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by Tri Raharjanto

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THE URGENCY OF MANAGERIAL COMPETENCE FOR LEADERSHIP POSITIONS IN LOCAL GOVERNMENT IN INDONESIA FOR SUSTAINABLE GROWTH AND DEVELOPMENT

TRI RAHARJANTO*, HERU NURASA, IRA IRAWATI, HERIJANTO BEKTI

Abstract. This paper examines managerial competences required for good leadership in the running of local administration government. To be specific this paper looks at the influence of position qualification, job performance and competence towards open selection of participants for promotion to higher leadership positions within local government departments, taking in consideration Jambi Province in Indonesia. The method used in the process of formulating the competence standards was the Behavioral Event Interview and the technique used for the data collection was a questionnaire guide. The results of the questionnaire were analyzed and evaluated for final interpretation. It was revealed that in determining competent leaders for higher positions in local government there is a standardized procedure followed which includes, the selection general leadership competences for each region, screening of the selected managerial competences, exploring individual potentials and tracing one's track record before final appointment is made. In conclusion, it has been established that in Indonesia's local government, though positions of leadership in local government appear bureaucratic, they are filled by competent and professional employees who are independent from part politics and free from individual or group interests.

KEYWORDS: Competence, Governance, Leadership, Local Government, Management, Organizational Management and Republic of Indonesia Government.

1. Introduction

Leadership is an essential component in national growth and development, because it helps to put institutions and organisations on the right track (Mbandlwa and Mishi, 2020). However, it should be noted that a successful leadership depends on good managerial competences. Local government being a central government representation at the grassroots, efficiency in services provided is a critical component (Gunawan *et al*, 2020) needed for proper functioning of the entire government system (OECD, 2013). Quality service delivery can be achieved with good managers. Good managers are those with necessary managerial competencies required for a successful leadership position. Trossman (2011) and Gunawan *et al* (2020) have pointed out that competence is a necessity for quality performance in any organization.

Service quality is used as an indicator to measure local leaderships competencies. Looking at the quality-of-service delivery performance in the public sector (Rigii, 2017) at a local level, leadership can be easily recognised and identified as either good or bad. Research about competence and its application started to be taken serious in the 1970's in an effort to understand effective people and how they operate (Boyatzis, 2011) in varying capacities of leadership, including in governance. In Indonesia, after the 1998 political revolt, the country's decentralisation approach led to a shift in both elective leadership positions and executive leadership. The political leaders have had a chance and the ability to transform the operation of executive leaders serving in both central and local governments (Arifianto, 2016), hence politics influences performance of most leadership positions.

Leadership makes institutions grow or collapse, something which leads to growth and development of a country (Mbandlwa and Mishi, 2020). This study aims to find out the dimensions of managerial competences needed to support the successful implementation of the duties of executive leadership positions in regional government agencies. Furthermore, after knowing the competence dimensions needed to support executive leadership duties, the authors also examined the existing competence condition of the office holders against the mentioned competence dimensions. In an effort to obtain a clear picture of the current condition and also the gaps that arise with the said dimensions of competences established.

In the framework of implementing regional governance in accordance with the mandate of the 1945 Constitution of the Republic of Indonesia on regional government (Zaman, 2017). Local governments are regulated and managed based on the principles of autonomy and co-administration (Usman, 2002), with the intention of accelerating the realization of community welfare improvement (Abowo, et al, 2020), improved service delivery, grassroots community empowerment as well as to increase regional competitiveness (Dreier, 1996) by taking into account the principles of democracy, equity, justice, privileges and specialties of a region in the system of the Unitary State of the Republic of Indonesia (Aminah, 2020). The efficiency and effectiveness of regional government administration needs to be improved by paying more attention to aspects of the relationship between levels of government and between regional governments, the potential and diversity of regions (Hoppe and Miedema, 2020), the opportunities and challenges of global competition by granting the widest possible authority to regions accompanied by granting rights and obligations to operate autonomously.

