

STRATEGY FOR DEVELOPING TECHNICAL COMPETENCY OF STATE CIVIL APPARATUS AT THE REGIONAL SECRETARIAT OF TIDORE CITY, NORTH MALUKU ISLANDS

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Abstract

Technical competency development of the State Civil Apparatus (ASN) is an important aspect in improving the quality of public services and bureaucratic professionalism. This study aims to analyze the strategy for developing ASN technical competencies at the Regional Secretariat of Tidore Islands City, North Maluku Province, and identify factors influencing its implementation. This research uses a qualitative descriptive approach through observation, interviews, and documentation techniques. Data analysis was carried out using the Miles and Huberman interactive model consisting of data reduction, data presentation, and conclusion drawing. The results show that the strategy for developing ASN technical competencies has been implemented through technical training, education and training programs, digital literacy strengthening, and competency-based career development. However, its implementation has not been optimal due to several obstacles such as limited budget, unequal training opportunities, low discipline, and gaps in information technology mastery among employees. Supporting factors include leadership commitment, regulatory support, and the increasing demand for digital public services. This study concludes that a more adaptive, sustainable, and competency-based development strategy is needed to improve ASN professionalism and organizational performance at the Regional Secretariat of Tidore Islands City.

Keywords: State Civil Apparatus, technical competence, development strategy

INTRODUCTION

The State Civil Apparatus (ASN) plays a crucial role in governance and public services. They serve as the backbone of the bureaucracy, ensuring effective, efficient, and professional governance. Therefore, developing ASN technical competencies is a strategic necessity in facing the demands of bureaucratic reform and digital transformation of government. Technical competency development aims to enhance ASN knowledge, skills, and abilities so they can carry out their duties professionally, in line with organizational needs. The Indonesian government, through Law No. 5 of 2014 concerning the State Civil Apparatus, affirms that every civil servant (ASN) has the right to receive continuous competency development. Furthermore, Government Regulation No. 11 of 2017 concerning Civil Servant Management emphasizes the importance of developing competencies for ASN with a minimum of 20 hours of instruction per year. This policy demonstrates that improving ASN capacity is a crucial part of realizing a modern bureaucracy and providing quality public services. The Regional Secretariat of Tidore City, North Maluku Islands, as a regional government agency, is responsible for implementing regional government administration. However, based on field observations, various obstacles remain in developing the technical competency of civil servants, such as low employee discipline, limited mastery of information technology, uneven distribution of training programs, and a mismatch between job requirements and the training provided. These conditions impact the effectiveness of public services and organizational performance. This research is important because developing ASN technical competencies is not only related to improving individual abilities but also to improving the quality of public services and bureaucratic reform. This study aims to analyze the ASN technical competency development strategy at the Tidore Islands City Regional Secretariat and identify factors influencing its implementation.

LITERATURE REVIEW

Civil Servant competency development is a systematic process of improving employee capabilities to optimally carry out organizational tasks and functions. According to Sutrisno (2023), competency is an individual's ability consisting of knowledge, skills, and attitudes that support job performance. Civil Servant competency development is a crucial part of creating a professional bureaucracy that is responsive to changes in the work environment. The concept of civil servant competency development is also related to human resource management theory, which emphasizes the importance of improving employee quality through education, training, and career development. Collings and Mellahi (2009) explain that merit systems and talent management are the primary foundations of competency-based employee development. Civil servants must be placed according to their technical capabilities and organizational needs to achieve optimal performance.

Various previous studies have shown that ASN competency development strategies are implemented through education and training, strengthening digital literacy, developing organizational culture, and utilizing information technology. Lastiwi (2022) stated that ASN competency development requires an integrated management strategy through the Planning, Organizing, Actuating, and Controlling (POAC) approach. Meanwhile, Oktavia (2023) emphasized the importance of ASN competency development in facing the Industrial Revolution 4.0 through the utilization of digital technology. Rahim (2024) found that digital transformation offers significant opportunities for ASN competency development, but obstacles remain in the form of digital literacy gaps and resistance to change. Another study by Karmiasih (2024) showed that budget constraints and low ASN motivation are the main obstacles to implementing technical competency development in the regions. Although various studies have addressed the development of civil servant competencies, most have focused on literature reviews or focused on specific institutions. Research on strategies for developing civil servant technical competencies at the Tidore Islands City Regional Secretariat remains limited. Therefore, this study seeks to fill this gap by analyzing strategies for developing civil servant technical competencies in greater depth within the context of regional bureaucracy.

METHOD

This research uses a qualitative method with a descriptive approach. The goal is to create a systematic, factual, and accurate description of the facts or characteristics of a particular object. Using descriptive methods, researchers collect data from interviews and document studies (Moleong, 2018). This approach was chosen because it is able to describe the phenomenon of ASN technical competency development in depth according to conditions that occur in the field. The research location was carried out at the Regional Secretariat of Tidore Islands City, North Maluku Province. The research subjects consisted of leaders and ASN involved in technical competency development. The informant selection technique was carried out by purposive sampling based on involvement and knowledge of the research problem. Data collection techniques were carried out through direct observation of ASN activities within the Regional Secretariat of Tidore Islands City, in-depth interviews with leaders and ASN regarding technical competency development strategies, and documentation in the form of regulations, training reports, and other supporting documents. Data were analyzed using the Miles and Huberman model which includes data reduction, data presentation, and drawing conclusions. Data validity was carried out through triangulation of sources and techniques to ensure the accuracy of the information obtained.

