

The Employee Competency Development Strategy Through the Utilization of the *Rumah Kompetensi Application* at the Gorontalo Provincial Health Office

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Abstract: This study analyzes the strategy for developing employee competencies through the *Rumah Kompetensi Application* at the Gorontalo Provincial Health Office. The research aims to address competency gaps among civil servants and evaluate the application's role in supporting training planning, implementation, and evaluation. Using a qualitative descriptive approach, data were collected through observations, interviews, and document analysis. The findings show that the application facilitates competency mapping, training participation, and performance documentation, yet its effectiveness is limited by incomplete data, low digital literacy, and inadequate evaluation systems. Despite these constraints, the system enhances transparency, learning access, and employee motivation. Strengthening data management, leadership commitment, and outcome-based evaluation will optimize its role as a digital innovation for improving public service performance.

Keywords : Competency Development; Digital Governance; Civil Servants; Rumah Kompetensi Application ; Gorontalo

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Introduction

Competency development among civil servants is a vital component in ensuring effective and professional public service delivery. In Indonesia, the quality of human resources in the public sector is not only linked to administrative efficiency but also serves as a strategic foundation for governance reform. The State Civil Apparatus Law (Law No. 5 of 2014) mandates that every civil servant has both the right and the obligation to improve their competence through education and training. This mandate is reinforced by Government Regulation No. 11 of 2017 on Civil Servant Management, which requires government agencies to provide structured competency development programs. These policies affirm that human resources are not merely supportive elements but key drivers of bureaucratic transformation. Without competent personnel, policies and programs cannot achieve their intended impact, as the quality of governance depends directly on the capacity of civil servants.

In recent years, the government has sought to modernize competency development by integrating digital technology into human resource management. One initiative is the Rumah Kompetensi Application, a digital platform designed to plan, implement, and evaluate training programs for civil servants. The application provides access to learning resources, competency mapping, and progress tracking, reflecting a shift from conventional and fragmented methods toward a more integrated, measurable, and transparent system. However, as with many digital reforms in bureaucratic contexts, its success relies not only on technical design but also on user acceptance, institutional readiness, and leadership commitment (Apandi, 2020; Urkanus, 2023).

The adoption of the Rumah Kompetensi system in agencies such as the Gorontalo Provincial Health Office illustrates the complexity of translating regulations into practice. Although civil servants are required to complete at least 20 hours of learning annually, implementation remains challenging. Common obstacles include low digital literacy, inadequate technological infrastructure, limited administrative capacity, and insufficient leadership support for fostering a culture of continuous learning. Cultural barriers also persist, as many employees remain accustomed to traditional training and have

yet to fully embrace self-directed digital learning (Sartika & Kusumaningrum, 2018). Similar challenges have been observed in other regions, such as Southwest Papua, where weak technical skills, lack of mentoring, and reliance on manual systems hindered the effectiveness of digital-based competency policies (ResearchGate, 2023).

Strengthening competency development within the Gorontalo Provincial Health Office is particularly urgent given its critical role in delivering public health services. The health sector is highly dynamic, requiring constant adaptation to medical advances, rapid responses to public health emergencies, and active engagement with diverse communities. Any gaps in staff competency directly affect societal well-being. Thus, the Rumah Kompetensi Application should be regarded not merely as a technical tool but as a strategic instrument to enhance the capacity of health officials in providing accessible, responsive, and equitable health services.

At the theoretical level, competency development can be understood as the intersection of human capital theory and organizational learning. Human capital theory highlights that investments in education, training, and skills improvement lead to greater productivity and efficiency (Becker, 1993). In contrast, organizational learning emphasizes that institutions must not only provide training but also nurture a culture of knowledge sharing, innovation, and adaptability as part of daily practice (Argyris & Schön, 1996). Applied to the public sector, these perspectives stress the need to develop civil servants who are technically proficient, adaptive, ethical, and innovative in responding to societal demands. In this regard, digital platforms such as the Rumah Kompetensi Application function as a bridge between theoretical frameworks and practical bureaucratic reform.

Despite its potential, the use of the Rumah Kompetensi system in Gorontalo remains suboptimal. Field observations and preliminary reports reveal that employees encounter difficulties in accessing and navigating the platform, reflecting limited digital literacy and the absence of systematic training. The system has yet to be fully embedded into daily routines, leading to underutilization. Furthermore, insufficient infrastructure—such as unstable internet connections and inadequate computer facilities—particularly in remote areas, restricts implementation. Organizational shortcomings, including

limited socialization, inadequate budget allocations, and a shortage of administrators to manage the platform, further undermine its effectiveness (Setiabudi & Anggraini, 2021). These challenges indicate that while the regulatory framework is well established, its execution is still fragmented and inconsistent.

