

ANALYSIS OF STATE CIVIL APPARATUS COMPETENCE IN THE HOUSING AND RESIDENTIAL AREAS DEPARTMENT IN TELUK BINTUNI REGENCY

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Abstract

This study aims to analyze the competence of employees of the Housing and Settlement Service in Teluk Bintuni Regency. The reality of quality service from state apparatus is still not in accordance with public expectations. This phenomenon shows that low employee competence has an impact on low employee performance. On the one hand, public aspirations are increasing along with the increasing level of public awareness and education. On the other hand, it shows the contradiction of the unpreparedness of government officials for the demands and expectations of the community. This research method is qualitative descriptive where data is collected through in-depth interviews with informants, also conducting observations and documentation. The data will then be analyzed using the Miles and Huberman method, namely data collection, data reduction, data display and drawing conclusions and the Spencer & Spencer approach. The results of this study indicate that State Civil Apparatus competence as seen from knowledge, skills, self-concept and values, personal characteristics and motives is quite good at the Housing and Settlement Service in Teluk Bintuni Regency.

Keywords: Competence, State Civil Apparatus, Housing and Settlement Service

1. Introduction

Background

Employees are the main capital in an organization, whether it is a government organization or a private organization because the success or failure of an organization in achieving its goals depends on its resources, namely employees who lead in carrying out the tasks within the organization. State Civil Apparatus are people who carry out state or government tasks, because the position of State Civil Apparatus is as a servant of the state and public servants. In addition, State Civil Apparatus is the backbone of the government in the process of organizing government and in implementing national development. With professional human resource management arrangements, it is expected that employees work productively.

This professional employee management must begin from recruitment, selection, classification, placement of employees according to their abilities, training, and career development. To support the acceleration of bureaucratic reform, the government issued Law Number 20 of 2023 concerning State Civil Apparatus. The purpose of issuing the Law which replaces Law No. 43 of 1999 and Law No. 5 of 2014 is to realize the governance of the State Civil Apparatus as a profession that has the obligation to manage and develop itself and be accountable for its performance in implementing the management of the State Civil Apparatus.

Law Number 20 of 2023 concerning the State Civil Apparatus regulates employee competency development through education and training. Article 70 states that every State Civil

Apparatus employee has the right and opportunity to develop competencies. This competency development includes education and training. During the orientation or probationary period for civil servants, the education and training process is integrated to build moral integrity and honesty, a spirit and motivation of nationalism and nationality, a superior and responsible personality, and strengthen professionalism and competency in the field. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017 concerning State Civil Apparatus Job Competency Standards, Article 1 states that in implementing merit-based civil servant management, each government agency must develop State Civil Apparatus Competency Standards.

These State Civil Apparatus Competency Standards include: 1) Job Identity, 2) Job Competency, and 3) Job Requirements (Kalsum, 2017). The reliability of quality service from state apparatus still does not meet public expectations. This phenomenon demonstrates that, on the one hand, public aspirations are increasing along with increasing levels of public awareness and education. On the other hand, it demonstrates the contradictory nature of government officials' unpreparedness to meet these demands and expectations.

The Housing and Settlement Agency of Teluk Bintuni Regency, in realizing the improvement of the quality of human resources who are healthy and proficient in science and technology, should be supported by improvements in the quality of education and service delivery. However, on the other hand, employee competency remains low, impacting low employee performance at the Housing and Settlement Agency of Teluk Bintuni Regency. Therefore, the researcher intends to conduct research on employee competency to ensure they can contribute to the organization.

Research Objectives

Based on the above background, the objectives of this study are:

1. To analyze the quality of State Civil Apparatus competency at the Housing and Settlement Agency of Teluk Bintuni Regency.
2. To analyze solutions and steps to improve State Civil Apparatus competency at the Housing and Settlement Agency of Teluk Bintuni Regency in the future.

