

Competence Analysis Of State Civil Apparatus (ASN) Social Services In Polewali Mandar District

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ABSTRACT

This study aims to determine competency variables based on Spencer's theory which reveals that there are five main competency characteristics that affect individuals, namely, knowledge, skills, self-concept/attitude, traits, and motives. In this study, the competence seen was from the aspects of knowledge, skills, and attitudes of employees towards their work at the Office of the Social Service of Polewali Mandar Regency. This type of research is descriptive qualitative. Data collection techniques carried out are through interviews, observation, and documentation. The research data obtained were then processed using qualitative analysis, namely data reduction, data presentation and conclusion. The results showed that the competence of employees at the Social Service Office of Polewali Mandar Regency was sufficient. This can be seen based on the good results of the indicators of knowledge and skills. However, related to attitude indicators, there are differences in the level of satisfaction among employees with their work. This needs to be considered so that employees can maximize their performance as state civil servants.

Keywords: *Competency, Knowledge, Skill, Attitude*

INTRODUCTION

One of the activities in the office is to carry out the employee management function through a predetermined administration system. Personnel administration or commonly called staffing management and human resources is very important for agencies in managing, managing, and utilizing employees so that they can function productively to achieve agency goals. Human resources in agencies need to be managed professionally in order to create a balance between the needs of employees with the demands and capabilities of the organization. This balance is the main key for agencies to develop productively and fairly. With professional human resource management arrangements, employees are expected to work productively. This professional management of employees must begin with employee recruitment, selection, classification, placement of employees according to ability, upgrading, and career development.

Employees are the main capital in an organization, both government organizations and private organizations. It is said that employees are the main capital in an organization

because the success or failure of an organization in achieving its goals depends on the employee who leads in carrying out the tasks that exist within the organization. Civil servants are people who carry out state or government tasks, because the position of civil servants is as servants of the state and public servants, also civil servants are the backbone of the government in the process of administering government and in carrying out national development.

Government employees or commonly known as the State Civil Apparatus (ASN) are an important element in government agencies. The existence of apparatus is needed because it has the main task of providing services to the community in a professional, honest, fair and responsible manner in carrying out state duties. Based on Law Number 5 of 2014 article (1) number 1, it explains that the State Civil Apparatus (ASN) is: Profession for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who work in government agencies. ASN employees consist of civil servants and PPPK who are appointed by staffing officials and assigned tasks in a government position or assigned other state duties and are paid based on statutory regulations. 1 The government realizes how important the roles and responsibilities of the state apparatus are in carrying out government and development tasks. The position and role of civil servants in every government organization is very decisive, because the state civil apparatus is the backbone of the government in carrying out national development. The role of the state civil apparatus, as termed in the military world, reads not the gun, but the man behind the gun, that is, it is not the weapon that is important, but the human who uses the weapon. Modern weapons have nothing if the people who are entrusted with using these weapons do not carry out their duties properly.

The state civil apparatus is a very important aspect in the organization, they always play an active and dominant role in every organizational activity because the state civil apparatus is the planner, actor, and determinant of the realization of organizational goals. Organizational goals can be achieved through the positive performance of its employees. But on the contrary the organization will encounter obstacles in achieving its goals if the employee's performance is not effective and cannot meet the job demands that the organization wants. So the success or failure of an organization in achieving its goals depends on the quality and performance of its employees.

Creating a state apparatus that is professional and has high quality as desired is still far from expectations. This is evidenced by the many complaints and negative judgments given by the public to the state apparatus. State civil servants often get the spotlight, because the impression created by ASN is already bad, as happened with the Polewali Mandar District Social Service. Based on the author's observations while carrying out internship activities there, the author found civil servants in the office concerned showed negative impressions, such as often delaying work, relaxing at work time, unable to operate electronic devices, low work ethic, frequent truancy, and so on. This is not merely the author's assumption, but also based on the opinion of community members who wish to apply for a building permit. The level of awareness of employees is still relatively low, this can be seen from several employees who only come to fill in absences, chat, then go home without carrying out their obligations as servants of the state

in providing maximum service to the community. This is a reason that strengthens that the performance of the public services provided is still far below the expected standard.