Table 1. Number of Informants Data

No	Informant	Amount
1	HeadBKPSDM	1 person
2	Head of the Organization and Administration Section of the Regional Secretariat of Tidore Islands City	1 person
3	Head of Human Resources Division	1 person
4	ASN	4 people
5	Academics	1 person
	Amount	8 people

RESULTS AND DISCUSSION

The Tidore Islands City Regional Secretariat is a regional government staff element led by the Regional Secretary and responsible to the Mayor. According to the Tidore Mayor's Regulation Archipelago Number 47 of 2021, the Regional Secretariat has the task of assisting the Mayor in formulating regional policies, coordinating government, fostering government administration, and supervising and evaluating the implementation of regional

policies. The Tidore Islands City Regional Secretariat has a total of 292 employees consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) spread across eight divisions. Employee placement is carried out according to the needs of each division so that the implementation of organizational tasks and functions can run effectively and efficiently. Technical competency development is one of the main focuses of the regional government in improving the quality of state civil servants. Human resource development is seen as a crucial factor in supporting the achievement of the regional government's vision and mission, particularly in creating a professional, adaptive apparatus that is able to keep up with technological developments. Therefore, competency development is not only seen as an organizational need, but also as part of efforts to improve the quality of public services.

Implementation of Technical Competencies at the Regional Secretariat of Tidore City, North Maluku Islands

Based on the results of the informants who have been interviewed, the Implementation of Technical Competencies at the Regional Secretariat of Tidore City, North Maluku Islands, namely:

The implementation of Technical Competencies at the Regional Secretariat of Tidore Islands City, North Maluku, previously involved planning for the development of technical competencies on an ongoing basis, adapting to organizational needs and developments in the digital era. The regional government, through the BKSDM (National Resources and Resources Management Agency), routinely develops competency development programs aimed at improving the quality of human resources within the civil service. These plans are based on the vision and mission of the regional head, who prioritizes human resource development in bureaucratic reform. Furthermore, the competency needs of employees in each division are also taken into consideration in developing the development program. Thus, the training and development provided can optimally support the implementation of employee duties and functions. Competency development planning also demonstrates an orientation toward a modern, digital-based bureaucracy. State civil servants are required to adapt to technological developments, so competency development is directed toward improving employee digital capabilities (Interview with the Head of BKSDM Tidore Islands on February 5, 2026).

Technical competency development is implemented through various training programs, education, seminars, and other digital technology-based development activities. The regional government strives to provide equal competency development opportunities to all employees so that the increased human resource capacity can be felt comprehensively. In its implementation, competency development does not rely solely on the Regional Budget (APBD), but also utilizes various other schemes that support program implementation effectiveness. The use of digital technology is a key strategy in supporting competency development implementation, particularly through online activities using media such as Zoom Meetings. This step is taken to overcome budget constraints while adapting to the needs of a modern, digital-based bureaucracy. The use of digital technology in competency development makes it easier for employees to participate in training without being limited by distance and time. Furthermore, the implementation of ASN talent management also supports the competency development process because it can be used to identify employee abilities and potential, allowing competency development to be more targeted (Interview with the Head of the Tidore Islands BKSDM on February 5, 2026).

The implementation of ASN technical competency measurement within the Tidore Islands City Regional Secretariat is still in the development and adjustment stage of the competency-based personnel management system. The Civil Service and Human Resources Development Agency (BKSDM) has the task and authority to improve the capacity and competency of ASN, but its implementation still faces various obstacles, especially related to budget limitations and organizational structures that do not fully support the optimal implementation of competency measurement. One of the main obstacles faced is the lack of a specific technical competency assessor position, so that the implementation of competency measurement is still attached to each regional apparatus organization (OPD) (Interview with the Head of BKSDM Tidore Islands on February 5, 2026). This condition indicates that the ASN technical competency measurement system has not been centralized throughout the BKSDM, but still depends on implementation at the respective OPD level. BKSDM plays more of a facilitator role that provides space and recommendations to OPDs to improve ASN competency according to the needs of the work unit (Interview with the Head of Human Resources Division of BKSDM Tidore Islands on February 5, 2026).

The method for measuring ASN technical competency still focuses on the Employee Performance Targets (SKP), which are used as the primary instrument for assessing ASN work performance. Assessments are based on work targets, employee discipline, task performance, and work reports submitted by each ASN in the personnel administration system. In addition to SKP, competency measurement is also conducted through additional assessment narratives and interviews with several OPDs to obtain a more in-depth picture of ASN technical capabilities. This

approach is used to determine the alignment between employee capabilities and the tasks performed within the organization. Therefore, the measurement method used does not fully utilize standardized technical competency instruments, but still focuses on assessing ASN administrative performance. The use of SKP as a competency measurement tool indicates that the ASN measurement system in local governments still emphasizes aspects of employee work performance and discipline. All data related to ASN competency is recorded in the ASN information system managed by the BKSDM (National Agency for the Protection of Human Resources and Human Resources), allowing each employee to be monitored based on work plans, work results, discipline, and other supporting documents such as training and competency development certificates uploaded to the system. The use of the My ASN application is one form of implementing an electronic-based government system in managing personnel administration (Interview with the Head of the Human Resources Division of the Tidore Islands BKSDM on February 5, 2026).

