

## Description of the Role of Government Employees' Competence and Performance

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**Abstract:** This study aims to describe the competence, work environment, and employee performance in the government of Bekasi City. The population in this study are employees in the Municipal Government of Bekasi, totaling 1200 people. The number of samples in this study was determined using the Slovin formula. The amount used is 8%; if rounded up, the sample size is 138 at a margin of error of 8%. This type of research is field research, namely direct observation of the object under study to obtain relevant data relevant to the frequency description research method. Traditional methods, positivistic, scientific, and discovery methods. The results of the analysis of this study show that indicators of knowledge, skills, self-concept, and motives contribute to competence. The dominant indicator that reflects competence is the motive factor; increased competence driven by social needs evidences this. The results of the analysis of this study show that indicators of ability, initiative, punctuality, quality of work, and communication contribute to employee performance. The dominant indicator that reflects employee performance is the punctuality factor, evidenced by being able to do the job within the given deadline. The findings of this study are expected to help central and regional governments make decisions about the performance of Managerial level employees in the Bekasi City government based on employee competence, work environment, organizational culture, and job satisfaction.

**Keywords:** Government Employees, Competence, Performance.

### 1. INTRODUCTION

Bekasi City is one of the buffer zones with a direct border with the national capital. This condition requires the readiness of the regional government apparatus organizers in Bekasi City to continue to be ready to innovate and improve efforts in various sectors. The management of human resources for the Bekasi City government apparatus is the primary key so that the City of Bekasi can continue to progress by the vision of the City of Bekasi, namely innovative, creative, advanced, prosperous, and virtuous. The strong efforts made by regional staffing agencies can be seen in both physical and non-physical development. The city of Bekasi, which is fast for non-physical development (development of local government apparatus), can be seen from the achievements given by the Governor of West Java to the head of the Bekasi City Regional Civil Service Agency as an organizer of quality staffing management, Research Results account, innovative and creative Cluster II in the category The Best Career Management at West Java Province in 2018.

Then, in 2020, Bekasi City received an award from the Republic of Indonesia's Ministry of State Apparatus Empowerment and Bureaucratic Reform (the Corruption-Free Region award). Where in appreciation for this award for having won a Corruption-Free Region, improvements continue to be developed so that it achieves a Clean Serving Bureaucratic Region. Then the second award won by the Bekasi City Indonesian Youth National Committee won the best for millennial youth to help the role of the Bekasi City government to go directly to residents to listen to complaints and aspirations that are obstacles to problems in the region (Metropolitan, 04/01/2021). However, various efforts have yet to be successful said to be successful, given that the complexity of the problems is still a challenge for the administration of the Bekasi City regional government as a buffer for the national capital. This condition also requires the readiness of the Bekasi City regional government apparatus to continue to increase work capacity so that all Targets can be met, and Bekasi City's performance can improve further. Furthermore, as reported by CNBC Indonesia News (21 August 2019), the City of Bekasi has been invited to join the Greater Bogor

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province, which consists of ten regions: Bogor Regency, West Bogor, East Bogor, Bogor City, Sukabumi Regency, Sukabumi City, Cianjur, Depok, Bekasi City, and Bekasi Regency. However, at the same time, Mawardi (26 August 2019) revealed that the mayor of Bekasi, Rahmat Effendi, wanted to join the provincial capital DKI Jakarta. This is based on basic regional requirements such as population, area size, and area coverage, then regional capacity requirements, which include fiscal capacity and the ability of the area concerned to develop.

On the other hand, an essential factor in achieving the set targets is strongly supported by the work results of each Bekasi City local government employee. Therefore, several indicators of success achieved by the Bekasi city government indicate that the role of human resources is owned. Performance is an important, but not the only, need for future career advancement and labor market success. High performers often have better job opportunities than low performers, but there may be exceptions, and they are more likely to advance within a firm. Van Scotter and colleagues (2000).

The goal of this research is to describe the competency, work environment, and employee performance in the Bekasi City administration. The findings of this study are expected to help central and regional governments make decisions about the performance of Managerial level employees in the Bekasi City government based on employee competence, work environment, organizational culture, and job satisfaction.

## 2. LITERATURE REVIEW

Performance can be interpreted as work performance or work implementation. The success of a person or group in carrying out their duties and obligations, as well as the ability to meet the goals and standards that have been set, is referred to as performance. According to Mangkunegara (2009:67), the term "performance" stems from the phrase "job performance," which refers to someone's actual performance or accomplishment at work. The outcome of an employee's quality and amount of work in carrying out his tasks by the obligations set to him is characterized as performance. Some expert definitions of employee performance are interpreted as work results obtained by a person in quantity and quality by the obligations and responsibilities allocated to each employee. In performance management, the term competency refers to the behavioral dimension of a behavioral role that a person needs to do his work satisfactorily. As per the definition of competence above, it can be concluded that competence includes behavioral characteristics that can show the difference between high performers, which relates to the achievements produced in this context.

