

# *The Influence Of Competence On The Performance Of Civil Servants At The Regional Civil Servant, Education, And Training Agency Of Pasangkayu Regency*

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**Abstract** – The purpose of this study is to find out and analyze more deeply about the influence of competence simultaneously and partially on the performance of civil servants at the Regional Personnel, Education and Training Agency of Pasangkayu Regency. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that are determined in advance and have been mutually agreed upon. The method used in this study is a quantitative research method using a pattern of explanation (level of explanation), namely research that intends to explain the position of the variables studied and the influence of one variable on another. Research findings Simultaneously, competence has a significant effect on employee performance at the Regional Employment, Education and Training Agency of Pasangkayu Regency with an influence of 0.975 or very strong. Partially, the skill variable has the most dominant influence then motive, self-concept, knowledge while the personal character variable has the least influence on employee performance at the Regional Staffing, Education and Training Agency of Pasangkayu Regency

**Keywords** – Competence, Performance, Civil Servants, Regional Civil Servant, Education, Training Agency, Pasangkayu Regency.

## I. INTRODUCTION

Indonesia's Law No. 5/2014 concerning the State Civil Apparatus mentions that, in the context of implementing the ideals of the nation and realizing the goals of the state as stated in the preamble to the 1945 Constitution of the Republic of Indonesia towards a just and prosperous society, it is necessary to have a civil service agency that has integrity, is professional, neutral & free from political intervention, free from practices of corruption, collusion & nepotism, able to provide public services for the community, and may carry out the role as an adhesive element of national unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. The State Revenue and Expenditure Budget for civil servants have increased from year to year. However, it has not been matched by an increase in the professionalism and integrity of civil servants in providing services to the community. Expenditures for civil servants are all state expenditures used to fund compensation in the form of money or goods given to civil servants at the central and regional levels.

To overcome this problem, authorized officials should make improvements. One of them is the development of human resources. Human resources have a major role in every activity of an organization. It is related to the competencies that must be possessed by qualified human resources to achieve organizational goals. Competence can be interpreted as behaviors shown by people who have better performance than others. Competencies based on the Regulation of the Head of the State Civil Service Agency No. 7/2013 are work characteristics and abilities that include aspects of knowledge, skills, and attitudes based on the duties and/or functions of a position. Competence is a basic characteristic of a person that allows him/her to excel at work.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various aspects, such as work standards, targets, and criteria that have been predetermined and mutually agreed upon. Linguistically, the word “performance”, according to *The Scribner – Bantam English Dictionary*, comes from the root word “to perform” (Rivai & Basri, 2005:14). A fact related to performance that is often found in many government organizations is that an employee sometimes does not fully devote his skills and abilities. Some employees do not or lack the competence to carry out a particular job. Some also have the competence but lack the opportunity to carry out the work. It can lead to a lack of employee motivation in carrying out their duties and responsibilities. Therefore, the problem of employee competence in an organization needs serious attention from the management of the organization because it greatly determines the productivity and achievement of the organizational/institutional goals, in which high competence will further encourage the improvement of employee performance in a better direction.

To improve services to civil servants, the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency should continue to improve its quality to work effectively, optimally, and efficiently. Steps that need to be taken to improve employee performance are developing mental attitudes (affective), mastery of skills (psychomotor), mastery of knowledge (cognitive), and orientation to work (transferability). The Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency has a vision “to be at the forefront of staffing and management towards the realization of a professional, prosperous, independent, and dignified apparatus.” In realizing the vision and mission of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency, support for the quality of apparatus resources is a must. The quality of human resources is one of the factors to increase the productivity of the performance of an organization or agency. Therefore, human resources who have high competence are needed because competence will be able to support the improvement of employee performance. To date, many government agencies do not have employees with adequate competence, evidenced by the low productivity of employees and the difficulty of measuring employee performance within the scope of government agencies.