In Indonesia, local governance is referred as Regional Government (Adiputra, Utama and Rossieta, 2018), considered to be an administration of government affairs carried out by the local executive leaders (Svara, 2008) who run local governments basing on the principles of regional autonomy and principles of special recognition with the broadest possible principles of a decentralized system (Nasution, 2016) defined by the 1945 Constitution. Regions in Indonesia consist of Provincial Governments and Regency/ Municipal Governments consisting of Regional Heads and Regional Representative Council (DPRD) assisted by regional officers (Malo, 1995). A normal state, needs a government to be able to maintain order and to create prosperity and welfare for its people (AG, 2020). This so due to the fact, that a state is a group of people consisting of various ethnicities, religions, and socio-economic levels which require an institution that must regulate the existing differences in order to create order and prosperity in the community (Lan, 2011). To ensure quality service delivery, the local government institution must

function as a regulator, service provider and source of community empowerment so that the existing gaps within the community are reduced.

Competence is an important factor that underlies decision-making concerning the management of civil servants (Pratama *et al*, 2015). Personnel management can include, among other things, recruitment, selection, performance appraisal, career development, career planning and succession planning (Rothwell, 2011). In an effort to fill human resources who have the capacity to carry out the tasks of implementing local government activities, researched information is needed about the competencies needed in carrying out certain duties (Topcu, 2020), especially in terms of career development for a Civil Servant in accordance with the mandate provided by Law. Just like it is stated in Indonesia's Law Number 5 of 2014 concerning State Civil Servants (Saleh, *et al*, 2018), Article 69 paragraph (1) which states that career development for civil servants is carried out based on qualifications, competencies, performance assessments, and the needs of Government Agencies (Sudarman, Hasim and Maswati, 2020). Having understood the importance and urgency of competence in managerial leadership positions, this research looks at the promotion of civil servants in leadership positions within local government. The promotion is based on Article 72 paragraph (1) which states that the promotion of civil servants is carried out based on an objective comparison between the competencies (Sudrajat *et al*, 2014) qualifications and requirements needed by a given position (Bach, and Veit, 2018). In this regard, the present study sought to establish whether the said promotions are conducted based on competences required by a given leadership position. In other words, the present paper aims to examine the influence of position qualification, job performance and competence towards open selection of participants for promotion to higher leadership positions within local government departments, taking in consideration Jambi Province in Indonesia.

2. Literature Review

This study has been based on a grand concept of 'managerial competence' as a required necessity in leadership. The recruitment pattern through a managerial competence assessment is carried out in order to select officials (Eng and Parker, 1994) who have the ability, necessary competences and with integrity (Geddes, 1990) to fill certain positions in an autonomous and or decentralized system of governance to avoid challenges and reduce managerial problems (Miller and Bunnell, 2013). Though provincial, districts and local leadership have their own challenges in pluralist society, measurement and assessment (Sharma, 2006) of managerial competence for filling certain Leadership Positions is an important approach in the implementation of the bureaucratic reforms in any organisation or country (Cohen, 1993).

Government Institutions need to be filled with Human Resources who are reliable, competent (Battaglini, French and Goodman, 2017) in their fields, and have a professional attitude required to carry out their main duties and functions properly and successfully (Petković and Petković, 2013). Various methods are used to obtain the right Human Resources (Koch and McGrath, 1996), who are able to carry out their main tasks and functions, from the selection process, the provision of training, rotation/ or transfer (Williams, 2019), to the design of an incentive system that will instill achievement motivation in employees (Hilliard, 2013).

Human Resource Management as mentioned above is a general policy carried out by an organization and is often an obstacle (Kaptein, 2017) in most developing countries because it is at times misused and not implemented in accordance with what the Organization wants (Ali, Khan and Thalid, 2016). In such a situation, the acquired human resources are often unsuccessful in carrying out their main duties and functions. To overcome this, Organization practitioners began to focus their attention on tested, measurable, and applicable abilities (Hall, 2017). Because each type of job or position has demands which are different in competences when compared, calling for different and appropriately tested competences. In a decentralized government system, the same job or position, may require different competence standards depending on the region (Amin and Cohendet, 1999). In this case, competence Standards and Models need to be determined in advance (Rissi and Gelmon, 2014) through a certain technique or method in order to obtain accountable data or results before the Competence standard becomes a benchmark in selecting and finding the right Human Resources to assume a certain position (Garavan and McGuire, 2001). Using competence standard helps to lay foundation for successful performance at duty by most leaders, including in public service, especially in local government.

