The Development of General Functional Civil Servant Competency Model: The Case of Group III Non-Job (Executor) In Kodiklatal

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Abstract

Human Resources have an essential asset for the Indonesian Navy, especially in the educational and training institution Kodiklatal to create superior resources. It is necessary to know the factors that affect competence and the model to develop the competence that will affect work productivity in the organization. This study discusses the development of general functional civil servant competency by developing an effective competency model and discusses the factors that affect the arises of resistance. The methodology in this study used a qualitative approach with a case study type and narrative method. The data were collected through the deep interview method and data analysis using the data triangulation method. The result of this study indicated that the support by managerial, technical, and socio-cultural competence affects increased motivation, self-concept, self-confidence, and self-problem to develop the competency of a general functional civil servant and the factor of affect resistance comes from the individual and external factors. The study contribution is expected to provide input to the organization on the competency model of general function civil servants that can develop their careers.

Keywords: *Civil servant, Competency Model, Group III non-job Executor*

INTRODUCTION

The existence of human resources in the organization is very necessary for the development of the organization. The greater the responsibility that must be carried out by the ministry of human resources in managing and developing employees according to the needs of the organization. Human resources competency-based can improve the capacity and build a character for the employees because if the people working in the organization have the competence appropriate to the demands of their job, then they will be able to better in terms of knowledge, skills, and mental and character of the productive (Spencer 1993). In realizing the performance of the Human Resources (HR), an organization of the Indonesian National Army has made adjustments to its role in the life of the nation along with the other components of the Organization of the Navy, Kodiklatal in particular, to respond to changes in the dynamics of a growing has sought to improve the professionalism of the Human Resources (HR) in the organization of the National Army of Indonesia, in which there are Civil servants (PNS). The role of civil servants in the military is a task force integrated with the soldiers, but his assignment is limited to the field of non-combat.

The professionalism of employees is an absolute requirement for the success of the organization. Carrying out the duties which the employee must be able to demonstrate their ability, potential, and desire in a positive way can ultimately affect the performance of the organization. The existence of civil servants in the military is certainly expected to play a direct role in realizing the Vision of Kodiklatal in educational institutions and the development of the doctrine of the dimensionless marine moral, professional and brave. This role is supported by the competence of civil servants in Kodiklatal. Thompson et al. (1997) stated that the competence or skill "generic" such as learning ability (competence conceptual) or communication skills and teamwork, recognized as important to

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professional success. Indicators of competence are characterized by the ability to be applied in the context and content of the different professional and also supports the application of specific competencies that exist, including the development of competence in the new work environment.

The quality of human resources is one of the factors that can increase the productivity of an organization or organizational performance. Therefore, the necessary human resources enabled high support to improve the performance of employees. Some of the problems that appear in the employees that do not yet have sufficient capacity to be competent employees are evidenced by the low productivity of employees and the difficulty of measuring the performance of employees in government agencies. The problems that exist in this research are the individual resistance and environmental factors in developing the career of Group III Non-job civilian employees, thus affecting the achievement of performance. Based on the secondary data about the situation regarding the competence of Civil Servants (PNS) Group III Non-Job researchers, it can be seen that the number of employees of Group III Non-Job is 64 people while the position of the empty 151 positions, on the PNS Group III B there are 28 employees of a Non-Job while on the other hand there are 151 positions are still vacant. Seen from the level of education of the civil servant's group III non-office with high school education as many as 49 people and holds a Bachelor/S1 as many as 14 people. This problem becomes a very important reason for researchers to find out what lies behind the problem. As a measure of the assessment of the Target Employee (SKP) conducted by civil servants Kodiklatal twice a year, with the hope of employee competence can be seen and measured efficiently and effectively to the placement position next.

The impact arising from low competence can affect the productivity of the organization decreased (Dina Rande, e-Journals Catalogue, Volume 4 Number 2 February 2016 Apr. 101-109). The decline in productivity of the employees will be able to pose a problem that is fatal if the CIVIL servant general functional is not optimal in its work, for example, in the office Archive/Aris tasked with controlling the letter confidential, in case of negligence, then there will be a leak of documents that can be utilized by the group/person who is not responsible and can cause a negative image against Kodiklatal. The standard of work in the Organization the Standard Procedure Kodiklatal (Orgaspros) has been described in the work instructions that must be implemented by all employees, both civilian and military. If there is a decrease in productivity or employee competence, then it will result in the occurrence of accidents caused by the lack of work experience or the presence of the element of Human Error.