Evaluation of technical competency development is conducted through employee performance measurement using digital-based Employee Performance Targets (SKP). This system is used to periodically monitor employee performance development so that local governments can determine the level of productivity and work achievements of civil servants. The development of the SKP system, which was previously carried out monthly and annually, is now directed towards the implementation of daily SKP. The implementation of daily SKP aims to improve employee discipline, responsibility, and work effectiveness. Through this system, employee performance monitoring can be carried out more quickly, measurably, and transparently. Digital-based evaluation is also part of bureaucratic reform efforts that emphasize the principles of accountability and transparency in the management of state civil servants. With a measurable evaluation system, employee competency development can be tailored to the needs and performance achievements of each individual civil servant (Interview with the Head of the Tidore Islands BKSDM on February 5, 2026).

Technical Competency Development for ASN of the Regional Secretariat of Tidore City, North Maluku Islands

The technical competency analysis of State Civil Apparatus (ASN) at the Tidore Islands City Regional Secretariat was conducted based on three main aspects: knowledge, skills, and attitudes, guided by the core values of BerAKHLAK. The explanation based on informant interviews is as follows:

ASN Knowledge Aspects

1. Information

In the information indicator, interviews with civil servants (ASN) indicate that ASN within the Tidore Islands City Regional Secretariat demonstrate a fairly good ability to obtain, understand, and update information related to regulations, policies, and work procedures that support the implementation of government duties. ASN utilizes various information media such as official government websites, social media, internal communication groups via WhatsApp, public discussions, and information delivered directly by organizational leaders. Furthermore, ASN's ability to independently search for information through official institutions such as the LKPP, relevant ministries, and various other digital platforms demonstrates individual initiative to continuously improve technical knowledge capacity to support their work.

2. Skills Acquired Through Education

The formal educational background of civil servants significantly contributes to their ability to carry out technical tasks within government organizations. Formal education is seen as a crucial foundation for developing the mindset, analytical skills, communication skills, and problem-solving abilities required to carry out government duties. Some civil servants have educational backgrounds that align with their positions, making it easier to understand technical tasks in greater depth.

3. Training and Experience in the Work Context

Training and work experience are crucial for improving the technical knowledge of civil servants (ASN) within the Tidore Islands City Regional Secretariat. Civil servants (ASN) view training, technical guidance, seminars, certification, and work experience as significantly contributing to the effective and efficient completion of daily tasks. The training provided by ASN provides additional knowledge regarding work procedures, application usage, the latest regulations, and enhanced communication skills to support the implementation of government duties. The implementation of digital technology-based training has also had a positive impact on improving ASN competency. Civil servants acknowledge that online training and virtual technical guidance have helped them understand the use of applications and information systems that were previously considered difficult.

Table 2. Summary of ASN Knowledge Aspects Informants

Indicator	Informant	Interview Results
Information	Department of Economics and Natural Resources	Information is obtained through official websites and social media to update regulations and policies that support ASN work.
	JF Young Expert	Information was obtained from leaders, WhatsApp groups, and direct searches through the LKPP website and related ministries.
	Financial Planning Reviewer	Information is obtained through the internet, public discussions, and books as a means of increasing insight regarding regulations and work.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Information is obtained through formal channels and employee groups shared by organizational leaders.
Skills acquired through education	Department of Economics and Natural Resources	Formal education helps in decision making, problem solving, service communication, and technology adaptation.
	JF Young Expert	Communication education supports work in the procurement of goods and services, although it is not completely linear.
	Financial Planning Reviewer	Education helps improve adaptability and supports the implementation of tasks in various fields of work.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Communication education supports the implementation of tasks in writing news and preparing leadership speeches.
Training and Experience in the Work Context	Department of Economics and Natural Resources	Training helps improve communication skills and understanding of work procedures in carrying out daily tasks.
	JF Young Expert	Training and certification in procurement of goods and services helps improve the technical capabilities of the job.
	Financial Planning Reviewer	Training and technical guidance help understand new applications and regulations that support work.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Training helps ASN understand the use of applications and the latest work system developments.

ASN Skills Aspects

1. Practical Applications

In the practical application indicator, ASN demonstrates the ability to apply their technical knowledge to solve work tasks and problems directly in their respective work units. The application of technical competency is carried out through teamwork, coordination between employees, mentoring colleagues, and the ability to find solutions to various work problems encountered in carrying out daily tasks. The ability to work together is one form of implementation of ASN technical skills in government organizations. ASN not only work individually, but also build good cooperation with colleagues to ensure that organizational tasks and responsibilities can be completed optimally. In addition, ASN also demonstrates a culture of sharing knowledge with other colleagues, especially related to knowledge gained from training and technical guidance. This demonstrates a collective awareness in improving the quality of human resources within the organization.

2. Use of Technology

The use of information technology is a crucial indicator of the technical competence of civil servants (ASN) in the current era of bureaucratic digitalization. Civil servants within the Tidore Islands City Regional Secretariat have utilized various technologies and information systems to support the effectiveness and efficiency of governmental duties. Technology is used in various aspects of their work, from communication and administration

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to coordination and public service delivery. The use of digital applications such as Zoom Meeting, the Srikandi app, social media, e-learning, and various other digital communication platforms demonstrates that civil servants have begun adapting to electronic work systems. The use of technology is considered capable of accelerating work completion, increasing time efficiency, facilitating coordination between employees, and assisting in the storage and management of documents in a more organized and systematic manner.

