



Competence of employees to perform administrative services

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Abstract

Government apparatus is very determining the course of implementation of development in various fields. Therefore, in a government, there is a need for an apparatus that has the ability to carry out the tasks assigned to it so as to create better services. Qualitative research approach with interactive model data analysis between data collection, data reduction, presentation and conclusion drawing. Competency of sub-district employees in terms of knowledge, skills and attitudes in placement is in accordance with the background and discipline science and in accordance with the field of expertise. In general, all officials have special skills obtained through leadership training, so that officials are able to hold positions wherever placed and have a high sense of responsibility to the work so as to be able to make work plans and activities and targets achieved.

Keywords: competence, civil servants, administrative services

Introduction

Law No. 5 of 2014 on State Civil Apparatus that in order to implement the ideals of the nation and realize the state objectives as stated in the preamble to the Constitution of the Republic of Indonesia year 1945 needs to be built Civil Apparatus of the State that has integrity, professional, neutral and free from public intervention, clean from the practice of corruption, collusion, and nepotism and able to perform the role as an adhesive element of unity and unity of the nation based on Pancasila and the Constitution of the Republic of Indonesia. The development of this government apparatus is directed at the realization of state administration that is able to ensure the smoothness and accuracy of tasks, the function of government administration and the state administration system that is reliable, professional, efficient, effective. Its duties and functions as a sub-district and as a regional device that manages the sub-district cannot work alone, therefore the header sub-district is assisted by the sub-district device which in this section chief is responsible to the Sub-District. Each sub-district device carries out its duties and responsibilities in accordance with its duties and affairs. Therefore, the success or not of a head sub-district task will be influenced by the ability of each apparatus, elements in carrying out its functions so that the services provided by the central sub-district of East Barito Regency to the community reach the expected target. But in fact, various administrative services provided by the Central Sub-District still cause problems. The community still feels that the service is not maximal, the condition of public service implementation is still faced with a system of government that has not been effective and efficient and the human resources of government apparatus are also inadequate.

Dueck C research (2010), which combines Spencer's competency with a list of employee performance assessments shows that there is an improvement in

managerial capabilities and engineering capabilities in the use of profit-sharing incentive system for lower-level contracts compared to the use of mutual incentive system or mutual assistance.

Materials and Methods

The approach used in this study is qualitative approach, because to test a science / theory against phenomena that occur more precisely using a qualitative approach that is quite loose and holistic. This approach is used in order to answer the questions asked earlier so that empirical understanding of the competence of civil servants in the Central Hamlet Sub-district of East Barito Regency is understood more deeply. This approach is used to find and find an understanding or an understanding of phenomena in a background of special context. Researchers create complex images, examine words, detailed reports from the informant's view, and conduct studies on natural situations (Lexy J Moleong, 2013) ^[2] Qualitative methods are research procedures that produce descriptive data in the form of written and spoken words from people and observed behaviors (R Bogdan and S.J Taylor, 1975) ^[3]. The location of the research was conducted at the central sub-district office. The selection of the research location is determined by purposive method. The selection of the research location is determined by purposive method. The selection of the location of this research is based on consideration, namely the substance of the research is appropriate when researched at this location and the information obtained will be very in-depth, both in terms of personnel, structure, interaction and others for the purposes of in-depth description data. Data collection techniques that researchers do using triangulation techniques. Triangulation technique is a technique of combining in several ways and several data sources such as combining interview results, with observation or with documentation, for the purposes of checking or as a data

comparison and also to enrich data. This technique is performed based on complete observers, where researchers are not seen in the activities of the study subjects, but still make observations related to research objects using the five senses, especially the eyes and ears (John W Creswell, 2009) ^[4]. Data analysis as a process of systematically finding and compiling data obtained from interviews, field records and documentation so that it is easy to understand and its findings can be informed to others. Data analysis using interactive analysis i.e. Data collection, data reduction, data presentation and conclusion and verification (Miles and Huberman, 1994) ^[5].

