



# Increased Competence in the Performance of Government Apparatus at the Social Service of East Java Province

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## ABSTRAK

Sasaran kinerja pegawai pada Dinas Sosial Provinsi Jawa Timur tidak semuanya dapat terealisasi sesuai target. Kompetensi personil Dinas Sosial masih perlu ditingkatkan, mengingat Dinas sosial merupakan instansi yang memiliki tugas pokok terhadap pelayanan dan rehabilitasi sosial terhadap penyandang masalah kesejahteraan sosial. Menganalisa sejauh mana peningkatan kompetensi pegawai Dinas Sosial serta mengkaji faktor-faktor yang mempengaruhi peningkatan kompetensi pegawai. Jenis penelitian yang digunakan dalam penelitian adalah jenis penelitian kualitatif deskriptif. Teknik pengambilan sampel yang digunakan dalam penelitian ini adalah *purposive sampling*, dalam penelitian ini yang dijadikan informan adalah Kepala Dinas Sosial, Sekretaris serta seluruh Kepala Bidang yang ada di Dinas Sosial. Temuan di lapangan menunjukkan bahwa peningkatan kompetensi yang dilakukan Dinas Sosial Provinsi Jawa Timur terhadap personilnya masih belum maksimal. Hal ini disebabkan oleh beberapa faktor yang menghambat peningkatan kompetensi personil, antara lain: Kepercayaan dan nilai, keahlian, pengalaman, karakteristik personal, motivasi, isu-isu emosional dan kapasitas intelektual. Kesimpulan dalam penelitian bahwa peningkatan kompetensi yang dilakukan terhadap personil Dinas Sosial sebatas pada mengikuti rapat kerja, rapat teknis, kongres, seminar, bimbingan teknis dan workshop. Pengetahuan (*knowledge*) minimal aparatur Dinas sosial yang berkaitan dengan tugas, pokok dan fungsi, program kerja dan tahapan-tahapan dalam melaksanakan program kerja tidak semua personil memahaminya. Untuk keterampilan (*skill*) aparatur Dinas sosial yang harus dimiliki adalah kemampuan menyusun, mengelola, mengevaluasi program dan kinerja, mengelola keuangan dan aset, kemampuan berkomunikasi, kemampuan beradaptasi serta mengelola kearsipan dan informasi.

Kata Kunci : Kompetensi, Aparatur, Pemerintah.

## ABSTRACT:

According to the target, the targets of employee performance in the East Java Provincial Social Service cannot all be realized. The competence of Social Service personnel still needs to be improved, considering that social services are agencies that

have the main task of social service and rehabilitation for people with social welfare problems. Analyze the extent of the improvement of the competence of Social Service employees and examine factors that affect the improvement of employee competence. The type of research used in research is a type of descriptive qualitative research. The sampling technique used in this study is purposive sampling, in this study, the informants are the Head of Social Services, the Secretary, and all Heads of Fields in the Social Service. Findings in the field show that the increase in competence carried out by the East Java Provincial Social Service to its personnel is still not optimal. This is due to several factors that hinder the improvement of personnel competence, including Trust and values, expertise, experience, personal characteristics, motivation, emotional issues, and intellectual capacity. The study concludes that the improvement of competence carried out on Social Service personnel is limited to attending work meetings, technical meetings, congresses, seminars, technical guidance, and workshops. Knowledge (knowledge) at least the social service apparatus related to tasks, principals and functions, work programs, and stages in carrying out work programs, not all personnel understand. The skills of the social service apparatus that must be possessed are the ability to compile, manage, evaluate programs and performance, manage finances and assets, and the ability to communicate, adapt and manage archives and information.

**Keywords :** Competence, Apparatus, Government.

## **Introduction**

Human Resources (HR) is the most important element for the organization, acting as the main driver in realizing the vision and mission, and objectives of the organization. Given the importance of human resources by their respective competencies, HR management is needed to manage it systematically, plan, and pattern so that the goals desired by the organization in the present and future can be achieved optimally. Because the success of an organization is largely determined by the people or human resources who work in it. The human resources referred to in this study are none other than the State Civil Apparatus of the Social Service of East Java Province.

The implementation of good local government can be determined by the quality of the resources of its apparatus. The quality of the apparatus's resources certainly needs to be supported by a competency-based human resource management system. Competent human resources are human resources who have the abilities, skills, and attitudes needed in the implementation of their job duties so that the apparatus can carry out its duties effectively and efficiently. While the management of competency-based government apparatus management is the management of employees carried out based on their competence so that the organization can

effectively put the right people in one particular job position to support strategies to realize the vision of the agency's mission.

In the development of state life in the current era of bureaucratic reform, all components of the nation are encouraged to improve and develop systems, work procedures, and other efforts in a better direction. Similarly, the urge to make systematic efforts to better utilize the state apparatus to realize a civil society that is the ideal of all Indonesian people. To achieve it all, of course, a professional state apparatus is needed, which is reflected in the attitude and behavior that is full of loyalty, obedience, discipline, morale, mentally good, accountability, and has a high awareness of the responsibility as a good public servant.

Therefore, there needs to be bureaucratic reform through coaching and improving individual performance. The improvement of workability is carried out by efforts to improve the aspects that underlie these elements, namely knowledge and skills, and increased work motivation by fostering individual mentality and situations or environments that encourage the emergence of individual work will. In line with efforts to reform the bureaucracy, it has been responded by the Government including the East Java Provincial Government which can be seen in one of the nine agendas in the Regional Medium-Term Development Plan (RPJMD) of the East Java Provincial Government, namely "Agenda to Realize the acceleration of bureaucratic reform, and improve public services".