Employee competence must be based on the criteria for the work performed so that the goals of the organization can be achieved. According to Spencer in Wibowo (2009: 87) reveals that "competence is the basic foundation of people's characteristics and identifies ways of behaving and thinking, equates situations, and supports for quite a long period of time". According to Miller, Rankin and Neathey in Hutapea & Thoha, (2008: 3) reveals that "competence is defined as a description of what a person must know or do in order to carry out a job well". Dave Ulrich in Hutapea & Thoha (2008: 6) defines competence as "an individual's demonstrated knowledge, skills or abilities". Meanwhile, according to Spencer in Sudarmanto (2015: 53) reveals that there are five main competency characteristics that affect individuals, namely, knowledge, skills, self-concept/attitude, traits, and motives. . Based on the opinions of these experts, it can be concluded that apparatus competence is related to the nature or personality of an employee which is used as the basis for ability to carry out all the tasks given with at least 3 main characteristics, namely knowledge, skills and attitudes.

Regarding this matter, previous research has been carried out including research conducted by the STIA LAN research team in 2012 entitled "Analysis of Regional Apparatus Competence in Indonesia". This research shows the fact that the competence of local apparatus in Indonesia is actually quite adequate in carrying out their duties to carry out government functions, but development and training are still needed to be able to continue to improve the quality and professionalism of regional apparatus. Another research that examines employee competence but on a smaller scale was carried out by Ishak in his thesis entitled "Employee Competency Analysis at the South Sulawesi Election Commission Secretariat Office". The results of his research show that employee competency seen from 4 aspects, namely motivation, knowledge, skills, and self-control is quite good. The difference between the previous research and the research that will be carried out is that the previous research regarding the competence of the state apparatus in general in Indonesia and at the South Sulawesi Election Commission Secretariat Office, while the research that will be carried out is more specific to the state apparatus in Polewali Mandar Regency, especially in Polewali Mandar Regency Social Service.

RESEARCH METHODS

This research was conducted to determine employee competence through Spencer's theory by measuring competency through three indicators, namely, knowledge, skills and attitudes. The author used a qualitative research method and carried out at the Polewali Mandar District Social Service, using descriptive analysis techniques. There are two sources of data in this study, namely primary sources and secondary sources. These data are needed to obtain information that is relevant to the research objectives. The data collection techniques used are interviews, observation and documentation. Data analysis techniques performed after the data were collected were data reduction, data display, and conclusion drawing/verification. This study uses competency variables based on Spencer's theory which reveals that there are five main competency characteristics that affect individuals, namely, knowledge, skills, self-concept/attitude, traits, and motives.

DISCUSSION

PNS career development is carried out based on qualifications, competence, performance appraisal, and the needs of Government Agencies. Civil servant career development is carried out by considering integrity and mortality. Competence includes (Law Number 5/2014):

- a. Technical competency as measured by education level and specialization, functional technical training, and technical work experience; The educational specialization in question is the knowledge and expertise to achieve agreed results, the ability to think about problems and seek new alternatives. Technical competence is the work ability of each ASN which includes aspects of knowledge, skills and work attitudes that are absolutely necessary in carrying out the duties of their position.
- b. Managerial competence as measured by level of education, structural or management training, and leadership experience; the underlying characteristics of the individual with reference to the criteria for effective and/superior performance in structural positions. Managerial competence must take precedence over other competencies, because this managerial competence is very strategic, significant, and crucial in managing an institution.
- c. Socio-cultural competence as measured by work experience is related to a pluralistic society in terms of religion, ethnicity and culture so that they have a national perspective. Socio-cultural competence is a soft competence because it comes from individuals. Socio-Cultural is also a foundation to support managerial and technical. If not, all ASN strategic competencies will fail. Socio-cultural includes all integrity and self-management, exemplary and pioneering, building organizational culture and building character and nationalism of public service.

According to Richard Bernhart who was quoted by Azhar (2009:10) states that the use of competence is as follows: 1. For the process of selection, training, development, and evaluation. The process of making a list of competencies begins with carrying out a complete job task analysis. The data from the analysis is then grouped into task groups which are named and are called competencies. 2. To determine a person's level of competency, select people according to a job based on their level for the competencies needed for that job. Assess employee performance by looking at their current level for the competencies required on the job.

