Analysis Of Employee Competence At The Baktijaya Urban Village Office, Sukmajaya Sub-District, Depok City

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ABSTRACT

The rapid development of knowledge and technology today requires the government bureaucracy to be able to adapt in resolving various strategic issues. Likewise with the State Civil Apparatus (ASN) as the driving force of the government bureaucracy, as well as public expectations for improving government performance both at the central and regional levels. Baktijaya Village is one of the villages in the Sukmajaya District of Depok City. The services provided to the community in the context of government are still not optimal, related to the competence of employees in Baktijaya Village. This research was conducted in 2024 in Kelurahan Baktijaya, aims to determine the extent of employee competence in Kelurahan Baktijaya seen from the aspects of motivation, aspects of personal character, aspects of attitudes, aspects of knowledge and aspects of skills. It is aimed at the Secretary of the Lurah, Head of Section and StaF with a qualitative descriptive approach with a total of 10 respondents. The results of this study that the motivational factor, employees greatly influence the development of competence. Personal character factors and employee attitudes in the Baktijaya Village office greatly affect the quality of moral encouragement, self-confidence, commitment to responsibility, and mental attitude of employees. Knowledge factors, in general, the knowledge factor is quite good, where the ability of employees greatly affects the knowledge they have. The skill factor, it was found that technical skills, understanding of job descriptions, and individual skills have a significant influence on individual performance and organizational performance in Kelurahan Baktijaya. Therefore, developing employee skills in these three aspects is very important to improve overall organizational performance.

Keywords: Employee Competence, Kelurahan

INTRODUCTION

At present we have entered an era where competency development is one of the important and crucial issues in an effort to align the capacity of Human Resources (HR) with the challenges of its strategic environment. Likewise, the State Civil Apparatus (ASN) as the driving force of the government bureaucracy, is certainly required to always develop its competence. ASN competency development is needed in facing the demands of the strategic environment, such as the development of information and communication technology, services to the community, and public expectations for improved local government performance.

The spirit of bureaucratic reform that continues to be echoed by the current government is the hope of the public or society for an improvement in the performance of the government bureaucracy, especially in the public service sector

to create good governance. ASN is also required to increase competence to respond to various challenges, especially in the era of the Industrial Revolution 4.0. so as to be able to provide the best service to the community. On this basis, ASN competency development is the answer to preparing a more competent and professional ASN.

ASN as the main driver of the bureaucracy has a very decisive role in the success of governance and development. In the State Civil Apparatus (ASN) Law Number 5 of 2014, it is stated that ASN has a function as a policy implementer, public servant and adhesive for unifying the nation. The figure of ASN who is able to play this role is ASN who has competence which is indicated by an attitude of professionalism, high discipline, good performance and attitudes and behavior that are full of loyalty to the Unitary State of the Republic of Indonesia (NKRI) based on Pancasila and the 1945 Constitution.

So great is the role of the public bureaucracy in the government administration system, of course it must be adjusted to various challenges such as globalization which will open new horizons for the organizational bureaucracy, in the sense that the existence of the bureaucracy will be strongly supported by how much the quality of the human resources of its apparatus. Therefore, HR competencies in an organization must be managed effectively. This is also in line with what was conveyed by Sutrisno (2014: 204) that capacity building is a strategy directed at increasing efficiency, effectiveness and responsiveness in order to improve organizational performance.

Improving the technical, moral, conceptual and theoretical abilities of employees in accordance with the needs of the position is an effort for development, based on the fact that an employee needs a series of knowledge, skills and abilities that develop in order to work well in carrying out their duties and functions during their career.

It is for this set of positions that employee development is intended. So employee development is an activity in order to prepare employees for future advancement, where development activities also ensure employees are qualified for the positions they aspire to.

Employee development basically aims to ensure and maintain employee abilities so that they meet the required qualifications so that they are in line with organizational goals so that they can be achieved as planned. In the employee development stage, there are two important aspects of activities that cannot be separated from each other, namely training activities and HR development activities themselves. Both activities are intended to develop the competencies possessed by employees so that they can be used effectively. Training activities are seen as the beginning of employee development, namely by holding an orientation process which is then continued on an ongoing basis as long as the employee is in the organization.

