

# THE EVALUATION OF THE CIVIL SERVANTS COMPETENCIES AT THE REGIONAL SECRETARIAT OF POHUWATO REGENCY

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## ABSTRACT

The current study aims: 1) to evaluate the competence of civil servants in the Regional Secretariat of Pohuwato Regency; 2) to find out the efforts made by the Regional Secretariat of Pohuwato Regency in increasing the competence of civil servants.

This research is a qualitative research with a descriptive-explanatory case study approach, which is to examine, analyze and describe.

The results of the study: 1) the competence of civil servants in the Regional Secretariat of Pohuwato Regency is not sufficient, especially the knowledge of civil servants at the staff level. This can be seen from the aspect of knowledge of the dimensions of education, experience and interest in the main tasks and functions, which are still low, the skills in the dimensions of skills, personality and training are still very low with the percentage of skills only around 70%, mastery and use of technology in implementing their main tasks and functions during the Covid-19 pandemic. Attitude aspects, civil servants' discipline is still low, lack of responsibility for the main duties and functions, tolerance in carrying out tasks is still low and civil servants' lack of confidence in carrying out their duties; 2) efforts to improve the competence of civil servants at the Regional Secretariat of Pohuwato Regency by implementing Civil Service administration planning and developing the quality of civil servants, managing information systems on line with BKN, the Pavilion System. civil servants' performance accountability and supervision in the form of application of rewards and punishments through TPP and imposing sanctions according to the level of errors committed by civil servants.

**Keywords:** evaluation, competency evaluation, civil servant/ASN

## INTRODUCTION

The performance of civil servants (ASN) employees often gets the spotlight from various circles. In fact, various mass media almost every day report about the poor performance of ASN. The basic reason is that civil servants are considered less productive, waste state money, lack discipline and a low work ethic. This bad stigma is generally aimed at ASNs in

almost all government agencies, as well as the competence of ASN, especially in facing the era of digitizing documents in the era of information management that already uses a web basis.

The position and role of ASN is very important and decisive because ASN is an element of the state apparatus in carrying out government and development tasks in order to achieve national goals. The state

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budget spent on ASN interests has increased from year to year, but this has not been matched by increased competence and high performance for ASN.

Competence is a characteristic that underlies a person in relation to the effectiveness of individual performance in their work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as reference [3]. The ability of an executive officer that is suitable for any modern organization (administrator) is technical skills, human skills, conceptual skills.

The Regional Secretariat of Pohuwato Regency is a Regional Apparatus Organization (OPD) that assists the leadership of regional apparatus, in formulating policies and coordinating OPD, regional technical institutions, in monitoring and evaluating the implementation of regional government policies, fostering administration and regional government apparatus as well as implementing other official duties. given by the Regent and Deputy Regent as regional head and deputy regional head in accordance with their duties and functions.

Based on the assessment and evaluation of individual ASN performance at the Regional Secretariat of Pohuwato Regency, the competency standards of the average employee are still lacking. ASN individual performance data for the last 3 (three) years shows that realization of the achievement is still not in accordance with the planned target.

**Table 1.1** The achievement of the civil servants' performance in the last 3 years

No	Year	Target	Realization
1	2017	100 %	88,5 %
2	2018	100 %	88,7 %
3	2019	100 %	89,5 %

The low competence of most of these officers is clearly shown by the low ability to carry out job duties and positions, especially in terms of making decisions related to tasks and positions, facing and resolving problems or obstacles/obstacles that arise in carrying out tasks and positions, completing work tasks efficiently and effectively, and on time, as well as meeting the performance demands that have been set. Especially the implementation of tasks during the current pandemic, where the Pohuwato Regency government implements a Work From Home (WFH) system. This can have an impact on the work results of ASN.

