

UDC 334

THE EFFECT OF COMPETENCE ON THE PERFORMANCE OF STATE CIVIL APPARATUS: A STUDY ON POPULATION AND CIVIL REGISTRY OF KENDARI CITY

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ABSTRACT

The purpose of this study is to (1) analyze whether competency influences the performance of state civil apparatus (*Aparatur Sipil Negara*, abbreviated as ASN) and 2) whether the dimensions of competency influence the performance of ASN in Population and Civil Registry of Kendari City. In this study, 85 employees were selected as the research population. The sample was deliberately set as many as 55 people consisting of 43 Civil Servants and 12 honorary employees as operators. The data was collected using questionnaires, interviews, observations, documentation, and data processing using statistical tests with Multiple Linear Regression Analysis SPSS Program V.20. The results showed that competence affects the performance of ASN in the Population and Civil Registry of Kendari City both partially and simultaneously. Partially, the dimensions of competency, in general, have a significant effect on ASN performance. The dimensions which have the biggest influence are self-concept, motives, knowledge, and skills. In this case, the dimension of traits (personal character) does not affect ASN performance. Simultaneously, competence positively and significantly influences the performance of ASN in Population and Civil Registry of Kendari City (73.00%). Whereas, 27.00% of which are influenced by other factors. This means that the performance of ASN will improve if their competence is also increased.

KEY WORDS

Competence, Performance, State Civil Apparatus

State Civil Apparatus (*Aparatur Sipil Negara*, abbreviated as ASN) are one of the most vital elements in the implementation and development of a State and the Government to achieve various goals. In the public sector, the big responsibility of the bureaucracy in providing public services must be supported by professional and competent ASN.

The productivity of ASN work in carrying out its functions relates to their competencies so that public organizations need to develop those competencies systematically. Competency development is not only done through training but also by increasing employee ability and work motivation. Enhancing work skills are carried out in an effort to improve the aspects that underlie these elements.

Improving the performance of the bureaucracy in providing public services is an increasingly important issue to be taken into account by all parties. Poor bureaucracy will greatly affect the performance of the government in enhancing the competitiveness of a country in the global era. The public services in Indonesia still receive many criticisms from various parties. The public expectations that the government can be clearer, more transparent, and more accountable have not been well realized. The practice of Corruption, Collusion, and Nepotism (*Korupsi, Kolusi, dan Nepotisme*, abbreviated as KKN) is still found in government administration and public services. In fact, the practice of KKN is getting worse meaning that the perpetrators also weaken the performance of the public sector (Dwiyanto: 2002)

The demand for public services will always increase both in quality and quantity along with the increasing population, community welfare, and environmental changes. In order to meet these demands, the readiness and performance of the government apparatus need to be further improved so that there is no gap between the demands and expectations of the community concerning the competence of the apparatus in carrying out their duties and

functions. To reduce or eliminate this problem, the government bureaucracy must have high competence and always follow the developments in the community. To anticipate such a situation, the government bureaucracy must be systematically prepared by creating an apparatus institutional system and staffing system with good and integrated management so that the government bureaucracy is able and ready to face the increasing demand for public services.

One important problem that is often discussed in the international world is the population issue as it can be found in the case of immigration between countries. It is common to find deportations, detention, and even criminal cases which are based on citizenship status that are not equipped with valid and official documents in accordance with applicable standards, both in the Republic of Indonesia and other countries.

The chaos of the population administration system influence various fields such as banking, economic, social, and political security. Ironically, a double identity issued by the same institution but different domicile is also common to find.

Based on the Law number 24 of 2013 article 68, the embodiment of population registration certificate is population registration and data collection in the form of an identity or population certificate. Whereas, the embodiment of population events is events experienced by the population which must be reported because they have implications for the issuance or change of family card, identity card, and/or another population certificate which includes: moving, entering, changing the address of temporary residence, and changing the status of limited stay to permanent residence. In this case, civil registration is an important event for the public. Civil registration includes: (a) Birth certificate, (b) Death certificate, (c) Marriage certificate (d) Divorce certificate, and (e) Child recognition and legitimization certificate.