In Law Number 5 of 2014 concerning State Civil Apparatus and Government Regulation Number 11 of 2017 concerning Civil Servant Management, this form of orientation is carried out through the education and training process. In planning employee development, there needs to be good coordination between each work unit in the organization and the staffing department. This is important considering that each work unit is more aware of the competency development needs of

employees in the work unit. The staffing department must be able to plan employee competency development so that the organization has the availability of employees who can carry out the duties and functions of the organization.

With planned development, the organization has employees who are ready to use when needed for a particular position, position or task. Therefore, the staffing department plays a supporting role in the implementation of employee development activities.

One form of development is related to improving competencies, namely knowledge, skills, motivation, character, and attitudes for employees in each work unit.

In the context of government, of course the existence of ASN is not only in central government agencies, but also in local government agencies which are an integral part of the system of governance in Indonesia. Likewise, the Depok City Government, which is the epicenter of the central government, certainly has an important and strategic role in supporting various policies of the central government. Considering its vast area, the Depok City Government also has government structures and apparatus from the top level to the lower level such as Kelurahan. As regulated in Depok Mayor Regulation Number 5 of 2022 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Sub-districts in the implementation of community services.

One of the very strategic villages located in the Golden Triangle area of Depok City is Baktijaya Village. This sub-district is one of the sub-districts in the Sukmajaya District of Depok City, which is located at Jl. Cimandiri Raya No. 1A, Baktijaya Village.

Baktijaya Village has an area of 295 hectares covering 29 Community Associations and 229 Neighborhood Associations with a total population of 57,945 with details of 28,528 men and 28,964 women based on the Depok City Population Aggregate Data Year 2023 of the Depok City Population and Civil Registry Office.

To support the implementation of tasks in Baktijaya Urban Village, Depok City, of course, human resources are needed that have competence and are professional in serving the community. Based on PERMENPANRB Number 38 of 2017 concerning Competency Standards for Primary High Leadership Positions and Administrative Positions, in the Purpose of Determining Competency Standards, it is stated that it identifies the competencies possessed by individuals compared to the required Competency Standards in the context of coaching and realizing the suitability between tasks and positions with position competencies so as to create professional officials.

Based on Depok Mayor Regulation Number 98 of 2022 concerning Guidelines for Service Standards and in Baktijaya Village which has been uploaded into the Operational System and Procedures consisting of Service Standards for Land and Inheritance Affairs and Service Standards for Other Affairs in the implementation of these services, the competence of employees in Baktijaya Village is currently still indicated by problems, Among other things, the services provided to the community are still not optimal, related to complaints about making heirship requirements letters and other affairs services both through direct community service complaint posts and the results of the Community Satisfaction Survey conducted in Baktijaya

Village in 2023 where there was no significant improvement in 2 (two) service areas, namely Public Facilities Infrastructure Handling (PPSU) and Public Order.

The quality of employees is also often a problem in relation to the productivity and performance of the Kelurahan itself and the limited number of employees in Baktijaya Village also has an impact on the services provided. This is clearly outlined in the table and figure below :

Table 1. Data on the number of employees in Kelurahan Baktijaya

No	POSITION	QUANTITY
1	Lurah	1 Person
2	Sekretaris Kelurahan	1 Person
3	Kasie. Pemerintahan	1 Person
4	Kasie Ekonomi Pembangunan	1 Person
5	Kasie. Kesejahteraan Rakyat	1 Person
6	Staf Pelaksana	6 Person
	TOTAL	11 Person

Source: processed by researchers, November 2024

Based on the staffing data of Kelurahan Baktijaya, in quantity there are only 11 (Eleven) employees, consisting of 5 (Five) structural officials and 6 (Six) staff consisting of 1 ASN as the Baktijaya Village Treasurer and 5 honorary staff, this is considered insufficient because there are two employees who retired and one person died.