Furthermore, the use of technology also makes it easier for civil servants (ASN) to participate in distance learning and training. Civil servants can obtain information, participate in webinars, and access various learning materials more easily through digital media. However, technology utilization must still be carried out in accordance with the rules and ethics of information system use to prevent misuse of technology within the government environment. Overall, the use of technology demonstrates that civil servants have sufficient capabilities in utilizing information systems and digital technology to support the implementation of tasks and improve the quality of public services within the Tidore Islands City Regional Secretariat.

Table 3. Summary of ASN Knowledge Aspects Informants

Indicator	Informant	Interview Results
Practical Applications	Department of Economics and Natural Resources	Technical knowledge is applied through teamwork in completing tasks and solving work problems.
	JF Young Expert	Technical competencies are implemented through mentoring and facilitation to users of procurement services.
	Financial Planning Reviewer	ASN applies digital skills, maintains information security, and adapts to digital transformation.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Knowledge gained from training is shared with coworkers to support the completion of collaborative work.
Use of Technology	Department of Economics and Natural Resources	Technology is used to support work and obtain the latest information related to ASN duties.
	JF Young Expert	Digital technology is utilized in all work processes to increase work efficiency.
	Financial Planning Reviewer	Technologies such as the Srikandi application help with effectiveness, efficiency, and administrative management of work.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Technology is seen as very important to support work so that ASN must always follow digital developments.

ASN Attitude Aspects (Core Values of Moral)

1. Service Oriented

In the service-oriented indicator, civil servants within the Tidore Islands City Regional Secretariat demonstrate a fairly good awareness of the importance of providing quality public services to the community and other stakeholders. The service attitude demonstrated by civil servants is reflected in friendly, responsive, and responsible behavior, and efforts to provide maximum service according to community needs. Civil servants understand that public service is one of the main functions of the bureaucracy, so service quality is a crucial part of building public trust in the local government. Some civil servants also implement a service culture such as smiling, greeting, and greeting in interactions with the community and fellow employees.

2. Accountable

The accountable attitude of civil servants (ASN) is reflected in their awareness in carrying out their duties and responsibilities in accordance with the procedures, rules, and standards applicable within government organizations. ASN understand that every task they perform must be accountable, both administratively, morally, and legally. Therefore, the implementation of tasks is always directed to comply with the provisions set by the government. ASN accountability is also evident through the use of Employee Performance Targets (SKP) as a basis for measuring employee performance. SKP serves as a guideline in assessing work achievements, discipline, and the implementation of tasks carried out by ASN during their work.

3. Competent

In the competency indicator, ASN demonstrates a continuous effort to improve their abilities to carry out their duties professionally in accordance with job demands and developments in the work environment. ASN

recognizes that technological developments, regulatory changes, and bureaucratic dynamics require government officials to continuously learn and develop their competencies. Efforts to improve competency are carried out through various means, such as participating in training, technical guidance, seminars, webinars, certifications, and utilizing digital media such as YouTube, podcasts, and other information sources related to their work duties. ASN also demonstrates initiative to seek out the latest information on regulations and policies that support the implementation of duties in the work environment.

4. Harmonious

The harmony indicator shows that civil servants within the Tidore Islands City Regional Secretariat have strived to build working relationships that are mutually respectful, supportive, and collaborative with colleagues from diverse backgrounds and characters. Civil servants understand that harmonious working relationships are an important factor in creating a conducive work environment and supporting the effectiveness of organizational task implementation. A harmonious attitude is realized through effective communication, mutual respect for opinions, maintaining ethical interactions, and building a work culture that supports mutual assistance among employees. Civil servants also demonstrate concern for their colleagues by providing support, motivation, and assistance in completing work when needed.

5. Loyal

The loyalty of civil servants (ASN) is reflected through commitment and loyalty to the organization, its leaders, and the implementation of government duties. Civil servants understand that loyalty is an essential part of their professional responsibility as state officials who have been sworn to carry out their duties in accordance with the rules and interests of the organization. Civil servant loyalty is demonstrated through adherence to leadership policies, optimal performance of duties, upholding the institution's reputation, and maintaining the confidentiality of organizational information. Civil servants also demonstrate an awareness that organizational interests must be prioritized over personal interests in carrying out government duties.

6. Adaptive

In the adaptive indicator, ASN demonstrates the ability to adapt to changes in policies, work systems, and technological developments occurring within the government bureaucracy. ASN recognizes that change is an inevitable part of organizational development, requiring government officials to continuously learn and improve their skills. ASN's adaptability is evident in their efforts to keep abreast of digital technology developments, understand the use of new applications, and adapt to changes in regulations and electronic-based work systems. ASN understands that the inability to keep up with technological developments can lead to a lag in the quality of human resources in a modern bureaucracy.

7. Collaborative

Collaborative indicators demonstrate that civil servants (ASN) possess the ability to build partnerships with internal and external parties to achieve shared goals. Civil servants recognize that carrying out government duties cannot be done individually, but rather requires coordination and collaboration between departments and with various related parties. Civil servants' collaboration includes both direct communication and digital media such as WhatsApp and other communication platforms. Civil servants also demonstrate the ability to build coordination with other agencies, the public, and external parties related to the implementation of government duties. Collaborative behavior is also evident in the culture of mutual assistance among employees, sharing knowledge, and providing opportunities for others to contribute to the completion of work.