The development of globalization requires a change in the individual and the organization; this is the involvement of the thinking individual, group, and organizational behavior. Some of the factors associated with the resistance of the individual against the change are (a) habit, (b) sense of security and (c) economic, (d) uncertainty or doubt, and (e) Perception. Related to this resistance, Coch and French Jr (1984) submitted 6 tactics to overcome resistance to change, namely: (a) education and communication, (b) participation, (c) providing support and ease, (d) negotiation, (e) manipulation and co-optation, (f) coercion. Solutions to overcome the issues related to the competence of the employees against the loss of competence according to the theory According to Spencer and Spencer (1993) that the skill (skill) is a person's ability to perform certain tasks, whether physical or mental when associated with the responses of the informants' related comprehension skills (Skills), as well as with the model of Sanghi (2007) that the competence of the aspects of knowledge and expertise tend to be more tangible or visible (Visible). And relatively on the surface as one of the characteristics possessed by humans, whereas self-concept, character, and competence motives are more hidden (hidden) located in and located at the central point of a person's personality so that it is more difficult to be developed. The purpose and benefits of the study are the implementations of the organization in identifying the gaps/problems that arise and the need for solutions to solve such problems. This into consideration

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practical leadership Kodiklatal as an input in the policy-making recommendations set strategy and develop competence for civil servants Kodiklatal with the hope of achieving the goals of the organization based on the vision and mission that has been set Kodiklatal. The formulation of the problem is a. How to model development of the competence of civil servants General Functional Grup III Non-Job in Kodiklatal, b. How the development of a competency model that is expected to improve employee performance, c. What factors cause a decline in the competence of the employees

LITERATURE REVIEW

The Development of The Competence of Human Resources.

Spencer & Spencer (1993) states that competence is a basic characteristic of a person that has no causal relationship with work performance or effectiveness of that remarkable. Another source states that competence is the knowledge, skills, or abilities of the individual, which is indicated by Dave Ulrich (1995). According to Parulian Hutapea (2008), the main component of competence, knowledge, and skills have different characteristics of the three main components of competence, namely self-concept, characteristics of the self, and motives. The characteristics of knowledge and skills; (a) Knowledge and skills are more likely to affect the competence of the technical (technical competence), (b) Knowledge and skills are more visible, (c) Knowledge easier owned by a person usually can be obtained only by hearing or seeing, (d) Skills is a component of the second major Thing that is easy is owned by an individual must be able to prove ownership by showing his ability to do the job, (e) Knowledge and skills are relatively easier to be developed. The characteristics of self-concept, traits themselves, and motive (a) self-Concept, characteristics of the self, and the motive is more likely to affect the competence of the behavior (Behavioral Competency), (b) self-Concept, characteristics of the self, and the motive is hard to see (c) self-Concept, characteristics of the self, and the motive is more difficult to develop. Spenser and Spenser (1993) and Boulter et al. (1996) explain the main components of the competence Model with the iceberg (Iceberg Model). The type of competence has implications for the development of human resources. Recognized and developed. The core competence, i.e., the knowledge and skills that the motive, is relatively easy, and it's in there, more hidden and more difficult to be developed.

Competence and organizational changes should be done in accordance with the request and the needs of the environment. According to Spencer & Spencer (1993), said that there are 20 generic competencies required in the job. The competence of the generic is often a benchmark for the organization/company in selecting prospective employees (recruitment) or in conducting the assessment of the employees who want to be promoted. The generic competencies include Achievement orientation(ACH), Concern for order (CO), Initiative (INT), Information Seeking (INFO), Interpersonal understanding (IU), Customer service orientation (CSO), Impact and influence (IMP), Organizational awareness (OA), Relationship building (RB), Developing others (DEV), Directiveness, (DIR), Teamwork (TW), Team Leadership (TL), Analytical thinking (AT), Conceptual thinking (CT), Expertise, (EXP), Self-control (SCT) Self-confidence (SCF), Flexibility (FLX), Organizational commitment (OC).