The Population and Civil Registry of Kendari City as an official government institution has the authority to carry out population administration and civil registration activities. In fact, this government institution has sought to improve its services but there are still complaints and demands for improvements. To name a few, there is a lack of information on civil registration, the use of multiple ID cards, complicated regulations, and the unavailability of population databases as a reference for the nation's development program. Not only that, in civil registration, there is the interest of local elections implementation. The lack of socialization from the apparatus is one of the factors which trigger the non-optimal implementation of civil registration service to the community. The apparatus seems to be passive in providing services. Instead of actively picking up activities, they tend to wait for customers so that the performance of this institution is said to be less satisfactory.

Sinambela *et al.*, (2010) found that there are at least 385 types of public services provided by the apparatus to the community, ranging from the matters of birth certificates to death certificates. All types of services are provided and delivered to the public by government officials at the central and regional levels. In general, the community said that the services have not been much satisfying. They felt that the procedures are too complicated, the costs of the service are high, and the process take a very long time. Therefore, the services provided tend to be ineffective and inefficient.

From the research observations, it is known that there are various weaknesses found in the provision of public service in Kendari City. It includes the number of service personnel that is still insufficient compared to the customers, the inadequate facilities/infrastructure in terms of its quantity and quality to support the service, the inadequate skills of the servants due to the delays of jobs each days related to on-line based services in particular, as well as the old recording and printing equipment. The frequent delays in making ID cards from the Central Government have caused the jobs in Population and Civil Registry of Kendari City to piled up making the completion to be slow/late.

The ratio of the population and the people who have received the service is still far from the expectations. This is reflected in the low output of the service and important population events that occur in the community. Many of which are not recorded in the civil registration. It is assumed to happen due to the low performance of the ASN in the Population and Civil Registry of Kendari City.

Formulation of the Problems

Based on the explanation above, the formulation of the problems in this study is:

- Does competency have a significant effect on the performance of ASN in the Population and Civil Registry of Kendari City?
- Do the dimensions of competency affect the performance of ASN in the Population and Civil Registry of Kendari City?

Research Objective

The purpose of this study is:

- To describe whether competence influences the performance of ASN in the Population and Civil Registry of Kendari City;
- To reveal the influence of competency dimensions on the performance of ASN in the Population and Civil Registry of Kendari City.

Significance of the Study

The significance of this study is:

- Theoretically, this research is expected to be able to contribute to the development of human resource development theory, especially for the development of ASN competency and performance as well as local government management;
- Practically, this research is expected to provide input for the refinement of Kendari City Government's policy, especially for the Population and Civil Registry of Kendari City in increasing the competence of the apparatus. Thus, it can improve the performance of the ASN in serving the community.

LITERATURE REVIEW

The Concept of Competency

There are two terms that emerge from two different concentrations about the concept of conformity at work. The term is "Competency" which is a description of behavior and "Competence" (Skill) which is a description of the task or work output (Palan, 2007). Although the different meanings of the two terms are accepted in general, their use is often exchanged causing a different understanding. According to Wibowo (2011: 325), competence is an ability to carry out or perform a job/task based on skills and knowledge that is supported by the right work attitude.

Spencer and Spencer in Sutrisno (2011) explained that the components of competence such as motive, traits, self-concept, knowledge, and skills will affect the performance of someone. Furthermore, Spencer and Spencer (in Palan, 2007) described the five characteristics that build competence as follows:

- Knowledge; refers to information and learning outcomes;
- Skills; refer to a person's ability to carry out an activity;
- Self-concept; refers to one's attitude, values, and self-image such as one's belief that he/she can succeed in a situation;
- Traits; refer to physical characteristics and consistency of responses to situations or information such as self-control and the ability to remain calm in a stressful situation;
- Motive; refers to emotions, desires, psychological needs, or other impulses that trigger action.