In addition, the quality of employee knowledge is not adequate as a whole, because of the total number of employees, there are still employees who have a non-graduate educational background. The following is data on the Formal Education of Employees in Baktijaya Village.

Table 2. Employee Education Data

NO	TINGKAT PENDIDIKAN	JUMLAH
1	SMA	3 Person
2	D III	1 Person
3	S1	5 Person
4	S2	2 Person
	TOTAL	11 Person

Sumber: DUK Pegawai Kelurahan Baktijaya Per November 2024

In addition, employees still lack interest in participating in competency development activities, and do not take advantage of opportunities to develop their competence by there are still employees who have not participated in competency development through training programs, both technical, functional and managerial training, where from the staffing data states that, the last Baktijaya Village employee development program through training was carried out in 2023 for 2 (two) employees, namely 1 (one) person attended the Technical Training for Expenditure

Treasurers, and 1 (one) person attended the Technical Training for Laws and Regulations, and Technical Training for Land.

Table 3. Recapitulation of Baktijaya Village Employees Who Have Attended Training

No	Employee Nama	Position	Training Name
1	Ari Basuki	Sekretaris Kelurahan	Diklat Protokoler, Diklat Keuangan, Diklatpim IV
2	Andi Pangeran Sitompul	Kasi Pemerintahan	Sosialisasi Perda No. 5 Trantibum Tahun 2024
3	Rezki Desa Ismaya, S.STP, M.Kesos	Kasi Kemas dan Pelayanan	Pelatihan assesor dan pelatihan PKP
4	Sheva Arta Tika	Bendahara Pembantu	Bimtek pengelolaan keuangan dan Bimtek pajak

Source: processed by researchers, November 2024

LITERATURE REVIEW
Definition of Human Resource Management

Human Resource Management (HRM) began to develop from the science or theory of management where management experts generally divide management functions consisting of planning, organizing, directing and supervising. Based on the development of the main functions of management, the theory of human resource management (HRM) emerged, which focuses on the discussion of human resources in organizations and their existence in achieving organizational goals. Leadership commitment and consistency in implementing merit system policies are determinant factors (Suryanto & Darto, 2020).

The following are several HRM theories including according to Hasibuan (2002: 3) is the science and art of regulating the relationship and role of labor to be effective and efficient which helps realize the goals of the company, employees and society. Meanwhile, Sanyoto (2000: 110-112) defines that HRM is intended to foster human resources, so that they can be used effectively and efficiently in achieving organizational goals. In managing HR, it should always apply a basis that refers to the achievement of organizational goals and refers to the fulfillment of employee satisfaction in carrying out their duties and functions.

In addition, Hasibuan (2001: 10) also asserts that HRM is the science and art of regulating the relationship and role of labor to be effective and efficient, helping to realize the goals of the company, employees and society. The definition of HRM is also conveyed by Mangkunegara (2013: 2) as a management and utilization of resources available to individuals (employees). Compliance with rules requires a prominent normative goal framework, because supervision can never be perfect (Silitonga et al., 2019). Sedarmayanti (2001: 7) further states that there are 4 (four) objectives of HRM, namely:

a. Community Goals

The purpose of society is to be socially responsible, in terms of the needs and challenges arising from society. An organization that is in the midst of society is expected to bring benefits or benefits to society. Therefore, an organization is expected to have a responsibility in managing its human resources so that it does not have a negative impact on society.

b. Organizational Objectives

The purpose of the organization is to see that HRM exists and has a role, it is necessary to contribute to the utilization of the organization as a whole. HRM is not a goal and the end of a process, but a device or tool to help achieve an overall organizational goal. Therefore, a unit or section of HRM or employees in the organization are expected to carry out their functions properly.

c. Purpose of Function

The purpose of the function is to maintain the contribution of other parts so that they (human resources in each part) carry out their duties optimally. In other words, every human resource or employee in the organization is expected to carry out its function properly.

d. Personal Objectives

Personal goals are to assist employees in achieving their personal goals, in order to achieve organizational goals. Employees' personal goals are expected to be met, and this is already a motivation and maintenance of the employees concerned.