According to Kessler (2008), divide the 10 standards of competence that must be owned by an organization that is performance or results in orientation, initiative, impact, and influence, service orientation-based customers, interpersonal understanding, organization awareness, analytical thinking, thinking conceptual, search for information, and integrity. The tenth standard of this organization should be owned with the goals of the organization and is able to measure the achievement of the target that has been done by members of the organization. Although there is agreement that generic skills are important, there is no definition of absolute generic skills (Harris et al., 2007). Kamsah (2004) states

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that generic skills are employability skills that are used to apply knowledge. This skill is not a skill of a particular field of work, but the skills across all areas of work in the horizontal direction and across all levels ranging from beginner level up to executive manager in the vertical direction. This definition is in line with the proposed National Skills Task Force (Pumphey and Slater (2002), that generic skills are skills across a number of different jobs. Kearns (in Yeung et al., 2007) defines generic skills as the skills and attributes to live and work. More Yeung et al. (2007) stated that generic skills are very useful for continuing education and career success. In the Standard Kompetensi Kerja Nasional Indonesia (SKKNI) based on Kepmenakertrans RI No. 227 year 2003 and No. 69 year 2004, stated there are key competencies, namely the ability to lock or generic are required to complete a task or job. There are seven key competencies, namely a) Collect, organize, and analyze information, b) Communicate ideas and information, c) Planning organizing activities, d) Cooperate with other people and groups, e) Using the ideas and techniques of mathematics, f) Solve the problem, g) the Use of technology.

Competency Model
According to Wibowo in the book Performance Management (2017) said that competency models are distinguished according to their interests and be a model of competence for Leadership, Staff, Experts, and Support. Competency Model leadership and coordinator of basically the same and include: a commitment to continue to learn, orientation to the devotion to the community, conceptual, decision-making, the development of other people, a high standard of professionalism, impact, and influence, innovation, leadership, care organization, performance orientation, the orientation on business strategy services, teamwork, and diversity. A Model of the competence of Experts and Advocates is basically the same and includes a commitment to continuous learning, oriented on service to the community, and care about accuracy and detail. Creative and innovative thinking, flexibility, and a high standard of professionalism. Planning, organizing, coordination, problem-solving, orientation, performance, service orientation, teamwork, and diversity. In the meantime. Zwell (2000: 218) distinguish competence according to position and according to the, level and the work function, whereas the level and the work function of the differentiated more between superior and non-superior and between the partners and superiors. Competence, according to the office, can be in the form of educational leadership, school management, awareness and community involvement, visionary leadership and change management, prioritizing, planning and organizing, influencing and motivating communication, and sensitivity.

The Development of the Competence of CIVIL Servants
The development of the competence of CIVIL servants for the civil servants is regulated in the Government of a number of regulations Government number 11 2017 Article 210, paragraph (2), namely the development of competence in the form of education and training that aims to improve knowledge and skills of civil servants through formal education in accordance with the provisions of the legislation the Development of competence in the form of formal education as referred to do with the provision of learning tasks. Giving the task of learning given in order to meet the needs of the job competency standards and career development. The development of competence in the form of training is done through the training of classical and non-classical. The development of competence in the form of traditional training is done through the process of learning face to face in class, at least through training, seminars, courses, and training. The development of competence in the form of non-classical training is carried out at least through e-learning, on-the-job guidance, distance training, an internship, and the exchange of civil servants and the private sector.

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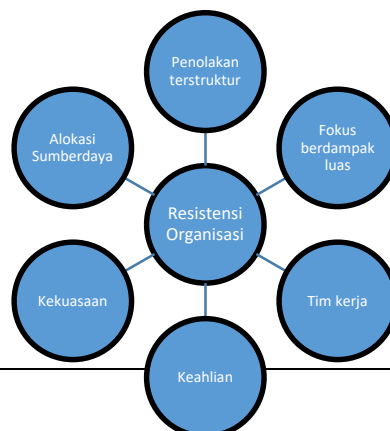**The factors that Affect the Competence of the**