Referring to the Government Regulation number 100 of 2000, competence is the ability and characteristics of a civil servant in the form of knowledge, skills, and/or behavioral attitudes required for his/her tasks and functions. Covey, Roger and Merrill in Mangkunegara (2005) argued that competencies include:

- a. Technical competence: the knowledge and expertise to achieve agreed outcomes including the ability to think about problems and find new alternatives.
- b. Conceptual competence: the ability to see the big picture and to test various presuppositions and perspective modifiers.

Competence is the ability to engage with others effectively including the ability to hear, communicate, seek alternatives, create win-win solutions, get third alternative answer, and to operate effectively in the organization as a whole. On the other hand, Irianto (2009) believed that competence refers to the combination of knowledge, skills, behavior, and attitude that play a role in improving individual performance effectively. From all of the above descriptions, the independent variable used in this study is competence which consists of five dimensions, namely; (1) motives, (2) traits, (3) self- concept, (4) knowledge, and (5) skills.

The Concept of Employee Performance

Performance is a term that is often used in the management of private organizations, social organizations, and government organizations. Mardiasmo (2005) pointed out that performance is an important concept for good and responsible governance. Whereas, Simanjuntak (2005) underlined that performance is the level of achievement in the implementation of certain tasks. Measuring performance is very important to assess organizational accountability in producing better public services.

On the other hand, the results from the research of Osborne and Gaebler in Keban (2010) showed that performance assessment is an important key for the improvement and progress of an institution and an individual. Only by evaluating the performance of an institution or an individual, the success in achieving goals can be known. If the results are unknown, the type and level of incentives cannot be proposed or given.

On the one hand, Rivai and Basri (2005) told that performance is the result or level of the overall success of a person in carrying out a task within a certain period compared to work standards, targets, or criteria that have been determined and agreed beforehand. Sedarmayanti (2001) also wrote that performance includes five aspects such as (1) quality of work, (2) promptness, (3) initiative, (4) capability, and (5) communication. The five aspects can be used as a measure in examining the level of a person's performance or organizational performance.

Furthermore, Mangkunegara (2005) emphasized that performance is the results or outcomes of a function which include work quality, productivity, initiative, cooperation, and responsibility. Simamora (2003), on the other hand, mentioned that in terms of performance, there are three interrelated aspects that need to be understood by every employee or leader of a work unit or organization. This includes (1) the clear task or work for which it is responsible, (2) the expected results of a job or function, (3) the time needed to complete the work properly so that the expected results can be realized.

From the results of the literature review, the variables of employee performance used in this study are (1) quality of work, (2) quantity of work, (3) initiative, (4) cooperation, and (5) responsibility.

Employee Competency and Performance

The determination of competencies becomes the basis to evaluate work performance. Dharma (2002) found that competence always contains a purpose or goal which acts as an impulse for motives or traits to obtain an outcome. This behavior is usually shown consistently by workers in the work activities. Performance is a multidimensional construct that includes many factors. Palan (2007) depicted that a person's competence will produce performance; the formula is Competency = Performance. Gibson in Moeherton (2012) also stated that there are three factors that affect a person's performance, namely:

- Individual factors, consisting of the ability, family background, skills, social level, experience, and demographic condition of a person;
- Psychological factors, including perception, role, attitude, personality, motivation, and job satisfaction;
- Organizational factors. This includes organizational structure, job design, leadership, and reward systems.

Mahmudi (2013) informed that in traditional appraisal systems, performance is only associated with personal factors while in reality, performance is often caused by other factors outside personal factors such as systems, situations, leadership, and teams. Sedarmayanti

(2017) added that one of the elements to improve the performance of the state apparatus is to increase the competence, capability, and professionalism of the apparatus or human resources.

According to Ruky in Sutrisno (2011), competence consists of a number of key behaviors needed to carry out certain roles to produce satisfying work performance. This behavior is usually shown consistently by workers in their work activities. Behavior without intention and purpose cannot be defined as competence.