Based on the explanation above, it can be concluded that HRM focuses more on matters related to management. In other words, HRM can be said to be a science or theory that studies how to manage individuals who exist and work in an organization.

Competence

Increasing the competence of each individual is part of HRM efforts. Competence is part of HRM where each individual is required to always develop it. Competence describes the knowledge base and performance standards required to successfully complete a job or hold a position. Here are some opinions of experts regarding competence:

a. Government Regulation No. 101 of 2000 also outlines that competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge, attitudes, and behavior required in his duties and positions.

b. In addition (Sutrisno, 2014:204) also explains several aspects contained in competence, including:

1. Knowledge, namely awareness in the cognitive field;
2. Understanding, namely the depth of cognitive and affective owned by the individual;
3. Ability, namely something owned by the individual to carry out the tasks or work assigned to him;
4. Values, namely a standard of behavior that has been believed and psychologically has been integrated into a person, such as honesty, openness, democracy, etc.
5. Attitude, namely feelings of pleasure or displeasure, likes or dislikes or reactions to a stimulus that comes from outside;

6. Interest, is a person's tendency to do a job. c) Regarding the competency aspect, in ASN Law No. 5 of 2014, in the general provisions of Article 1, paragraph 22, it is stated that the merit system is an ASN policy and management based on qualifications, competencies and performance fairly and fairly without distinguishing political background, race, skin color, religion, origin, gender, marital status, age, or disability. Article 3 also states that ASN as a profession is based on principles, including the competencies required in accordance with their field of duty. Article 16 also states that each position as referred to in Article 14 is determined according to the competencies required. Furthermore, regarding the rank and position in Article 68 paragraphs 2 and 4, it is explained that:

Paragraph (2): Appointment of ASN in certain positions as referred to in paragraph (1) is determined based on an objective comparison between the competencies, qualifications, and requirements required by the position with the competencies, qualifications, and requirements possessed by the employee. Article (4): ASN can move between and among high-ranking leadership positions, administrative positions, and functional positions in central and regional agencies based on qualifications, competencies and performance assessments.

Furthermore, it is emphasized that ASN career development, in Article 69 paragraphs 1 and 3, states that:

Paragraph 1: ASN career development is carried out based on qualifications, competencies, performance assessments and the needs of government agencies.

Paragraph 3: Competencies as referred to in paragraph 1 include:
a. Technical competencies measured from the level and specialization of education, functional technical training and technical work experience;
b. 2) Managerial competencies measured from the level of education, structural training, or management, and leadership experience;
c. 3) Socio-cultural competencies measured from work experience related to a pluralistic society in terms of religion, ethnicity, and culture so that they have a national insight.

Furthermore, Sutrisno (2014:208) stated that there are several benefits to using competencies, including:
a. Clarifying work standards and expectations to be achieved.

In this case, the competency model will be able to answer two basic questions: what skills, knowledge, and characteristics are needed in the job, and what behaviors have a direct impact on work performance. Both of these will greatly help in reducing subjective decision-making in the HR field;
b. Employee selection tool.

The use of standard competencies as a selection tool can help organizations to select good employee candidates;
c. Maximize productivity.

The demands to make an organization lean require us to look for employees who can be developed in a targeted manner to cover the gaps

in their skills so that they can be mobilized vertically and horizontally.

d. The basis for developing a remuneration system.

The competency model can be used to develop a remuneration system (rewards) that will be considered fairer. Remuneration policies will be more focused and transparent by linking as many decisions as possible to a set of expected behaviors displayed by an employee;

e. Facilitate adaptation to change.

In an era of very rapid change, the nature of a job changes very quickly and the need for new skills continues to increase. The competency model provides a means to determine what skills are needed to meet ever-changing needs.

f. Align work behavior with organizational values.