The factors that affect Performance, such as Ability and motivation factors (Motivation) this, is in accordance with the opinion of Keith Davis in AA Anwar Prabu Makunegara (2000:67) in Prabu Mangkunegara (2007:17) conclude that Human Performance = Ability X Motivation, Motivation = Attitude X Situation, the Ability of = Knowledge X Skill. According to Henry Simamora in King Makunegara (2007:14), Performance is affected by 3 factors, namely (a) Individuals (the ability and expertise, background, Demography), (b) Psychology (Perception, Attitude, Personality, Learning, Motivation, (c)) organization (resources, leadership, awards, structure and Design Work) According to Robins (2006) in Ronnie June Priansa (2016) stated that motivation is a process that shows the intensity of the individual, direction, and persistence of effort toward the achievement of goals. Douglas & Morris, in Gabriela Rusua et al. (2014), suggests that there are four indicators of motivation, namely the need for income, the need for relaxation, the need for profit, and for work. According to Sedarmayanti (2016), there exist three types of motivation that drive the main spring drive non-material, so the expected increase in competence of employees can affect or improve work performance and can bring benefits to the organization, and the employees themselves, and the performance of employees can bring satisfaction for themselves.

For the organization, job performance can bring a huge benefit because this method can provide ease for the company, especially in things related to decision-making organization in the process of achieving the goal. Regarding the change of behavior of the individual, group, and organizational behavior, Coffman and Lutes (2007) provide an overview of the following:

Figure 1. *Individual Resistance*

Figure 2. *Resistance Organization*

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RESEARCH METHODS

This research uses a descriptive method with qualitative research with consideration of the dynamic and depth of the informant that is expected to answer the problem formulation has been determined, according to the book of John W. Creswell entitled Qualitative Research & Design Research choosing among five approaches (2015) explained that qualitative studies have so many options of approach. Types of qualitative research approach are with a kind of narrative; this research has many forms with the use of practice analytical and various disciplines of the social sciences and humanities (Daiute & Lightfoot 2004). The narrative here means that the phenomenon being studied, the Research narrative, begins with the experience expressed in the story that is told. According to Czarniawska (2004), the study of narrative is defined as a type of qualitative design certain that the narrative is understood as a text that is told by telling about the event/action or series of connected chronologically. In this case, the researchers view that the development of competence PNS group III Non-Coordination Positions needs to be described in detail and complete.

The purpose of this approach is to describe the process in the event that is told in chronological order problems PNS group III Non-Functional General. The Unit of analysis in social research is divided into two, namely at the level of the individual and at the community level. The researchers tried to focus on the development of human resources so that the unit of analysis focuses on PNS group III Non-Coordination Office. The research location is Kodiklatal way Morokrembangan Surabaya. As an educational institution of the Navy. Techniques for the selection of informants, according to Ade Heryana (2018), understanding the informant is a subject of study that can provide information about the phenomenon/problem raised in the research. In qualitative research, informants are divided into three, namely: (a) key informants, (b) the main informants, and (c) the informant. The key informant was the informant who had complete information about the issues raised by the researcher. The key informant not only knew about the conditions/phenomena in society in general but also understood information about the key informants. Key informants are people who are willing to share the concepts and knowledge with the researcher. In this study 4 the main informants, 1 key informant. Data collection techniques are observation, interview, documentation, and triangulation. Sugiyono (Moleong, 2012:63). The Data needed in this research is data about the process of the development of competence and the competence of civil servants in Group III Non-Functional General that encourage them to succeed by improving their career and performance. After the researchers conducted a preliminary study of the object of research, then the research data, both primary data and secondary data, can be obtained by performing 4 data collection techniques, namely observation, interview, documentation, and triangulation. Sugiyono (Moleong, 2012:63). The validity of the data in qualitative research, according to Sugiyono (2007, 363), there are two kinds, namely a) internal Validation concerning the degree of

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accuracy of draft research with the results achieved, while b) Validation of external concerns the degree of accuracy whether the results of the research can be generalized or applied on the population. After the data is collected from the various axes, the next step is the analysis of data with triangulation of data.

