EVALUATING COMPETENCY-BASED RECRUITMENT AND TRAINING EFFECTIVENESS IN WEST JAVA'S PUBLIC SECTOR HUMAN RESOURCE MANAGEMENT

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Abstract

This article evaluates the effectiveness of competency-based recruitment and training practices within the public sector human resource management in West Java, Indonesia. Utilizing a qualitative approach, this study conducts a comprehensive literature review to analyze existing frameworks and best practices in competency-based human resource management. The findings highlight the significance of aligning recruitment processes with organizational competencies to enhance workforce quality and performance. Additionally, the study identifies key challenges faced by public sector organizations in implementing these practices, including limited resources, bureaucratic obstacles, and a lack of awareness regarding competency frameworks. The research emphasizes the importance of tailored training programs that not only address the specific competencies required for various roles but also facilitate continuous professional development. By fostering a culture of competency-based management, public sector organizations in West Java can improve employee engagement and service delivery. The article concludes with practical recommendations for policymakers and human resource managers to enhance the effectiveness of recruitment and training processes, ultimately contributing to better public service outcomes. This study serves as a foundational reference for future research on competency-based human resource management in the region, advocating for a strategic shift towards more effective human resource practices in the public sector.

Keywords: Competency-Based Recruitment, Training Effectiveness, Public Sector, Human Resource Management, West Java.

INTRODUCTION

In recent years, the public sector in Indonesia has faced increasing pressure to enhance service delivery and improve organizational performance. As a critical component of this transformation, human resource management (HRM) practices, particularly in recruitment and training, have gained significant attention. Competency-based recruitment and training have emerged as strategic approaches to ensure that public sector organizations in West Java are equipped with a skilled and capable workforce Muhamad Taufik Bintang Kejora. (2024). These practices focus on aligning employee competencies with organizational goals, thereby fostering an efficient and effective public service environment.

Despite the recognized importance of competency-based HRM, there exists a notable research gap concerning its practical implementation and effectiveness within the public sector in West Java Jurnal Borneo Administrator. (2024). While previous studies have explored various aspects of HRM, few have specifically evaluated the impact of competency-based approaches on recruitment and training outcomes in this region. This gap underscores the urgency of conducting research that assesses the current state of competency-based HRM practices and their effectiveness in meeting the unique challenges faced by West Java's public sector Yusuf. (2025).

Moreover, existing literature has primarily focused on private sector applications of competency-based HRM, leaving a void in understanding its implications within public organizations. For instance, studies by Ulrich (1997) and Becker & Huselid (1998) have highlighted the positive correlation between effective HRM practices and organizational performance, yet they do not provide insights specific to the public sector context. This lack of tailored research indicates a pressing need for a comprehensive evaluation of how competency-based recruitment

and training can be effectively implemented in public organizations, particularly in West Java, where local governance structures and challenges may differ significantly from those in the private sector. The urgency of this research is further amplified by the increasing demand for public sector accountability and transparency Annpublisher.org. (2024). As citizens expect higher standards of service, it becomes imperative for public organizations to adopt HRM practices that not only enhance employee performance but also build public trust. Competency-based recruitment and training can play a crucial role in developing a workforce that is not only skilled but also committed to public service values.

This study aims to address the identified research gap by evaluating the effectiveness of competency-based recruitment and training in West Java's public sector Wibowo, R. (2019). By employing a qualitative approach, this research will synthesize existing literature and analyze case studies to provide a comprehensive understanding of the current state of competency-based HRM practices. The novelty of this research lies in its qualitative exploration of literature and case studies related to competency-based HRM in the public sector, providing a comprehensive analysis that has been largely overlooked. The objectives of this research are to identify best practices, assess challenges, and offer practical recommendations for enhancing HRM effectiveness. Additionally, this study will explore how competency-based approaches can be tailored to fit the unique cultural and organizational contexts of West Java's public sector.

Ultimately, this research seeks to contribute to the development of a more competent and responsive public sector workforce in West Java, thereby improving overall public service delivery. By providing insights into effective HRM practices, this study aims to support policymakers and HR managers in implementing competency-based strategies that align with the evolving needs of public service, fostering a culture of excellence and accountability in the region.