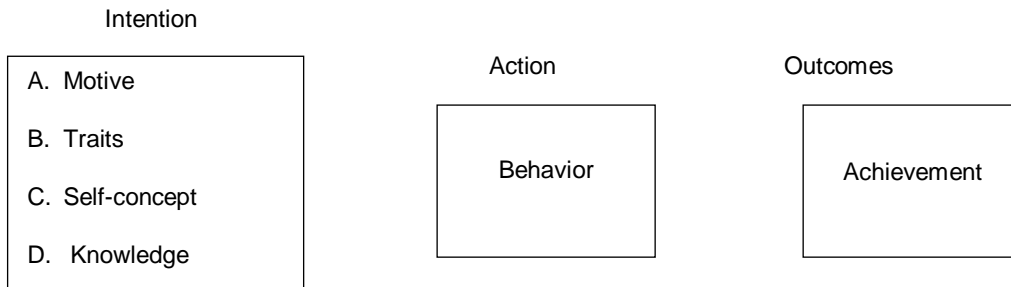


Figure 1 – The Relationship between Competency and Performance Characteristics (Sutrisno, 2011)

Clelland in Sedarmayanti (2012) concluded that competence is a fundamental characteristic of someone who has a direct influence to predict excellent performance. Spencer and Spencer in Palan (2007) also reinforced that to perform superiorly (superior performers) in the workplace, a person must have competence that refers to the characteristics of motive, traits, self-concept, knowledge, and skills; these characteristics affect performance. A good employee competency leads to good performance.

Conceptual Framework

The conceptual framework in this study illustrates that competence influences the quality of public services as presented in Figure 2 below:

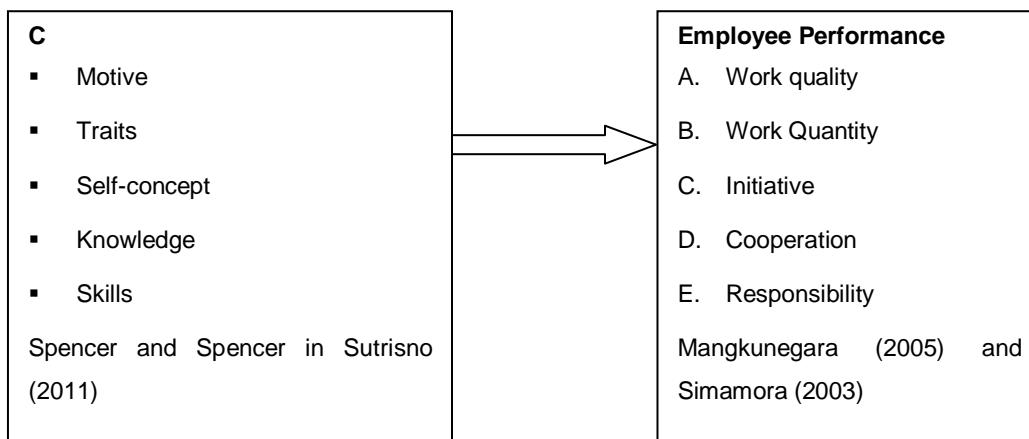


Figure 2 – Conceptual Framework

Research Hypothesis

It is assumed that competence has a significant effect on the performance of ASN in the Population and Civil Registry of Kendari City.

METHODS OF RESEARCH

Population and Sample

1) Population. The population of this study was all employees (85 people) in the Population and Civil Registry of Kendari City who was distributed in 4 fields, 1 secretariat, and 10 Technical Implementation Units in 11 districts of Kendari City.

2) Samples. The sampling in this study was carried out deliberately and obtained 55 people as samples consisting of 43 civil servants and 12 honorary employees (operators) who work in 10 Technical Implementation Units in 11 districts of Kendari City.

Data Collection Techniques

To obtain the data needed in this study, the techniques used are:

- 1) Questionnaires, that is by using a list of questions given to the respondents of the Population and Civil Registry of Kendari City.
- 2) Interview Guidelines, that is by taking data from the predetermined informants to complete and explore the data obtained from questionnaires.
- 3) Documentation, which is by recording the data directly from documents related to the research problem.
- 4) Observation, which is by directly observing the realization of the employee's tasks and functions in the Population and Civil Registry of Kendari City.