## 3. RESEARCH METHODS

### 3.1 Research design

A functional design or pattern used as a guide or technical guideline in research activities is classified as a research design. A technical guide is a research design that defines the procedures and operational phases of research, beginning with the type of research, data gathering techniques, data processing and analysis techniques, and the process of reaching research results.

In this regard, the researchers used an explanatory study strategy, which focuses on explaining the causal relationship between exogenous and endogenous variables. Then, examine the impact of exogenous and endogenous variables on employee performance via job satisfaction, including competence, work environment, and organizational culture.

### 3.2 Population and Sample

The population is a collection of elements that show specific characteristics/characteristics that can be used to make conclusions (Sanusi, 2011); (Chandrarin, 2017). 1200 employees of the Municipal Government of Bekasi comprise this study's population. Using the Slovin formula, the number of samples for this investigation was calculated. (Sanusi 2011; 101), as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1200}{1 + 1200(0.08)^2}$$

$$n = \frac{1200 \times 625}{625 + 4800}$$

$$n = \frac{30000}{217}$$

$$n = 138,24$$

The amount of e used is 8%; if it is rounded up, the sample size is 138 with a margin of error of 8%.

### 3.3 Data type

This is field research, which involves direct observation of the item under study in order to collect pertinent data using quantitative research methodologies. Quantitative approaches are variously referred to as conventional, positivistic, scientific, or discovery methods. The quantitative technique is referred to as the conventional method since it has been utilized for a long time and has become a research tradition.

Because it is based on positivist ideology, this is known as the positivistic technique. Because it corresponds to the scientific criteria of being concrete or factual, objective, quantitative, logical, and methodical, this method is known as the scientific or scientific method. Because the analysis is based on statistics and the study data is presented as numbers, this is a quantitative method. At the same time, this

study employs both primary and secondary data to reach its research objectives (Sanusi, 2011: 105).

### 3.4 Data source

Primary data gathered directly from the individuals (respondents) through questionnaires are the sources of information required for this investigation. Then the data is tabulated in the form of frequency. After that, the data is analyzed to prove the research hypothesis and look for research findings as scientific developments, especially in human resources.

Primary data directly on the object of research through field research, obtained by conducting direct interviews with civil servants at the Managerial level in the Bekasi City government, filling out questionnaires, and conducting interviews with Managerial level Civil Servants in the Bekasi City Government. Secondary data is information that has previously been acquired and made public by other parties. Researchers only need to access secondary data if necessary.

## 4. RESEARCH RESULT

The descriptive analysis analyzes the respondents' responses to the variables investigated by examining the frequency distribution of their responses on each indicator/item. The majority of respondents answered the questionnaire statement items with strongly agree, agree, neutral, disagree, or strongly disagree. Furthermore, the mean for each item was calculated using the frequency distribution of respondents' responses. The distribution of respondents' responses to the statement items based on the field data obtained is described below. Competence in this study includes knowledge, skills, self-concept, and motivation.

Respondents' responses to knowledge indicators of each statement item, including the first, namely knowledge of the procedure, 19% of respondents answered strongly agreed, 66% agreed, 19% were neutral, and those who answered disagree or strongly disagree did not exist. The average score for this item is 3.96, which indicates that most respondents likely to concur that respondents are aware of the necessary job practices. Regarding technical expertise, 65% of respondents agreed, 13% strongly agreed, 22% were in agreement, and none strongly disagreed. This item's average score is 3.91, which indicates that most respondents concur that respondents have the technical expertise necessary to finish the assignment. The results of the research above show that the average value of the knowledge indicator is equal to 3.93, which means that respondents tend to agree that in doing work, it is necessary to know procedures and technical knowledge, thus that knowledge of procedures and techniques contributes to knowledge indicators the main thing that forms knowledge indicators.

Respondents' responses to the skills indicators of each statement item include the first, namely, employees have skills in the administrative field; There were 19% who said highly agree, 62% who agreed, 19% who were indifferent, and none who answered disagree or strongly disagree. The average score for this item is 4.01, indicating that respondents typically agree that they have administrative skills.