Local Government

The government as an institution or agency authorized in managing an area is an organization with the mandate to reach each level of society, hence concerned with people's daily social life (Steytler, 2005) from all walks of life. Thus, needs competent managers who understand the importance of the creation of nation states. Nations and governments were formed with the aim of maintaining social order and justice (Bezhan, 2017) and maintain the security and the rule of law in territories of each government's jurisdiction (Chesterman, 2008) and create welfare and prosperity for their people (Murray-Miller, 2017). A government is a group of people who are consciously coordinated through clear functions and organizational structure and have a system which aims to achieve certain goals (Marchand, et al, 2020). Therefore, a Government as an Organization, cannot be separated from the principles of an organization in general, thus with almost similar management competences required.

In an effort to achieve its vision and mission as well as its objectives, an organization is greatly influenced by external factors as well as internal factors (Ogunnubi, 2018). The development of technology, information systems (Melville, Kraemer and Gurbaxani, 2004), stakeholder organizations, changes in the political situation and conditions of society are external factors that are difficult to control by organizations (Greenwood and Van Buren, 2010) and nowadays changes in the external environment are very fast and have unpredictable, surprising, complex characteristics (Grubic-Nesic, Mitrovic, Melovic and Milisavljevic, 2016) and mainly trigger the emergence of various conflicts within the Organization (Maul, Puddu and Tijani, 2019). Such a situation, needs policies, rules and regulations, which for a country it is the constitution which prescribes a number of laws to follow.

For Indonesia, an example, is the enactment of Law Number 23 of 2014, regarding regional government system which facilitates the implementation of regional autonomy (Prabowo, 2020). The law contains provisions regulating the rights, obligations and authorities of both the provincial and cities which have an impact on changes in the structure and function of each region (Fatem, et al, 2018). Changes and developments of course have an impact on the dynamics and performance of the organization in a way that any change, including in the vision, mission and objectives of the organization or government, restructuring of the government programs, changes in strategy, roles, and functions (Chen, Chen and Li, 2013), may lead to complex and cross-cutting challenges.

External factors along with their changes and developments are an issue that cannot be avoided and are difficult to control, but on the other hand the government is required to be able to show reliable performance, especially in the era of globalization and autonomization (Robbert, 2005). Advances in technology, a good investment climate, and

other favorable conditions of natural resources do not guarantee that the organization or government will succeed in achieving its vision, mission, and goals without the support of reliable human resources (Cohen-Rosenthal, 2000). Therefore, the aspects of Organizational Culture, employee capacity, adaptability and a spirit of innovation are very important to answer these challenges (Chang and Lee, 2007).

Along with the above developments, staffing initially revolved around employee administrative duties, staffing records, company regulations, and the payroll system have changed (Glogoff, et al, 1989), making the HR unit has duties, which include: employee selection, training, payroll system, evaluation, and promotion within the organization (Budhwar, et al, 2002). The role of Human Resources management is to manage the elements of human resources with all their potential as effectively as possible so that appropriate and satisfying performance can be obtained for the Organization. By integrating Human Resource management and proper organizational strategy (Huslid, 1995), the government is able to maintain and improve its performance and ultimately succeed in achieving its goals (Riha, 1985). To build a Human Resources management system that is competent and able to achieve its goals, accurate information is needed about the main tasks and functions of the work or positions in the organization (Fyffe, 1983). In addition, this information is also used to determine the identification of competences needed to support the success of carrying out duties and functions.

Competence¹²

In general, competence is defined as the ability to carry out the work that is its duty and responsibility (Parasuraman, Zeithaml and Berry, 1985). Competence is a characteristic of employees that reflects the way they behave or think, attitudes, knowledge, and skills to carry out tasks (Salman, Ganie and Saleem, 2020). Several studies describe competence as a major component in job requirements that is used as a basis for job selection (Foschi, 2000; Gilbert Paquette, 2007; Ayad, 2013). The measurement for the possibility to perform at work is competence, which is a basis for a person to express capability to perform. Competence is considered as a deep and inherent part of a person's personality through predictable behavior in various job situations and tasks (Dipboye, 2018).

Competence of an individual is based on knowledge and skills required to achieve a company's goals and objectives (Agrawal, 2008). This means that competence is every capability a person has in the form of knowledge, skills and other individual internal conditions to be able to do a job (Mirabile, 1997). Competence is the intellectual capital that employees must have in order to be able to occupy a certain position and carry out work in accordance with their duties and responsibilities (Teijeiro, Rungo and Freire, 2013). Thus, competence serves as the main variable that must be possessed by an employee in carrying out his job (Cohen, Zalamanovitch and Vidensko, 2005), and is a key determinant of performance. It can also be understood that the higher the employee's competence, the more predictable his performance will be.