Data Analysis Techniques

The techniques of data analysis used in this study are as follows:

- a. Quantitative statistical analysis with multiple linear regression (Sunyoto, 2012: 122) formulated in the following equation model:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots$$

This analysis will answer the influence of each dimension on the performance of employees in the Population and Civil Registry of Kendari City. As for the application to the regression equation, this study used MS1 (Method of Successful Interval) assisted with a computer application program and SPSS (Statistical Product Service and Solutions) program version 20 (Santosa and Ashari, 2013).

- b. This analysis is in the form of narration through informants. To give a deeper meaning, informants such as the management officials and the community who received the service were selected to confirm the existing data.

Testing the Hypothesis.

The hypothesis was tested using a t-test. This t-test is aimed to determine the effect of independent variables individually (partially) on the dependent variable. This test was done by observing the t_{count} at 95% confidence level or $\alpha = 0.05$ and a degree of freedom by $df = (n-k-1)$. In this matter, n is the number of observations and k is the number of independent variables.

The criteria for the hypothesis testing are:

- a. If $t\text{-count} > t\text{-table}$, then H_1 is accepted and H_0 is rejected
- b. If $t\text{-count} < t\text{-table}$, then H_1 is rejected and H_0 is accepted

RESULTS AND DISCUSSION

Brief description of the Population and Civil Registry of Kendari City

The Population and Civil Registry of Kendari City is one of the agencies that operate under the Head of Municipality of Kendari which has the task to provide population and civil registration services in Kendari City. As for the number of ASN, the Population and Civil Registry of Kendari City has 85 employees consisting of 43 civil servants and 42 honorary employees.

The Population and Civil Registry of Kendari City covers 11 Districts consisting of 65 Sub-districts. In 2006, the population in Kendari City was recorded at 244,586 people and

increased to 251,477 people in 2007. The number continued to increase to 334,335 people in 2017 (the Population and Civil Registry of Kendari City in 2018). The growth of the population in Kendari City is expected to increase by 0.97% per year. This high population demands the ability of the employees in the Population and Civil Registry of Kendari City to provide better services to the community.

The Characteristics of Respondents based on Education Level

The level of education in this study is the last education or the latest degree of the respondents. The level of education is very influential in providing perceptions and assessments of a question so that it can distinguish a person's way of thinking in responding to various kinds of problems. The respondent's education level can be seen in Table 1 below.

Table 1 – The Characteristics of Respondents based on Education Level (2019)

No.	Education Level	Number of People	Percentage
1.	High School	9	16.36
2.	Diploma	1	1.82
3.	Undergraduate	39	70.91
4.	Master	6	10.91
Total		55	100

Based on the table above, it is seen that the majority of the people have an undergraduate degree amounting to 39 people (70.91%). Whereas, high school graduates are 9 people (16.36%) and then the people who have Master degree are 6 people (10.91%). Last but not least, there is only one Diploma graduate (1.82%). This indicates that the education level of the employees in Population and Civil Registry of Kendari City is relatively high. By that, it can be predicted that the employees have sufficient basic thinking skills to plan, work, and solve various problems.

The Characteristics of Respondents based on Years of Service

The ASN work period indicates the experience of an ASN who has worked for a particular agency. The working period of respondents can be seen in the following Table 2.

Table 2 – The Characteristics of Respondents based on Years of Service (2019)

No.	Work Period (year)	Number of People	Percentage
1.	1-9	7	12.73
2.	10- 25 and above	48	87.27
Total		55	100

Based on the table above, it is shown that the highest work period is between 10-25 years and above consisting of 48 people (87.27%) compared to 1-9 years of service with 7 people (12.73%). The results of this study point out that the working period of ASN in the Population and Civil Registry of Kendari City is relatively high. Therefore, it can be predicted that the ASN has sufficient experience to carry out its duties.