LITERATURE REVIEW

The literature on human resource management (HRM) has evolved significantly over the past few decades, particularly in the context of competency-based approaches. Competency-based recruitment and training have been recognized as essential strategies for enhancing organizational performance, especially in the public sector. This literature review aims to synthesize existing research on competency-based HRM, focusing on its effectiveness in recruitment and training within the public sector, with particular emphasis on West Java.

1. Competency-Based HRM Framework

Competency-based HRM is grounded in the notion that aligning employee competencies with organizational goals leads to improved performance and outcomes. According to Spencer and Spence, competencies encompass a range of knowledge, skills, abilities, and behaviors that contribute to effective job performance. This framework has gained traction in both private and public sectors, as it provides a structured approach to identifying and developing the capabilities necessary for success.

2. Importance of Competency-Based Recruitment

Research indicates that competency-based recruitment enhances the selection process by ensuring that candidates possess the requisite skills and attributes for specific roles. A study by Campion et al. (2011) highlights that organizations employing competency-based recruitment techniques experience higher employee retention rates and improved job performance. In the public sector, where accountability and service delivery are paramount, selecting candidates based on competencies can lead to a more capable workforce that is better equipped to address the complexities of public service.

3. Training Effectiveness

Training is a critical component of HRM that directly influences employee performance and organizational effectiveness. Competency-based training focuses on developing specific skills and knowledge that align with the competencies required for various roles. According to Noe (2010), effective training programs should be designed to meet the unique needs of employees and the organization. In the context of West Java's public sector, the implementation of competency-based training can facilitate continuous professional development, enabling employees to adapt to changing demands and improve service delivery.

4. Challenges in Implementation

Despite the potential benefits of competency-based recruitment and training, several challenges hinder their effective implementation in the public sector. Research by Kettl (2000) indicates that bureaucratic structures, limited resources, and resistance to change often impede the adoption of innovative HRM practices. In West Java, these challenges may be exacerbated by local governance issues, such as inadequate training infrastructure and a lack of awareness regarding competency frameworks among public sector leaders.

5. Case Studies and Best Practices

Several case studies have demonstrated the successful implementation of competency-based HRM in various public sector organizations. For instance, the Indonesian Ministry of Administrative and Bureaucratic Reform has initiated programs aimed at enhancing the competencies of civil servants through targeted recruitment and training efforts. These initiatives have shown promising results in improving employee performance and public service quality (Bappenas, 2019). Such examples provide valuable insights for West Java's public sector, highlighting the importance of tailored approaches that consider local contexts and needs.

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METHOD

This study employs a qualitative research methodology, specifically a literature review, to evaluate the effectiveness of competency-based recruitment and training within the public sector human resource management in West Java. The qualitative approach is particularly suitable for this research as it allows for a comprehensive examination of existing theories, frameworks, and empirical studies related to competency-based HRM practices.

1. Research Type

The research is classified as a qualitative literature review. This type of research focuses on synthesizing and analyzing existing literature to gain insights into a specific topic. By reviewing and critiquing previous studies, this research aims to identify best practices, challenges, and gaps in the current understanding of competency-based recruitment and training in the public sector.

2. Data Sources

Data for this study will be sourced from a variety of secondary materials, including:
- Academic Journals: Peer-reviewed articles that discuss competency-based HRM practices, recruitment, and training effectiveness in both public and private sectors.
- Books and Book Chapters: Scholarly texts that provide theoretical frameworks and case studies relevant to competency-based HRM.
- Government Reports and Policy Documents: Official publications from local and national government bodies that outline HRM policies, competency frameworks, and training programs in the public sector.
- Conference Proceedings: Papers and presentations from relevant conferences that address contemporary issues in HRM and competency-based practices.

3. Data Collection Techniques

The data collection process for this literature review will involve:
- Systematic Literature Search: A systematic search will be conducted using academic databases such as Google Scholar, JSTOR, and Scopus to identify relevant literature. The search will include keywords such as "competency-based recruitment," "training effectiveness," "public sector HRM," and "West Java."
- Inclusion and Exclusion Criteria: The identified literature will be screened based on predefined inclusion and exclusion criteria. Only studies published in the last two decades that focus on competency-based practices in the public sector will be included. Additionally, studies that do not provide empirical evidence or are not peer-reviewed will be excluded.
- Data Extraction: Relevant data will be extracted from the selected literature, including key findings, methodologies, and recommendations related to competency-based recruitment and training.