Based on the results of the latest observations, the competence of civil servants of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency still needs to be improved. It can be seen by the presence of employees who are coming late to the office, some tend to delay work, some only work when ordered by superiors, some feel unable to work, task completion is very slow, and many employees lack innovation in carrying out their duties and responsibilities. These phenomena must be addressed quickly by the authorized official, namely the Head of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency by increasing the discipline and work competence of employees which in the end is expected to improve their performance. Based on the elaboration above, there is a strong relationship between competence and performance. If employee competency development is not carried out, the performance of employees cannot be maximized which admittedly will have a direct effect on organizational performance. If the management of the organization can carry out activities and/or actively involve their employees in increasing competence, employees will know and master the areas of duty that are their authority and responsibility. Thus, it will lead to the achievement of maximum organizational goals.

After considering the descriptions and phenomena described above, the authors are interested in conducting a study entitled “The Influence of Competence on the Performance of Civil Servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.”

Based on the phenomena described above, the problems addressed in this study are as follows.

- a. To what extent is the influence of competencies simultaneously on the performance of civil servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency?
- b. To what extent is the influence of competencies partially on the performance of civil servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency?

The objectives of this study are as follows.

- a. To find out and analyze deeply the effect of competencies simultaneously on the performance of civil servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.
- b. To find out and analyze deeply the effect of competencies partially on the performance of civil servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.

## **II. METHODS**

In this study, the researchers employed a quantitative research method using an explanation pattern (level of explanation), namely research that intends to explain the position of the investigated variables and the influence between one variable and another (Sugiyono, 2006). Thus, this study may explain the effect of competence on employee performance. The unit of analysis used in this study is individuals (Singarimbun and Effendi, 2001). In this case, the individuals referred to are civil servants.

This study was conducted at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency. Furthermore, the objects were civil servants. These research objects were chosen with the consideration that the data and information needed were easy to obtain and relevant to the subject matter. In addition, research on competency has never been carried out to determine the performance of civil servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.

The main data source used in this study was primary data. These data were obtained directly from employees of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency. The data were collected by employing observations, conducting interviews, and distributing the questionnaire. The researchers also examined secondary data, which were obtained from literature studies, articles, and other sources, such as documents of the number of employees, organizational structure, duties, and functions in the structure, and vision and mission of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.

According to Sugiyono (2002:65), for a stratified population based on the field of work, the sample size for each field of work must be proportional to the total population. The population in this study was all employees at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency, totaling 51 employees with different fields of duty.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2006:91). To be able to provide generalizations with a very small error rate and considering the population was only 51 people, the researchers applied a saturated sampling technique (census), in which all members of the population were determined as samples. Thus, the number of samples in this study was 51 people.

The employed data processing technique was quantitative. Furthermore, to find out the respondents' answers to the statements/questions posed in the questionnaire, the researchers used Likert's summated ratings (LSR).

To find out to what extent the influence of knowledge (X1), skills (X2), self-concept and values (X3), and personal characteristics (X4) on employee performance (Y) partially and simultaneously, the researchers used multiple linear regression analysis with the following equation:  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5$ .

To determine the level of significance of the influence of the independent variable on the dependent variable, the researchers used the *F* test. It was conducted by comparing the *F* count and the *F* table. If the *F* count is greater than the *F* table, it means that the independent variables simultaneously affect the dependent variable.

Furthermore, to determine the regression coefficient between the independent variable and the dependent variable, the researchers used the *t*-test. If the *t* count is greater than the *t* table, it means that the independent variable affects the dependent variable and vice versa.

## **III. RESULTS AND DISCUSSION**

In this study, the researchers used multiple regression analysis with the Ordinary Least Squares (OLS) approach to analyze the effect of motivation (X1), personal character (X2), self-concept (X2), knowledge (X4), and skills (X5) on performance (Y) by utilizing SPSS. In this study, the researchers set a significance level or alpha ( $\alpha$ ) at 5% or 0.05. This significance level means that we can make a mistake of as much as 5% and the possibility to make a correct decision at least 95% (confidence level). In other words, we believe that 95% of the decisions to reject the false hypothesis are correct. The summary of the output of the regression estimation results that have been carried out can be seen in the following table.