The second point was that employees had managerial skills, with 20% of respondents strongly agreeing, 54% agreeing, 26% neutral, and none disagreeing or strongly disagreeing. This item's average score is 3.95, which indicates that most respondents tend to concur that respondents have managerial abilities. According to the study's findings, the skills indicator has an average value of 3.98, which indicates that respondents generally concur that they have managerial and administrative skills. Thus, managerial and administrative abilities are factors in the skills indicator; nevertheless, the key factor or the item with the highest average on the skills indicator is the claim of possessing administrative skills.

Respondents' responses to the self-concept indicator of each statement item include the first, namely employees agree that carrying out tasks happily, 19% of respondents answered strongly agree, 67% agreed, 14% were neutral, and those who answered disagree or strongly disagree or disagree. There is. The average value of this item is 4.04, which means that respondents agree that employees are happy to carry out their duties. Second, employees stated that having good language skills in providing information, 16% of respondents answered strongly agreed, 67% agreed, 17% were neutral, and those who answered disagree or strongly disagree did not exist. The average value for this item is 3.99, meaning respondents agree that employees speak the language well in providing information. According to the findings of the above study, the average value of self-concept indicators is 4.01, indicating that respondents prefer to agree that respondents carry out activities cheerfully and have high language abilities in presenting information. Working joyfully and speaking well contribute to the self-concept indication. The declaration of working joyfully is the major thing with the most significant contribution or enormous average item on the self-concept indicator.

Respondents' responses to the motive indicators of each statement item include the first, namely, employees agree that economic needs drive increasing competence. 17% of respondents answer strongly agree, 69% agree, 14% are neutral, and those who answer disagree or strongly disagree. There is. The average value for this item is 4.02, meaning respondents agree that employees improve competence driven by economic needs. Second, employees stated that social needs drove the increase in competence. There were

26% of respondents who answered strongly agreed, 65% agreed, 19% neutral, and those who answered disagree or strongly disagree did not exist. The average value for this item is 4.17, meaning respondents agree that employees improve competence driven by social needs. The results show that the average value of the competency variable is 4.00, and the most significant average indicator of the competency variable is the motive indicator, which is equal to 4.09, which means that respondents tend to agree that employees tend to increase competence driven by economic and social needs, thus economic and social needs. Social has a contribution to the motive indicator. The main thing that contributes the most or has the most oversized average item on the motive indicator is the employee's statement of increasing competence driven by social needs. The average value of competence can be seen in the research results below.

The first ability indication, which refers to employees with intelligence in math, received the following replies from respondents: 33% highly agreed, 54% agreed, 13% were neutral, and those who replied disagree or strongly disagree did not exist. This item's average score is 4.20, which indicates that respondents generally concur that they are intelligent in mathematics. Employees are secondly physically capable of working. 40% of respondents indicated they agreed strongly, 51% indicated they agreed, 9% indicated they were neutral, and no respondents indicated they disagreed or disagreed strongly. This item's average score is 4.31, which indicates that most respondents likely to concur that they are physically capable of working. According to the study's findings, the average value of the ability indicator is 4.25, which means that respondents are more likely to agree that they have the mental capacity to count and the physical stamina to work. As a result, having these capacities affects the indicator. Having the physical capacity to labor is the crucial determinant of aptitude.

Respondents' responses to the initial indicators of each statement item include the first, namely, employees show a willingness to do work without being ordered by superiors, there are 36% of respondents answered strongly agree, 55% agreed, 9% were neutral, and those who answered disagree or strongly disagree did not exist. At the same time, the average value of this item is 4.28, which means that respondents tend to agree that they are willing to do the job without being ordered by a superior. Second, the employee realized the error before being reprimanded by the superior. 33% of respondents answered strongly agreed, 56% agreed, 11% were neutral, and none answered disagree or strongly disagree. While the average value of this item is 4.22, respondents tend to agree that they are aware of mistakes before being reprimanded by their superiors. The results of this study show that the average value of the initiative indicator is 4.25, which means that the respondent shows a willingness to do

work without being ordered by a superior and is aware of mistakes before being reprimanded by a superior contributing to the initiative indicator, the main thing that has the most significant contribution or that has the most oversized average item on the initiative indicator is the willingness to do work without being ordered by a superior.

Respondents' responses to the timeliness indicator of each statement item, including the first, namely the employee does not delay in working, there are 38% of respondents who answered strongly agree, 49% agreed, 13% were neutral, and those who answered disagree or strongly disagree did not exist. At the same time, the average value of this item is 4.25, which means that respondents tend to agree that they are not procrastinating at work. Second, employees do the work with the given deadline, there are 45% of respondents answered strongly agree, 48% agreed, 7% were neutral, and those who answered disagree or strongly disagree did not exist. Meanwhile, the average score for this item is 4.38, meaning respondents tend to agree that they are doing the job within the given deadline. The results of the study above show that the average value of the timeliness indicator is equal to 4.31, which means that respondents tend to agree not to delay working and doing work with the given deadline, thus that employees do not delay working and doing work with the given deadline has a contribution on the timeliness indicator, Having the physical capacity to labor is the primary factor that makes the highest contribution to or has the most oversized average item on the timeliness indicator.