Table 4. Summary of ASN Knowledge Aspects Informants

Indicator	Informant	Interview Results
Service Oriented	Department of Economics and Natural Resources	ASN provides the best service with full responsibility and serves the community optimally.
	JF Young Expert	ASN applies the principle of excellent service to fulfill the satisfaction of the community and service users.
	Financial Planning Reviewer	ASN provides friendly, agile, and solution-oriented services to the public.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	ASN applies the 3S service principle, namely smile, greet, and say hello in public services.
Accountable	Department of Economics and Natural Resources	Duties are carried out in accordance with applicable procedures and regulations as a form of work responsibility.
	JF Young Expert	ASN are responsible for their work and carry out tasks according to organizational targets.
	Financial Planning Reviewer	ASN works honestly and responsibly towards the effective and efficient use of state assets.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Implementation of duties is guided by regulations, SKP, and maintaining organizational confidentiality.
Competent	Department of Economics and Natural Resources	Competence is enhanced through training, skills development, and seeking the latest information.
	JF Young Expert	Civil servants improve their competencies through technical guidance, independent learning, YouTube, and work-related podcasts.
	Financial Planning Reviewer	ASN continues to learn and share knowledge with colleagues to support the improvement of shared competencies.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Competence is enhanced through updating information and following the latest issues.
	Department of Economics and Natural Resources	Working relationships are built through effective communication and mutual respect between employees.
Harmonious	JF Young Expert	Working relationships are built through coordination and cooperation in achieving government goals.
	Financial Planning Reviewer	ASN builds harmonious relationships through caring, support, and mutual assistance between employees.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Working relationships are built through ethics, respect for others, and adaptability.
	Department of Economics and Natural Resources	Loyalty is demonstrated by completing superior tasks well and responsibly.
Loyal	JF Young Expert	Loyalty is demonstrated through compliance with work and coordination with leadership.
	Financial Planning Reviewer	ASN maintains the good name of the institution and complies with the policies of the organization's leadership.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Loyalty is demonstrated through adherence to the ASN oath and maintaining organizational secrets.
	Department of Economics and Natural Resources	ASN follows technological developments and changes in the times to improve their abilities.

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Adaptive	JF Young Expert	ASN continues to learn and adapt to changes in the work environment.
	Financial Planning Reviewer	Civil servants are required to be proactive in following technological developments so as not to be left behind.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	ASN adapts to new rules, leadership characteristics, and the use of new applications.
	Department of Economics and Natural Resources	Cooperation is carried out to improve communication and achieve common organizational goals.
Collaborative	JF Young Expert	Collaboration is carried out with various parties according to the procurement field to support work effectiveness.
	Financial Planning Reviewer	Collaboration is carried out with internal and external parties to increase organizational effectiveness.
	Technical Reviewer of Policy, Protocol and Leadership Communication Section	Collaboration is carried out through internal and external communication both directly and digitally.

Source: Researcher's processing based on interview results (2026)

Table 5. Civil Servant Competency Development Program of the Tidore Islands City Regional Secretariat

Program	Objective	Implementation
education and training	Improving ASN knowledge	Periodic
Technical Guidance	Improve job skills	According to the needs
Workshops and Seminars	Increasing ASN insight	Periodic
Digital Training	Strengthening technological literacy	Online/Offline
Independent Learning	Individual capacity development	Sustainable

Source: Researcher's processing based on interview results (2026)

Factors influencing the ASN technical competency development strategy

Supporting factors for developing ASN technical competency at the Tidore Islands City Regional Secretariat include leadership support, government policies, and the increasingly complex needs of public services. Meanwhile, inhibiting factors hinder the implementation of ASN technical competency development. One major obstacle is budget constraints. Implementing education and training requires significant costs, while regional budget capacity remains limited.

Table 6. Supporting and Inhibiting Factors in the Development of ASN Competence

Supporting Factors	Inhibiting Factors
Leadership support	Budget constraints
government policy	Low ASN motivation
Technological development	Inequality of access to training
Public service needs	Low digital literacy
Online learning system	Mismatch of training with position

Source: Researcher's processing based on interview results (2026)

Discussion

Implementation of Technical Competencies at the Regional Secretariat of Tidore City, North Maluku Islands

The implementation of ASN technical competency development at the Tidore Islands City Regional Secretariat demonstrates the local government's efforts to create a professional and digital-based bureaucracy. The transformation of the personnel system from manual to electronic is a strategic step in improving the effectiveness of ASN administrative services and management. ASN competency development is mostly carried out through virtual methods as a form of budget efficiency and adaptation to developments in information technology. In addition, strengthening functional positions is also a primary focus in ASN technical competency development so that employees have clarity of duties and competencies according to their work fields. The implementation of technical competency development still faces several obstacles, such as budget limitations, the lack of competency assessors,

the lack of a technical competency assessment team, and a suboptimal ASN competency measurement system. The local government needs to increase institutional support, strengthen the competency assessment system, and improve the quality of ASN training so that the implementation of technical competency development can run more optimally and be able to support improvements in the quality of public services.