Competency development, moreover, should be seen not only as training provision but also as a process encompassing planning, implementation, and evaluation. LAN Regulation No. 10 of 2018 clearly outlines these three stages as compulsory. Planning involves identifying and validating competency needs based on job requirements and incorporating them into institutional work and budget plans. Implementation covers a variety of training methods, including formal education, workshops, leadership programs, and on-the-job learning. Evaluation is essential to determine whether competency development has improved employees' knowledge, skills, and performance. Unfortunately, evaluation in practice such as at the Gorontalo Provincial Health Office remains weak, with limited follow-up to ensure that training outcomes translate into improved performance (Ni Wayan Lila Riani, 2025).

The relevance of this study also lies in the broader discourse on digital governance and bureaucratic reform in Indonesia. Scholars argue that building a world-class bureaucracy requires not only regulatory reform but also the development of digital competencies among civil servants (Suhardi et al., 2020). Digital competency is now regarded as a core element of public service, encompassing technical proficiency as well as collaboration, problem-solving, and citizen engagement. The application therefore represents a strategic opportunity to accelerate this transformation. However, its success depends on how effectively government institutions—such as the Gorontalo Provincial Health Office—address the technical, organizational, and cultural barriers that currently limit its potential.

Based on these considerations, this research examines strategies for employee competency development through the use of the Rumah Kompetensi Application at the Gorontalo Provincial Health Office. It specifically explores the application's implementation, the challenges that hinder its effectiveness, and the strategies that can address these issues. The study contributes to the theoretical discourse on competency-based human resource management in the

public sector while offering practical recommendations for improving the adoption of digital tools in competency development. The findings are expected to serve as a reference for policymakers, administrators, and practitioners seeking to enhance the capacity of civil servants to meet the increasingly complex demands of public governance.

Method

This study employs a qualitative descriptive approach, considered suitable for examining how competency development strategies are implemented through the Application at the Gorontalo Provincial Health Office. This method was chosen to capture real experiences and organizational dynamics rather than relying solely on measurable indicators. A qualitative design allows the researcher to explore phenomena as they naturally occur, while the descriptive orientation ensures a systematic account of planning, implementation, and evaluation processes. Beyond documenting activities, the study also interprets the meanings and challenges faced by civil servants in their daily work.

The Gorontalo Provincial Health Office was selected as the research site because of its strategic role in coordinating provincial health services, where the competence of civil servants directly affects public health outcomes. Operating within a dynamic environment shaped by policy changes, technological advancements, and rising service standards, the office provides a relevant setting to examine the integration of digital platforms such as into human resource development strategies.

Data were obtained from both primary and secondary sources. Primary data came from direct observation of employees using the application and semi-structured interviews with staff, program administrators, and supervisors. This format allowed participants to share their experiences and perspectives freely, while enabling deeper exploration of emerging issues. Secondary data included laws, regulations, governor's decrees, organizational reports, and related academic studies, which provided contextual background and supported the interpretation of field findings.

Informants were selected using purposive sampling, targeting individuals directly involved with the application and related decision-making processes. This ensured the collection of relevant and accurate information while capturing diverse perspectives from different organizational levels.

Three techniques were used for data collection: observation, interviews, and documentation. Observation provided an understanding of actual practices, interviews offered insights into employee perceptions and challenges, and documentation supplied supporting evidence. By combining these methods, the study applied triangulation to enhance validity and reliability.

Data were analyzed using Miles and Huberman's interactive model, consisting of data reduction, data display, and conclusion drawing. Relevant information was selected and organized into coherent categories, then interpreted to identify patterns and relationships. Conclusions were verified continuously to ensure they remained grounded in empirical evidence. Methodological triangulation was also applied by cross-checking findings from different techniques, such as comparing interview results with observations and official documents.

Overall, the methodological design aimed to provide a comprehensive and in-depth understanding of how the Rumah Kompetensi Application supports employee competency development at the Gorontalo Provincial Health Office. By combining qualitative descriptive analysis, purposive sampling, multiple data collection methods, and systematic analysis, the study seeks to generate insights that are both empirically robust and theoretically significant for public sector human resource development in Indonesia.

Result and Discussion

The study revealed that the implementation of competency development through Application at the Gorontalo Provincial Health Office can be understood across three interrelated stages: planning, implementation, and evaluation. At the planning stage, efforts were made to identify the competencies required by civil servants in line with both institutional strategies and the dynamic needs of the health sector. The digital platform was particularly useful for mapping qualifications, documenting employee profiles, and detecting competency gaps. Nevertheless, the process was hindered by inconsistent data entry, as several employees admitted that updates to competency profiles were not carried out systematically. This led to incomplete records, which in turn reduced the accuracy of planning and prioritization.

In the implementation stage, the Application helped facilitate various learning and training activities. Employees reported that the system improved their access to information about available programs and made registration processes more transparent. The platform also supported the coordination of mandatory learning hours required annually by civil servants. However, limited financial resources restricted the number of participants who could join training at the same time, creating unequal opportunities for professional development.

