The following is a summary of the weighting results at the Alternative Strategy level:

Graph 7 Weight and Priority of Alternative Strategies to the Main Focus



Source: Processed Research Data (2024)

Based on the research results, building a competency-based education and training system for KKP ASN and Functional Official Competency Certification (0.3759) is the most recommended alternative strategy in the competency development strategy for functional officials at KKP. The results can be seen in Graph 7. The second alternative strategy is conducting competency mapping of functional positions in the KKP (0.2588). The difference in weighting between the third and fourth alternative strategies is relatively small, namely Building infrastructure for developing KKP ASN competencies (0.1841) and Building an assessment center in collaboration with supervisory agencies, competency assessment institutions, and certified competency tests (0.1812).

Building a competency-based training system can help teachers and students develop the ability to integrate skills, knowledge, and attitudes to complete professional technical tasks and challenges (Ahmed & Sayed, 2020). The Supreme Audit Agency (BPK) has implemented competency development through professional certification and formal education programs. However, the reality shows that competency development through professional certification from 2016 to 2020 has not fully met the allocation decided in the BPK HR Development Plan (Pramono & Keliat, 2022).

Management research continues to explore factors that can improve competency, performance, leadership, organizational values, team member readiness for change (Indriastuti & Fachrunnisa, 2020), resource flexibility, organizational culture adaptation, and team member satisfaction (Sabuhari et al., 2020). Previous research has found a positive relationship between competency and team member performance (Sabuhari et al., 2020).

Previous research also shows a positive relationship between organizational support and individual readiness for change (Putra et al., 2021). Management support and readiness for change are positive and significant. The relationship between psychological capital and readiness for change is positive and significant (Karrane et al., 2017). Psychological capital does not significantly influence individual readiness for change (Putra et al., 2021).

Leadership courses can improve nurse managers' readiness for change (Al-Hussami et al., 2017). Organizational readiness for change can improve cultural competence (McAlearney et al., 2021). Supervisors with greater competence (i.e., through more education or training) reduce perceptions of abusive supervision (Meglich et al., 2019). An intergenerational competency-based human resource management model in an era of change provides a strategic step in managing competency-based human resources for BPJS Kesehatan (Hidayat et al., 2020). Competence positively impacts team member performance (Fitrio et al., 2023).

Discussion of the priority order of actors seen from the factor aspect

For the development of competency infrastructure, ASN education and training programs, and the readiness of KKP ASN in receiving and implementing competency development programs, the BPPSDM KP has the highest scores with weights of 0.3107, 0.3098, and 0.2757, respectively. The SETJEN KKP has the highest priority weight of 0.2576 regarding budget availability for improving ASN competencies. To meet the needs of these factors, these six actors have their respective roles and complement each other.

Discussion of priority goals that actors want to achieve in developing the competency of KKP functional officials

Each actor's highest and most prioritized objective is developing competency development policies and programs tailored to needs. This value can be used as a reference to improve the performance of each actor in accordance with the desired goals. The Minister of KKP (0.3750), SETJEN KKP (0.4274), ITJEN KKP (0.3232), and the head of the echelon I unit (0.2910) are actors who play a role in developing competency development policies and programs tailored to needs. The Head of the BPPSDM KP (0.3644) plays a role in improving the competency of leaders, functional officials, and HR development, and functional officials in developing the Standard competence of all functional officials.

CONCLUSION

A policy to improve the competency development infrastructure is needed to support the competency development strategy, which strengthens the organization's capacity to develop a

shared vision, which is crucial for achieving organizational goals. In developing functional officials' competency, four main factors determine improvements and serve as a reference for implementation. These factors are the civil servants (ASN) competency development infrastructure, ASN education and training programs, the readiness of KKP ASN to accept and implement competency development programs, and the availability of a budget for civil servant competency development. The priority factor for improvement is the ASN education and training program.

To support education and training programs, the competency development infrastructure contributes to strengthening the capacity of team member competency development, which is crucial for achieving organizational goals. While other factors are important, civil servant education and training programs are the most crucial and decisive in ensuring the success of team member competency development efforts. This factor is evident in the important role of the leadership of BPPSDM KP in various aspects of developing the competency of KKP's Human Resources.

The competency-based education and training system and functional officer competency certification need to be improved to improve performance and enhance the competency of KKP functional officers so that they are better prepared to face organizational changes, ready to face technological advances, and so that functional officers have competitiveness and competencies according to the positions they hold. The competency-based education and training system helps address competency gaps. Other alternative strategies include mapping functional position competencies in KKP, building KKP ASN competency development infrastructure, and establishing an assessment center in collaboration with supervisory agencies, certified competency assessment, and competency testing institutions. KKP needs to improve competency mapping to identify existing competency gaps so that somebody can provide training that aligns with required competencies.

Competency mapping uses a guideline in developing competency standards. The highest and most prioritized objective weighted by each actor is to develop competency development policies and programs tailored to needs. Support and commitment from leadership in the form of competency development policies and human resource management are essential to increase productivity and individual readiness to change in the face of organizational change and digital advancements. The development of the ASN competency development infrastructure of the KKP will be optimally successful in improving team member competency if it can map team member competency needs.

Researchers should suggest further research using analytical tools, such as interpretive structural modelling (ISM), to obtain strategic policies for leaders facing complex problems. Future

research also needs to test the significance and impact of other variables, such as organizational culture, job embeddedness, work systems, strategic agility, monitoring and evaluation, motivation, discipline, and job satisfaction, which are not limited by the current organizational structure, towards improving organizational competence and performance. The limitation of this study is the lack of research in the field of competence, especially with experts from the Secretary General, key high-ranking officials, and planning bureaus. Future research should include leader commitment as an alternative priority for competency development strategies using the AHP method. Before conducting the competency test, all work units throughout the KKP should cooperate with the KKP Human Resources and Agrarian Bureau to first prepare the formation in the job map, so that if there are employees who have passed the competency test to be appointed to a functional position or promoted to the intended position, the functional can appoint the team member to the functional position or promoted to the functional position level.

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