RESULTS AND DISCUSSION

Current Competency Model Development

The professionalism of civil servants is the parameter employees must demonstrate the ability, potential, and the desire for positive that ultimately affect the performance of people and organizations. The existence of civil servants in the military certainly expected to have a role directly in realizing the Vision of Kodiklatal make the educational institutions and the development of the doctrine of the dimension of the sea that is moral, professional, and bravery. This role is supported by the competence of civil servants in Kodiklatal. Thompson et al. (1997) stated that competencies or skills that a "generic" such as learning ability (competence conceptual) or communication skills and teamwork have been recognized as important to professional success. General competence includes a variety of construction, such as intelligence, models of information processing, key competencies, and meta-competencies. Indicators of competence are characterized by the ability to be applied in the context and content of the different professionals and also support the process of implementation of the competence of the special, including the development of competence in the new work environment.

To achieve effective performance, especially in supporting the principal task of Kodiklatal it is necessary competence of civil servants the servants ' part of the general Non-Job, with the criteria of at least 4 (four) important aspects, namely: (1) adequate authority; (2) personnel who have the managerial skills and technical capabilities qualified; (3) good performance management; (4) adequate resources including funds, materials, equipment, technology and other. Based on the assessment of the Target Kerja Pegawai (SKP) who held civil servants Kodiklatal held every once a year, with the hope of employee competence can be seen and measured efficiently and effectively to the placement position next.

The activity of human resources is a complex activity, including a placement process that should be considered by the department of personnel. In placing civil servants at an office or certain position should pay attention to the accuracy of the choice that puts employees in the correct position, with attention to the educational background, so it can be shown towards the career expected. The development, position/rank, tenure, skills, and performance assessment, the position of the / a previous assignment, and other things necessary. This is according to the opinion of John Gennard (Vennet George, The Role of Human Resource Planning In The Human Resource Network, 2019) that human

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resource planning can be defined as a strategy for the acquisition (recruitment/selection), utilization (the spread), improvement (training and development) and preservation (payment and the award of an organization's human resource. According to Sedarmayanti (2014:254), employees who work certainly expect an increase in career/ development of personal potential that will be beneficial to themselves and the organization. The impact appears that low competence can affect the productivity of the organization to be decreased (Dina Rande, e-Journal Katalogis, Volume 4 Number 2, February 2016, pp. 101-109).

According to Sedarmayanti (2017), "human resources is all the potential possessed by a human that can be donated/given to the society to produce goods/services". A company is said to be forward and succeed not only in view of the magnitude of the profit obtained by the company, but there are some other supporting factors, one of which is the quality of human resources of the organization. Human resources, namely manpower or employees who strive hard to work and achieve the goals of the organization. Based on TNI's Commander-in-Chief Regulation Number 1081 / XII / 2015 guidelines of performance of individuals' technical assessment with the Competence required is measured by three indicators/parameters, which include: a. Knowledge, b. The field of the Assignment of Skills/Skill, c. Behavior. Behavior is measured by the following indicators: a) Leadership. b) Commitment to the execution of the work. c) the Orientation of the service. d) self-Development. e) Cooperation. f) Discipline. This is in accordance with the theory proposed by Spencer and Spenser (1993) concerning the indicators of competence.

From these data, it can be seen that the level of formal education owned by the informant is High School, Under Graduate (S1), and some are studying the process of education Post Graduate (S2) so that the civil servants of class III non-work is still willing to increase their knowledge with formal education. The level of education related to the development of competence is also done with the training/courses organized by the Kodiklatal, Headquarters of the Navy, and of the Press that the ability and skills can be further improved. Training Discipline organized by Universitas Airlangga Surabaya has also been followed in order of ability, and their behavior can add to your knowledge with the training. Active service, which ranges from 6 to 19 years, of course, requires the development of competence to support the career planning that is owned by any individual or planned by the organization.

In the stages of planning, recruitment, and orientation, capacity development competence, performance appraisal, rotation and promotion of the career, and retirement/ retirement is required competency development. This stage will be carried out with TNA, Training, Coaching, mentoring, and school cadre. This is in accordance with the Merit System rules of government regulation Number 11 year of 2017

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about coaching the management of civil servants. While the development of competence is done by: 1. Managerial competencies namely a) the IV Level of education

Leadership training/Supervisory Leadership Education (PKP), b) Tk III Training and Leadership Education (PKA). 2. Technical competence; d) Training and Technical (Functional Officials General): 1) Training and Technical Procurement of Goods and Services, 2) Technical Training/Special Administration, 3) Training Technical/Computer, 4) Technical Training, 5) Technical Training/Suspect financial. b) Education and functional training (for official specific functional), 1) the training of functional health, 2) functional training archivists.