The evaluation of ASN competence in the Regional Secretariat of Pohuwato Regency is urgent because of the expectation of ASN professionalism, this is motivated by the gap between expected performance (intended performance) and actual performance produced (actual performance). There are still many levels of inefficiency in carrying out tasks, which is clear evidence of low competence. Civil servants who are less professional and lack moral awareness tend to abuse their authority or abuse other policies. The deviant ASN behavior will become a complicated problem, when ASN has not been able to adapt to the dynamics of environmental change, including being less sensitive to developments in science and technology. Based on the background problems described above, the problems in this study can be formulated as follows:

1. What is the competency of ASN in the Regional Secretariat of Pohuwato Regency?
2. How are the efforts made by the Regional Secretariat of Pohuwato Regency in increasing the competence of ASN?

### **Objectives**

1. To evaluate the competence of ASN at the Regional Secretariat of Pohuwato Regency,
2. To find out the efforts made by the Regional Secretariat of Pohuwato Regency in increasing the competence of ASN.

### **Theoretical Benefits**

1. Provide a foundation for other researchers to conduct other similar research in the development of science, especially in the field of public administration.
2. Increase insight, especially regarding the evaluation of ASN competencies.

### **Practical Benefits**

1. As input for local government organizations, especially the Regional Secretariat of Pohuwato Regency, so that they can assist organizations in implementing ASN competency evaluation.
2. Improve the performance of ASN in the Regional Secretariat of Pohuwato Regency according to their competencies.

## **RESEARCH METHODS**

### **Approach and Type of Research**

The type of research in this research is descriptive research with a qualitative approach. Descriptive analysis method is a statistic used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations [5].

### **Research Time and Location**

Research time The time used for this research was carried out from the date of issuance of the research permit in a period of approximately 2 (two) months, namely from October to December 2020, 1 month of data collection and 1 month of data processing which includes presentation in the form of a thesis and process. guidance

in progress. Research sites The research location is focused on the Regional Secretariat of Pohuwato Regency because the author wants to know more about the competence of the State Civil Apparatus.

### **Research Focus**

The focus and sub-focus of this research are:

1. Knowledge, namely the ability of ASN to understand the main tasks and functions in accordance with the job desk or a specific field, with subfocus: a) Education b) Experience c) Interests
2. Skills, namely the ability of ASN to do or carry out certain physical tasks or certain mental tasks in accordance with a predetermined period of time and targets which include: a) Proficiency b) Personality c) Exercise
3. Attitudes, namely the obedience, discipline, values, mentality, and self-image of ASN in placing themselves as an apparatus serving not being served. with sub focus:
  - a. Discipline
  - b. Responsibility
  - c. Tolerance
  - d. Confident

Data source Primary data, namely data obtained directly from informants at the research location, through interviews and direct observation of people who have authority and who understand the matters to be studied. Secondary data is data that already exists and is obtained in the research location, which can be in the form of documents that have a relationship with the problem under study, literature and others [4].

### **Observation**

Observation or observation is one of the data collection techniques in qualitative research which requires researchers to go to the field to observe things related to space, place, actors, activities, objects, time, events, goals and feelings [1].

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### **Interview**

In-depth interview is a technique of collecting information with free questioning techniques, but based on a guideline (in accordance with the scope of research) in order to obtain the information needed. This in-depth interview with use.

### **Documentation**

Documentation is done by examining and reviewing notes / reports and documents that are related to the problem to be studied.

### **Data Analysis Technique**

The data analysis technique used is descriptive qualitative data analysis technique, where this technique seeks to deduce data related to the object of research and try to explain and describe the concept of research in depth and comprehensively (in detail) in accordance with the research objectives that have been formulated.

## **RESEARCH RESULTS**

### **Knowledge**

In general, ASN competence at the Regional Secretariat of Puhwato Regency is still inadequate, especially ASN knowledge at the staff level. there still need to be improvements for the quality of the work. There are still some negligence regarding the main tasks and functions carried out by some ASNs. In addition, the quality of ASN Education in the Regional Secretariat of Puhwato Regency has partly met the requirements and other ASN have also graduated but still more SMA, especially the staff level. For that we still need encouragement to improve the quality of education as a form of increasing ASN knowledge. In terms of work experience, those who occupy echelon 4 positions, echelon 3 officials and echelon 2 officials who are competently mature, both in terms of rank and experience in occupying positions, while staff still lack experience and need

more encouragement to improve their work experience. ASN knowledge must be accompanied by interest by ASN itself in the implementation of its main tasks and functions. ASN's interest in the main tasks and functions that it does is sometimes not in accordance with the interests of ASN itself, either because of the inappropriate disciplines and the lack of training that is followed. ASN's lack of knowledge on their main tasks and functions and job desks given to each ASN inndivdu.