Research Benefits

This research can provide theoretical contributions to the development of Human Resource Management, contributing ideas and enriching insight into employee competency. Practically, this research can provide input and serve as a reference and evaluation for employees to achieve desired quality.

Literature Review

Competence

Competence can be defined as a specific position or profession that requires specialized knowledge or skills acquired through intensive education. Professionalism is a term used by professionals to express their spiritual attitude in the form of a willingness to continuously realize and improve their professional qualities. In general, a profession is defined as a field of work based on specific expertise. Expertise can also be defined as a professional perspective or understanding. Competence comes from the word "competent," which means quality, quality, and behavior. It is a characteristic of work and talented people (Komara, 2019; Susanti, 2020).

A person is considered competent if the job or person performing the job has a professional educational background for that job and the work is based on certain skills.

Sometimes interpreted as someone who has a job, the results achieved are useful and valuable. Another opinion is that competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the worker (Utami, 2010). From the above opinion, in general, competence explains what people do in the workplace at various levels and details the standards for each level, identifying the characteristics of knowledge and skills required by individuals that enable them to carry out tasks and responsibilities effectively so as to achieve professional quality standards in work (Alfana, 2017; Hardiyanti, 2017).

Competence is something that is mandatory for an expert. In terms of language, the basic definition of competence in the General Dictionary of Indonesian Language In Indonesian, competence is defined as ability or skill. In its entirety, competence is the authority or power to determine (decide something); the ability to master the grammar of a language abstractly or internally. Competence is the ability to carry out a task/job based on knowledge, skills, and attitudes appropriate to the field of work (Hidayat, 2017; Umar, 2020).

Types of Competencies

The approach proposed by Spencer (1993) in Nella (2018) includes knowledge, skills, self-concept and values, personal characteristics, and motives. Employee knowledge also determines the success or failure of assigned tasks. Employees with sufficient knowledge will increase organizational efficiency. Employee skills: Employees with good work abilities will accelerate the achievement of organizational goals, while unskilled employees will slow down the achievement of organizational goals. Self-concept and values refer to attitudes. In addition to employee knowledge and skills, another important consideration is employee attitudes and work behaviors. If employees possess traits that support the achievement of organizational goals, they will automatically carry out all assigned tasks to the best of their ability.

Personal characteristics reflect an employee's ability or inability to perform an activity or task easily/difficultly, and whether they are successful/unsuccessful. Motives are the driving forces that drive behavior to achieve self-satisfaction.

2. Methodology

Research Approach

This research is a descriptive qualitative study. Qualitative research is the construction or interpretation of understanding data found in the field. Descriptive research uses methods of describing and interpreting the condition of an object according to what is actually found in the field (Sugiyono, 2018). This study describes the competency of civil servants at the Housing and Settlement Agency in Teluk Bintuni Regency.

Research Location and Informants

The research location is the place where the research was conducted to obtain the necessary data. This research took place at the Housing and Settlement Agency in Teluk Bintuni Regency. The informants for this study were civil servants (State Civil Apparatus) with a clear understanding of the competencies of employees at the Housing and Settlement Agency in Teluk Bintuni Regency.

Data Source

Data sources in qualitative research are words and actions, with the remainder being supplementary data such as documentation and other sources. The data collected in this study came from two sources:

1. Primary Data

Primary data is data derived from interviews with respondents and relevant key informants. Key informants are the primary sources of information related to the problem being studied. This data is not available in compiled form or in files. This data must be sought through sources, or in technical terms, respondents, who are the people we use as a means of obtaining information or data.

2. Secondary Data

Secondary data is data collected indirectly, for example through other people or documents. Secondary data supports primary data obtained from reading materials, bibliographies, and other research reports.

Data Collection Techniques

The data collection techniques used by the author in this study were:

1. Observation

Observation techniques were applied to observe daily activities for data collection. This technique directly observed the competency of employees at the Housing and Settlement Agency of Teluk Bintuni Regency.