Evaluation, which is a critical component of competency development, was supported by digital features such as feedback forms and training reports stored within the application. These tools enabled supervisors to assess whether training programs were relevant to job requirements and contributed to performance improvement. Yet, in practice, evaluation remained largely administrative and rarely extended to measuring the actual impact of training on employees' work outcomes. As a result, feedback was not fully utilized to enhance future programs or policies.

Another important aspect of the findings relates to employee perceptions of the application. Most respondents regarded the system as a positive innovation that reflects the government's commitment to digitalizing human resource management. They acknowledged that it brought greater transparency and accountability to training documentation. At the same time, many highlighted persistent technical issues, such as unstable internet connections and insufficient technical support, which at times discouraged them from fully using the platform.

Motivation also emerged as a significant factor. Access to structured development opportunities encouraged employees to pursue learning more actively and fostered a sense of recognition when their achievements were formally recorded in the system. This recognition strengthened their enthusiasm for improving performance. However, such motivation was not always sustained, as external challenges including heavy workloads, limited time allocation, and the absence of strong institutional incentives—often reduced their ability to fully engage in training activities.

At the institutional level, the Gorontalo Provincial Health Office has shown commitment to implementing national policies on competency

development. However, the integration into daily management practices remains limited. While the platform has proven effective for documenting data and organizing training activities, it has yet to be fully utilized as a strategic tool for human resource planning. The absence of synchronization between competency records and broader performance management systems has made it difficult for managers to maximize its potential in decision-making.

Overall, the findings indicate that Application provides a valuable digital infrastructure for competency development, but its effectiveness relies on several supporting factors. These include accurate and consistent data entry, adequate budget allocation, strong supervisory engagement, and robust evaluation mechanisms that directly link training outcomes with employee performance. Without improvements in these areas, the system risks being perceived merely as an administrative requirement rather than a transformative instrument for strengthening human resource capacity.

The study also underscores both the opportunities and challenges inherent in the digitalization of civil servant competency development. The adoption reflects broader government efforts to embed digital technology into human resource management, in line with Indonesia's bureaucratic reform agenda, which prioritizes transparency, accountability, and performance-based management (Keban, 2022). From a theoretical perspective, competency development should not be viewed solely as an attempt to improve individual skills but as a strategic component of organizational effectiveness. As Sedarmayanti (2017) argues, human resource management must optimize both the physical and psychological potential of employees to ensure that organizational goals can be achieved efficiently. In this context, it supports such processes by systematically documenting employee qualifications, identifying skill gaps, and facilitating access to training opportunities.

Despite these advantages, the study found that competency planning through the application remains constrained by incomplete data entry, reducing its reliability as a tool for decision-making. This finding is consistent with previous research (Urkanus Sihombing, 2023), which highlighted that a weak professional index among civil servants within the Ministry of Home Affairs stemmed in part from ineffective needs assessments and poor integration of planning systems. In Gorontalo, the framework for identifying

training needs exists, but without consistent data input, it cannot function effectively. This suggests that the success of digital applications depends as much on organizational culture and user compliance as on the availability of technology.

During the implementation stage, it was found to enhance transparency by making information about training opportunities more accessible and by standardizing documentation of employee participation. This aligns with Hasibuan's (2019) view that competency development must be continuous and supported by systematic management and accountability. However, financial constraints emerged as a significant structural challenge, as limited budgets prevented all employees from attending training simultaneously. This created unequal access to development opportunities and revealed a gap between policy design and resource availability a challenge also noted in other regions (Sartika & Kusumaningrum, 2018).

The evaluation stage adds another important dimension to the use. While the platform provides mechanisms for recording feedback and documenting training outcomes, its role as a tool for measuring the actual impact of training on performance remains underdeveloped. Evaluation is still conducted largely as an administrative exercise rather than as an outcome-based process. This is problematic because, as Davies (in Basri & Rusdiana, 2015) noted, evaluation should stand as a central pillar of management alongside planning and implementation. Without systematic evaluation, competency development risks being reduced to a routine activity instead of serving as a transformative process that enhances organizational performance.

Employee perceptions further illustrate its significance. Most respondents viewed the platform as an important step toward modernization and professional recognition. This aligns with Herzberg's motivation theory (Kadek et al., 2023), which emphasizes that recognition and opportunities for growth are crucial factors influencing job satisfaction and performance. However, persistent technical challenges—such as unreliable internet connections and insufficient support structures—diminished its effectiveness. These findings suggest that technological innovation in the public sector must be supported by adequate infrastructure and responsive technical assistance to ensure sustainable use.