Knowledge includes everything that has been known about a particular object. Knowledge is an organized unit which usually consists of facts or procedures that are applied directly to the performance of a function [2]. Because in general competence concerns a person's basic ability to do work. ASN knowledge is everything they know about certain objects which are general knowledge which is carried out directly or influences the performance of employee duties. ASN's knowledge of the implementation of their duties properly determines the success or failure of carrying out their duties properly.

### **Skills**

In terms of skills, only about 70% of ASN in the Regional Secretariat of Puhwato Regency have skills in carrying out their main tasks and functions. However, each ASN tries its best to work professionally in their respective fields even though they still need guidance and direction from the leadership needed by ASN in order to improve their skills. The skills possessed by ASN must make ASN understand their function as a good servant of the state, so that all forms of responsibility and workload assigned to them can be completed properly and perfectly according to the assessment of the general public. The skills of employees in carrying out their duties at the Regional Secretariat of Puhwato

Regency are that each employee is not required to have special skills, but is sufficiently understanding in carrying out their duties by being able to use the infrastructure provided at the Regional Secretariat Office of Pohuwato Regency as a means of supporting the performance of existing employees. especially during the current Covid-19 pandemic where almost all activities were carried out online using technology.

With the covid-19 pandemic, work is carried out from home or WFH so that ASNs are required to be more familiar with technology because everything is done online. When ASN does not master technology, it will be left behind and will even affect its main tasks and functions. The current ASN proficiency level varies from one employee to another. Some have adjusted and have studied communication techniques through Zoom and others, but reporting and other activities still need guidance and direction regarding the use of technology. ASN's skills are very dependent on the personality and willingness of the ASN itself. especially in leadership or leadership. But for ASN in the Regional Secretariat of Pohuwato Regency, they do not understand, especially in dealing with the Covid-19 pandemic situation. The ASN skills in the Regional Secretariat of Pohuwato Regency are not yet in accordance with the scientific discipline and that is a separate problem for the work unit in carrying out tasks. ASN's participation in exercises is important in order to improve skills according to the work unit of each employee.

Training is a planned process to change attitudes/behavior, knowledge and skills through learning experiences to achieve effective performance in an activity or a number of activities [6]. Training is intended to improve employee skills both horizontally and vertically. Horizontally means broadening the skills

of a known type of work, whereas vertically it deepens one particular area. Employee training contributes to increasing the productivity, effectiveness and efficiency of the organization. Training for ASNs must be provided regularly so that each ASN's competence is maintained to improve organizational performance.

### **Attitude**

The attitude of ASN in the Regional Secretariat of Pohuwato Regency always prioritizes excellent service for the community. But since the covid-19 pandemic, everything has changed with new habits (new normal). ASN does WFH but some work from home and some work at the office. This changes the level of discipline of ASN in the Regional Secretariat of Pohuwato Regency. The implementation of WFH in the Regional Secretariat of Pohuwato Regency regarding Covid-19 has made the discipline level of ASNs backward or slack.

The level of discipline of ASN at the Regional Secretariat of Pohuwato Regency is still not good. Many do not participate in the morning and afternoon rally, do not comply with working hours regulations and are unable to properly store and / or maintain state property entrusted to them as an indicator of ASN discipline. In addition, in the Regional Secretariat of Pohuwato Regency, there are still many civil servants who are not disciplined at work, lack of awareness to complete tasks, and lack of sense of responsibility for their work. This is because there is no concern in carrying out the duties, mains and functions, so that indirectly it causes activities not to run well. The responsibility of ASN towards its main duties and functions in the Regional Secretariat of Pohuwato Regency is already good, it's just that there are several positions that need improvement and encouragement from

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the leadership to further increase the responsibility of ASN for their work. The attitude of tolerance possessed by ASN in the Regional Secretariat of Pohuwato Regency is quite high and very good. Moreover, tolerance in the work of each ASN individual respects each other regardless of position status. The implementation of this attitude of tolerance is based on an attitude of generosity towards others by paying attention to the principles that are held alone, namely without sacrificing these principles. In the implementation of their main tasks and functions, there are still ASN employees who do not have confidence, especially in completing their work.