Competence is measurable and can be used to differentiate between someone who is working well and who is not. Competence as a basic characteristic indicates the way a person behaves or thinks over a certain task. Some studies, state that competence is any knowledge, skill, expertise, or personal attribute that enables a person to produce good results at work (McLagan, 1997; Ni and Chen, 2016). The concept of competence is focused on what a worker expects in the workplace and not in the learning process. This means that competence is a definite measure that someone will be able to achieve and successful in carrying out the functions and duties at work. Whereas in Decree by Indonesia's Head of State on Civil Service Agency number 7 of 2013, competence is defined as the abilities and characteristics possessed by a civil servant in the form of knowledge, skills and behavioral attitudes needed in carrying out their duties (Faisal, 2016), so that these civil servants can carry out their duties in an appropriate manner, professional, effective and efficient way. This means that competence is a basic characteristic of a person that enables him to provide superior performance in a particular job, role or situation (Hoffmann, 1999). From the explanation above, it can be concluded that competence is permanent and its formulation is based on the demands of the job and the success of a person in carrying out the task at that job.

Types of Competences

Spencer and Spencer (1993) state that competence consists of five forms of characteristics, that is: Character (traits), which make someone have a behavioral attitude or how the employee responds to something in a certain way; Motive (motive), which is something that someone wants or consistently thinks about and wants that results in an action; Self-concept (self-concept), is the attitude and values that a person has. These attitudes and values can be measured through tests to determine their value; Knowledge (knowledge), such as information that a person has in a particular field or in a certain area; and Skills or expertise (skills), form this angle, its about the ability to carry out certain tasks both physically and mentally. The five characteristics can be described as in the figure 1 below:

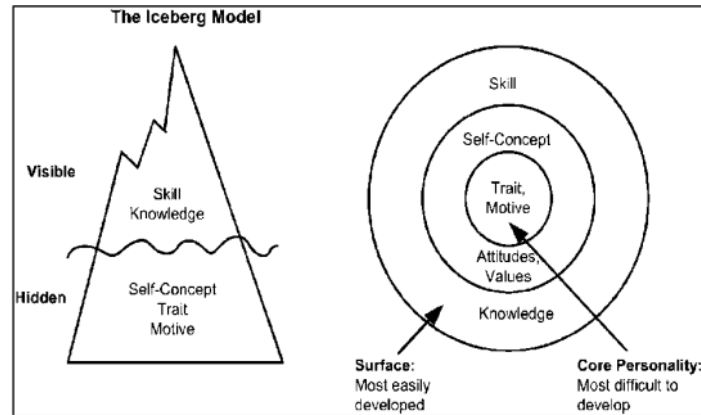


Figure 1. A Basic Competence Five Model
Source: Spencer and Spencer (1993)

From the figure above, it can be noted that knowledge and skills are more tangible or visible and relatively easy to develop, for example through education and training (Bengtsson, 1993). Motives, traits and self-concepts are hidden and are the deepest characteristics of human personality, so they are more difficult to develop. Spencer and Spencer (1993) classify three levels of competence, as: Behavioral tools consisting of knowledge and skills; Image attribute (viewer attribute), which consists of social roles (social behavior) and self-image; and Personal characteristic, which consist of traits (typical behavior) and motive (driving behavior). Spencer and Spencer (1993) also classified the dimensions and components of individual competencies into three, namely intellectual competence, emotional competence, and social competence.

Competences in Organisational Management

There are two competencies known in organizational management, they are: technical competence and behavior competence (Lindgren, Henfridsson and Schultze, 2004). Technical competence is a technical competency containing statements carefully prepared to describe the form of measurable results (Silber, et al, 2004), technical knowledge and skills required for a key function or role in the workplace (Smith, 2001). Behavior Competency is a competency that is often used to differentiate a leader's abilities. Therefore, behavior competence is also often referred to as managerial competence.