No	Variabel	Koef Regresi	t-Hitung	Signifikansi
1	Konstanta	-7.334	-2.993	0.004
2	Motif (X <sub>1</sub> )	1.655	4.648	0.000
3	Karakter Pribadi (X <sub>2</sub> )	0.051	0.181	0.857
4	Konsep Diri (X <sub>3</sub> )	-0.994	-3.800	0.000
5	Pengetahuan (X <sub>4</sub> )	0.845	2.082	0.043
6	Keterampilan (X <sub>5</sub> )	1.689	5.601	0.000
Koef Determinasi (R <sup>2</sup> ) = 0.975 α = 0.05			F-Hitung = 351.838 Prob.F = 0.000	

Sumber: Lampiran Hasil Olah Data 2022

Based on the results of the estimation, the regression equation can be arranged as follows.

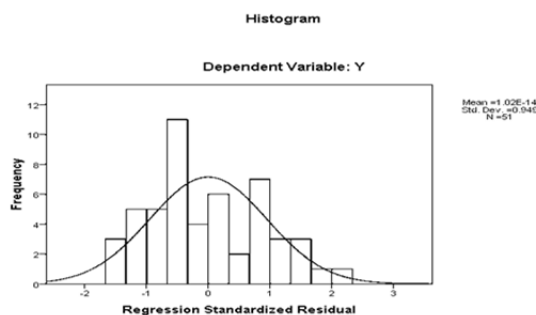
$$Y = -7.334 + 1.655 X_1 + 0.051 X_2 - 0.994 X_3 + 0.845 X_4 + 1.689 X_5$$

After estimating the regression model, the researchers conducted classical assumption tests because a regression model must meet the requirements of BLUE (Best Linear Unbiased) through classical assumption tests consisting of a normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

However, in the regression model that was formed, the autocorrelation test was not carried out because, according to Imam Ghozali, the autocorrelation test aims to examine whether, in the linear regression model, there is a correlation between the confounding error in period *t* and the period *t-1* previously or time series. Meanwhile, this research does not use time series data, but data from questionnaire instruments obtained at the same time.

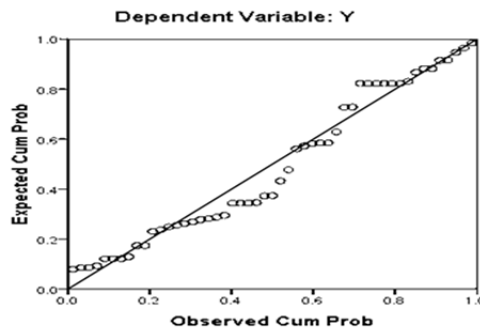
The normality test aims to examine whether, in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not.

The normality test was carried out by using the histogram graph analysis and the normal probability plot (Normal P-P Plot) graph. If the histogram graph forms a bell-like curve, the regression model formed is considered normal. Furthermore, if the normal P-P plot graph shows the plot or points spread around the diagonal line, the regression model is considered normal. The following is the output generated from the normality test.



Based on the display of the histogram, it can be seen that the graph is like a bell. In addition, the normal probability plot display shows that the points are spread around the diagonal line. Therefore, based on the normality test, the regression model formed can be considered to have passed the normality test.

Normal P-P Plot of Regression Standardized Residual



The multicollinearity test aims to examine whether, in the formed regression model, there is a high correlation between the independent variables or not. If in the formed regression model, there is a high correlation between the independent variables, the regression model is considered to contain multicollinear symptoms. The multicollinearity test was carried out using the partial correlation method by comparing the overall coefficient of determination ( $R^2$ ) with the partial correlation coefficient of all the independent variables. If the value of the coefficient of determination ( $R^2$ ) is greater than the value of the partial correlation coefficient of all the independent variables, the model does not contain symptoms of multicollinearity (Suliyanto, 2011:81-88).