### **Efforts to Improve the Competence of ASN**

The efforts made by the Regional Secretariat of Pohuwato Regency in improving the competence of ASN through planning and developing the quality of ASN, organizing personnel administration, monitoring, accountability for employee performance, and improving the quality of ASN.

### **ASN quality planning and development**

Planning and developing the quality of ASN at the Regional Secretariat of Pohuwato Regency is carried out by the Sub-Division of Personnel and Administration of the Regional Secretariat of Pohuwato Regency through activities in human resource management (MSDM) in collaboration with the Education and Training Personnel Agency (BKPPD) of Pohuwato Regency. Starting from efforts to obtain competent ASNs up to dismissal. The goal is that the ASN can contribute optimally to achieve organizational goals. Job analysis is an effort to obtain information about a position and the conditions needed to be able to hold the position properly. Job analysis has been carried out by the Sub Division of

Personnel and Administration to obtain data / information about the position as the basis for the formation, acceptance, selection, placement, development and evaluation. The establishment of the formation aims to ensure that the units of Government organizations within the Regional Secretariat of Pohuwato Regency have an adequate number and quality of ASN according to the workload and responsibilities of each work unit.

Measurement of employee competence is only carried out on employees who will hold Echelon II positions. So that the analysis and measurement of competence is only a routine activity, the utilization of the results is said to be missing because it is only for documentation purposes, and not within the framework of ASN structuring. Redistribution has also not been carried out on the grounds that there are no technical instructions or implementation instructions regulating it. One of the strategic issues that the Regional Secretariat of Pohuwato Regency is trying to achieve is the consistent application of increasing professionalism of competencies and transfer of positions based on a merit system with the principle of The Right Man on The Right Job through optimizing employee competency measurement using the assessment center approach.

### **Administration of Civil Service**

Attendance information management systems, systems that are on line with BKN, namely Personnel Information Systems, Personnel Application Systems, and Pavilion Systems. In the Simpeg section, the administrative staff who handle up-date data has not been held by an administrative officer, even though up-date data is very much needed to display progress and changes in personnel data and the latest information. The Regional Secretariat of Pohuwato Regency also has a standard operating procedure (SOP) for

the management of personnel administration with standard forms.

### **Employee Performance and Supervision**

In the employee performance appraisal includes performance achievement, service orientation, and cooperation with the discipline composition of the assessment portion of 25% and achievement of 75%. The assumption is that discipline is an obligation for ASN, so it does not need to be taken into account in performance appraisals.

In observing employee discipline, it is also carried out through general functional supervision mechanisms and structural supervision. General functional supervision is carried out by a direct superior and two subordinates. Meanwhile, structural supervision is carried out by a direct superior and two subordinates. In each work unit under the coordination of the Regional Secretariat of Pohuwato Regency, there is a performance appraisal officer.

Even though so far in each work unit there has been internal coordination, however after applying it in the assessment, the understanding may vary.

Within the Regional Secretariat of Pohuwato Regency there is no agreement on, for example, indicators for completion of work in a timely manner to assess time criteria. So that this is not sufficient to assess employee performance, because what often appears is the subjectivity factor. Included in the assessment of the criteria for the ability to provide services. At the Regional Secretariat of Pohuwato Regency, performance appraisals based on employee performance achievements have been carried out through performance appraisal executing officials in each work unit.

However, the assessment is based more on considerations to take into account additional employee income.

Meanwhile, for the preparation of individual work contracts, up to the month of the Pohuwato District Secretariat has not carried out a performance appraisal based on individual work contracts. Because even though there is a PP that regulates it, there are no technical instructions or implementation instructions yet, so far only socialization has been held. The application of reward and punishment is carried out through the TPP and the provision of sanctions according to the level of errors committed by the employees.