The implementation of ASN technical competency at the Tidore Islands City Regional Secretariat demonstrates the local government's efforts to build a professional and adaptive human resource management system for civil servants to technological developments. According to Sedarmayanti (2023), ASN competency development is a systematic process carried out to improve the abilities, skills, and professionalism of civil servants so that they can carry out government duties effectively. According to the Tidore Islands City Regional Secretariat, technical competency planning has been directed at increasing the capacity of ASN in facing changes in digital-based work systems. This is in line with Law Number 20 of 2023 concerning the State Civil Apparatus, which emphasizes that ASN must obtain continuous competency development to support professionalism, neutrality, and the quality of public services. In addition, ASN competency development is also supported by Government Regulation Number 17 of 2020 concerning Civil Servant Management, which states that every government agency is required to prepare competency development plans based on job needs and employee competency analysis. Therefore, ASN competency development planning at the Tidore Islands City Regional Secretariat has demonstrated alignment with the direction of digital-based national bureaucratic reform.

The implementation of ASN technical competency development is carried out through various activities such as education and training, seminars, webinars, technical guidance, and online training using digital media such as Zoom Meetings. The use of digital technology is a crucial strategy for local governments to overcome budget constraints while expanding ASN access to competency development activities. According to Hasibuan (2022), ASN training and development aims to improve employee work skills so they can adapt to organizational developments and work technology. The implementation of digital-based training at the Tidore Islands City Regional Secretariat demonstrates the bureaucracy's adaptation to developments in information technology. This implementation aligns with Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), which encourages all government agencies to utilize information technology to improve the effectiveness of governance. Furthermore, Ministerial Regulation Number 28 of 2021 concerning Civil Servant Competency Development also emphasizes that ASN competency development can be implemented through both classical and non-classical methods, including online learning and virtual training. The implementation of ASN talent management is a crucial part of the competency development process. This system is used to identify ASN capabilities and potential so that competency development can be more targeted and aligned with organizational needs. The implementation of talent management also aligns with the merit system policy stipulated in ASN Law Number 20 of 2023.

The evaluation of ASN technical competency is conducted through a digital-based Employee Performance Target (SKP) system. The SKP is used as the primary instrument for assessing ASN work achievements, discipline, productivity, and task implementation. The use of electronic SKP demonstrates the regional government's efforts to create a more transparent and accountable oversight system. The implementation of ASN performance evaluation is in accordance with Minister of Administrative and Bureaucratic Reform Regulation Number 6 of 2022 concerning ASN Employee Performance Management, which emphasizes that ASN performance assessments must be conducted objectively, measurably, accountably, participatory, and transparently. The digital SKP system also supports the implementation of performance-based bureaucratic reform and public accountability. Research results show that the measurement of ASN technical competency still focuses more on administrative aspects than specific technical abilities. Competency assessments do not yet use standardized technical competency instruments and still rely on work reports and leadership assessments. According to Wibowo (2023), ASN competency should ideally be measured through aspects of knowledge, skills, work attitudes, and technical abilities related to the employee's field of duty. Therefore, using SKP as the sole measurement tool is not yet able to comprehensively describe ASN technical competency.

Technical Competency Development for ASN of the Regional Secretariat of Tidore City, North Maluku Islands

ASN Knowledge Aspects

1. Information

Civil servants (ASN) at the Tidore Islands City Regional Secretariat have a fairly good ability to obtain and utilize information related to policies, regulations, and work procedures through various media, such as government websites, social media, WhatsApp, and other digital platforms. The use of digital technology demonstrates ASN's adaptation to electronic-based bureaucratic transformation, thereby supporting improvements in technical

competence, work effectiveness, and professionalism. These results align with research in the Journal of Public Administration by Sari and Nugroho (2022), which states that the use of information technology in the bureaucracy can increase the speed of information access and support the quality of ASN decision-making. Furthermore, research by Rahmawati (2021) explains that ASN's ability to utilize digital media has a positive impact on improving work competence and professionalism.

2. Skills Acquired Through Education

Formal education plays a significant role in developing analytical, communication, problem-solving, and task-implementation skills for civil servants (ASN). Civil servants with a linear education system are more likely to grasp technical tasks, while those with unrelated backgrounds are still able to adapt through work experience, training, and independent learning. This demonstrates that education is a crucial foundation for developing ASN professional competencies. This finding is supported by research by Putra and Handayani (2020), who found that matching educational backgrounds to job positions can improve the effectiveness and quality of ASN performance. Another study by Wahyuni (2021) explains that formal education shapes ASN analytical and adaptive skills to organizational and technological developments.

3. Training and Experience in the Context of Work

Training, technical guidance, seminars, and work experience play a significant role in improving the technical capabilities of civil servants (ASN). Digital-based training helps civil servants understand modern applications and work systems, while work experience strengthens problem-solving, coordination, and decision-making skills. Continuous training also helps civil servants adapt to regulatory changes and digital work systems to improve the quality of public services. This is consistent with research by Hidayat and Karim (2023), which states that technical training and work experience significantly influence improving civil servant competency in public services. Furthermore, research by Prasetyo (2022) explains that digital-based training can improve civil servant readiness in facing information technology-based bureaucratic transformation.

