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Original Research Article

The Influence of Civil Servant Competence on Employee Performance at the Regional Secretariat of Probolinggo Regency

Tommy Hariyanto[1], Sukardi1, Nur Cholis[1*]

[1]Le Hong Phong High School for the Gifted Pham Thi Phu - Vinh University, Vietnam

Abstract: This research aims to explain and explain the impact of the competence of Civil Servants on performance at the Regional Secretariat by their current position (based on Probolinggo Regent Regulation number: 76 of 2020 concerning Competency Development for Civil Servants within the Probolinggo Regency Government). Methods this research was conducted using a qualitative descriptive approach. A qualitative approach is considered appropriate in this study because it is easier when facing reality, can directly represent the principle of the relationship between researchers and research subjects, is more sensitive, and is more able to adapt to the many sharpening joint influences on the value patterns encountered. Research locations are conducted in the Regional Secretariat of Probolinggo Regency. Research results found that the influence of the competence of Civil Servants in the Secretariat of the Probolinggo Regency Government is directly proportional to performance, meaning that if competence is high, then the performance is above expectations. This is following Probolinggo Regent Regulation number: 76 of 2020 concerning Competency Development for Civil Servants in the Probolinggo Regency Government in article (8) paragraph (1) point (a).
Keywords: Competence, Civil Servants, Performance.

1. INTRODUCTION

Changes follow changes that occur in the field of Human Resources in the competence and ability of someone who concentrates on Human Resource Management. The community hopes that the government can provide a service process that is more helpful and easy to use with clear, precise, friendly procedures and service requirements, and there is a certainty that the process is according to the rules. Public services government officials provide are fragile, and the process is lengthy. This can be seen from public complaints in the media, which can lead to a bad image of government officials (Rofiatun & Masluri, 2011). It is difficult for governments to objectively assess the success or failure of their operations because the performance measurement system has never been clearly defined, which can provide helpful information about an organization's success level (Achmad, 2009). The organization will be able to achieve its goals through effective employee performance. If this performance is inadequate, the organization will face obstacles in achieving its goals (Achmad, 2009). So employee performance dramatically affects the success of the organization.

Institutions must ensure that their employees have the necessary competencies to improve performance. Competence is essential because it generally refers to a person's ability to do a job effectively (Moeheriono, 2009). Many government agencies have difficulty finding competent employees, as evidenced by low productivity and difficulty measuring employee performance (Sriwidodo & Agus Budhi, 2010). To achieve the best possible work results, it is necessary for an employee who has competence in carrying out his work duties so that employee performance can increase. If employee performance can be adequately realized, it will support achieving goals effectively and efficiently because it will create a conducive atmosphere for accelerating the implementation of activities within the Regional Secretariat of Probolinggo Regency. However, the reality currently visible at the Regional Secretariat of Probolinggo Regency is that there still needs to be more efforts to develop human resources, significantly increasing the professionalism of employees so that labor productivity decreases. We can see that: Employee development at the Regional Secretariat of Probolinggo Regency needs proper attention from the leadership. Placement of employees in positions that are

*Corresponding Author: Nur Cholis
University of Merdeka Malang, Indonesia

not quite right now; some employees still need to adjust their education to an elevated level, both in structural and other positions.

2. LITERATURE REVIEW

ASN (Civil Servant) is a government employee with a work agreement who works for a government agency. ASN employees consist of civil servants and government employees with work agreements (contracts), are appointed by civil service development officials and are assigned government positions, are entrusted with other state duties, and are paid according to laws and regulations. ASN employees serve as executors of public policy; public service, as well as glue and unifier of the nation (Prasojo & Rudita, 2014; and Faedlulloh, 2015). Meanwhile, ASN employees are responsible for implementing public policies made by civil service supervisors by statutory provisions, providing professional and quality public services, and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia (NKRI). ASN personnel also play a role as planners, executors, and supervisors for the realization of general government and national development goals through the implementation of professional public policies and services, free from political interference and clean from corruption, collusion, and nepotism (Prasojo & Rudita, 2014; Komara, 2018; and Nasty, 2018). In order to realize a clean and authoritative government system (good governance) and provide suitable, efficient, effective, and quality public services, professional, responsible, fair, honest, and competent ASN employees are required. In carrying out their duties, ASN employees must be based on professionalism and competence, according to their qualifications and field of knowledge (Ryngaert & Wouters, 2005; Dwiyanto, 2006; and Komara, 2018).