### **ASN Quality Improvement**

The increase in the quality of ASN at the Regional Secretariat of Pohuwato Regency is mainly seen from participation in various training and further studies. In Government Regulation No. 101 of 2000 concerning ASN Education and Training, it is emphasized that the implementation of education and training is competency-based, namely to develop ASN's ability in terms of ability, knowledge, attitudes and behavior in accordance with the demands of the task and position it carries. Bureaucratic transformation is a change in the behavior of bureaucrats, which gives a new awareness that the government is formed not to serve itself, but to serve the people. To achieve technical competence for employees, efforts are made to share knowledge among colleagues within the Regional Secretariat of Pohuwato Regency according to their main duties and functions so that all employees in one work unit know all the tasks in the work unit. This is carried out with the guidance of senior employees to junior employees, guidance from employees who have attended an education and training to employees who have never attended an education and training program, as well as technical guidance from each head of the work unit. Substantive technical problems that are not resolved with job guidance are then sent to education and training for

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example: training needs analysis, job needs analysis, job analysis, legal settlement of disciplinary cases, assessor training for assessment centers, administrative training for assessment centers, English course, computer courses, courses in financial management, courses in financial accountability, etc.

The improvement of the quality of ASN officials at the Regional Secretariat of Pohuwato Regency is not only seen from general training but also from special training. General training is associated with the position of each employee, namely Education and Training (Diklat) Penj Gap including general administration training (adum) and advanced general administration training (adumla), both of which are Level IV Leadership Education and Training (Diklatpim IV). Furthermore, the Education and Training for the First Level Administrative Education School (sepama) is the III Education and Training Center. The education and training program at level II is the training for the Middle Level Administrative Education School (sepamen). The Regional Secretariat of Pohuwato Regency has carried out various special trainings in collaboration with institutions that are competent in their fields, including training or training including English language training with language development institutions, asset management training in collaboration with universities both in Gorontalo Province and outside Gorontalo Province . In addition, it also includes workshops that are relevant to the field of work of employees, comparative studies, work visits and employee internships in other government agencies or institutions. In the context of implementing the development of the apparatus of the Pohuwato District Secretariat's apparatus resources, it also encourages and expands opportunities for the Pohuwato Regional Secretariat ASN to undertake further studies either at their

own expense or with scholarships which can be accessed from funds provided by the government through institutions or agencies. for example the APBN, APBD funds, etc.

### CONCLUSIONS

Based on the description on the results of the research and discussion, the following conclusions can be drawn:

1. The competence of ASN at the Regional Secretariat of Pohuwato Regency is not sufficient, especially ASN knowledge at the staff level. This can be seen from the aspect of knowledge with the dimensions of education, experience and interest where many civil servants are not in accordance with the main tasks and functions in each work unit. minimal experience and low interest in the main tasks and functions. From the aspect of skills with the dimensions of proficiency, personality and training are still very low with the percentage of skills only around 70%, especially in the mastery and use of technology in implementing its main tasks and functions during the Covid-19 pandemic. From the aspect of attitude, ASN discipline is still low, lack of responsibility for the main tasks and functions, tolerance in carrying out tasks is still low and ASN's lack of confidence in carrying out their duties.
2. Efforts to increase the competence of ASN at the Regional Secretariat of Pohuwato Regency are carried out by organizing personnel administration planning and developing the quality of ASN at the Regional Secretariat of Pohuwato Regency carried out by the Head of the Sub-Division of Personnel and Administration of the Regional Secretariat of Pohuwato Regency through activities in human resource management (HRM) in collaboration with the Education and Training



Personnel Board (BKPPD) of Pohuwato Regency. Attendance information management systems, systems that are on line with BKN, namely Personnel Information Systems, Personnel Application Systems, and Pavilion Systems. Accountability of employee performance and supervision in the form of reward and punishment is implemented through TPP and imposing sanctions according to the level of errors committed by employees. Improving the quality of ASN at the Regional Secretariat of Pohuwato Regency is mainly seen from participation in various education and training such as training needs analysis, job needs analysis, job analysis, legal settlement of disciplinary cases, assessor training for assessment centers, administrative training for assessment centers, courses computers, courses in financial management, courses in financial accountability, etc.

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