A competency model is the easiest way to communicate values and what should be the focus of employee performance.

From the explanation above, it can be concluded that competence is the ability of each individual based on knowledge, skills, motivation, nature/character, and attitudes that must be possessed, and actualized by an individual employee in carrying out their job duties in an organization.

Human Resource Competency Development

According to Irawan, et al., (1997:91) HR development is a process of engineering employee behavior in such a way that employees can show optimal performance. Thus, the keyword for employee development is engineering employee behavior. Behavioral engineering means that behavior can be improved from one state to a better state. The application of an information technology system is expected to provide benefits in facilitating these activities because this system can provide support for decision-making and contribute to the success of efforts in fields such as business, economics, social politics, and education (Rahayu et al., 2023).

Efforts to increase HR capacity require planning in order to provide benefits to the organization in the form of increased productivity, increased morale, reduced costs or efficiency. If planning or development programs are not carried out by the organization, then self-development while learning on the job will be carried out by employees themselves. Improving human resources with an employee competency training and development approach is expected to be applied theoretically in a company or institution with training program planning, training program implementation, training needs analysis, training design, training program evaluation and training development design.

In accordance with the explanation above, it can be concluded that human resource development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to job/position needs through education and training. Thus, the development of human resources/employees must pay attention to 3 (three) things, namely:

a. Must be able to improve the technical, theoretical, conceptual and moral abilities of employees;
b. In accordance with job/position needs;
c. Implementation through education and training.

Key Concept

Based on the description and explanation of the various theories above, in this study the key concept is the development of employee competencies in Baktijaya Village seen from the aspects of motivation, nature, attitude, knowledge, skills. In this study, the researcher will limit the scope of this study to the four aspects or characteristics of competence that are used as key concepts taken from Spencer and Spencer's theory (in Sutrisno, 2014:206), namely:

a. motivation, which is a situation or condition where someone consistently thinks and consistently develops goals that challenge him/her and is fully responsible for achieving those goals and expects a response to improve himself/herself.
b. Nature/character, which is a nature that makes people behave or how someone responds to something in a certain way, such as self-confidence, self-control, stress or resilience and so on.
c. Attitude, which is the attitude and values that a person has.
d. Knowledge is information that a person has for a particular field.
e. Skills, which is the ability to carry out a particular task both physically and mentally.

RESEARCH METHODOLOGY

In this study, the method used is a qualitative descriptive research method. According to Sugiyono (2005:1) qualitative research methods emerge because of a paradigm shift in viewing a phenomenon or symptom. Descriptive methods can be interpreted as a problem-solving procedure that is investigated by describing or depicting the current state of the subject or object of research based on the facts that appear or as they are. Trying to describe these facts at the initial stage is aimed at expressing the symptoms completely in the aspects being investigated, the state or content.

In descriptive research, the data collected are in the form of words, pictures and not numbers. Thus, the qualitative data obtained or collected in this study are primary data through interviews, questionnaires and secondary data obtained through observation, written documentation and so on. By considering the definition of descriptive research above, it can be said that basically descriptive research does not require a hypothesis, but rather emphasizes the side of direct observation in a participatory manner from the researcher, so that it can reveal the phenomena that occur and the things that underlie the problem.

As explained by Sugiyono (2005:5) that in qualitative research, researchers act as human instruments and are carried out with data collection techniques that emphasize participant observation and in-depth interviews. To obtain the data needed in the analysis of the problem, several people will be taken as key informants. These informants are those who are determined by the deliberate sampling technique because they are assessed or considered to have knowledge and understanding of employee competency at the Baktijaya Village Office. The key informants determined in the study were ten people, this can be seen in table 4 below:

Table 4. List of key informants

No	Informan	Quantity	Information

1.	Sekretaris Kelurahan Baktijaya	1	Questionnaire and interview
2.	Kepala Seksi Pemerintahan	1	Questionnaire and interview Questionnaire and interview
3.	Kepala Seksi Ekonomi dan pembangunan	1	
4.		1	Questionnaire and interview
5.	Kepala Seksi Kesejahteraan Masyarakat Staf Pelaksana	6	Questionnaire and interview
	Quantity	**10**	

Source: processed by researchers, November 2024

RESULTS

The results of the research conducted by the researcher, in answering the problem of how the competence of employees in Baktijaya Village, the researcher will describe or illustrate the results of this study so that it is easier to read and understand the data that has been obtained by the researcher in this study. Furthermore, to make it easier to understand the data that has been obtained in this study, the researcher presents it in the form of interview results and questionnaires with key informants.