2. In-Depth Interviews

In-depth interviews are a process or method for obtaining information directly through a question-and-answer system. As a primary method, data obtained from interviews is the primary data used to answer the research questions. In this study, the researcher interviewed several respondents who were knowledgeable about the competency of employees at the Housing and Settlement Agency of Teluk Bintuni Regency.

3. Documentation

Documentation was conducted to allow the researcher to collect indirect and reliable research data, such as articles, written texts, and documents, as well as images/photographs.

Data Analysis Techniques

Data analysis techniques are the process of systematically searching for and organizing data obtained using various data collection techniques, such as observation, documentation, and video recordings. This technique involves organizing the data and selecting the important elements for study and understanding. The data analysis technique in this study uses the approach proposed by Spencer (1993) in Nella (2018), namely knowledge, skills, self-concept and values, personal characteristics and motives, and the Miles and Huberman method, namely:

1. Data Collection

The researcher collected data based on the formulated questions or problems. Qualitative data in this study were collected through observation, in-depth interviews with informants, and document review conducted at the Teluk Bintuni Regency Housing and Settlement Office.

2. Data Reduction

Data reduction involves simplifying, classifying, and eliminating unnecessary data so that the data can produce meaningful information for drawing conclusions.

The purpose of data reduction is to facilitate the researcher in obtaining a clearer picture of complex data and to facilitate further data collection. The results of this data reduction can also serve as a starting point for researchers to conduct more in-depth research if necessary.

3. Data Presentation/Data Display

Data presentation is the activity of collecting data, organizing it systematically and easily understood, thus enabling conclusions to be drawn. Data presentation can be presented in the form of brief descriptions, charts, relationships between categories, and the like. Sugiyono (2017:49) states that narrative text is the most frequently used method for presenting data in qualitative research. In conducting research, better presentation is a primary method for valid qualitative analysis, such as matrices, graphs, networks, and charts. Thus, all of these are designed to combine the organized information into a coherent form so that the analyst can see what is happening. The results of the data reduction are then presented in descriptive form according to the research aspects, with the aim of facilitating researchers' interpretation of the data and drawing conclusions.

4. Drawing Conclusions

Initial conclusions presented are still provisional, and if strong supporting evidence is not found in the next stage of data collection, they may change. However, if the conclusions put forward at an early stage are supported by valid and consistent evidence, then the conclusions put forward are credible and can be used. Conclusions are drawn in stages based on understanding the data that the researcher has successfully collected.

3. Result and Discussion

Research Informants

Informants are individuals within the research context, meaning those who can provide information about the research's background and situation. Research on employee competency at the Housing and Settlement Agency of Teluk Bintuni Regency requires informants with direct understanding of the research problem to obtain more accurate data and information, as shown in Table 1 below.

Table 1. Research Informants Housing and Settlement Agency 2024

No	Name of Informant	Position/Education	Length of Work
1.	Dorus Orocomna, S.Sos, MM. Pembina Tingkat I / Ivb NIP. 19701205 199301 1 001	Head Of Department /S2	6 Years
2.	Yohannes, S.Hut Pembina Tingkat I / IVb NIP. 19680208 200003 1 003	Secretary Of The Service /S1	2 Years
3	Wiro Esserey, S.Pd,M.Pd Pembina / Iva NIP. 19670508 200605 1 001	Housing Section /S2	7 Years
4	Jusi Yulia, S.IP Penata Tingkat I / IIIId NIP. 19880422 201004 2 003	Head Of General And Personnel Affairs Sub-Division /S1	3 Years
5	Dewiyanti, SE. Penata Muda / IIIa NIP. 19890129 202105 2 001	Staff/S1	3 Years
6	Fransiscus X. Nafurbenam, ST Penata Muda / IIIa NIP. 19850114 202201 1 001	Staff/S1	3 Years

7	Suryaty Wahab Pengatur Muda TK I / IIB NIP. 19800706 201506 2 002	Staff/SMA	3 Years
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Source: processed data

Civil Servant Competency Quality at the Housing and Settlement Agency of Teluk Bintuni Regency

Based on interviews and field documentation, the results were then discussed according to the previously determined research focus. The number of employees at the Housing and Settlement Agency of Teluk Bintuni Regency is 33 civil servants and 39 contract workers, for a total of 72 employees. This is shown in Table 2. Currently, the average education level of employees is 37 with a bachelor's degree, 2 with a diploma, and 30 with a high school/vocational high school degree. Only 3 civil servants have a master's degree.