Schedule of education and training are programmed in one fiscal year with information through the website and telegram to the unit level. This is in accordance with Wibowo in the book Performance Management (2017), which states that competency models are distinguished according to their interests and be a model of competence for Leadership, Staff, Experts, and Support. The resistance factor that led to the delays in career development which occurred miscommunication of information related to the program of the Training and the training was held, family factors where the needs of school children and college are important and leave the children and parents who are elderly, associated with economic factors which education in Jakarta need money travel, personal expenses, and others, so it is this that causes less keenly interested in education. Employees understand, understand, and realize that by following Diklatpim then, the career ladder can be increased at the same time, which can improve the economy of the family.

Diklatpim is one of the types of managerial education that must be taken by civil servants as a condition of the promotion group. The training is implemented in a centralized in Jakarta, both at Headquarters and in defense of RI for 3 months, so the time and cost factors make the occurrence of resistance which affect decision making. Regarding the problem of motivation of civil servants, according to Robins (2006) in Ronnie June Priansa (2016) stated that motivation is a process that shows the intensity, direction, and persistence of the individual in an effort to achieve the goal.

The development of competency models is effective in improving the performance of employees.
Regarding the development of a competency model that is expected to consider the problems faced by the informants, the researchers saw that the competencies that should be the concern of civil servants Kodiklatal, which has a group III must have the soul of managerial according to the opinion of Parulian Hutapea (2008). The main components of competence knowledge and skills have different characteristics, with the three main components of competence, namely self-concept, characteristics of the self, and motives. The type of competence that is effective on the managerial level is:

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Troubleshooting.

The post of Group III B required course competencies in problem-solving. The more complex is a complex process that requires a variety of cognitive skills and metacognitive to be used by the troubleshooter to identify and solve problems so as not to affect themselves, their families, and organizations. The development of a competency model that is expected with :

Critical thinking.

In the face of a problem, it is necessary competencies to be able to solve problems by understanding the problem. Civil servants need to know in advance the problems like what You are facing today. To be able to see a problem that occurs, there can only use one point of view only. It takes a wide-angle view to be able to see a problem. By looking at the problem from a different perspective, You can understand the problem. Not only that, but it can also assess how the solution or troubleshooting solutions face the issue.

Creativity and innovation.

Creativity is an attempt to reconstitute the knowledge in the human mind that allows her to think more freely in producing new things. Also, producing ideas that surprise others to produce something useful. In addition to creativity, innovation has a very important role in achieving the objectives of a company in maintaining the ability to compete. Human resources are the driving force of innovation and creativity in the organization of the task.

People management.

The ability to manage emotions, thoughts, and behavior of a person in different situations effectively in managing stress and motivate yourself by working toward the goal of the career development of individuals and organizations

Coordinates with other people.

Coordination is a variety activity carried out with the aim of integrating the objectives and work plans that have been previously established in all the elements. An organization has various departments and a number of people with different backgrounds, opinions, views, and different types of work. In management science, the difference must be combined with good coordination in order to achieve the goals that have been set before by the organization together.

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Emotional intelligence.

Emotional intelligence is one of the soft skills that are important to be owned and skills developed to understand and regulate emotions in themselves and others. Emotional intelligence is needed, especially by the supervisor and leadership in a company or organization. This is because if the manager can understand what is being perceived and how to manage it, then You can focus and not mix personal issues with a professional.

Assessment and decision-making

According to Terry (1994), a decision is the behavior of a specific selection of an alternative from two or more alternatives. Meanwhile, Wang and Ruhe (2007) argue that decision-making is the process of selecting options or actions that are preferred from among the alternatives based on the criteria or strategies provided. Personal competence is effective for the competence of Civil Servants Group III, which may also be referred to as the manager; then it can be done. The development of competency models is effective through education and training, which include: 1. The classic includes a) the Training of managerial and technical, b) Training of national issues, c) technical Training, d) functional Training, e) Training of social culture, f) a Seminar or conference, g) the Workshop or the workshop, h) Workshop, i) Course, j) Upgrading, k) Technical Guidance, l) Socialization. 2. Non-classical style includes: a) Assignment, b) Internship/work practices, c) Benchmarking/study visit, d) Coaching, e) Mentoring, f) E-learning, g) Independent study, h) Team building. The development of a model of the competence of CIVIL servants is very effectively done by considering the education and training, but should also be the development of a model of competencies of CIVIL servants by doing Coaching, Mentoring, and Counseling.