Table 5. Respondent Age List

No	Age Limit	Number of People
1	Age : 20-30 Years Old	3 Person
2	Age : 30-40 Years Old	6 Person
3	Age : up to 50 Years Old	1 Person
	Total	10 Person

Source: processed by researchers, November 2024

From the data in the table above, it can be explained that the age of the respondents who were most numerous was 30-40 years old, as many as 6 people or 60% of the population, and the age of the respondents who were least numerous was 50 years old and above, as many as 1 person or 10% of the population.

Table 6. List of Respondents' Length of Service

No	Length of Service	Number of people
1	Length of Service 0-1 Year	3 Person
2	Length of Service 1-5 Years	4 Person
3	Length of Service 5-10 Years	2 Person
4	Length of Service 10 Years	1 Person
	Total	10 Person

Source: processed by researchers, November 2024

From the data in the table above, it can be explained that the longest length of work of respondents is at the age of 1-5 years as many as 4 people or 40% of the population and the least length of work of respondents is at the age of 10 years and above as many as 1 person or 10% of the population.

1. Motivational factors

The motivational factors studied in this study include:

a. Desire to develop oneself

That there are 2 people or 20% of the population who feel that they have enough desire to develop themselves as a form of motivational factor from the competence they have. That there is 1 person or 10% of the population who feels that they have a desire to develop themselves as a form of motivational factor from the competence they have. That there are 7 people or 70% of the population who really feel that they have a desire to develop themselves as a form of motivational factor from the competence they have.

b. Sense of responsibility

That there is 1 person or 10% of the population who feels that they have enough sense of responsibility as a form of motivational factor from the competence they have. That there are 3 people or 30% of the population who feel that they have a sense of responsibility as a form of motivational factor from the competence they have. That there are 6 people or 60% of the population who feel very responsible as a form of motivational factor from the competence they have.

c. Self-confidence

That there are 2 people or 20% of the population who feel quite confident as a form of motivational factor from the competence they have. That there are 4 people or 40% of the population who feel confident as a form of motivational factor from the competence they have. That there are 4 people or 40% of the population who feel very confident as a form of motivational factor from the competence they have.

Researcher Analysis

Based on the results of interviews and questionnaires of researchers with key informants in the field and also the results of researcher observations that the most influential competency of Baktijaya village employees is the desire to develop themselves from the employees themselves with a percentage of 70% of the respondent population, while the factor that needs to be improved again is self-confidence with a percentage of 40% of the respondent population.

2. Nature/Character Factors

The nature/character factors studied in this study include:

a. Sense of discipline

That there are 2 people or 20% of the population who feel that they have enough sense of discipline as a form of nature/character factor of the competence they have. That there are 3 people or 30% of the population who feel that they have a sense of discipline as a form of nature/character factor of the competence they have. That there are 5 people or 50% of the population who feel that they have a sense of discipline as a form of nature/character factor of the competence they have.

b. Sense of patience

That there are 5 people or 50% of the population who feel that they have a sense of patience as a form of nature/character factor of the competence they have. That there are 5 people or 50% of the population who feel that they have a sense of patience as a form of nature/character factor of

the competence they have.

c. Sense of perseverance and thoroughness

That there are 6 people or 60% of the population who feel that they have a sense of perseverance and thoroughness as a form of nature/character factor of the competence they have. That there are 4 people or 40% of the population who really feel that they have a sense of perseverance and thoroughness as a form of nature/character factor of the competency that they have.