Table 2. Education of Employees at the Housing and Settlement Agency of Teluk Bintuni Regency

Employees	2024				Total
	Graduates	Graduates	Graduates	Graduates	
	S2	S1	D3	SMA/SMK	
State Civil Apparatus	3	21	2	7	33
Honorary	0	16	0	23	39
Total	3	37	2	30	72

Sumber: data diolah

There are five research focuses regarding the competencies discussed, namely 1) employee knowledge in carrying out their duties, 2) employee skills in carrying out their duties, 3) employee self-concept and values in carrying out their duties, 4) employee personal characteristics in carrying out their duties and 5) employee motives in carrying out their duties. The following is the author's presentation of the results of the interviews that have been conducted and have been adjusted to the research focus.

Employee Knowledge in Carrying Out Duties

Organizational goals will be achieved effectively if employees are able to carry out their duties effectively. Knowledge is everything they know about a particular object, which constitutes general knowledge that directly impacts or influences the performance of employee duties. Employee knowledge in carrying out their duties significantly determines the success or failure of their tasks.

As stated by informant Mr. Dorus Orocomna, Head of the Department, who was interviewed:

"Employee knowledge in carrying out duties, as well as general knowledge, will influence the success or failure of an employee's task execution."

Employee knowledge also determines the success or failure of the tasks assigned to them. Employees with sufficient knowledge will increase organizational efficiency. However, employees without sufficient knowledge will likely work sluggishly. Employees with insufficient knowledge will waste time, energy, and other factors. This waste will increase the costs of achieving organizational goals.

Based on direct field research on employee knowledge in carrying out their duties at the Teluk Bintuni Regency Housing and Settlement Agency, employees lack a thorough understanding of each assigned task.

This finding was based on an interview with Mr. Yohannes, the Secretary of the Agency, who explained:

"Employees here lack a thorough understanding of their assigned duties as civil servants, which should serve as a guide for the general public. If employees have a problem, they consult their superiors and seek a solution. This communication is formal but still based on a close, family-like atmosphere, so employees feel part of a team, not just subordinates. Conversely, superiors provide direction without being authoritarian, allowing subordinates to easily voice their complaints."

Employees at the Teluk Bintuni Regency Housing and Settlement Agency receive guidance on their duties to enhance their knowledge. However, it is unfortunate that employees have not received adequate training to improve their performance and enhance their knowledge. Supervision and guidance in the form of directives from superiors in carrying out their work have also been implemented to support employee productivity so that employees perform well. According to an interview with Mr. Yohannes, he stated:

"Training is very limited due to budget constraints. Technical guidance is still conducted, although very rarely. This contributes to low employee competency in our agency."

Meanwhile, according to Mr. Fransiskus:

"The leadership in this agency implements a complementary collaboration model, meaning that subordinates are the spearhead of the work and the leadership is the driving force. When subordinates have difficulty solving a problem, a meeting is held to find a solution quickly. There is also no comparison between employee knowledge and that of others. Essentially, collaboration is the key to success."

Knowledge plays a crucial role in supporting employee performance. With good knowledge, obstacles encountered in carrying out their duties can be resolved quickly, reducing time-consuming delays and hindering employee performance, and ensuring employees complete their work on time. Therefore, leadership needs to conduct technical guidance and training for employees.