ASN Skills Aspects

1. Practical Application

Civil servants are able to apply technical knowledge to solve work tasks and problems through teamwork, coordination, mentoring colleagues, and sharing knowledge gained from training and technical guidance. In addition to administrative skills, civil servants are also required to possess digital skills such as technological mastery, information security, social media ethics, and the ability to adapt to modern, technology-based work systems. This finding aligns with research by Yusuf and Latif (2022), which explains that teamwork skills and the application of technical skills influence the effectiveness of civil servant task implementation. Another study by Kurniawan (2021) states that civil servant digital skills are a crucial factor in supporting the adaptation of a modern, information technology-based bureaucracy.

2. Use of Technology

Civil servants (ASN) at the Tidore Islands City Regional Secretariat have utilized various technologies and information systems, such as Zoom Meeting, the Srikandi application, social media, and e-learning to support work effectiveness, coordination, administration, and public services. The use of technology helps improve work efficiency, facilitate access to online learning, and support the implementation of digital-based government tasks in a more systematic and professional manner. This is supported by research by Pramudya and Siregar (2023), which states that the use of information technology can improve work efficiency and the quality of public services in government agencies. Furthermore, research by Hasanah (2022) explains that the implementation of digital systems in the bureaucracy helps civil servants improve productivity, coordination, and adaptability to the government's digital transformation.

ASN Attitude Aspects (Core Values of Moral)

1. Service Oriented

Civil servants demonstrate a friendly, responsive, polite, and responsible service attitude in providing services to the public and related parties. Excellent service is implemented through a culture of smiling, greeting, and greeting, as well as efforts to meet community needs professionally. This finding aligns with research by Maulana and Fitriani (2022), which states that responsiveness and excellent service from civil servants influence public satisfaction with government services. Another study by Hidayati (2021) explains that a humanistic service culture can improve the image and public trust in government organizations.

2. Accountable

Civil servants (ASN) carry out their duties in accordance with applicable rules, procedures, and work standards and are able to be accountable for their work administratively, morally, and legally. Accountability is also

demonstrated through the use of SKP (Standard Work Procedures), effective management of state assets, and maintaining the integrity and confidentiality of organizational information. This is supported by research by Ramadhan and Yusuf (2023), which states that implementing ASN accountability can improve work discipline and the quality of governance. Furthermore, research by Lestari (2022) explains that ASN integrity and responsibility are key factors in creating a transparent and professional government.

3. Competent

Civil servants (ASN) continuously improve their skills through training, seminars, webinars, certifications, and the use of digital media to support the professional performance of their duties. Civil servants also demonstrate a willingness to share knowledge and experience with colleagues to collectively improve the quality of the organization. Research by Santoso and Wibowo (2021) explains that continuous ASN competency development impacts the quality of public services. Another study by Nurhayati (2023) states that a culture of knowledge sharing among employees can increase the effectiveness of government organizations.

4. Harmonious

Civil servants (ASN) build working relationships of mutual respect, support, and cooperation with colleagues. Harmonious attitudes are demonstrated through good communication, mutual assistance, maintaining ethics, and respecting differences within the work environment. This aligns with research by Arifin and Putri (2022), which states that harmonious working relationships can increase employee comfort and productivity within government organizations. Furthermore, research by Siregar (2021) explains that good interpersonal communication can strengthen cooperation and the effectiveness of ASN work teams.

5. Loyal

Civil servants demonstrate commitment and loyalty to the organization, leadership, and government duties by complying with regulations, upholding the institution's reputation, and prioritizing organizational interests over personal ones. Research by Fadli and Rahman (2022) found that civil servant loyalty influences organizational commitment and employee performance. Another study by Amelia (2021) explains that civil servant loyalty and compliance are crucial for maintaining the stability of government organizations.

6. Adaptive

Civil servants (ASN) are able to adapt to changes in policies, work systems, and technological developments by continuously learning and keeping up with digital developments. Adaptive behavior is evident in the ability to use new applications and navigate electronic-based bureaucratic transformation. This finding is supported by research by Prakoso and Hendra (2023), which states that ASN's ability to adapt to digital technology is crucial in supporting modern bureaucratic reform. Another study by Khasanah (2022) found that adaptive ASN are more capable of effectively navigating changes in electronic-based work systems.

7. Collaborative

Civil servants (ASN) possess the ability to collaborate and coordinate with internal and external parties to achieve shared goals. This collaborative attitude is demonstrated through communication, knowledge sharing, mutual assistance, and synergy in carrying out government duties.

This aligns with research by Hakim and Syahrul (2022), which explains that collaboration between employees and agencies can increase the effectiveness of government program implementation. Furthermore, research by Dewi (2021) states that good cooperation between work units can improve the quality of public services and the achievement of organizational goals.

Supporting and Inhibiting Factors in the Implementation of ASN Technical Competencies

The implementation of technical competency training for civil servants (ASN) at the Tidore Islands City Regional Secretariat still faces various obstacles, including budgetary, human resource, and institutional aspects. Budgetary limitations are a major factor causing training to be conducted primarily online and unable to optimally reach all civil servants. The low digital skills of some civil servants also pose a barrier to the implementation of electronic-based government systems. Misuse of digital applications and systems is still found due to low technological literacy among some employees. These conditions indicate that the implementation of SPBE, as stipulated in Presidential Regulation Number 95 of 2018, still requires adequate human resource readiness. ASN are required to have digital competencies to be able to support effective and modern governance (Suryani, Lilis., & Gunawan, Hendra. (2023). According to research by Wahyuni, Kadir, and Yusran (2024), the success of the digital transformation of the bureaucracy is greatly influenced by the digital literacy capabilities of ASN and the readiness of human resources in facing changes in technology-based work systems. Another obstacle is the unavailability of certified technical competency assessors and the absence of a special ASN competency assessment team. As a result,

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the ASN technical competency measurement system has not run optimally and is still oriented towards administrative assessments through SKP. This condition shows that the implementation of the merit system as mandated in ASN Law Number 20 of 2023 has not been fully implemented optimally.