Motivation emerged as another critical factor in the study. Access to structured training opportunities through the application fostered enthusiasm and made employees feel valued, as their learning achievements were formally acknowledged. This finding resonates with Flippo's perspective (in Mamik, 2016) that motivation is the art of guiding employees to achieve both personal and organizational goals. Nevertheless, pressures such as heavy workloads and limited institutional incentives weakened this motivation, underscoring the importance of integrating competency development with broader organizational policies on workload management and reward systems.

Institutionally, the Gorontalo Provincial Health Office demonstrated compliance with regulatory requirements, particularly State Administration Agency Regulation No. 10 of 2018 and Governor of Gorontalo Regulation No. 4 of 2023, which mandate a minimum of 20 annual learning hours for each civil servant. The adoption of the Rumah Kompetensi Application reflects this compliance. Yet, its integration into everyday human resource management practices remains partial, as the platform is still perceived primarily as a documentation tool rather than as a strategic instrument for planning and decision-making. This indicates the need for stronger leadership commitment and organizational change management to fully embed digital platforms into governance processes.

A comparison with other studies reinforces these findings. Apandi (2020), for example, highlighted the role of e-literacy and policy education in strengthening civil servant competencies. The Gorontalo case supports this view, demonstrating that while digital systems are available, their effectiveness ultimately depends on equipping employees with adequate digital literacy skills. Without such capacity, the potential of technological innovations remains underutilized.

In summary, the Rumah Kompetensi Application holds considerable promise for improving competency development among civil servants. However, its effectiveness depends on several interconnected factors: the accuracy and consistency of data entry, sufficient budget allocation, reliable technical infrastructure, employee motivation, and strong institutional commitment to evaluation and continuous improvement. Addressing these dimensions requires a holistic approach that combines digital innovation with

organizational readiness, leadership support, and cultural adaptation. Only by strengthening these aspects can the application fulfill its role as a transformative instrument for enhancing human resource capacity and improving the quality of public service delivery.

Conclusion

This study concludes that the strategy of developing employee competencies through the Rumah Kompetensi Application at the Gorontalo Provincial Health Office presents both significant opportunities and notable challenges. The platform has been effective in mapping competency needs, standardizing training documentation, and improving transparency in access to development programs. These achievements reflect progress toward modernizing civil service management and ensuring compliance with regulatory mandates, including State Administration Agency Regulation No. 10 of 2018 and Governor of Gorontalo Regulation No. 4 of 2023.

However, several limitations hinder the application's overall effectiveness. Incomplete data entry reduces its reliability as a planning tool, while budgetary constraints restrict equal access to training opportunities. Evaluation mechanisms remain primarily administrative and have not yet evolved into tools capable of measuring the actual impact of training on performance. In addition, technical obstacles such as inconsistent internet access and varying levels of digital literacy among employees pose challenges to the sustainability of the program.

The findings further highlight that motivation, recognition, and institutional support are critical to ensuring the success of competency development initiatives. The application alone cannot enhance human resource capacity without strong leadership commitment, sufficient resources, and the promotion of a culture of continuous learning.

In essence, it represents a promising innovation for strengthening civil servant competencies. To realize its full potential, however, it must be complemented by improvements in data management, budget allocation, infrastructure readiness, and outcome-based evaluation. Strengthening these areas will not only ensure compliance with regulatory requirements but also

enhance employee performance and, ultimately, improve the overall quality of public service delivery.

Based on the findings, several recommendations are proposed to strengthen competency development through the Rumah Kompetensi Application at the Gorontalo Provincial Health Office. First, the reliability of the application should be improved through systematic data management. Each unit must ensure that employee competency profiles are accurate, complete, and regularly updated, as these records serve as the foundation for training plans and career development monitoring. Without valid data, the platform risks becoming a mere administrative formality rather than a practical decision-making tool.

Second, consistent financial support is necessary to ensure equal access to training opportunities. Budget allocation should prioritize not only program implementation but also supporting infrastructure, such as internet connectivity and digital learning platforms. Adequate resources will prevent disparities in participation and improve inclusiveness in professional development. Third, evaluation processes must extend beyond administrative checks to focus on measurable impacts. The Health Office should design outcome-based evaluation mechanisms that assess how training influences knowledge, skills, and behavior in the workplace. Stronger evidence of impact will justify continued investment and refinement of competency development programs. Fourth, leadership commitment is essential. Leaders should act as role models in fostering a culture of continuous learning through recognition, mentoring, and follow-up initiatives that encourage employees to apply newly acquired competencies. Finally, technical readiness must be reinforced by offering regular digital literacy training and ensuring stable system access across all work areas. Partnerships with universities, training institutions, and private sector actors can also diversify training models and introduce innovative approaches to competency development.

By adopting these recommendations, the Rumah Kompetensi Application can evolve from a compliance-oriented platform into a transformative tool that enhances employee performance and contributes to higher-quality public service delivery in Gorontalo Province.

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