Employee Skills in Performing Tasks

Skills are a key factor in achieving success in achieving organizational goals. Improving employee skills will impact their ability to perform their tasks. Skills are defined as the abilities related to a person's tasks and the appropriate timeframe. Employees with strong work skills will accelerate the achievement of organizational goals, while unskilled employees will slow them down. New employees or those with new roles require additional skills to carry out their assigned tasks. Skills are the technical abilities to perform specific activities that can be learned and developed.

An interview with Mr. Wiro Esserey, head of the housing division, stated:

"State Civil Apparatus employees should have adequate work skills so they can complete their work and responsibilities effectively. Furthermore, work arrangements and instructions from superiors to subordinates must be clear to prevent errors. Employees are also required to demonstrate initiative, such as directly consulting with their colleagues or speaking directly to their superiors to find solutions. The superior's role here is to provide universal motivation to all employees to enhance their work ethic. Unfortunately, this is not being implemented effectively."

Mr. Yohannes echoed this sentiment, stating:

"The skills possessed by employees must enable them to understand their role as good

civil servants, so that they can complete all responsibilities and workloads assigned to them effectively, if not perfectly, in the public eye."

In planning employee development, adequate coordination is necessary between each work unit within the organization and the personnel department. This is crucial, given that each work unit is more aware of the competency development needs of its employees. The personnel department must be able to plan employee competency development to ensure the organization has a sufficient supply of employees capable of carrying out organizational tasks and functions. With planned development, the organization has employees who are ready to work when needed for specific positions, titles, or tasks.

Therefore, the personnel department plays a supporting role in implementing employee development activities. One form of this development relates to improving competency, namely the skills of employees in each work unit. Employee education and training contribute to increased productivity, effectiveness, and organizational efficiency. Employee education and training must be provided periodically to maintain each employee's competency and improve organizational performance. Therefore, training programs must receive attention through planning for training needs for each employee.

Law Number 20 of 2023 concerning the State Civil Apparatus regulates employee competency development through education and training. Article 70 states that every State Civil Apparatus employee has the right and opportunity to develop competency. This competency development includes education and training. During the orientation or probationary period for civil servants, the education and training process is integrated to build moral integrity and honesty, a spirit and motivation of nationalism and nationality, a superior and responsible personality, and strengthen professionalism and field competency.

To develop civil servant competency, each government agency is required to prepare a competency development plan within its annual work budget plan for career development, particularly for civil servants. Civil servant career development must consider the following competencies:

1. Technical competency, measured by educational level and specialization, functional technical training, and technical work experience.
2. Managerial competency, measured by educational level, structural or management training, and leadership experience.
3. Socio-cultural competency, measured by work experience related to a pluralistic society in terms of religion, ethnicity, and culture, thus fostering a national perspective.

Thus, skills mean mastery of various techniques, procedures, and regulations related to the areas of work held by organizational members. From direct field research, it was found that the skills of employees in carrying out their duties at the Housing and Settlement Agency of Teluk Bintuni Regency are such that each employee is not required to possess specific skills, but rather simply understand how to carry out their duties and be able to utilize the infrastructure provided by the Agency to support their performance.

The leadership of the Housing and Settlement Agency of Teluk Bintuni Regency has also made efforts to improve employee performance through direct supervision and monitoring of each Section Head according to their respective sections or areas. This is expected to improve employee performance, even though employees do not receive specific training to further maximize their existing skills to support their performance.

Employee Self-Concept and Values in Carrying Out Duties

Employees must possess a sound self-concept and moral values in carrying out their duties as civil servants. One form of self-concept that employees must possess is education. Education is a process of renewing the meaning of experience. Self-concept and values refer to attitudes. In addition to employee knowledge and skills, another important consideration is their

work attitude or behavior. If employees possess traits that support the achievement of organizational goals, they will automatically carry out all assigned tasks to the best of their ability. Therefore, it is hoped that employees receive adequate training or technical guidance, considering the numerous tasks and responsibilities they must undertake.