Regression Analysis Results

In the previous discussion, it has been stated that in order to be able to answer the problems and hypotheses proposed in this study that is the simultaneous effect of independent variables on the dependent variable, the researchers carried out a simple linear regression analysis. The summary of the results of the calculation of linear regression analysis in this study can be seen in the following table:

Table 3 – The Linear Regression Analysis Results

Research Variables		Unstandardized Coefficient (β)	T _{count}	Sig	Alpha (5%)	Result
(Constant)						
Competency	→	Employee Performance	3.669	2.739	0.008	
			0.082	11.966	0.000	0.05 Significant
R	= 0.854	F-count = 143.184		Samples = 55		
R-Square	= 0.730	Sig.F = 0.000				

Source: The results of data processing with SPSS Version 20.

The table above shows the results of computerized data processing using the SPSS Version 20 for Windows. Thus, a regression equation can be formulated as follows (see appendix):

$$Y = 3.669 + 0.082X$$

From there, it can be explained that:

$b_0 = 3.669$ indicates that the value of the competency variable affects employee performance by 3.669%

$b_1 = 0.082$ means that if the value of the competency variable is increased by one unit, it will be followed by an increase in ASN performance by 0.082%.

Table 4 – The Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	0.854	0.730	0.725	1.33852

Source: The results of data processing with SPSS Version 20

From the analysis of the influence of competency variable on ASN performance in the Population and Civil Registry of Kendari City, it is obtained that the value of $R = 0.854$. This means that the relationship of competency variable and ASN performance is very close and positive because the value of the correlation coefficient is close to +1.

Meanwhile, the effect of the competency variable (X) on the ASN performance variable (Y) is illustrated by the R square (R^2) = 0.730. This indicates that 73.0% of ASN performance is influenced by the competence of the apparatus while the remaining 27.0% is influenced by other factors outside this study. In other words, competence has a simultaneous, positive, and significant effect (73.00%) on the performance of ASN in the Population and Civil Registry of Kendari City. Whereas, 27.00% of which is influenced by other factors. It can be said that ASN performance increases if the competence is improved.

Table 5 – The Effect of Competency Dimensions (Partial) on Employee Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.590	.817		3.170	.003
	Motive	8.720	1.177	1.731	7.406	.000
	Self-concept	4.787	.547	1.011	8.752	.000
	Knowledge	5.214	1.060	1.632	6.306	.000
	Skills	1.348	.812	1.285	2.215	.001
	Traits	.914	.760	.731	.406	.641

a. Dependent Variable: Employee Performance.

b. Predictors in the Model: (Constant), Motive, Knowledge, Self-concept, Skills, Traits.

The results showed that partially, the dimensions of competence significantly influence the performance of ASN in the Population and Civil Registry of Kendari City. The dimension

which has the greatest influence on ASN performance is the dimension of self-concept, followed by the dimension of motive, knowledge, and skills. While on the other hand, the dimension of traits does not have any effect on ASN performance.

In this study, the discussion is done by looking at the results of hypothesis testing. The theories or the results of empirical research conducted by previous researchers will also be used in this discussion whether they support or contradict the results of hypothesis testing.

The Effect of Competence on Employee Performance

The results of the analysis show that competence influences the performance of ASN both simultaneously and partially at the Population and Civil Registry of Kendari City. Simultaneously, competence gives a positive and significant impact by 73.00% on the performance of ASN in the Population and Civil Registry of Kendari City. Meanwhile, it is found that the other 27.00% is influenced by other factors. This means that the ASN performance will be improved if their competence is upgraded.

In partial, the dimensions of competency which include self-concept, motives, knowledge, and skills significantly influence the performance of ASN. However, the dimension of traits does not affect the performance of these apparatus.

The discussion of the effect of competency dimensions on ASN performance is as follows;