The implementation of ASN technical competency training at the Tidore Islands City Regional Secretariat has demonstrated the local government's commitment to supporting bureaucratic reform and digital-based ASN development. The use of information technology in training, the implementation of electronic SKP (Serving Work Orders), and the development of talent management are indicators of the modernization of the ASN management system. This implementation aligns with Law Number 20 of 2023 concerning ASN, which emphasizes the importance of ASN professionalism, a merit system, competency development, and digital transformation in governance.

The implementation of ASN technical competency still requires strengthening in institutional aspects, competency measurement systems, and improving the quality of human resources. Regional governments need to establish technical competency assessors, compile ASN competency mapping documents, and develop competency evaluation instruments based on technical standards according to ASN duties. Strengthening ASN competency development also needs to be carried out in accordance with Ministerial Regulation of the Administrative and Bureaucratic Reform (PANRB) Number 28 of 2021 concerning Civil Servant Competency Development, which emphasizes that competency development must be implemented in a planned, systematic, and sustainable manner. Improving ASN digital literacy also needs to be carried out continuously so that the digital transformation of the bureaucracy can run more effectively. With targeted and sustainable technical competency development, it is hoped that ASN within the Tidore Islands City Regional Secretariat will be able to improve their professionalism, work productivity, and the quality of public services.

As a recommendation, academics emphasize the importance of developing a career path for civil servants (ASN) based on technical competency. Each ASN must be mapped based on their area of competency from the time they enter the organization to ensure focused and professional career development. This model is considered more effective in maintaining consistent ASN competency compared to employee placement patterns that frequently change fields without considering competency backgrounds. The analysis shows that developing ASN technical competency at the Tidore Islands City Regional Secretariat requires integrated strengthening of knowledge, skills, and work attitudes. The local government needs to strengthen the merit system, competency-based career development, digital training, and a professional organizational culture to ensure sustainable improvement in the quality of ASN and public services.

Tabel 7. Recommendations for Technical Competency Development based on Academics

No	Focus Questions	Interview Results	Academic Recommendation Analysis
1	Professionalism and work ethics	ASN must have ethics, integrity, creativity, and innovation in their work.	Professional attitude and integrity are important parts of ASN competence in supporting quality public services.
2	Learning organization culture	Leaders must build a work culture through a clear work system and SKP-based supervision.	Leadership has an important role in building an organizational culture that supports the development of ASN competencies.
3	Motivation and responsibility of ASN	Civil servants need to be given responsibilities according to their abilities so that they are motivated to work optimally.	Giving responsibility can increase motivation, performance, and a sense of belonging to the organization.
4	Implementation of Service-Oriented Values	Technical guidance and character development for ASN are needed.	Moral values need to be strengthened through character development and a culture of public service.
5	Accountable and Competent Values	ASN competency will be visible if employees are empowered and given work responsibilities.	Empowering ASN is an important factor in improving the quality of employee performance and competence.
6	Implementation of Adaptive values	Civil servants must be accustomed to using	Adaptation to technology is a primary need in digital bureaucratic reform and SPBE.

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		technology to be able to adapt to change.	
7	Collaborative and Harmonious Culture	ASN requires cooperation and collaboration in organizational work.	A collaborative culture supports improving ASN competency and the effectiveness of public services.
8	Loyalty value challenge	ASN loyalty is often more oriented towards the leadership than the organization.	ASN loyalty should be directed towards organizations and public services in accordance with the principles of ASN professionalism.
9	Recommendations for competency development models	A competency-based ASN career path and clear mapping of work fields are needed.	Competency-based career paths are in accordance with the merit system in the ASN Law Number 20 of 2023 to ensure more professional and targeted ASN development.

CONCLUSION

The strategy for developing the technical competency of State Civil Apparatus (ASN) at the Regional Secretariat of Tidore Islands City, North Maluku Province has been implemented through various programs such as education and training, technical guidance, seminars, workshops, independent learning, and the use of information technology to support the implementation of government duties. Competency development is carried out to improve the knowledge, skills, and professional attitudes of ASN so that they are able to provide effective, efficient public services in accordance with the demands of digital-based bureaucratic reform. ASN also demonstrates quite good abilities in obtaining information, using technology, working together, and applying the basic values of ASN BerAKHLAK in the work environment. However, the implementation of the ASN technical competency development strategy still faces several obstacles, such as budget constraints, unequal training opportunities, low motivation among some ASN, and limited mastery of information technology among some employees. Supporting factors for the competency development strategy include leadership support, government policies, information technology developments, and the increasing need for public services. Meanwhile, inhibiting factors include limited facilities and infrastructure, low digital literacy, and a lack of evaluation of ASN competency needs. Therefore, more planned, sustainable, and equitable competency development is needed to create a professional, adaptive ASN capable of improving the quality of public services.

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