Data from the National Civil Service Agency (BKN) show that currently, the number of ASN employees in Indonesia reached nearly 4 million more than a few years ago. This is a problem because the quality of service for ASN employees is always associated with professionalism. Meanwhile, the low quality of work for ASN employees is also the result of an unequal ratio between the number of ASN employees and their stakeholders and the low competence of the ASN employees concerned (Paath, 2018; Komara, 2018). According to R. Palan (2007) and other scholars, a person's competence refers to their behavior, while their skills (competence) indicate tasks or work results. Competence shows the characteristics underlying behavior that describe motives, personal characteristics (traits), self-concept, values, knowledge, or skills held by someone with superior performance (superior performer) (Palan, 2007; Carter, 2011; and Kartika & Sugiarto, 2014). Competence consists of several distinct characteristics that are important for effective behavior. These traits are evident in the way a person behaves at work. Competence is about people,

their abilities, and how they can do, not what they might do. It should further be emphasized that the essence of personnel management is oriented. Competence is about people, their abilities, and how they can do, not what they might do. It should further be emphasized that the essence of personnel management is oriented. Competence is about people, their abilities, and how they can do, not what they might do. It should further be emphasized that the essence of personnel management is oriented.

The professionalism of ASN employees because their job is to provide services to the community in an honest, competent, fair, and equitable manner in carrying out official, government, and development tasks (Suhaji, 2010; Kartika & Sugiarto, 2014; Komara, 2018). Therefore, ASN employees are asked not to participate and must act neutral, free from any influence of political groups and parties; and treat people as equals in their service. To fulfill the required service responsibilities, ASN employees must have professionalism supported by abilities, knowledge, skills, global vision, and high competence (Denhardt & Denhardt, 2003; Fitria, 2014; Komara, 2018). The problem is that professional ASN employees with high competence, as mandated by Law Number 5 of 2014 concerning the State Civil Apparatus, are still a dream rather than a reality. The number of ASN employees in Indonesia is still relatively small compared to Indonesia's total population of around 265 million people. It was also emphasized that ASN employees in Indonesia only make up 1.7% of the total population of Indonesia (Hayat, 2014; Chrisnandi, 2016; Paath, 2018).

Specifically, it has been explained that the qualifications of ASN employees can be reviewed from three aspects. First is expertise, meaning every ASN employee must have experience in their duties and functions; know the duties and functions; have broad insights; and be ethical. Second, technical ability, namely ASN employees, must understand their duties in their field. Third, good personal qualities, namely having high discipline, being honest, having interest, being open, objective, good at communicating, always being ready, and practicing (Rosyadi, 2014; Nurhajati & Bachri, 2017; and Komara, 2018). In order to improve the quality and performance of professional public services, it is first necessary to increase the capacity of the government apparatus by encouraging ASN employees to participate in official scholarships, providing technical guidance that can support professional performance, and including various training (education and training). Second, to provide excellent service as an agency that functions as a public service, there must be an increase in public satisfaction as a customer for the services provided, setting high standards, and the commitment of ASN employees to provide the best service. Third, improving the work culture of public organizations is very important to

achieve this goal (Rewansyah, 2010; Sancoko, 2010; and Komara, 2018). They are setting high standards and the commitment of ASN employees to provide the best service. Third, improving the work culture of public organizations is very important to achieve this goal (Rewansyah, 2010; Sancoko, 2010; and Komara, 2018). They were setting high standards and the commitment of ASN employees to provide the best service. Third, improving the work culture of public organizations is very important to achieve this goal (Rewansyah, 2010; Sancoko, 2010; and Komara, 2018).