Managerial Competence

The role of a leader cannot be separated from managerial functions which are determined by individual competences. In carrying out its Managerial functions, Saskatchewan Public Service, suggests two managerial competence models, which are Leadership Management Competence Model and the SGEU In-Scope Competence Model (Taskroom, 2021) that can help to determine the success of a leader in carrying out his role

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where each model is used as a basis to determine right leaders for public administration. These competences are used to acquire employees, engage employees and grow them (Taskroom, 2021). The figure 2 below illustrates the application of competences through an employee's life cycle:

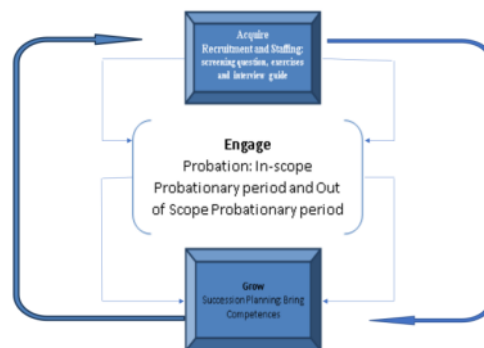


Figure 2. Application of Competences in an Employee's Working Life Cycle
Source: (Taskroom, 2021).

This figure 2 illustrates the way competences are implemented by a any government in the employee's working life cycle. Competence measure is used as a basis to recruit new staff or outsource, put them on probation for a certain period of time as they get acquainted with their new Job or positions and establishing in place career development as one way to maintain a succession plan in the organisation. From the above description, competence is an urgent thing in the managerial positions within local government since they help the leaders to learn, relearn and unlearn in the process of seeking for better service and improvement.

In line with the prevailing regulations in **22** ernment organizations, in addition to the three-way competences are above are used to play an important role in supporting the success of government officials in the positions of leadership in carrying out their duties and functions.

Government Concept about Competence

In 2018, Indonesian Government, released a regulation Numbered 10 of Year 2018 about Professional certification in the country through the national certification body which is dubbed "GR 10/2018, and came in effect the day and time it was enacted (Rae, 2018). This policy was enacted to replace regulation "GR 23/2004", the 2004 certification regulation was replaced because it is considered obsolete, it could no longer meet the challenges faced by the current and future manpower and human skills need for global competition (Rae, 2018). According to the Decree of the Head of the Civil Service Agency Number: 46A of 2003,

the definition of competence is: the abilities and characteristics possessed by a civil servant in the form of knowledge, skills, and behavioral attitudes needed in carrying out their duties, so that these civil servants can carry out their duties professionally, effectively and with efficiency (Chief of Service Personnel Body Decree, 2003). Broadly speaking, in organizational management competence are implemented in a three-cycle phase, as illustrated in figure 2:

Acquiring: generally, this cycle is about the organization's staffing procedure and roadmap, which comprises: the initiation of the staffing process, screening application for shortlisting, preparations for and assessing applicants, appointing a competent applicant, filling forms in the name of new employment and finally, management positioning (Taskroom, 2021).

Engaging: at this phase, competences are put to use by ensuring demonstrations and evaluation of the employed person led to effective trials and performance at work (Taskroom, 2021). This phase is based on the fact that employers, including local government requires its new staff to go through a probationary process before any confirmation. All competences possessed by high-performing managers are put to use, the term managerial competence is often used" (Abraham, et al, 2001).

Managerial competence is a derivative of the core organizational values and competencies (Abraham et al, 2001). Managerial competency is a competency that must be possessed by an office holder which is more towards soft skills. For example, a section head must be competent in order to direct his subordinates. So, one of the managerial competences that must be possessed is leadership. These competencies can be tailored to the needs of each position as suggested by (Taskroom, 2021).

Managerial competence is usually measured by the level of education and management training and leadership experience in the organization (Clark, 1995). In Indonesia, it is usually known as the Academic Potential Test in general (Ridgell and Lounsbury, 2004), if someone does not have any work experience, then the most valid measure to see their competence is the General Mental Ability score (Ferris, Witt and Hochwarter, 2001), which in Indonesia is usually known as the Academic Potential Test score (Suryadarma, et al, 2006). This method can be applied to all positions. Because of its high validity, it can be used as the primary method of selecting prospective employees.