Researcher Analysis

Based on the results of interviews and questionnaires with key informants in the field and also the results of researcher observations that the most influential competency of Baktijaya sub-district employees is the employee's own patience with a percentage of 50% of the respondent population, while the factor that needs to be improved again is the sense of perseverance and accuracy with a percentage of 40% of the respondent population.

3. Attitude Factors

The attitude factors studied in this study include:

a. Friendliness

That there are 3 people or 30% of the population who feel they have Friendliness as a form of Attitude factor from the competence they have. That there are 7 people or 70% of the population who feel they have Friendliness as a form of Attitude factor from the competence they have.

b. Loyalty

That there are 3 people or 30% of the population who feel they have Loyalty as a form of Attitude factor from the competence they have. That there are 7 people or 70% of the population who feel they have Loyalty as a form of Attitude factor from the competence they have.

c. Open to new things

That there are 3 people or 30% of the population who feel open to new things as a form of Attitude factor of the competence they have. That there are 7 people or 70% of the population who feel very open to new things as a form of Attitude factor of the competence they have.

Researcher Analysis

Based on the results of observations, it can be interpreted that Based on the results of interviews and questionnaires of researchers with key informants in the field and also the results of researcher observations that the most influential competence of Baktijaya village employees is from a sense of friendliness with a percentage of 70% of the respondent population, while the factor that needs to be improved again is being open to new things with a percentage of 30% of the respondent population.

4. Knowledge Factor

What is meant by the knowledge factor in this study is:

a. Theoretical Knowledge

That there are 7 people or 70% of the population who feel they understand Theoretical Knowledge enough as a form of Knowledge factor of the competence they have and there are 3 people or 30% of the population

who feel they understand Theoretical Knowledge very well as a form of Knowledge factor of the competence they have.

b. Open to new knowledge

That there are 2 people or 20% of the population who feel quite open to new knowledge as a form of Knowledge factor from the competencies they have and there are 8 people or 80% of the population who feel very open to new knowledge as a form of Knowledge factor from the competencies they have.

c. Technical Knowledge

That there are 4 people or 40% of the population who feel quite influential Technical Knowledge as a form of Knowledge factor from the competencies they have and there are 6 people or 60% of the population who feel very influential Technical Knowledge as a form of Knowledge factor from the competencies they have.

Researcher Analysis

Based on the results of interviews and questionnaires of researchers with key informants in the field and also the results of researcher observations that the most influential competency of Baktijaya village employees is open to new knowledge from the employees themselves with a percentage of 80% of the respondent population, while the factor that needs to be improved again is understanding theoretical Knowledge with a percentage of 30% of the respondent population.

5. Skill Factors

The skill factors in this study are:

a. Ability to master tools and technology

That there are 6 people or 60% of the population who feel they have enough ability to master tools and technology as a form of skill factor from the competency they have and there are 4 people or 40% of the population who feel they have very good ability to master tools and technology as a form of skill factor from the competency they have.

b. Communication skills

That there are 5 people or 50% of the population who feel they have enough communication skills as a form of skill factor from the competency they have and there is 1 person or 10% of the population who feels they do not have communication skills as a form of skill factor from the competency they have and there are 4 people or 40% of the population who feel they have very good communication skills as a form of skill factor from the competency they have.

c. Desire to cooperate

That there are 3 people or 30% of the population who feel they have enough desire to cooperate as a form of skill factor from the competency they have and there are 7 people or 70% of the population who feel they have very good desire to cooperate as a form of skill factor from the competency they have.

Researcher Analysis

Based on the results of interviews and questionnaires of researchers with key

informants in the field and also the results of researcher observations that the most influential competency of Baktijaya village employees is the desire to cooperate from the employees themselves with a percentage of 70% of the respondent population, while the factor that needs to be improved again is communication skills with a percentage of 40% of the respondent population.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the Analysis of employee competency in Baktijaya Village is as follows:

1. Motivation Factor

   That from the three aspects studied, namely the desire to develop oneself, a sense of responsibility, and self-confidence in all respondents of Baktijaya Village Office employees, it was found that the desire to develop themselves from each employee greatly influences the competence of the employee, while the thing that needs to be improved is the self-confidence of each employee. Increasing this self-confidence can be done by participating in training or development conducted by the Baktijaya Village Office, Sukmajaya District Office or from the relevant Agency.