4. Data Analysis Methods

The analysis of the collected literature will be conducted using thematic analysis, which involves the following steps:
1. Familiarization: Reading and re-reading the selected literature to gain a thorough understanding of the content and context.
2. Coding: Identifying and generating initial codes based on significant themes and concepts related to

competency-based recruitment and training effectiveness.

3. Theme Development: Collating codes into broader themes that capture the essence of the literature, ensuring that they reflect the key findings and insights.

4. Synthesis and Interpretation: Synthesizing the themes to provide a cohesive narrative that addresses the research questions. This will include discussing the implications of the findings for HRM practices in West Java's public sector and identifying areas for future research.

RESULTS AND DISCUSSION

The evaluation of competency-based recruitment and training effectiveness in West Java's public sector reveals a multifaceted landscape characterized by both promising practices and significant challenges. This analysis synthesizes findings from various studies, government reports, and theoretical frameworks to provide a comprehensive understanding of how competency-based approaches are being implemented and their impact on human resource management (HRM) within public organizations.

One of the primary findings from the literature is that competency-based recruitment practices are increasingly being adopted in West Java's public sector as a means to enhance the quality of public service delivery. By focusing on aligning candidate competencies with job requirements, public organizations aim to select individuals who not only possess the necessary technical skills but also demonstrate the behavioral attributes essential for effective public service. Studies indicate that organizations that have implemented competency-based recruitment report higher levels of employee satisfaction and retention. This is particularly important in the public sector, where continuity and institutional knowledge are crucial for maintaining service quality.

However, while the theoretical benefits of competency-based recruitment are well-documented, the practical application in West Java presents several challenges. One significant issue is the lack of a standardized competency framework across various public sector agencies. The absence of a unified approach leads to inconsistencies in recruitment practices, making it difficult to compare competencies across different roles and departments. This fragmentation can result in the selection of candidates who may not fully meet the specific needs of their positions, ultimately undermining the effectiveness of the recruitment process. Furthermore, the reliance on subjective assessments during the recruitment process can introduce biases, which may further compromise the selection of qualified candidates.

In terms of training effectiveness, the literature highlights that competency-based training programs are designed to equip employees with the specific skills and knowledge required for their roles. These training programs aim to foster a culture of continuous learning and professional development within the public sector. Research indicates that when training is aligned with clearly defined competencies, employees are more likely to engage with the material and apply their learning in practice. This alignment not only enhances individual performance but also contributes to improved organizational outcomes.

Despite these positive outcomes, the implementation of competency-based training in West Java faces several obstacles. One major challenge is the limited availability of resources, including funding and qualified trainers, which can hinder the development and delivery of effective training programs. Additionally, there is often a lack of awareness and understanding among public sector leaders regarding the importance of competency-based training. This can result in insufficient support for training initiatives and a failure to prioritize employee development within organizational strategies.

Moreover, the evaluation of training effectiveness remains a critical area for improvement. Many public sector organizations in West Java do not have robust mechanisms in place to assess the impact of training on employee performance and organizational effectiveness. Without systematic evaluation processes, it becomes challenging to determine whether training programs are achieving their intended outcomes or to identify areas for further enhancement. This lack of evaluation not only limits the ability to make informed decisions about future training initiatives but also diminishes accountability within public sector HRM.

The synthesis of findings from various studies underscores the necessity for a more integrated approach to competency-based HRM in West Java's public sector. Establishing standardized competency frameworks across agencies could facilitate more consistent recruitment practices and enable better alignment between training programs and organizational needs. Additionally, investing in the development of evaluation mechanisms for training effectiveness would provide valuable insights into the return on investment for training initiatives and support continuous improvement efforts.

While competency-based recruitment and training hold significant potential for enhancing HRM practices in West Java's public sector, realizing this potential requires addressing the existing challenges. By fostering a culture

of competency-based practices, providing adequate resources, and implementing systematic evaluation processes, public organizations can improve their recruitment and training strategies. This, in turn, will contribute to the development of a more competent and responsive workforce, ultimately enhancing the quality of public service delivery in West Java. As the public sector continues to evolve in response to changing societal needs, the commitment to competency-based HRM will be essential for achieving sustainable improvements in organizational performance and public trust.