State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants and government employees with work agreements who work for Government agencies. and entrusted with tasks in a government position or entrusted with other state duties and are paid based on statutory regulations. Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, are appointed as ASN employees on a regular basis by staffing supervisors to occupy government positions. Civil Servants, according to the Indonesian General Dictionary, "Pegawai" means 'people who work for the government (companies and so on) while 'Negeri' means the state or government. So Civil Servants are people who work for the government or the state.

Article 6 of Law Number 5 of 2014 concerning the State Civil Apparatus, which explains that the State Civil Apparatus consists of: a. Civil Servant (PNS) as referred to in Article 6 letter (a) is an ASN employee who is appointed as a permanent employee by the Civil Service Development Officer and has a national employee registration number. b. Government Employees with Work Agreements (PPPK) as referred to in Article 6 letter (b) are ASN employees who are appointed as employees with work agreements by Personnel Development Officials in accordance with the needs of Government agencies and the provisions of this Law.

a. Knowledge Aspect

According to Van Meter and Van Horn (Subarsono, 2016: 99) "Standards and policy objectives must be clear and measurable, so that they do not lead to interpretations that can lead to conflicts between implementing agents." Based on the understanding put forward by Van Meter and Van Horn explained that the policies taken by the government must be clear and measurable as the goals to be achieved from the realization of these policies. This effort is also a way to avoid conflict between one policy maker and another.

Knowledge in this case is the level of understanding and information about the work performed by employees. This is influenced by 2 things, namely education and experience.

1. Education

Knowledge reflects the cognitive abilities of an employee in the form of the ability to recognize, understand, realize and appreciate a task/job. Therefore, the knowledge of an employee can be developed through education, both formal and non-formal. Education equips a person with the basics of knowledge, theory, logic, general knowledge, analytical skills as well as character and personality development. Based on data from interviews conducted by the author of several employees, the result is that the placement of employees is in accordance with the last educational level of the employee. This is in accordance with the opinion of Rivai (2011: 198) that the placement of employees in an organization must have compatibility between qualifications or educational background of employees with job qualifications to be carried out. Even though there are still some employees who have educational levels that are not in accordance with their placements, this can be overcome by frequent training and lots of help from colleagues in carrying out their work, making these discrepancies covered.

2. Experience

People who are experienced at work have better work abilities than people who have just entered the world of work, because these people have learned from the activities and problems that arise in their work. With work experience, there has been a process of adding knowledge and skills and attitudes to a person, so that it can support self-development with existing changes. With the experience gained, a person will be more competent and skilled and able to carry out his work duties.

Learning outcomes from work experience will make the person work more effectively and efficiently. Experience will form knowledge and skills as well as

attitudes that are more integrated in a person, if the field of work handled while still working is a similar field which will eventually form a specialization of work experience obtained while a person is working in an office from the time he entered until now. This is owned by employees at the Social Service Office of Polewali Mandar Regency. Experience working in one particular field for a long time has made employees at the Polewali Mandar Regency Social Service competent in that field.

In addition, the experience gained by Social Service employees of Polewali Mandar Regency from previous workplaces that have the same field of work also supports the creation of better quality and productivity, in accordance with the opinion of (Handoko, 2000: 213), namely the placement of employees in new tasks with responsibilities answer relatively the same as the old status. This proves that a lot or a little work experience will determine or show how the quality and productivity of employees. So it can be concluded that the work experience of employees at the Polewali Mandar Regency Social Service also affects their ability to work.

b. Skill Aspect

Skill means referring to a person's ability factor in the field of work. Siagian (2003; 47) argues that "skill is the technical ability to carry out certain activities that can be learned and developed." Skills are mastery of various techniques, procedures and regulations related to the field of duties possessed by employees. According to Robert L Katz in Ulber Silalahi (2011: 52) identifies the basic types of skills, namely Technical Skills, Administrative Skills, Human Relations Skills. Regarding this research, the authors focus on these 3 skills, namely administrative skills, technical skills and human relations skills.

1. Administrative Skills

Administrative skills are the skills required for success in administrative work, such as communication, organize, plan, schedule, or staff.