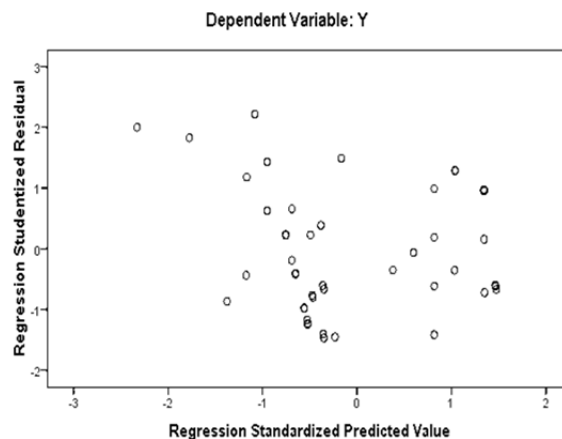
The following is the output generated from the multicollinearity test.

Model	Correlations			R Square ( $R^2$ )
	Zero-order	Partial	Part	
1 (Constant)				
X <sub>1</sub>	.976	0.569	.109	0.975
X <sub>2</sub>	.920	0.027	.004	
X <sub>3</sub>	.903	-0.493	-.089	
X <sub>4</sub>	.956	0.296	.049	
X <sub>5</sub>	.962	0.641	.132	

a. Dependent Variable: Y

The table shows that the value of the coefficient of determination ( $R^2$ ) as a whole is 0.975, which is greater than the value of the partial correlation coefficient of X<sub>1</sub> to X<sub>5</sub>. Therefore, it can be concluded that the regression model does not have multicollinearity symptoms.

Scatterplot



Heteroscedasticity means that there is a variable variance in the regression model that is not the same (constant). To detect the presence of heteroscedasticity problems, the researchers used a graph analysis method by observing the scatterplot graph. The following is the output generated from the heteroscedasticity test.

Based on the display on the scatterplot, the plots or points spread randomly above and below zero on the vertical axis. Therefore, in the formed regression model, we may state that there are no symptoms of heteroscedasticity.

a. *F* Test (Simultaneous)

According to Ghozali (2012: 98), the *F* statistical test principally shows whether all independent variables included in the model have a simultaneous influence on the dependent variable. The decision-making criteria used for the *F* test are as follows.

$H_0$  is accepted if the *F* count is  $< F$  table.

$H_a$  is accepted if the *F* count is  $> F$  table.

To determine the value of the *F* table, it is necessary to know the values of *df*<sub>1</sub> and *df*<sub>2</sub> using the following formula: the value of *F* table =  $F(k; n-k) = F(5; 46) = 2.42$  (where: *k* is the number of independent variables and *n* is the number of respondents). From the results of the regression estimation, we obtained that the value of *F* count is 351.838 greater than ( $>$ ) the value of *F* table (i.e., 2.42), meaning that  $H_a$  is accepted with a significance level of 0.000 ( $< 0.05$ ). It means that the independent variables (motivation, personal character, self-concept, knowledge, and skills) simultaneously have a significant effect on the dependent variable (performance). These results indicate that the higher the competence of employees is, the higher their performance will be.

b. *T*-Test (Partial)

This test was conducted to determine whether the influence of each independent variable on the dependent variable was significant. The decision-making criteria used for the *t*-test are as follows.

$H_0$  is accepted if the *t* count is  $< t$  table.

$H_a$  is accepted if the *t* count is  $> t$  table.

To find out the value of the *t* table, the researchers used a one-tailed test by determining the degree of freedom (*df*) with the following formula:  $n-k = 51 - 6 = 46$ . Then, the researchers took the value of the *t* table based on the probability of the one-tailed test. We found that the value of the *t* table is 1.67943. From the results of the regression estimation, we obtained the following results.