1. Overview of Competency-Based Recruitment Practices

Competency-based recruitment practices have gained traction in West Java's public sector as a strategic approach to enhance the quality of civil service. The primary objective of these practices is to align the skills and attributes of candidates with the specific requirements of public sector roles. By focusing on competencies, organizations aim to select individuals who not only meet the technical qualifications but also exhibit the necessary interpersonal and organizational skills required for effective public service. The literature indicates that agencies implementing competency-based recruitment have reported improvements in employee performance and job satisfaction, which are crucial for fostering a motivated workforce.

However, the effectiveness of these recruitment practices is often contingent upon the existence of a well-defined competency framework. In West Java, the lack of a standardized competency model across various public sector agencies has led to inconsistencies in recruitment processes. Each agency tends to develop its own criteria based on subjective assessments, which can result in varying interpretations of what constitutes the necessary competencies for a given role. This fragmentation complicates the recruitment process and may lead to the selection of candidates who do not fully align with the specific needs of their positions.

Moreover, the recruitment process itself often lacks transparency and rigor. Many public sector organizations still rely heavily on traditional methods of recruitment, such as interviews and written tests, without adequately incorporating competency assessments. This reliance on conventional methods can obscure the true capabilities of candidates, leading to potential mismatches between employee skills and job demands. The integration of competency-based assessments, such as situational judgment tests or competency interviews, could enhance the objectivity of the recruitment process and ensure that selected candidates possess the requisite skills.

In addition to the challenges posed by the absence of a unified framework, there is also a need for training and development of HR personnel involved in the recruitment process. Many HR professionals in West Java may lack the necessary training to effectively implement competency-based recruitment practices. This gap in knowledge can hinder the successful adoption of these practices and limit their overall effectiveness. Providing targeted training for HR staff on competency assessment techniques and recruitment strategies could significantly improve the quality of candidate selection.

Furthermore, the role of leadership in promoting competency-based recruitment cannot be understated. Strong leadership commitment is essential for fostering a culture that values competencies and prioritizes their integration into recruitment processes. Leaders must advocate for the importance of competency-based practices and allocate necessary resources to support their implementation. By championing these initiatives, leaders can create an environment where HR practices are aligned with organizational goals and public service objectives.

Finally, the evaluation of recruitment outcomes is critical in assessing the effectiveness of competency-based practices. Public sector organizations in West Java often lack systematic mechanisms to monitor and evaluate the success of their recruitment strategies. Implementing feedback loops and performance metrics can provide valuable insights into the effectiveness of recruitment processes and inform future improvements. By continuously assessing recruitment outcomes, organizations can refine their practices to better meet the needs of their workforce and the communities they serve.

2. Effectiveness of Competency-Based Training Programs

Competency-based training programs are designed to equip public sector employees with the specific skills and knowledge necessary for their roles. The literature suggests that when training is aligned with clearly defined competencies, employees are more likely to engage with the material and apply their learning effectively in the workplace. In West Java, competency-based training initiatives have been implemented with the goal of enhancing employee performance and improving service delivery.

One of the key benefits of competency-based training is its focus on practical application. Training programs that emphasize real-world scenarios and hands-on experiences allow employees to develop competencies that are directly relevant to their job responsibilities. For instance, training modules that simulate public service challenges enable participants to practice problem-solving and decision-making skills in a controlled environment. This experiential learning approach not only enhances skill acquisition but also fosters confidence among employees as they navigate complex public sector tasks.

However, the effectiveness of these training programs is often undermined by several challenges. A significant issue is the lack of resources allocated to training initiatives. Many public sector organizations in West Java face budget constraints that limit their ability to develop and deliver high-quality training programs. Without adequate funding, organizations may resort to generic training solutions that do not address the specific competencies required for their workforce. This mismatch can lead to disengagement among employees and diminished training effectiveness.

Moreover, the design and delivery of training programs must be tailored to the diverse needs of employees. In West Java, a one-size-fits-all approach to training can be detrimental, as it fails to account for the varying levels of experience, education, and job responsibilities among public sector employees. Customizing training content to address these differences can enhance relevance and engagement, ultimately leading to better learning outcomes. Organizations should consider conducting needs assessments to identify specific competency gaps and tailor training programs accordingly.

Another critical factor influencing training effectiveness is the involvement of leadership in supporting employee development. Leaders play a vital role in promoting a culture of learning and development within public sector organizations. When leaders actively endorse and participate in training initiatives, they signal to employees that continuous improvement is valued and encouraged. This support can enhance employee motivation to engage in training and apply newly acquired competencies in their work.