1. The dimension of motive shows that these state apparatus have demonstrated organizational awareness so that work capabilities and work morale are sufficiently adequate in the context of its duties and functions. The leadership element in the Population and Civil Registry of Kendari City can be seen in the stimulation to raise work enthusiasm, the giving of rewards, the provision of information to subordinates about the tasks/jobs to create a conducive work climate, the fair treatment to all subordinates, the giving of promotion that is in accordance with employee performance, and the selection of employees that is based on the needs of the job so that employees will give their best performance. Nevertheless, the payroll system for honorary employees is very limited so that it is not able to generate such work motivation even though they are needed as operating staff. According to Sedarmayanti (2017: 341), one of the problems of the state apparatus to date is the complicated payroll system making it unable to motivate professionalism and responsibility. In connection with that, Dharma in Sutrisno (2011: 209) proved that competence always contains goals and objectives which act as motives or traits that cause an action to obtain an outcome. Usually, leaders already tried to make a formal and personal approach to the subordinates in an effort to inspire and to increase the sense of devotion to the organization. However, there still some employees who do not perform well.
2. The dimension of trait talks about ASN's attitudes and behavior regarding the self-control, self-confidence, and the ability to remain calm in a stressful situation such as honesty and agility in the work. ASN already has agility in carrying out their duties but they tend to be not calm. This happens particularly to honorary employees who generally work as operators because of the pressure between duties and responsibilities that must be resolved with unfulfilled life needs. These employees are paid IDR 400,000/month which is below the Regional Minimum Wage of Kendari City. This causes dishonesty in carrying out their duties and functions. Honorary employees who work as operators hold a very important job because they serve the community directly. Kendari City Government has tried to improve the welfare of employees, especially honorary employees, but it is constrained by local regulations regarding the determination of appropriate amount of honorarium. In addition, there are still employees who have not been able to adjust to the work environment in accordance with the expected performance because they have never attended training related to their work. This is one of the factors that cause the dimension of traits to not affect the ASN performance. In previous research, Thoha (1998: 186) said that "human behavior is a function and interaction between an individual and its environment". It can be interpreted that an individual's behavior is formed through a process of interaction between the individual and its environment. Each individual has its own characteristics by which these characteristics will be used when he/she enters a

certain environment such as the bureaucratic environment. Likewise, an environment also has certain characteristics such as the existence of order that is realized in the hierarchical arrangement, the division of work tasks in certain positions, and the existence of authority and responsibility. The employees at the Population and Civil Registry of Kendari City have acted and worked according to the hierarchy and their respective duties. In delivering services, they also have interacted well with the community due to the support and handover of authority to their respective Technical Implementation Units to complete tasks such as the signature of the Head of Service so that it can speed up the process of making ID cards. In this case, the process will no longer need to meet the Head of Office directly to sign the ID card submission. Even so, the recording and printing tools are old so that obstacles are still found in the process. Therefore, it is suggested to update the equipment. It is also found that the facilities in the Population and Civil Registry of Kendari City are inadequate both in terms of the area that is unable to accommodate all customers, the arrangement/space of the officials and staff, and the waiting rooms which are less attractive. The public wants the service to be done quickly but at the time, there still many administrations that do not meet all the requirements so that it delays the service completion. This factor causes the dimension of traits to not affect the performance of ASN in the Population and Civil Registry of Kendari City.

3. The dimension of self-concept is in concern with the ability of the civil servants in developing and building group collaboration and having an orientation to job satisfaction. In principle, government organizations in carrying out their activities must be in accordance with their main duties and functions. It must be accountable so as not to create doubts for employees or the public. Whether a task is implemented well or not depends on the sense of responsibility of the employees in completing their tasks without being separated from the discipline in completing it; discipline is expected to be the main parameter of organizational success. This has been done consistently and properly by the employees of the Population and Civil Registry of Kendari City with a sense of responsibility even though there still employees who tend to be not disciplined in carrying out their duties. Prasetyo (1997: 1) explained that performance is the result of work, a management process, or an organization as a whole, where the performance results must be demonstrated concretely and can be measured by the standards or benchmarks that have been determined.
4. The dimension of knowledge is related to the knowledge of the staff who work in the Population and Civil Registry of Kendari City that is in regard to the tasks, authority, and implementation of the duties. The majority of the employees have an Undergraduate degree and a Master degree. This helps to provide supportive insights and sufficient mindsets to improve work performance. In essence, employee performance will run well in accordance with the expected target if it is supported by adequate knowledge regarding its main tasks and functions. The above opinion is in line with the views of Covey, Roger, and Merrill in Mangkunegara (2005: 112) who proposed that technical competence is the knowledge and expertise of someone to achieve agreed outcomes and the ability to think about various problems and find new alternatives to solve them. Henceforth, knowledge is needed by an ASN in carrying out its work so that it can be done effectively and efficiently. As a result, everything will be optimally completed. It is necessary to improve the method of carrying out the duties and responsibilities of the ASN such as the standard of work and targets that are likely to be achieved in accordance with the goals of the government and the community. In general, the officials of the Population and Civil Registry of Kendari City have the ability to translate concepts formulated by the Head of the office (integrating the policies), gather information from employees, and then process it into policy recommendations that can be used as guidelines for the Head to make policies. Generally saying, the employees of this institution also have enough knowledge to complete various tasks, to work hard, to solve problems, and to do complex tasks. However, there still employees who always waiting for new orders from the Head to work. It is also known that there still a number of employees who have limited knowledge concerning their work.