1. Motivation (X1): The obtained *t* count is 4.648 greater than ( $>$ ) *t* table (i.e., 1.67943). Thus,  $H_a$  is accepted. In other words, motivation has a significant effect on performance at the significance level of 0.05.
2. Personal Character (X2): The obtained *t* count is 0.181 lower than ( $<$ ) *t* table (i.e., 1.67943). Thus,  $H_0$  is accepted. In other words, the personal character has no significant effect on performance.
3. Self-Concept (X3): The obtained *t* count is 3.800 greater than ( $>$ ) *t* table (i.e., 1.67943). Thus,  $H_a$  is accepted. In other words, self-concept has a significant effect on performance at the significance level of 0.05.
4. Knowledge (X4): The obtained *t* count is 2.082 greater than ( $>$ ) *t* table (i.e., 1.67943). Thus,  $H_a$  is accepted. In other words, knowledge has a significant effect on performance at the significance level of 0.05.
5. Skills (X5): The obtained *t* count is 5.601 greater than ( $>$ ) *t* table (i.e., 1.67943). Thus,  $H_a$  is accepted. In other words, skills have a significant effect on performance at the significance level of 0.05.

Based on the results of the regression analysis, competence has a significant effect on employee performance at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency. These results indicate that the higher the competence of employees is, the higher their performance will be.

### **Simultaneous Influence of Competence on the Performance of Civil Servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency**

The results of descriptive analysis of the variables of competency, in which the indicator of knowledge gets the most dominant proportion, indicate that respondents strongly agree that with the knowledge possessed, employees can create something different in the work environment. To have high knowledge, employees must always learn to understand applicable service standards and recognize any changes in regulations so that they can work optimally to improve services at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.

In terms of skills, respondents strongly agree that to get maximum work results, individuals must be supported by sufficient skills by participating in training, especially computer and English courses, held by internal office management or other institutions that are still related to employees' duties and functions.

### **Partial Influence of Competence on the Performance of Civil Servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency**

Motivation (X1) has a positive effect on performance (Y), which means that the higher a person's motivation at work is, the higher the person's performance will be.

Meanwhile, personal character (X2) has no positive and significant effect on improving the performance (Y) of employees of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency. Respondents disagree that the personal character of employees can affect performance.

Self-concept (X3) has a positive effect on performance (Y) which means that civil servants at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency have self-concepts that can overcome every problem, provide courteous service, can respect the opinions of colleagues, and have strong beliefs on their respective religion as a filter not to take what is not their right which in turn may affect their performance. Therefore, to further improve the performance of employees at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency, the self-concept of employees must be improved further.

Knowledge (X4) has a positive effect on performance (Y) which means that the more knowledge a person has, the more he will improve his performance. In increasing knowledge, every employee of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency is expected to take part in computer and English courses to support their work activities so that they can use work equipment and understand the work process in their office which will lead to an increase in their performance.

Skills (X5) have a positive effect on performance (Y) which means that the more skills people have, the more they will improve their performance. In improving skills, every employee of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency is expected to take part in computer and English courses to support their work activities so that they can use work equipment and understand the work process in their office which will lead to an increase in their performance.

## **IV. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

Based on the hypothesis examined using a multiple linear regression test, we obtained the following results.

- a. Simultaneously, competence has a significant effect on employee performance at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency with a score of 0.975 or very strong. It means that knowledge, skills, self-concept, personal characteristics, and motivation simultaneously have a significant effect on employee performance.
- b. Partially, the variable "skills" has the most dominant influence, followed by motivation, self-concept, knowledge, and personal character on the employee performance at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency.

### **Recommendations**

Based on the results of this study, the researchers provide the following recommendations.

- a. The management of the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency should provide opportunities and encouragement to employees to improve their competencies by providing them scholarships to continue their formal education to a higher level and holding training, technical guidance, and courses to increase their skills which in turn can improve their competencies.
- b. The competence of employees at the Regional Civil Servant, Education, and Training Agency of Pasangkayu Regency should be improved specifically in the aspect of self-concept by providing opportunities for promotion to employees who have the qualifications needed.
- c. Higher management is expected to improve employee discipline so that all employees can be productive in carrying out their duties and responsibilities.
- d. Employees are expected to have confidence in their competence and be able to control their emotions in carrying out their work.

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