Respondents' responses to the indicators of work quality for each statement item include the first, namely employees doing work with complete calculation, there are 33% of respondents answered strongly agree, 52% agreed, 15% were neutral, and those who answered disagree or strongly disagree did not exist. Meanwhile, the average value of this item is 4.17, which means that respondents agree that doing the job is calculated. Second, employees carry out tasks based on instructions. 34% of respondents answered strongly agree, 54% agreed, 12% were neutral, and none answered disagree or strongly disagree. At the same time, the average value of this item is 4.22, which means that respondents tend to agree that doing assignments is based on instructions. The results of this study show that the average value of the quality of work indicator is equal to 4.19, which means that the respondents do the work with complete calculations and carry out tasks based on instructions, contributing to indicators of quality of work. The main thing that has the most significant contribution or has the most oversized average item on the quality of work indicator is doing tasks based on instructions.

Respondents' responses to communication indicators of each statement item, including the first,

namely information from the leadership. It can understand there are 39% of respondents answered strongly agree, 45% agreed, 16% were neutral, and those who answered disagree or strongly disagree did not exist. In comparison, the average value for this item is 4.23, which means that respondents agree that they can understand information from the leadership. Second, communication between departments within the scope of the office is well established; 45% of respondents answered strongly agree, 49% agreed, 7% were neutral, and those who answered disagree or strongly disagree did not exist. While the average value of this item is 4.38, respondents agree that communication between departments within the office is well-established. According to the findings of the study, the average value of the communication indicator is 4.30, indicating that respondents generally agree that they can interpret information. From the leadership and, thus, that employees do not delay in working and communication between sections within the office is well established, has a contribution to communication indicator. The primary factor or factor with the most oversized average item on the communication indicator is the established communication between departments within the office's purview.

## 5. DISCUSSION DESCRIPTION OF COMPETENCE AND PERFORMANCE OF PNS IN BEKASI CITY GOVERNMENT

This study's analytical findings show that indicators of knowledge, skills, self-concept, and motives contribute to competence. The dominant indicator that reflects competence is the motive factor; increased competence driven by social needs evidences this. This statement aligns with research conducted by Spencer & Spencer (1996), which suggests that knowledge, skills, self-concept, and motives can form competency. Spencer & Spencer (1996) stated that competence is the ability to carry out or do a job based on skills and knowledge.

The results of this research analysis show that the work environment is contributed by indicators of teamwork collaboration, fair leadership, and stakeholder relations; the dominant indicator that reflects the environment is the factor of teamwork collaboration as evidenced by being able to work together to get ideas towards a shared vision and can solve problems together to achieve a common vision. The next factor is the relationship with stakeholders, as evidenced by synergistic interactions with external parties of the organization and synergistic interactions with the community. This remark is consistent with study by Wreder *et al.*, (2007), which demonstrates that collaborative teamwork, fair leadership, and relationships with stakeholders can shape the work environment. According to (Wreder *et al.*, 2007);

(Sandiro, 2020), the work environment is a setting in which employees carry out their everyday activities.

The findings of this study's analysis demonstrate that indications of aptitude, initiative, timeliness, work quality, and communication all contribute to employee performance. The timeliness component, demonstrated by being able to complete the project within the set deadline, is the major indicator that measures employee performance. Employee performance can be shaped by ability, initiative, punctuality, quality of work, and communication. An employee's performance as a result of the quantity and quality of work he or she has produced while carrying out the obligations assigned to him.

## 6. CONCLUSION

The findings of this study's analysis show that indicators of knowledge, skills, self-concept, and motives contribute to competence. The dominant indicator that reflects competence is the motive factor; increased competence driven by social needs evidences this. The work environment is contributed by indicators of teamwork, collaboration, fair leadership, and relations with stakeholders; the dominant indicator that reflects the environment is the collaboration factor of teamwork as evidenced by being able to work together to get ideas towards a shared vision and can solve problems together to achieve a vision together. The next factor is the relationship with stakeholders, as evidenced by synergistic interactions with external parties of the organization and synergistic interactions with the community. This study's analytical results show that indicators of ability, initiative, punctuality, quality of work, and communication contribute to employee performance. The dominant indicator that reflects employee performance is the punctuality factor, evidenced by being able to do the job within the given deadline.

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