Good administration is an early manifestation in achieving company goals and contributes to the success of an organization. Those working in office administration not only store information, but also ensure that the information is accurate, relevant, reliable and sufficient. The information to be distributed must be reliable, which meets the needs of the recipient in making decisions. As administrative staff, you are not only required to be skilled in completing your duties in the office, but you also need to have a positive attitude towards work. They are required to be able to plan, organize and control all work properly, so that all work can be completed quickly and accurately. Therefore, employee skills regarding office management, including administrative and filing functions are needed in managing the office as an effective source of information.

Based on data from the research, it can be seen that the most work areas in the Polewali Mandar Regency Social Service that require employees with administrative skills are mostly in the secretariat sector.

Based on the results of interviews and observations in the Secretariat Sector, it can be seen that employees in the secretariat field have mastered administrative

skills in accordance with those specified in the main tasks of the field above. This is supported by training on administrative skills which is carried out by the Office of Social Space on a regular basis. The existence of training can accelerate the improvement of the skills of all employees. Therefore the role of training is important for every organization.

2. Technical Skills

Technical skills are the ability to use equipment, procedures or techniques from a particular field, such as accounting, production, sales or engineering and so on. Technical skills are closely related to the use of electronic facilities or devices such as computers, printers, fax mail, wifi and others. Based on the research data, it shows that the field of work at the Polewali Mandar Regency Social Service that requires many employees with technical skills is in the financial sector.

In accordance with the main tasks in the financial sector, employees in the finance section really need employees with technical skills, based on the results of interviews and observations in the Finance Sector, it can be seen that employees at the Social Service Office of Polewali Mandar Regency in the Finance Sector have mastered the technical skills in question. This is evidenced by the existence of trainings that are often attended by employees every year, such as IT use training, financial management training, which are held by the finance sub-section at the Regional Financial Management Agency

3. Human Relations Skills

Human Relations Skills is the ability to understand and motivate others, as individuals or in groups. Basically This skill must be possessed by every employee in any field. This is because human relations skills include the ability to be able to communicate well with leaders, subordinates, co-workers and consumers. Human relations skills are very important to form the basis of knowledge for every employee because basically humans are social beings who really need other humans. The achievement of organizational goals is also very dependent on the level of cooperation shown by employees based on human relations skills.

Based on data from interviews and observations at the Polewali Mandar District Social Service, it can be concluded that employees at the Polewali Mandar District Social Service have mastered human relations skills. This is evidenced by the training conducted related to human relations skills, such as public service training, human resource development training, ASN development training and others. The Social Service Office of Polewali Mandar Regency is aware that the success rate of achieving targets that have been planned previously depends on the level of cooperation shown by employees in carrying out their work according to what is assigned to them. Therefore, training is held on human relations skills that can enhance or support cooperation between employee personnel at the Polewali Mandar District Social Service.

Polewali Mandar Regency Social Service employees have received all the

training needed to improve the 3 skills above. This will have an impact on the performance and quality of employees towards the work performed in each field. This is in accordance with what is written in government regulation no. 101 of 2000 concerning education and training for civil servant positions, namely education and training is defined as the process of organizing teaching and learning in order to improve the performance of civil servants

c. Attitude Aspect

In addition to the knowledge and skills of employees, things that need to be considered are attitudes or work behavior of employees. According to Rivai (2006: 247) says that attitude is "a readiness to respond, a complete framework for establishing typical beliefs or opinions and attitudes as well as evaluative statements, whether favorable or unfavorable regarding objects, people or events. Blum and Nylon (2008) state that there are 2 factors that influence employee attitudes, namely internal and external factors. Internal factors are factors that come from within, including emotional, psychological towards work, closeness to co-workers, and comfort that is created from oneself. External factors are factors from outside or factors that come from the environment. External factors also play an important role in the formation of a person's attitude. These factors include working conditions, a sense of security, work environment, and work facilities. The higher the comfort level

someone when working, the positive work attitude produced will be higher.

If employees show a good attitude towards their work, then automatically the tasks assigned to them will be carried out as well as possible, and this will greatly support the achievement of organizational goals. Regarding this research, the authors only examine external factors, namely security, work facilities, and reward,

1. Facilities

Facilities are something that can help facilitate work, tasks and so on. Office facilities include supporting facilities in office activities that are physical in form, and can be used in normal office activities.