2. Personal Nature/Character Factors

   That from the three aspects studied, namely a sense of discipline, a sense of patience, a sense of perseverance and thoroughness to all respondents of Baktijaya Village Office employees, it was found that the sense of patience of each employee greatly influences the competence of the employee, while the thing that needs to be improved is the sense of perseverance and thoroughness of each employee. Increasing the sense of perseverance and thoroughness can be done by participating in training or development conducted by the Baktijaya Village Office, Sukmajaya District Office or from the relevant Agency.

3. Attitude Factors

   That from the three aspects studied, namely a sense of friendliness, a sense of loyalty, a sense of openness to new things to all respondents of Baktijaya Village Office employees, it was found that the sense of friendliness of each employee greatly influences the competence of the employee, while the thing that needs to be improved is the sense of openness to new things from each employee. Increasing the sense of openness to new things can be done by participating in training or development conducted by the Baktijaya Village Office, Sukmajaya District Office or from the relevant Agency.

4. Knowledge Factor

   That from the three aspects studied, namely theoretical knowledge, openness to new knowledge, technical knowledge to all respondents of Baktijaya Village Office employees, it was found that openness to new knowledge from each employee greatly influences the competence of the employee, while the thing that needs to be improved is the theoretical knowledge of each employee. Improving theoretical knowledge can be done by participating in training or development conducted by the Baktijaya Village Office, Sukmajaya District Office or from the relevant Agency.

5. Skill Factor

That from the three aspects studied, namely the ability to master tools and technology, communication skills, a sense of cooperation to all respondents of Baktijaya Village Office employees, it was found that the sense of cooperation from each employee greatly influences the competence of the employee, while the thing that needs to be improved is the communication skills of each employee. Improving communication skills can be done by participating in training or development conducted by the Baktijaya Village Office, Sukmajaya District Office or from the relevant Agency

Suggestions

From the above, we can provide the following suggestions:

1. Motivation Factors

To increase self-confidence and continue to maintain a desire to develop themselves in employees, it is necessary to provide training or development to employees so that employee competence increases, this training or development is in the form of:
a. Character Building Training from the District
b. Communication and Team Work Training

2. Training on Understanding Work Motivation and Training on Building a Positive Work Environment
a. Training on developing employee potential
b. Training on providing employee motivation through seminars
c. Standard Operating Procedure Training

3. Nature/character factors

To increase the sense of perseverance and accuracy and to continue to maintain a sense of patience in employees, it is necessary to conduct training or development for employees so that the competence of these employees increases, this training or development is in the form of:
a. Communication Training
b. Organizational Structure Introduction Training
c. Character Development Training

4. Attitude Factor

To increase the sense of openness to new things and continue to maintain a sense of friendliness to employees, it is necessary to conduct training or development for employees so that the competence of these employees increases, this training or development is in the form of:
a. Leadership Training
b. Self-Development Training
c. Character Development Training

5. Knowledge Factor

To increase theoretical knowledge and continue to maintain a sense of openness to new knowledge in employees, it is necessary to conduct training or development for employees so that the competence of these employees increases, this training or development is in the form of:
a. Land Training
b. Technical and Jutlak training related to activities in the sub-district

    c. Computer Training

    d. Training on legalization knowledge

    e. SPJ Preparation Training

    f. Government administration information system training and digital government application training

6. Skills Factor

    To improve communication skills and continue to maintain a sense of cooperation in employees, it is necessary to conduct training or development for employees so that the employee's competence increases, this training or development is in the form of:

    a. Data administration and management training and Information technology and software usage training

    b. Communication training

    c. Physical development training

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