Results and Discussion

The success of an organization to achieve its goals is strongly influenced by the ability of the organization to place its employees in accordance with their competence. The competence of employees in carrying out their work in an organizational environment basically takes place in the condition of workers as human beings (Hamdani Nawawi, 2007) ^[6]. Competence as the underlying characteristic of a person and related to the effectiveness of an individual's performance in his work, a deep and inherent personality part of a person as well as predictable behaviors on various circumstances and work tasks, as well as predictions of who is working well and poorly (A Asmara, 2010) ^[7]. The competence of employees in carrying out administrative services in the Central Dusun Sub-District Office can be seen from a set of knowledge, skills, and attitudes that are interrelated affecting most positions (roles or

responsibilities), and can be measured to acceptable standards, and can be improved through training and development efforts. The main component of competence is a set of knowledge, skills, and attitudes that affect most positions (roles or responsibilities), correlate with performance in those positions, and can be measured to acceptable standards, and can be improved through training and development efforts (Prihadi, 2008) ^[8]. 1. Knowledge Basically the educational background affects the existing position and incidentally for the sub-district of the middle of the discipline that we have, it is relevant to the existing position so that the work can be completed properly in accordance with the duties and functions. Knowledge is very closely related to education where it is expected that someone with higher education, then the person will be more knowledgeable. Knowing and understanding the knowledge in his field that concerns his duties and responsibilities at work (Soekijo Notoadmojo, 2007). The head of the government section of his educational background is Government Science so he understands the main tasks and functions so that every job can be completed properly. Dusun Tengah Sub-District has 8 villages and the government section should be able to coordinate all village governments in the Dusun Tengah Sub-District in relation to the administration of the village government. With the knowledge obtained from educational institutions can provide adequate supplies. So the placement of people as the head of the government section is very appropriate by the East Barito Regional Government.

Table 1: Level of Employee Education in the Central Sub-District Office

No	Education	Composition of employees				Sum
		Civil Servants		Non-Civil Servant		
		L	P	L	P	
1.	S.2	3	1	-	-	4
2.	S.1	4	6	-	5	15
3	D.3	-	1	-	-	1
4	SLTA	6	4	4	4	18
5	SLTP	-	-	-	-	-
Total		13	12	4	9	38

Source: General, Subsection and Staffing, 2020

The knowledge must be in accordance with the work and position given, but work experience is also very influential when from the beginning their work in the sub-district so when placed in work they are very understanding of what is the main task and function, after all, work experience can also be obtained through training.

Competencies include the ability to perform certain activities in accordance with established standards, which contain several elements such as the foundation of personality, mastery of science and skills, ability to work, attitudes and behaviors and understanding of the rules of social life (Rusmila Gumilar and Soemantri, 2009).

In accordance with the description above explained that the knowledge possessed in addition to having to be relevant to the work, but work experience also has an important role in carrying out the work. Experience can also be gained through training as well as how many problems are faced in the field. The level of education is very much influenced by the work so actually the knowledge it has must be relevant to the work in order for the work to be completed easily. If they do not have the relevant knowledge then they will learn

from the beginning and need adjustment to their field of work. The level of education affects the work as well as the field of knowledge that must be relevant to the work in order for the work to be completed properly. However, the role of staff is also very helpful to the work of superiors, especially those who understand about the main tasks and functions in their respective fields. The field of science should be relevant to the work, but if it has been placed in the sub-district should be able to adjust to the work anyway in each activity there will be training first so that is not an excuse to hinder the work. Competence, what a person brings into his work in the form of different types and levels of behavior. This must be distinguished from certain attributes (knowledge, expertise and expertise) needed to carry out various tasks related to a job (Surya Darma (2005). Anyone when entrusted to hold a position should be able to adjust to the given job and that is not an excuse not to work well. Because it should be someone who held the position must have competence, especially those who have participated in leadership training. Data of Leadership Training in Dusun Tengah Sub-District as follows:

Table 2: Leadership Training Data

No	Name of Leadership	Training Position
1.	Head Sub-District	III
2.	Sub-District Secretary	III
3.	Head of Planning and Finance	IV
4.	Head of General Subdivisions and Staffing	IV
5.	Section Chief Government	IV
6.	Section Chief PMD	IV
7.	Section Chief Service	IV
8.	Section Chief Public Welfare	IV
9.	Section Chief Tranquility of Order	IV