One way to help improve the performance and professionalism of ASN employees in public service is to create a healthy and dynamic work climate. This can be encouraged by creating a positive work culture, fostering mutually respectful communication, increasing employee discipline, enforcing administrative regulations, and implementing rewards and punishments as work motivation (Sancoko, 2010; Sartika *et al.,* 2016; Mustafid, 2017). Competence of ASN Employees (State Civil Apparatus). In Law Number 43 of 1999 concerning Staffing Principles. PERC (Political and Economic Risk Consultancy) results in 1999 found that Indonesia was one of the worst countries in the world in terms of bureaucracy, with a score of 8.0 on the score scale for the best and 10 for the worst (Puji, 2010; and Baderi, 2018). The low performance of ASN employees results in low quality of public services; some service users have to pay high costs (high-cost economy).

The poor performance of ASN employees is caused by a lack of competence or even the incompetence of some structural officials and staff within the state apparatus. Creating HR (Human Resources) for ASN apparatus or professional and highly competent employees is essential, as is career development for ASN employees based on a combination of work performance and a career system. This is necessary so that the organization (bureaucracy) can perform better and provide excellent public services (Soetrisno, 2003; Nurprojo, 2014; Komara, 2018). According to the "Competency Dictionary" from the LoMA (Letter of Map Amendment), in 1998, what is meant by "competence" can be interpreted as the personal aspect of an employee that allows him to achieve superior performance (cf LoMA, 1998; Mangundjaya, Aprilianti & Poerwadi, 2009; and Utomo, Suryanto & Suaedi, 2015). This aspect includes personal characteristics such as traits, motives, values, attitudes, and skills that will drive behavior; while behavior will result in performance (Prawirosentono, 1999; Lasmahadi, 2000; Umar, 2003; Mangundjaya, Aprilianti & Poerwadi, 2009; and Utomo, Suryanto & Suaedi, 2015).

3. RESEARCH METHOD
3.1 Research Locations
This research was conducted at the Regional Secretariat of Probolinggo Regency, with the topic studied regarding the influence of ASN competence on employee performance at the Regional Secretariat of Probolinggo Regency.

3.2 Research Approach
The research approach is a "qualitative descriptive approach, namely research that aims to describe and interpret existing relationships or conditions, ideas that are growing, processes that are ongoing, consequences that are occurring or trends that are developing" (Sumanto, 1990, p. 47).

3.3 Population and Sampling Technique
The population analysis is the unit to be analyzed or researched. In this study, the unit of analysis is individuals who serve the community, in this case, employees of the Regional Secretariat of Probolinggo Regency. This study's population consisted of all ASN Regional Secretariat of Probolinggo Regency, totaling 311 people. Based on the slovin and morgan - krejcie formula, a sample of 5% is taken at the time of data collection, or the research takes place according to the time determined by the researcher until the number of samples is fulfilled.

3.4 Data Analysis Techniques
The analytical method used to overcome the main problems found in this study is by using descriptive analysis, which is an analysis that describes the respondents' answers about the factors that influence work performance through distributing questionnaires to civil servants who are the sample in this study. The basis of competence is based on PerKBKN no. 26 of 2019 concerning fostering the implementation of the PNS Competency Assessment.

Qualitative data analysis techniques by carefully summarizing any information obtained. The analysis is expected to provide a deep and complete understanding of the concepts or interactions studied. Data analysis was carried out using a qualitative approach focused on descriptive research on data obtained from structured and independent interviews and observations (observations). Then to support the validity of the data obtained, verification or validity checks are carried out, with the criteria used for verification criteria being credibility criteria with the correct technique.