According to Ms. Julia, Head of the General Affairs Sub-Division, she explained:

"The technical guidance and training are intended to refresh employees' memories of their functions and positions as employees. However, it's possible that the technical guidance/training will have some or some impacts on employees, depending on each individual. However, my greatest hope as a leader is that the technical guidance/training will impact employee performance. To develop employee self-concept, intense interaction between superiors and subordinates, as well as between subordinates and subordinates, is necessary. This interaction directly helps employees work more effectively together."

Echoing the above opinion, Ms. Dewiyanti, an employee, stated:

"Personally, I feel that the technical guidance/training refreshes my memory on several things I often forget while working. By participating in the training, I gain knowledge and a greater enthusiasm for providing service and completing tasks, and the encouragement from my leadership has further enhanced my work ethic."

Therefore, it can be concluded that education is a continuous process of renewing the meaning of experience, occurring within ordinary interactions or interactions between adults and young people, and perhaps even institutionalized to foster social continuity.

A person's education can be seen as supporting the quality and capacity of an employee in carrying out their duties. An employee's education significantly influences their productivity in carrying out their work and duties. The quality and capacity of an employee significantly determine the success of the organization or agency in which they work, as employees are considered the driving force of an agency.

To achieve success in an agency or organization, employees are required to possess strong competencies in carrying out each of their duties. Competent employees are those who are considered capable of carrying out their duties and functions as expected. However, in real-world situations, employees encounter obstacles in completing their work, resulting in negligence or inaccuracy in completing their tasks. Therefore, it is crucial for an agency to provide training to broaden their employees' knowledge and enable them to become more competent in their work.

Within an organization, each member's behavior can be interpreted by each other, creating interactions that can build a strong organization. However, these interactions not only shape the organization but also contribute to the individual members. The actions of organizational members shape the organization and the meaning of these actions for the individual. In other words, individual interactions shape the organization, but conversely, the organization can also shape its members. Interactions within the organization contribute to the formation of self-concept, which includes values, emotions, and thoughts within the organization where the individual works.

Mr. Dorus also added that the components of self-concept are attitude, beliefs, and values;

"Employees need a good attitude at work. When facing problems at work, they remain calm."

Attitude is defined as an individual's response to things they like and dislike, for example, a person's calm demeanor when facing problems at work.

Employee Personal Characteristics in Carrying Out Duties

Personal characteristics reflect an employee's ability/inability to perform an activity or task with ease/difficulty, and success/failure.

According to an interview with Mrs. Julia, she explained:

"The service provided by employees is optimal, with employees prioritizing the interests of the organization or the public over their personal interests. Employees respond to public complaints promptly without prior time constraints. This accustoms employees to facing significant work pressure in their daily lives."

The above opinion was reinforced by Mrs. Suryaty Wahab, who stated:

"We are confident in our capabilities, making the service we provide valuable in the eyes of the public. Furthermore, we have a high level of adaptability to the work environment as civil servants, despite the many obstacles and limitations in our work."

Based on the above interview, it can be concluded that employee personal characteristics play a significant role in improving employee performance at the Housing and Settlement Agency of Teluk Bintuni Regency. High employee responsiveness in addressing public dissatisfaction, high employee confidence in completing tasks, rapid employee adaptation to their work environment, and the ability to separate personal and group interests are examples of personal characteristics that are mandatory for civil servants today.

The factor perceived as most inhibiting employee competence in improving performance at the Housing and Settlement Agency of Teluk Bintuni Regency is budgetary or funding issues. To develop employee competence and improve performance, technical guidance and training are necessary. The existing human resources of employees are considered insufficient to improve their performance. Another factor is inadequate facilities and infrastructure. Facilities and infrastructure certainly support employee competence in improving performance at the Housing and Settlement Agency of Teluk Bintuni Regency. Office equipment, such as computers, is lacking, which can facilitate work. Comfortable workspaces and public service areas are also needed to support improved public service quality and enhance employee performance.