Source: General, Subsection and Staffing, 2020

Dambung village is the furthest village from Dusun Tengah Sub-District with a distance of about 38 kilometers from the capital of the sub-district with a fairly difficult field because it is in the form of a footpath. The village secretary is one of the most frequent examples of people dealing with the sub-district because of its association with village budget funds as well as village administration. Similarly, with regard to administrative services in the village such as the population, they always consult with the head of the relevant section to find a way out of complaints from the community. Subsection of planning and finance is one of the fields in The Sub-District of Dusun Tengah that takes care of planning and budget problems for one year so that it takes the right people to understand the tasks and functions, supported by the field of science and experience as treasurer several years in the Sub-District Of Dusun Tengah before being trusted to hold the position. In essence the field of science affects the work because the direct contact with the community, such as our service department should be able to serve with friendly and good as well as related to the correspondence needed by the community. The task of the service section that is in direct contact with the community because it is related to integrated administrative services is attached to the service section. So every time people want to deal with Dusun Tengah Sub-District must go through an integrated administrative service counter attached, after which it is directed to the section in charge. The service of the resident id card is included in the functioning duties of the special government section in the central hamlet area. For the implementation of fixed recording through the operational standards of sub-district planning, namely registering at the integrated administrative service counter, after which it can enter the recording room. The village community empowerment section is a technical part so it is necessary for experienced people in their fields to be easily understood and can be completed on time with good quality, especially the rules that always change every year as well as the policies from above that must be implemented in relation to village budget funds in order to be on target.

In the Sub-District of Dusun Tengah, there are 2 sub-district escorts, namely the Sub-District Empowerment Engineering companion and the Sub-District Infrastructure Engineering Companion as well as 2 Village Local Escorts for 8 villages in the Central Hamlet Sub-district. The placement of employees, although not in accordance with education, but because it is supported by experience, knowledge and training that they have participated in so that it does not become an obstacle in carrying out basic tasks and functions.

Skills

Skills are a form of people who have competence reflected in the level of skills possessed. A skilled person will show a level of independence in work, reliable to complete the work and experts in the field pursued according to the training followed.

Skill is the skill in doing things well. W Wadoyo and H Prabowo (2005) expressed skills as the ability of human resources to create, create and express their potential into a work that can be assessed and appreciated, in various work activities according to the goals to be achieved.

Each time a letter enters the office of Dusun Tengah Sub-District must go through the general subsection and staffing to be given a disposition sheet which is then forwarded to the Sub-District to be positioned in accordance with the purpose and purpose of the letter. The General and Staffing Subdivision has carried out their duties and work in accordance with standard operational procedures without having to be redirected back by superiors. In general they know what their duties and responsibilities are in accordance with the duties of the function and the Head of The General and Staffing Subsection follows the Leadership Training IV so it is not too difficult in carrying out the task well specifically in coordinating staff in the general and staffing sections. The Sub-District Secretariat oversees two sub-sections, namely the planning and finance sub-sections and the general and staffing sub-sections and when there is no Sub-District Head of the Office or The Foreign Office, the sub-district secretary must be responsible for all activities in the office. The secretary of the head sub-district works in accordance with the operational standards of existing procedures and will not exceed the capacity as the secretary of the head sub-district and in matters of principle, it remains to wait for the head sub-district to be in place. The secretary oversees two sub-sections, it's not an easy job if you don't have the expertise and experience beforehand let alone the financial connection. To become a sub-district secretary in addition to having to understand the duties and functions must also have experience and also skills related to 2 sub-sections, namely general and staffing sub-sections and sub-sections planning and finance and Leadership Training III is also very helpful in carrying out tasks and responsibilities. One of the main tasks and functions of the government section is related to the administration of the village government so that it must be ready to serve the village apparatus facing. Similarly, the village community empowerment section must be ready to serve to accelerate the process of disbursement and reporting of village budget funds and village funds. The community welfare section in relation to social assistance should examine the data collection of citizens who are entitled to receive assistance by the village government. The Head of Government Section has not attended the Leadership Training IV but before serving as section chief had been a district staff so the experience was very helpful in getting the job done. Therefore, the main tasks and functions of the Government section do not change much from year to year only need to adjust to the latest rules, especially in relation to the village government. The Service Section serves to integrate administrative services of the sub-district and this supports the program from the District and applies to all sub-districts in the Central Hamlet area. So even if placed in another sub-district the main task and function remains the same and it also makes it easier for the head of the service section to