4. RESULTS AND DISCUSSION
Employee competence can be understood as a combination of skills, knowledge, and personal character reflected in performance behavior that can be measured, observed, and evaluated. This article describes the professional competence of ASN (State Civil Apparatus) employees in Indonesia using qualitative methods, descriptive analysis, and literature studies. The study's results determined that competence can be divided into two types. First, "soft" competence, or a type of competency that is closely related to the

ability to manage work processes and build interactions with other people and human relations. Examples of "soft" competencies for ASN employees include communication, leadership, and interpersonal relations. Second is "hard" competence or the competency related to a job's functional and technical capabilities. In other words, the competence of ASN employees here is related to technical matters related to their work. "hard" competencies include financial analysis, marketing research, electrical engineering, workforce planning, and others. Public services in Indonesia must help build respectful communication, create a positive work culture, enforce organizational regulations, improve employee discipline, and implement rewards and punishments to motivate employees to work. Electrical engineering, workforce planning, and others. Public services in Indonesia must help build respectful communication, create a positive work culture, enforce organizational regulations, improve employee discipline, and implement rewards and punishments to motivate employees to work. Electrical engineering, workforce planning, and others. Public services in Indonesia must help build respectful communication, create a positive work culture, enforce organizational regulations, improve employee discipline, and implement rewards and punishments to motivate employees to work.

Since the My SAPK BKN application is available, all civil servants in Probolinggo Regency must have access to the application to facilitate their work and administrative services. Through this application, all data and information from each civil servant will be appropriately stored. So there is no need to worry about data leakage problems. The application needs to be developed continuously. In addition, it also needs to be socialized about the importance of the application. The application is also managed by an agency within the Probolinggo Regency Government to make it easier to operate the application for all civil servants in Probolinggo Regency. This will create civil servants who are intellectual, dedicated, and careful in operating an information and communication system. At least, to become a civil servant must master it. The application is also one of the systems civil servants use in Probolinggo Regency to operate and understand administrative filing. Administrative filing plays an essential role in the smooth running of an agency's activities, namely helping to speed up the administration of the agency concerned. Therefore, it must be appropriately handled in every instance to avoid damage or even loss. If the file is damaged or lost, the historical record of the agency's activities is also lost. The application is also one of the systems civil servants use in Probolinggo Regency to operate and understand administrative filing. Administrative filing plays an essential role in the smooth running of an agency's activities, namely helping to speed up the administration of the agency concerned. Therefore, it must be appropriately handled in every instance to

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5. CONCLUSIONS AND RECOMMENDATIONS
5.1 Conclusion
From the results of grouping and analysis, it can be concluded that the influence of the competence of Civil Servants in the Secretariat of the Probolinggo Regency Government is directly proportional to performance, meaning that if competence is high, the performance is above expectations. This is by Probolinggo Regent Regulation number: 76 of 2020 concerning Competency Development for Civil Servants in the Proolinggo Regency Government in article (8) paragraph (1) point (a) which reads: Preparation of Requirements and Competency Development plans are carried out through the stages of inventorying the types of competencies required need to be developed and every Civil Servant. As well as article 11, which reads competency gap analysis, is carried out by comparing the competency profiles of Civil Servants with competency standards for positions currently occupied and those to be occupied. In Article 12, paragraph 1, it is stated that the performance appraisal results are obtained by comparing the results of the civil servant performance appraisal with the performance target of the position occupied

5.2 Suggestions
Based on the results of grouping and analysis, if there is low competence, civil servants need to be proposed to participate in Competency Improvement Training/training according to their position. Based on Regent Regulation Number: 76 of 2020 concerning

Competency Development for Civil Servants article 11 And if the performance is low according to Regent Regulation Number: 76 of 2020 concerning Competency Development for Civil Servants article 11, then Performance Coaching is held as a way to ensure that employees remain in the right path so that it is easy to achieve goals, performance monitoring is carried out by superiors directly to employees as a preventive measure to avoid failure.

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