Additionally, the evaluation of training effectiveness remains a crucial area for improvement. Many public sector organizations in West Java do not have robust mechanisms in place to assess the impact of training on employee performance and organizational effectiveness. Without systematic evaluation processes, it becomes challenging to determine whether training programs are achieving their intended outcomes. Implementing pre- and post-training assessments, as well as ongoing performance evaluations, can provide valuable insights into the effectiveness of training initiatives and inform future program enhancements.

Finally, fostering a feedback-rich environment can contribute to the continuous improvement of competency-based training programs. Encouraging employees to provide feedback on their training experiences can help organizations identify areas for improvement and make necessary adjustments. By actively seeking input from participants, organizations can enhance the relevance and effectiveness of their training initiatives, ensuring that they meet the evolving needs of public sector employees.

3. Challenges in Implementing Competency-Based HR Practices

Despite the potential benefits of competency-based recruitment and training, the implementation of these practices in West Java's public sector is fraught with challenges. One of the primary obstacles is the resistance to change among public sector employees and leadership. Many organizations have established traditional HR practices that have been in place for years, and shifting to a competency-based approach requires a cultural transformation. This resistance can manifest in skepticism about the value of competency-based practices, leading to reluctance in adopting new methods.

Another significant challenge is the insufficient infrastructure to support competency-based HR practices. Many public sector organizations in West Java lack the necessary tools, resources, and technology to effectively implement and manage competency frameworks. For instance, the absence of specialized software for competency assessment and tracking can hinder the ability to evaluate employee competencies accurately. Investing in the right technology and infrastructure is essential for facilitating the successful implementation of competency-based practices.

Furthermore, the limited availability of qualified trainers and HR professionals poses a significant barrier to effective implementation. Public sector organizations often struggle to find individuals with expertise in competency-based HRM who can design and deliver training programs. This skills gap can lead to poorly executed training initiatives that do not meet the needs of employees. To address this issue, organizations should consider investing in professional development opportunities for HR staff to ensure they possess the necessary skills to implement competency-based practices effectively.

Additionally, the lack of alignment between competency frameworks and organizational goals can undermine the effectiveness of HR practices. In many cases, competency frameworks are developed in isolation without input from key stakeholders, leading to a disconnect between what is deemed necessary for effective performance and the actual strategic objectives of the organization. Engaging stakeholders in the development of competency frameworks can ensure that they are relevant and aligned with the mission and vision of the public sector agency.

Moreover, the evaluation of competency-based practices is often overlooked in the implementation process. Many organizations fail to establish clear metrics and evaluation processes to assess the impact of recruitment and training initiatives. Without a systematic approach to evaluation, it becomes challenging to determine the effectiveness of competency-based practices and to make informed decisions about future improvements. Organizations should prioritize the development of evaluation frameworks that allow for continuous monitoring and assessment of HR practices.

Lastly, the integration of competency-based practices into existing HR policies and procedures can be complex. Many public sector organizations have established policies that may not align with competency-based approaches, creating confusion and inconsistency in implementation. Organizations must undertake a comprehensive review of their HR policies to identify areas where alignment with competency-based practices is necessary. This alignment is crucial for ensuring that all aspects of HRM work cohesively to support the overall goals of the organization.

4. Impacts on Employee Performance and Public Service Delivery

The implementation of competency-based recruitment and training practices has significant implications for employee performance and public service delivery in West Java. Research indicates that when employees possess the competencies required for their roles, they are more likely to perform effectively and contribute positively to organizational goals. Competency-based practices not only enhance individual performance but also foster a culture of accountability and excellence within public sector organizations.

One of the key impacts of competency-based practices is the improvement in job satisfaction among employees. When employees feel that their skills and competencies are recognized and utilized effectively, they are more likely to experience higher levels of job satisfaction. This satisfaction can lead to increased motivation and engagement, ultimately resulting in better performance outcomes. In the context of public service, satisfied employees are more likely to provide high-quality services to citizens, enhancing the overall reputation of public sector organizations.

Moreover, competency-based recruitment practices contribute to the development of a more skilled and capable workforce. By selecting candidates based on their competencies, public sector organizations can build teams that are better equipped to address the complexities of public service. This enhanced capability is particularly important in a rapidly changing environment where public sector employees must adapt to new challenges and demands. A skilled workforce is essential for effective problem-solving and decision-making, ultimately leading to improved service delivery.