Training.

The coaching process focuses on the possibilities and opportunities of the future and corrects the mistakes of the past. The task of a coach is to encourage and deliver the coachee to the desired goal to empower them towards peak performance and productivity. The essence of coaching is to make people "be what they can't." A coach should be able to lure the mind of the coachee, for example, a production target of 1,000 packs a day, a target turnover of 500.000.000 a month, and so forth. A coach must have a variety of tools to help thinking patterns

Mentoring.

A mentor will help the person who leads (the mentee) with teaching techniques (tricks/how-to) based on the experience and knowledge that has been overrun by mentors. A Mentor is someone who is very expert in a particular field. His expertise is strongly supported by his experiences during this time. A

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mentor has the capability of a mentee. Seniority creates a mentor who can help the mentee teaches certain things.

Counseling.
People used to call deliberation. People who consult (konseli) usually bring a number of problems to a counselor to get a solution. The ability to provide solutions help of a counselor can be trusted and be a reference. In this case, the counselor will listen more to all of the stories, the outpouring, and the problems faced by konseli and, in the end, can form konseli to get the solution to the problems faced. Counseling can be short-term or long-term, depending on the openness and seriousness of counseling in the search for solutions.

The factors that cause a decline in the competence of the employees. In the process of realizing change in the organization, there are various barriers that must be faced and can not be avoided by the organization, one of the barriers is called Resistance which means showing in the position to behave on the defensive, trying to fight back, oppose, or the efforts of the opposition in general, this attitude is not based on or refers to a clear understanding. Resistance is regarded as the inhibiting factor in the organization to make a change because of the attitude of resistance or attitude to behave in a defensive conflict with the theory of change within the organization to lead on the development of the organization. The influence of the mindset and the level of satisfaction of individuals in organizations will continue to grow and can affect performance.

Resistance to change, according to Oreg (2003) is employee behavior that is characterized by the emergence of emotional reactions negatively to change, is reluctant to make changes, having a short-term focus while working, and having thoughts that tend to give priority to private interests. The top of the organizational culture that has been established will affect the goals of the organization. Information from informants DHU that states are not interested in participating in educational leadership training as the terms rise in rank and the class due to a sense of comfort zone habits that are experienced, the presence of the interests of the family, the cost of the needs of the child for a college education, the emergence of a sense of uncertainty after completing education leadership training other Problems with the cost of education and training needs of very large so that prioritizes the needs of the child/family to be a factor that is prioritized.

CONCLUSION AND SUGGESTIONS.
The model competency development method with training is one of the requirements that must be possessed by Group III civil servants, but in this study, there are obstacles related to the implementation

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provisions that must be taken to complete leadership training education. Problem-solving solutions with classical and non-classical competency development models in the Covid 19 pandemic era through Blended Training: training that combines Online and Offline training, where training is preceded by online training then after completion will be called to educational institutions that organize offline training focused on mastery work skills that contain aspects of skills and attitudes. Another step in developing the model, civil servant competencies, is coaching, mentoring, and counseling to overcome problems that arise from the employees themselves. The development of the current competency model with education and training needs to be supported by managerial competence, technical competence, and socio-cultural competence so as to increase motivation, self-concept, self-confidence, and self-problems.

There are five factors that are formed based on the results of the research, namely: a. The rejection that comes from the individual, b. Emotional rejection, c. The refusal of comfort, the d. Rejection because of the difference in perception/view of, e. Rejection is influenced by environmental/external factors. Therefore, the researcher can make the following suggestions: a. Improvement of managerial competencies, b. Provision assessment of the objective and non-leniency, namely the tendency to provide an assessment that exceeds because of the absence of standardization of the assessment of performance. c. The formation of the Assessment center is one of the methods of human resource development. Method of Assessment center can also be interpreted as a method of competency-based which is defined as a concept to be able to measure the abilities, skills, and knowledge.

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