carry out their work. The village community empowerment section supervises and assists in the use of village budget funds so that people who understand the task of their functions are required even though there are new staff, but must be people who want to learn and adjust to the rules that change every year. This is not obtained through training, but through our experience in the field when accompanying the village in drafting the village budget and so on, which is certainly if the village community empowerment section is just waiting for orders from superiors may be a bit difficult because the empowerment of the village community must have initiative and deft in working of course based on the existing Standard Operational Procedures so as not to deviate from the task of function. The village community empowerment section is one of the very technical sections in the Sub-District related to the assistance of the use of village funds, therefore it is necessary for experienced people and there are willing to learn because there are many rules that are always changing from year to year. Although until now for The Sub-District of Dusun Tengah, the Head of the village community empowerment section is still held by the Executor Duties of the staff in charge of that section. There was once an appointment and appointed section head who remained but because the concerned felt so burdened that applying to resign and had been offered to another section may be interested, but apparently all refused on the grounds that the empowerment section of the village community is very busy in the field. This section staff only accompanies every activity because for that part there are Sub-District Social Welfare Workers who do assistance for all villages in the sub-district. But it must understand the main duties and functions of the community welfare section. This staff has attended the Leadership Training IV so it is very helpful in carrying out the work. The head of the Section of peace and order is a new person in the Sub-District because he previously worked in the District Population and Civil Records office. However, because he has attended the Leadership Training IV so it is not difficult for him to adjust to the task of the new function. Meanwhile, the routine activities of the peace and order section are judicial operations involving sector police as well as police units among Praja and carried out in front of the central hamlet police station. Furthermore, market operations in the weekly market in Pasar Ampah due to the enactment of large-scale social restrictions for traders from outside the East Barito region are not allowed to enter except for grocery traders. The head of the planning and management department oversees several staff who have a special task of coordinating all staff to work in accordance with the duties of their positions and district operational in order to run well. Because the financial part is a principle so must work with the standard operational procedures that have been made and he is very experienced in his field and of course has followed the Training of Leadership IV.

Attitude

Understanding the attitude related to competence must be able to be professional in work where someone who can plan the work to be carried out, able to develop and carry out the work in accordance with the plan that is prepared responsibly, compile a report of the work produced, able to do self-development, discipline and self-sufficiency. Competence is seen from the attitude and values that a person has that forms the belief of people that they can be