Furthermore, the alignment of training programs with competency frameworks ensures that employees receive targeted development opportunities. When training is designed to address specific competencies, employees can develop the skills necessary to excel in their roles. This targeted approach not only enhances individual performance but also contributes to the overall effectiveness of public sector organizations. As employees acquire new competencies through training, they are better positioned to respond to the needs of the communities they serve.

Additionally, the implementation of competency-based practices can lead to greater accountability within public sector organizations. When competencies are clearly defined and linked to performance expectations, employees are more aware of their responsibilities and the standards to which they are held. This clarity fosters a sense of accountability and encourages employees to take ownership of their performance. As a result, public sector organizations can benefit from improved service quality and enhanced public trust.

However, it is important to recognize that the impacts of competency-based practices may not be immediate. The transition to competency-based HRM requires time and sustained effort to realize its full benefits. Organizations must be patient and committed to the ongoing development of their workforce and the refinement of their HR practices. Continuous monitoring and evaluation of the impacts of these practices are essential for identifying areas for improvement and ensuring long-term success.

In conclusion, the implementation of competency-based recruitment and training practices has the potential to significantly enhance employee performance and public service delivery in West Java. By focusing on competencies, public sector organizations can build a skilled and motivated workforce that is better equipped to meet the needs of citizens. As organizations continue to navigate the complexities of public service, the commitment to competency-based HRM will be essential for achieving sustainable improvements in organizational effectiveness and public trust.

5. Recommendations for Future Practice and Research

Based on the findings and analysis of competency-based recruitment and training effectiveness in West Java's public sector, several recommendations can be made to enhance HRM practices. First and foremost, it is imperative for public sector organizations to develop and implement standardized competency frameworks across agencies. A unified competency model would provide clarity and consistency in recruitment and training processes, ensuring that all public sector employees are assessed and developed based on the same criteria. This standardization can facilitate better comparisons of competencies across different roles and departments, ultimately leading to improved workforce quality.

Additionally, organizations should invest in the professional development of HR personnel involved in recruitment and training. Providing targeted training on competency-based practices can equip HR staff with the skills and knowledge necessary to implement these approaches effectively. This investment in human capital is essential for fostering a culture of competency-based HRM and ensuring that recruitment and training initiatives are executed with rigor and expertise.

Furthermore, public sector organizations should prioritize the establishment of robust evaluation mechanisms to assess the effectiveness of competency-based practices. Implementing clear metrics and feedback loops will enable organizations to monitor the impact of recruitment and training initiatives on employee performance and public service delivery. By continuously evaluating these practices, organizations can identify areas for improvement and make informed decisions about future HRM strategies.

Moreover, fostering a culture of collaboration and engagement among stakeholders is crucial for the successful implementation of competency-based practices. Engaging employees, leadership, and other stakeholders in the development of competency frameworks and training programs can ensure that these initiatives are relevant and aligned with organizational goals. This collaborative approach can enhance buy-in and support for competency-based practices, ultimately leading to more effective implementation.

Lastly, future research should focus on exploring the long-term impacts of competency-based HRM practices in the public sector. While the current literature highlights the potential benefits, there is a need for empirical studies that assess the sustained effects of these practices on employee performance and public service delivery over time. Longitudinal studies can provide valuable insights into the evolution of competency-based practices and their contributions to organizational effectiveness.

In conclusion, the evaluation of competency-based recruitment and training effectiveness in West Java's public sector highlights the importance of aligning HRM practices with organizational goals. By addressing the challenges and implementing the recommendations outlined in this analysis, public sector organizations can enhance their HRM strategies and ultimately improve the quality of public service delivery. The commitment to competency-based practices will be essential for fostering a skilled and capable workforce that meets the evolving needs of the communities they serve.

CONCLUSION

Evaluating the effectiveness of competency-based recruitment and training in West Java's public sector reveals significant potential for enhancing human resource management practices. By aligning recruitment processes with clearly defined competencies and implementing targeted training programs, public sector organizations can improve employee performance, job satisfaction, and overall service delivery. However, the successful adoption of these practices requires overcoming challenges such as resistance to change, insufficient infrastructure, and the need for ongoing evaluation and stakeholder engagement. By addressing these issues and committing to a competency-based approach, West Java's public sector can cultivate a skilled and motivated workforce capable of meeting the dynamic needs of the communities they serve.

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