

# *What Makes Master of Public Administration Program Chosen by Indonesian Civil State Apparatus?*

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**Abstract**—Improvement on the competence of the Indonesian State Civil Apparatus (ASN) is a must for each apparatus and the government is obliged to manage its implementation to strengthen the professionalism of the apparatus. The phenomenon of the raise of corruption rate with various modes, the policy is not in sync with its implementation, the dominancy of spoil system than the merit system, public services that are slow and imprecise become the issue and concern. The question is how to prepare ASN competence to set up and solve these problems? Law No. 5 of 2014 confirms that competency is the basis of apparatus performance assessment. One of the strategies by increasing the competence through education and training. Education on the level of Master of Public Administration (MAP) is one solution to increase the competence of ASN as a candidate for middle and high leadership of the motor of the bureaucracy as well as the prevention of pathology bureaucracy that happened so far.

**Keywords**—state civil apparatus; competence; master of public administration

## I. INTRODUCTION

Professionalism of State Civil Apparatus (ASN) is a challenge and a problem for the Indonesian bureaucracy in the implementation of bureaucratic reform. Being a bureaucracy that is slow in implementing its work programs becomes the heaviest internal challenges and problems. This indication can be seen as in the process of assigning Act No. 5 of 2014 concerning the State Civil Apparatus (ASN) adopted in December 2014 with the drafting process in 2008 which took a very long time for about 6 years. This process is not just old political bargaining in the debate in the House of Representatives (DPR), but rather internal conflicts of ASN interest who are difficult to turn into a professional apparatus for implementing the policy and providing the best services to the society.

The phenomenon of destructive apparatus can be seen with the development of corruption by various modes ranging from the budget planning process up to determining auction partners, the involvement of the leadership of the bureaucracy or family in corruption, weak interpretation of implementation in realizing development programs as many problematic regional

regulations that are in the contrary to the national legislation. This indication potentially brings about inefficiency and ineffectiveness on national government budget (APBN) and local government budget (APBD), and even it will give rise to corruption by the apparatus.

The strengthening of the role of local leaders in the government bureaucracy is indicated by the issue of reciprocity and the issue of local human resources that put the apparatus in the spoil system domain as well as subordinated merit system in the government bureaucracy. For example, after elected to be the head of the region in a short time, later they replace the head of the working unit (SKPD) without considering the electoral office or the center of public appointment (see Act No. 5 of 2014). Those indications and problems will clearly have an impact on service satisfaction by the apparatus to the public, the question is how competence ASN to face and solve those challenges and problems? There are interesting things with those challenge and problem questions that there is a willingness of the ASN to increase their academic qualification to the level of Master of Public Administration (MAP), either on the basis of their own wills, motivation from their leaders, as well as the demand of Act No. 5 of 2014.

## II. THEORETICAL FRAMEWORK AND METHOD

Challenges and problems of ASN in the professionalism upgrading by improving the competence through enrolling MAP are investigated by using observation and interviews with MAP students. Strategies and techniques of collecting data are conducted started from the socialization of MAP program, registration, admission tests, the learning process, until the students' graduation phase.

## III. CONCEPTUAL OVERVIEW OF ASN COMPETENCE

Mc. Ahsan as adopted by Mulyasa (2003) argues that the competence: "... is a knowledge, skills, and abilities or capabilities that a person achieves, which becomes part of his or her being to the extent he or she can satisfactorily perform particular cognitive, affective, and psychomotor behaviors". Knowledge, skills, and abilities controlled by the apparatus have been part of the ASN to perform cognitive,

affective, and psychomotor behaviors as well as possible in supporting the individual performance of the apparatus, SKPD, and the government's performance.

Sofa (1999), specifically argues that “a competency is composed of skill, knowledge, and attitude, but in particular the consistent applications of those skill, knowledge, and attitude to the standard of performance required in employment”, and Spencer & Spencer (1993), strengthen further that the competence is formed by five characteristics, namely the motive, traits, self-concept, knowledge and skills. Motive and trait are the core or central competence, knowledge and skills are being referred to as the competence of individuals who are "intent" that push to use their possessed knowledge and skills.

Competency of ASN is the key in the civil service as public servants for implementing the policy through each SKPD or work unit to facilitate the improvement of the welfare of its citizens. ASN's central role is felt directly by the community in the implementation of any policy, especially in the local district and city governments as the main base in implementing programs and activities in the form of infrastructure development projects (see Piffner, John M., and Presthus, Robert V., 1960). Carrying capacity of policy ASN competence described through apparatus competence, as mandated in Act No. 5 of 2014, states that competence will determine ASN professionalism in carrying out services to the people and institutionally will show the performance and community trust. The empirical fact of the implementation of apparatus competence of local government as the policy implementer is still not yet reflected as expected by society.

#### IV. ASN IN MAP PROGRAM

ASN role to improve the competency through qualification at the level of MAP should be appreciated by every regents or regional head and head of SKPD on the basis of rational and professional planning and selection. MAP is chosen by the ASN because education supports the core performance of the apparatus competence from various disciplines in managing the government bureaucracy, both on the policy, the management of central and local governments as well as ASN resources management. Several reasons that drives the ASN to choose and enroll to MAP program are as follows.

- A. Self-encouragement of the ASN becomes the main starting point for improving competence, in Spencer's (1993) term is called as a core or central competency. This becomes the main impulse that comes from their conscience. This is reflected in the study process, the completion and the results of the study are implemented in the implementation of the work and assessment of the head of SKPD.
- B. Internal and external impetus are considered as one of the causes why the ASN choose MAP program. Internal impetus is associated with colleagues in SKPD or outside SKPD that MAP program can provide deeper insight into the understanding of the government bureaucracy mean while external impetus is more directed to the development and scope of the role of ASN that should be able to deal with global changes, such as the use of ICT as well as efficiency and effectiveness in decision making.
- C. Motivation from the head is one of the most powerful triggers for ASN to take the MAP program:
  - 1) The regional head or regent, both the governor and the regents or mayors through various directives and motivation are very effective moreover if the head of the region itself enroll to the MAP program.
  - 2) Heads of SKPD, as the superior to the MAP program participants have a role to motivate as well as to control the development of the learning process and the completion of the MAP program.
- D. Policy support with the enactment of the Act of ASN, such as in article 69, paragraph 3, that the ASN competencies include:
  - 1) Technical competence that is measured by the level of specialization on education, functional technical training and technical work experience;
  - 2) Managerial competence is measured by the level of education, training, structural or management and leadership experience;
  - 3) Socio-cultural competence is measured from work experience related to the plural society in terms of religion, ethnicity, and culture that has a national vision.The fourth thrust drive the ASN to improve their academic qualification to the MAP program although they generally have got a structural position (candidate of high intermediate official) and will be the successor in the leadership of the government bureaucracy.

#### V. RESULT AND DISCUSSION

- Implementation of ASN competency improvement through participation in MAP program is one solution to increase the professionalism of the state civil apparatus to change the mindset from the spoil system to merit system.

- Encouragement of each ASN is the key factor to improve the competency through the MAP program that will be free from pragmatic interests.
- The role of Chairman (governor / regent / mayor) is critical to the success of the ASN in the completion of the study so that it will also have implications on their work
- MAP program is a bridge for the ASN in the preparation of the leadership of the government bureaucracy.

#### VI. DISCUSSION

How ASN strategy future, can synergize competencies to create a professional and dynamic ASN, ASN as a profession means positions that are on the order of merit systems and flexibility ASN competitive positions ?

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