effective in every situation (Lyle S and Signe M.S, 1993)^[13]. At the end of each year all section chief/head of subsection prepares programs and activities of each section to be included in the Budget Work Plan, the following year and when the beginning of the year, each section chief/ head of subsection divides the description of duties for all staff in their fields. This is becoming routine every year and section chief/head of subsection already understand what is their responsibility so that when applying for programs and activities each does not need much revision just need to adjust to the available budget". Head Sub-District Dusun Tengah as the Head of Sub-District provides opportunities for all section chief/head of subsection to create work programs and activities in accordance with the task of function in the hope that the mission vision of Dusun Tengah Sub-District can be achieved. The preparation of work plans and budgets is a work program of the entire Regional Device Organization at the end of each year. For the sub-district drafting the Budget Work Plan coordinated by the secretary of the sub-district and to facilitate the work, it is given to all section chiefs to develop work programs and activities tailored to the ceiling issued by the district. The work program and budget that have been prepared are then evaluated by the sub-district team led by the sub-district secretary to be further accounted for in front of the District revenue budget team to be determined to be the work program and budget for the next year. Dusun Tengah Sub-District performs services from 08.00 web - 12.00 am and afternoon from 13.00 web – 16.00 win. All staff with the section chief / head of the subsection are always in the office, if not in place means doing outside services, as well as head sub-district and sub district secretaries. For the work program and activities of the General And Staffing Subsection has actually been scheduled for the beginning of the year, activation of attendance, division of staff for all sections based on the results of performance evaluation for the past year, a contract extension for freelance daily labor in the office of Dusun Tengah Sub-District. It's the mail in and out and others that have something to do with the General and staffing. As with others at the beginning of the year, it's a description of the tasks for all the staff in the general and staffing sections and that makes it very easy for us to work because each one already understands what the task is. Work programs and activities of the general subdivision and staffing have been scheduled for the beginning of the year. The agenda of incoming and outgoing letters, the attendance of each sub-district employee is a fixed routine of the general subsection and staffing as well as the extension of the decision letter of freelance daily workers that is usually carried out at the beginning of the year and also the division of staff for all subsection and sections in Dusun Tengah Sub-District. For Freelance Daily Workers in the sub-district environment will be evaluated every 3 months for that general subsection and staff should be able to make a report as an evaluation material both in terms of attendance and performance of the whole past employees. The activities of the beginning of the year for our service section began by creating a description of the task for all staff, after that work in accordance with their respective sections and as a section chief only guide the entire staff to make the work more targeted and programmatic. Service section activities can be carried out well then the service section every day must be maintained at the integrated administration service counter at least two people every day

until the working hours end, where coordinating them is one of the duties and the responsibilities section chief.

If anyone is unable to attend due to illness or leave, section chief will temporarily replace their work until they can carry out their work again so that integrated administrative services in Dusun Tengah Sub-District can run as usual.

The division of duties for staff in the service section should be clear because they are directly facing the community and there are 4 counters in the integrated administrative services of the sub-district consisting of counter 1 licensing section, counter 2 non-licensing section, counter 3 delivery of service materials and counter 4 payment of levy.

Every day there must be a guard for all counters so that community services can be carried out properly. The Head of Service Section must be able to coordinate all staff in order for the performance of the Service Section to run at the maximum according to the target. The Planning and finance sub-division oversees several staff who have special positions such as treasurer, assistant treasurer, salary register maker, good manager based on the decree of the Regent of East Barito. In the implementation of the work of the Head of subsection Planning and Finance should be able to work well together from the planning stage to the evaluation of the entire work planning and finance sub-section. The Government Section oversees eight villages in the Dusun Tengah area so the work program every month has been scheduled in relation to monthly resident reports, the absence of village officials and also members of the Village Representative Board. At the beginning of the year all villages are required to apply for recommendations to the head sub-district through our government section to fill the position of empty village devices with the executor village device duties. Annual routine activities prepare the village to participate in village competitions, village profile preparation, and village monograph preparation as well as village representative agency performance reports. In order for work programs and activities to be carried out properly, it is necessary to cooperate with all staff in the government section. If the rainy season there are several villages that have difficult field conditions, then entrusted to the staff to continue the task in relation to the routine agenda for coaching as well as monitoring and evaluating village government activities. The village community empowerment section is one of the busiest compared to the other section because it is related to the use of village budgets, which ranging from planning, use of accountability are all attached to the village community empowerment section. Although the capacity is only supervising but the spearhead is entirely in the village community empowerment section because when encountering obstacles and problems in the field, then the first place in the village to ask is the village community empowerment section.

The head of the section of peace and order mostly goes down the field so there should be a special schedule for all staff in the section of peace and order, as well as the relation to forest and land fires there should be special activities to conduct forest and land fire prevention and usually cooperate with the Regional Disaster Management Agency. In Dusun Tengah Sub-District there is a fleet of three-wheeled vehicles such as Tossa to help prevent forest and land fires so that for that one special staff is to operate the fleet.

Conclusion

Competency of Civil Servants in Dusun Tengah Sub-District in terms of knowledge in placement is in accordance with the background and discipline science and in accordance with the field of expertise. In terms of skills in general all officials have special skills obtained through leadership training, so that officials are able to hold positions wherever placed. In terms of attitude has a high sense of responsibility to the work so as to be able to make work plans and activities and targets achieved.

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