5. The dimension of skills is in concern with the ASN's ability to carry out its duties to perform well in terms of various criteria. Referring to the research of Hamalik (2005: 17), the aspects of skills are arranged based on the following criteria; (1) Knowledge, consisting of decision making, problem-solving, and logical thinking, (2) Psychomotor skills, including physical action skills, (3) Reactive skills, focusing on habitual and introspective attitudes, and (4) Interactive skills, covering the actions or interactions with other people that contain physical elements and activities of thinking. The employees in the Population and Civil Registry of Kendari City have participated in various training related to their duties, although the number is still very limited. Generally, they acquire skills naturally based on the experience and direction of the leader. In connection with this, Sedarmayanti (2017: 341) pointed out that one of the problems of the state apparatus today is that it does not prioritize the implementation of functional technical training.

The results showed that formal education and training in this institution are already sufficient. Whereas, the training that was attended by employees was very limited so that the skills to perform their duties were not yet optimal even though they kept trying to support the implementation of the tasks in the Population and Civil Registry of Kendari City. This is in line with the research of Atmosoeparto (2001: 52) that competency comes from formal education and training.

Employee participation in education and training is basically an effort to develop and increase their knowledge and skills by which it is a very effective means to form employee attitudes. This is closely related to the human resource management of the apparatus that is based on competency. From here, ASN is expected to be reliable in carrying out its managerial and technical tasks. Kendari City Government has tried its best to develop technology-based human resources even though it has not been evenly distributed and its application has not been maximized. It is hoped that the establishment of adequate competence can improve the performance of ASN that is needed in local government organizations.

CONCLUSION

Simultaneously, competence has a significant influence on the performance of ASN in the Population and Civil Registry of Kendari City. This means that the higher the value of competency, the higher the performance of the ASN.

Partially, competence significantly affects the performance of ASN in the Population and Civil Registry of Kendari City. The dimension which has the greatest influence on ASN performance is the dimension of self-concept followed by the dimension of motive, knowledge, and skills. Meanwhile, the dimension of traits does not have any effect on ASN performance.

The dimension of self-concept shows that employees already have a sense of responsibility in delivering a service to the community so as to improve employee performance.

The dimension of motive is in concern with the ability to work and the spirit of achievement of the employees so as to improve employee performance.

The dimension of knowledge focuses on the level of education of the employees. The majority of the employees hold an Undergraduate degree and a Master degree. As a result, it helps to provide adequate insights and ideas so as to improve employee performance.

The dimension of skills points out a variety of training that has been attended by employees. Even though the number is still limited, it has increased the mastery of their work so as to improve employee performance.

The dimension of traits reveals that the employees who work as operators are under pressured and tend to be less calm in doing the job because of their low salaries. They are not supported by adequate facilities and infrastructure so that their performance cannot be improved.

Suggestions / Recommendations:

- In general, it is necessary to increase the competence of ASN in the Population and Civil Registry of Kendari City especially to add more training in accordance with their main tasks and functions;
- In particular, it is necessary to improve the welfare of ASN, especially honorary employees who work as operators so that they can improve their performance;
- It is recommended to upgrade the supporting facilities and infrastructure so that the employees can improve their performance in delivering services to the public.

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