The supporting factor for employee competency in improving performance at the Teluk Bintuni Regency Housing and Settlement Agency is human resources. Human resources are a crucial factor in a company/institution, alongside other factors such as capital. Therefore, human resources must be well managed to improve organizational effectiveness and efficiency. Human resources play a crucial role in increasing employee productivity, enabling them to provide excellent service to the public and develop their skills and qualities in their work.

Employee Motives in Carrying Out Duties

Motives are the driving needs within employees that must be met so they can adapt to their environment, while motivation is the condition that drives employees to achieve their goals. Every person, or employee, has their own motives or reasons for working and doing something. Motives are the driving force that will manifest a behavior to achieve their goals and self-satisfaction.

According to Mr. Fransiskus, he said:

"For me, I have to do my work to the best of my ability, because it affects my daily life. I support my family."

Mr. Wiros added a similar sentiment:

"My motive for working is to support my family's needs, so I must improve my performance."

From field research data, it can be seen that each employee has relatively similar motives. However, it is important for each employee to prioritize not only their own motives but also a sense of responsibility for the tasks entrusted to them so they can achieve maximum results. To further motivate and boost employee morale, an agency could offer bonuses

commensurate with their work achievements. This is expected to encourage employees to be more active and enthusiastic in carrying out their duties and functions at the Housing and Settlement Agency of Teluk Bintuni Regency.

Solutions and Steps to Improve Civil Servant Competence at the Housing and Settlement Agency of Teluk Bintuni Regency Currently, the performance of civil servants at the Housing and Settlement Agency of Teluk Bintuni Regency has been quite good, although some employees perceive their performance as being low.

In line with the statements of Mr. Dorus and Mr. Wiro Esserey, who stated:

"In our opinion, the performance of civil servants at the Housing and Settlement Agency has been adequate.

However, other employees, including Mr. Yohannes and Mrs. Dewiyantri, consider employee performance to be low.

This is due to very low employee discipline, frequent late arrivals to the office, failure to complete tasks properly and on time, and a low budget for education, technical guidance, and training, which are considered crucial for employees. The solutions and steps to improve the competency of civil servants at the Housing and Settlement Agency in Teluk Bintuni Regency are as follows: increasing the budget for improving civil servant competency through education, technical guidance, and training, as well as improving infrastructure at the Housing and Settlement Agency.

4. Conclusion

The competency of civil servants at the Housing and Settlement Agency of Teluk Bintuni Regency is quite good. This can be seen from several indicators, namely:

1. Employees' knowledge in carrying out their duties at the Housing and Settlement Agency of Teluk Bintuni Regency is quite good. In carrying out their duties, employees receive guidance regarding assigned tasks according to their respective fields, which helps them complete their duties and maximize their performance.
2. Employees' skills in carrying out their duties at the Housing and Settlement Agency of Teluk Bintuni Regency are quite good. Employees are able to complete assigned tasks due to supervision from their superiors. However, supervision alone is not enough, as it is crucial for each employee to receive adequate training to hone their skills and abilities and maximize their performance.
3. Employees' self-concept and values, particularly education, significantly influence an employee's productivity in carrying out their duties. The research findings reveal that the educational backgrounds of employees at the Housing and Settlement Agency of Teluk Bintuni Regency vary, but the assigned work can still be carried out as long as the job responsibilities align with their education.
4. The personal characteristics of employees in carrying out their duties play a crucial role in improving employee performance at the Housing and Settlement Agency of Teluk Bintuni Regency. High employee responsiveness in addressing public dissatisfaction, high employee confidence in completing tasks, rapid employee adaptation to their work environment, and the ability to separate personal and group interests are examples of personal characteristics required of current civil servants.
5. Employee motivations in carrying out their duties as a supporting factor in carrying out their duties and functions as employees at the Housing and Settlement Agency of Teluk Bintuni Regency are essentially relatively similar and also significantly influence employee performance. However, in carrying out work or carrying out functions within an agency, each employee requires a sense of responsibility for the job or position they hold so that both personal and agency goals can be achieved as expected.

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