Human capital management theory assumes that an employee is an intangible asset to the organization (Campbell, Coff and Kruscynski, 2012). Therefore, to find out how much human capital assets are, a measurement tool is needed that suits their needs (Hajrullina and Romadanova, 2014). In general, there are several methods that can be used to measure a person's competence (Cohen-Scali, 2012). According to Schmidt and Hunter (1998) there are nineteen types of methods for measuring employee competences. These methods can be sorted from the highest to the lowest validity. Finally, cultural competence is usually measured from work experience in certain environments, especially those that are pluralistic in terms of religion, ethnicity, and culture (Sue, 1998; Rogers, Graham and Mayes, 2007).

3. Methodology

The method used in the process of formulating the competence standards was the Behavioral Event Interview (Ginsburg, 1981) and the technique used was questionnaire distribution (Jacy, 2018). The results of the questionnaire were analyzed and evaluated and compared between respondents (Dongen, et al, 2013) in addition to paying attention to the results of data collection on managerial competence from other regions for similar levels of position.

The questionnaire is also useful for exploring matters relating to the work carried out by the respondent and for exploring the respondent's opinion (McGuirk and O'Neill, 2016) about the competencies needed to successfully carry out the tasks of the position held by the respondent (Kazi and Khalid, 2012). For this reason, the questionnaire was designed in advance (Berdie, 1973) according to the research objectives and needs.

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Data Collection Process

The determination of samples or research respondents was based on the type of position and or job held by the a given officer. This helps in the formulation of competence standards, respondents selected and final appointment of competent staff.

Questionnaire socialization and distribution before filling out. Socialization was carried out to respondents and related parties in the positions chosen for the study, generally about the competence standards. Then said questionnaires were distributed to be filled out by each chosen respondent. Collection of the Questionnaire- on a predetermined day: the questionnaires distributed were collected following the number given out.

Data Analysis and Evaluation

Tracing Managerial Competences based on the level of importance is a process to measure and formulate dimensions that are considered important and needed for the success in a management position. For this case, highly ranked officials referred to as Echelon II Officials (High Leadership Positions) of Jambi regence were considered. The level of importance was considered during the assessment, categorised as:

1 = Not Important / Needed 2 = Less Important / Needed 3 = Quite Important 4 = Important and Needed 5 = Very Important and Very Needed

The Level of importance were then recorded and the average value of the results from the questionnaire from Jambi Government regency was carried out in 2020 and the results of the questionnaires from several Districts at the level of echelon II and consideration of an assessment of results was used for benchmarking in other regions.

4. Finding

Selecting General Leadership Competences

Based on the table below, it can be seen that there are dimensions that have an average value greater than or equal to 3.50, namely Conceptual Thinking (3.87), Ensuring Others Complete Their Tasks / Organizing (3.83), Leadership (in teams) (3.83), Decision Making (4.22), Service Oriented (3.65), Cooperation (4.30), Flexibility (3.61), Planning and Initiatives (3.74), Integrity (4.30) and Communicate Effectively (3.96). In other words, these ten dimensions have a significant role in supporting the success of carrying out the duties and functions of Echelon II Officials (Primary High Leadership Positions) in the Belitung Regency Government. Furthermore, it can be concluded that the dimensions of managerial competence needed or competencies that will support the success of Echelon II Officials (Primary High Leadership Positions) of the Belitung Regency Government in carrying out their duties and functions.

Table 1. Competency Screening Results

Dimension	Level of Leadership
A. Problem Solving	
1. Critical Thinking	3.87
2. Innovative Thinking	3.52
3. Strategic Orientation	4.0
B. Leadership	
4. Managing Change	4.0

5. Delegating Responsibility	4.0
6. Ensuring the Individual Tasks are completed on time	3.83
7. Team Management	3.83
8. Decision Making	4.22
C. Interpersonal Influence	
9. Of Impact & Influence	3.22
10. Listens, Understands & Responds	3.74
11. Service Oriented	3.65
12. Cooperation	4.30
13. Conflict Management	3.91
D. Personal and Corporate Effectiveness	
14. Results Oriented	3.96
15. Commitment to learning	4.17
16. Client Service Orientation	4.0
17. Concerned about Political Impact	3.74
18. Flexible	3.61
19. Organizational Awareness	3.52
20. Planning and Initiatives	3.74
21. Integrity	4.30
22. Effective Communication	3.96

Screening of the Selected Competences for Managerial Assessment

There are various techniques and methods to measure the competence of an employee, and one way that is common and widely used by companies and government agencies today is assessment. Assessment is a tracing process that aims to obtain a description of a person that can be used to predict his success in a particular job. In measuring a person's competence using the Assessment process, an integrated picture will be produced between the potential and competencies possessed by a person and is a prediction of the level of success that will be achieved in a job. It has been stated that, the product of the Assessment process is an integration between potential and competence, therefore in the Assessment process 2 types of Tracing will be carried out, namely:

Exploring Potential: a person's potential consists of Intellectual Potential or Intellectual Ability, Business Potential or Work Attitude, and Social Potential or Social Ability. A person's potential is measured through a psychological examination or better known as a psychological test.