, which has a relatively permanent shelf life, and provides benefits for the future. Office facilities used by each company vary in form, type and benefits. The greater the activity of an office, the more complete the facilities and supporting facilities in the process of activities to achieve these goals.

Based on interview data, it can be seen that there are several employees who are dissatisfied with the existing facilities at the Social Service Office of Polewali Mandar Regency, some of the complaints obtained are the same as the results of observations made by the author regarding office facilities, including, lack of computers, lack of machines fax, the absence of surveillance cameras and others. This is caused by several things, such as an inefficient budget system and no response from the equipment department as a provider of office equipment and facilities. To overcome this, some sectors even have to use operational budgets for sectors that are not actually intended for such matters. Inadequate facilities in the office will greatly impact the performance of employees. This is in accordance with

the statement of Blum and Nylon (2008), namely adequate facilities will affect the creation of a positive work attitude. So from the research data it can be concluded that the facilities at the Social Service Office of Polewali Mandar Regency are not very supportive in supporting employee attitudes towards their work.

2. Security

Security is closely related to a sense of comfort in a maintained environment so that it will guarantee and increase peace of mind at work. The security created by an office will realize the maintenance of employee performance. Work security will be created if all elements cover each other to create a comfortable, stable environment. The comfort level of employees towards their work environment is directly proportional to the level of performance and attitudes shown by employees towards their work.

Based on the data from the research interviews, it shows that there are differences related to the security problem of the comfort of the work environment felt by the employees of the Polewali Mandar Regency Social Service. Most employees feel comfortable with the security of their work environment

while other employees feel uncomfortable. From the observations, this is caused by several factors, such as the ineffectiveness of the services provided due to a lack of personnel to the inconvenience caused by the policies issued by the new head of service. A comfortable work environment will create a sense of security that employees feel in carrying out their work, as expressed by Blum and Nylon (2008), namely a sense of security and a maintained environment will guarantee and increase peace of mind at work. Therefore, it can be concluded that the safety of the work environment provided by the Polewali Mandar Regency Social Service to support comfort is still lacking in supporting employee attitudes towards their work.

3. Benefits/Salary

Rewards or salaries are wages received by employees for the work done by these employees in the organization. Salaries can be physical or non-physical and must be calculated and given to employees according to the performance they have given to the organization/office where they work.

The office in providing salaries to employees first performs performance calculations by creating a fair performance appraisal system. The system generally contains assessment criteria for each existing employee, for example starting from the amount of work that can be completed, work speed, communication with other workers, behavior, knowledge of work, and so on.

Based on research data, it shows that most employees are dissatisfied with the rewards/salaries received. This is caused by several factors such as demands for personal needs, needs as employees that are not met, to working hours that are not in accordance with standards. This dissatisfaction will greatly affect employee attitudes towards their work. In accordance with Blum and Nylon's (2008) statement regarding compensation/salary, that is, pleasure from the rewards given, both in the form of basic salary and allowances, affects attitudes in completing work. With the

dissatisfaction that employees feel about their rewards, the attitude that is created will also seem negative. But there are also employees who are satisfied with the rewards or salary received. The attitude shown by the employee concerned also seemed positive towards work.

Based on the research data above, it can be concluded that this difference identifies the workload between each employee at the Social Service Office of Polewali Mandar Regency is uneven. Apart from that, the different personal needs of each employee make the level of satisfaction with rewards/salaries also different.

CONCLUSION

In terms of knowledge, employees have understood and understood the work being done. This is evidenced by the suitability between education and placement as well as by the existence of previous experience that assists employees in carrying out their duties.

In terms of skills, employees have mastered basic skills, namely technical skills, administrative skills and human relations skills. This is evidenced by the frequent holding of training related to these skills by employees and the increased performance of employees after attending the training.

In terms of employee attitudes, there are differences in the level of satisfaction with facilities, security and rewards. This is because the workload and facilities provided to each employee are not the same and there are differences in the personal needs of each employee resulting in a different level of satisfaction with the rewards obtained.

The Social Service Office of Polewali Mandar Regency needs to pay attention to what facilities are needed by each employee in each field. Then there is a need for an even distribution of workload on each employee so that the level of satisfaction with rewards/salary is also the same. The Polewali Mandar Regency Social Service Office needs to pay attention to the comfort of employees. A good work environment will greatly support the quality of work produced by employees

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