Competency Tracking: in measuring a person's competence, the Simulation and Inventory methods are used, namely:

- Problem Analysis is a technique in measuring a person's competence through his ability to analyze and solve a problem that has been designed.
- In Tray is a technique of Tracing a person's competence, especially as a leader in handling or answering a task / problem whose resolution is related, in coordination with other people.
- Focus Group Discussion (FGD) is a technique designed to measure a person's ability to interact and cooperate with other people in order to complete tasks together.

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- Writing Proposal is a technique of tracing a person's competence through a complete proposal, the fruit of his thoughts on a predetermined theme.

Considering that there are quite a lot of activities that must be done in carrying out the Assessment process, the implementation of the data collection process for Managerial Competency Tracing is carried out for 2 days.

Results of Managerial Competency Tracing

A person's competence for a position or job is an integration between the potential that is owned by the competency whose search is carried out through various simulations. This method is also called the Assessment Method. The search results are converted into the Managerial Competency Value (Total) which is a combination of the Potential Test Values obtained from the psychometric test process and the Managerial competency mapping Assessment Test Values obtained from a series of simulation test processes that have been carried out. for Echelon II officials, a person is said to be eligible or sufficient to meet the requirements, if the Managerial Competency Value is greater than the score (50) which means that the person concerned has mastered most of the dimensions of managerial competence needed to carry out his duties as JPT Pratama Echelon II, the amount of this value is the result of the calculation and accumulation of the conversion value from the Potential Test and the Assessment Simulation Tests. The following is a recapitulation of the results of the assessment of managerial competence mapping of Officials holding high leadership positions in Pratama, in this case the participants of the Echelon II managerial competency mapping assessment, based on the category of managerial competency achievements.

Table 2. Analysis of Managerial Competence Values

NO.	Category	Range of Value	Total
1	A (Very Qualified)	>60	-
2	B (Fulfill the requirements)	> 55 - 60	41
3	C (Still Meets the Requirements)	> 50 - 55	226
4	D (Less Meets the Requirements)	> 45 - 50	68
5	E (Doesn't Meet the Requirements)	< 45	27
Total			362

The table is an assessment of the Competency Value (Total) of the participants in the Managerial Competency Mapping Assessment for Primary High Leaders of Regional Government for the period 2016 - 2017.

5. Discussion

Explanation of the competency model for Echelon II positions of Primary High Leaders

From the results of the managerial competency selection conducted on officials participating in the managerial competency assessment and by considering the results of benchmarking from various regions, the following Managerial Competency Models were obtained:

Aspects of Thinking Ability

Having a reliable concept of thinking in the sense of being able to understand complex problems as a whole and systematically in addition to being able to also identify areas that are related to the subject matter of areas that have no connection. In addition, Echelon II

officials must be able to understand and analyze problems from various perspectives to enrich their analysis and produce effective solutions.

Changes and developments in the external environment that give rise to various problems that are complex and multidimensional and multisectoral, require business people, leaders of structural officials including Echelon II officials to be observant in capturing problems and understanding the problems as a whole which is based on the concept of appropriate thinking and right so that they will be able to answer these problems effectively.

Ability to Manage Self

Having a strong belief in the values and norms that apply in the organizational environment as a foundation in dealing with rapidly changing situations and conditions. Behave and behave honestly and transparently accompanied by openness to input and suggestions in order to support success in carrying out tasks.

An environment that is always dynamic, with rapid change and development is something that is sure to happen and cannot be avoided. Development and change will not only have a positive impact but will also intersect with good and positive values and ethics that ultimately affect people's attitudes and behavior and often have negative and counter-productive impacts. Therefore, it is necessary to have a strong foundation in dealing with the matter in order to be able to face the flow of globalization successfully.

Ability to adapt and continue to work effectively in different situations and conditions and other individuals or work units; Appreciate different opinions and views and be able to accept changes that occur in the organization.

The environment is always dynamic and the flow of information is fast and unstoppable requires the right attitude in dealing with it. Differences in views or opinions that arise do not then become an obstacle in carrying out their duties. The ability to accept, understand and even manage differences to be positive and constructive is needed by everyone today, including Echelon II Officials.

The ability to communicate is the ability to convey information or opinions clearly to other parties to help them increase their understanding and knowledge of certain information, ideas, responses. This ability is a very important aspect in giving a positive influence in the environment, both oral and written communication. Every Echelon II official must be able to communicate well in order to direct the attitudes, opinions and actions of others / the environment.

The ability to communicate is the basis for interacting with the environment, including in the work environment. The ability to communicate effectively depends on many things including personality and adequate thinking, mastery of language, and knowledge and insight. By relying on the aforementioned matters at a sufficient / adequate level, an Echelon II Officer will be able to influence and convince other people for specific / specific interests or purposes.

The ability to take action quickly and appropriately by considering the impact and being responsible for the decisions it makes. Decision-making is adjusted to the authority possessed but also does not close proportionate initiatives in order to produce effective decisions.

Facing the task and the problems that accompany it requires everyone, especially officials, to be able to make correct and effective decisions. The quality of a decision is influenced by many factors, among others, completeness of information or data, ability to process every aspect / information, good anticipation to take into account the advantages and disadvantages of each solution / action plan.

Ability to Manage Tasks

The ability to arrange the stages of action / activity systematically and gradually by taking into account the strengths and weaknesses that are owned and taking into account the obstacles and threats that will arise until certain goals or objectives are achieved.

The ability to plan is a necessity that must be done so that every goal or target can be achieved properly. Planning is also the basis for evaluating activities that have been carried out based on quality, quantity, and completion time so that each goal or target can be achieved appropriately and effectively and with quality. Every Echelon II Officer has a work

target that has been planned and agreed upon. Planning is needed so that the use of existing budgets and resources can be optimally empowered and especially targets can be achieved effectively and efficiently.

The ability to manage and optimize every available resource in order to support the implementation of tasks and achieve predetermined goals. The ability to manage and organize resources optimally becomes more important than the size of the resources they have in achieving success.

The ability to optimize owned resources requires the ability to capture and understand things that can be categorized as resources. Planning which is the basis for carrying out activities in order to achieve goals, needs to be supported by the ability to optimize every available resource through a system and in a well-organized way.

Having the ability to persuade, convince and influence or give impressions to others with the aim that they follow or support and carry out the direction of the tasks given in order to achieve predetermined plans or achieve organizational goals.

As a leader, the ability to influence and direct others is the main thing so that each task can be carried out and completed carefully according to the target. An understanding of adequate human resource management will support it in providing effective and positive direction or influence as well as expertise in leading a group of people and building a solid work team. An Echelon II official believes that the creation of a solid work environment and ethic will greatly support success in carrying out his / her duties and functions / work unit.

5. Conclusion

Ideally, positions in the government bureaucracy are filled by competent and professional employees who are independent from individual or group interests. This is what is known as employee promotion based on merit system, which has been previously described as a discriminatory impartial promotion system based on political background, gender, race, religion, origin, gender, marital status, age, or condition of disability, and fully only considers the qualifications, competence and performance of employees.

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TRI RAHARJANTO: FACULTY OF SOCIAL AND POLITICAL SCIENCES, PADJADJARAN UNIVERSITY, INDONESIA
EMAIL: TTRIRAHARJANTO@GMAIL.COM

HERU NURASA: FACULTY OF SOCIAL AND POLITICAL SCIENCES, PADJADJARAN UNIVERSITY, INDONESIA
EMAIL: HNURASA@YAHOO.COM

IRA IRAWATI: FACULTY OF SOCIAL AND POLITICAL SCIENCES, PADJADJARAN UNIVERSITY, INDONESIA
EMAIL: IRA.IRAWATI@UNPAD.AC.ID

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HERIJANTO BEKTI: FACULTY OF SOCIAL AND POLITICAL SCIENCES, PADJADJARAN
UNIVERSITY, INDONESIA
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