Therefore, Keith Davis in Emmyah<sup>1</sup>, explained that two main factors affect an individual's performance, namely ability, and motivation of the individual. Individual abilities depend on the level of knowledge possessed, educational background, and skills mastered.

In the implementation of the main duties and functions of the Social Service of East Java Province, the support of the quality of the apparatus's resources becomes a must. The quality of human resources is one of the factors to increase the productivity the performance of an agency or organization. Therefore, human resources that have high competence are needed as a form of support to improve employee performance achievement. So far there are still many government agencies that do not have employees with adequate competence, this is evidenced by the low productivity of

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<sup>1</sup> Emmyah. (2009). Effect of Competition on Employee Performance at Ujungpandang State Polytechnic. Thesis, State College of Administrative Sciences, Makassar.

employees and the difficulty of measuring employee performance within the scope of government agencies.

By paying attention to the tasks carried out, the Social Service should spearhead the East Java Provincial Government in their respective regions in coordinating the implementation of development in the region as well as its development and being able to formulate technical policies as a recommendation for input on the formulation of the East Java Governor's policy on the conditions that develop in the region.

To achieve effective performance, especially by looking at its basic complex tasks, especially about regional autonomy where the Regency/City Government has the authority to regulate its household, the Social Service must be supported by at least 4 (four) important aspects, namely: (1) Adequate authority; (2) Apparatus that has the managerial ability and technical ability is qualified; (3) good performance management; (4) Adequate resources including funds, materials, equipment, technology and so on.

Based on the Work Target of East Java Provincial Social Service Employees in 2018 that not fully the work target can be realized, this is also evidenced by previous research, namely in the reality of the performance of the Social Service to date still has not shown performance as expected, due to the limitations of resources owned, both human resources, facilities and infrastructure, authority and so on.

The purpose of this study is to analyze the extent of improving the competence of the apparatus in the Social Service of East Java Province. Second, this study aims to examine factors that affect the improvement of the competence of the apparatus in supporting the performance of the East Java Provincial Social Service apparatus.

Based on the background and problems associated with the low quality of employees who have competence in their fields of duty, researchers can identify the problem, namely how to improve the competence of the apparatus in the Social Service of East Java Province? as well as what factors affect the improvement of the competence of the apparatus in supporting the performance of the East Java Provincial Social Service apparatus.?

### **Research Methods**

The type of research used in research is a type of descriptive qualitative research that provides an overview of a particular phenomenon in detail to understand

more clearly an existing phenomenon. In this study, researchers tried to describe how the improvement of employee competence and what factors influenced the improvement of competence to support the performance of the apparatus in the Social Service of East Java Province.

The sampling technique used in this study is purposive sampling. According to Sugiyono<sup>2</sup>, purposive sampling is a data source sampling technique with certain considerations. This particular consideration, for example, is the person who is considered to know the most about what we expect, or maybe he is the ruler so that it will make it easier for researchers to explore the objects/social situations studied.

Determination of sample units (informants) is considered adequate if it has reached the level of redundancy (the data has been saturated, plus the sample again does not provide new information), meaning that using the next data source can be said to no longer be obtained additional meaningful new information (Nasution, 1988 in Sugiyono)<sup>3</sup>.

In this study, the informants were the Head of the Social Service of East Java Province, the Secretary, and all heads of fields in the Social Service. The reason the researcher chose the sample is that the researcher considers the informant to have a high position and position and several informants have worked for decades in the Social Service so the researcher considers that the informant can provide the data expected by the researcher.

This research was conducted at the Social Service of East Java Province, where the research was deliberately chosen with consideration because based on employee work goals that have not been fully realized so that researchers are interested in digging deeper into how to improve the competence of employees and factors that affect the improvement of employee competence in the Social Service.

According to Patton (1980: 268) in Moleong<sup>4</sup>, data analysis is the process of organizing data sequences, organizing them into a pattern, category, and basic description unit. Patton distinguishes it from interpretation, which gives significant meaning to the analysis, explains the pattern of the description, and looks for relationships between the dimensions of the description.

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<sup>2</sup> Sugiyono. (2010). *Research Methods of Quantitative and Qualitative Approach Education and R&D*. Bandung: Alfabeta.

<sup>3</sup> Ibid

<sup>4</sup> Moleong, Lexy J. (1998). *Qualitative Research Methodology*. Bandung: PT Remaja Rosdakarya.

This data analysis step aims to find and organize data systematically from the results of interview records and documentation studies that have been conducted. Data analysis in this study is carried out by conducting a systematic assessment and preparation of all interview transcripts, field records, and other materials collected to obtain a complete description of the data about the focus of the research.

Data analysis is carried out from the collection of data until the data is felt to have been fulfilled, namely until getting an answer from the formulation of the problem. The data consists of field records, researcher comments, pictures, photos, and documents in the form of reports, biographies, articles, and so on, then the data is analyzed by sorting the data and then grouping it into sub-languages. This data analysis process is carried out through three flows of activities that take place, namely: (1) data reduction, (2) data presentation, and (3) conclusion or verification.

## **Result and Discussions**

### **Improving the Competence of the Social Service Apparatus of East Java Province**

Not all personnel in the Social Service can participate in programs or activities aimed at increasing knowledge, but only selected personnel can participate in competency development programs, informants I interviewed, namely the head of social empowerment related to competency improvement revealed that employees in the Social Service on average get knowledge through technical guidance and coordination meetings.

The development of employee competencies in each agency must be implemented if the agency wants to develop because according to Moeheriono<sup>5</sup>, one of the benefits and benefits in the development of competencies can be said to be a reference for the initial success of one's work. This accurate competency model will be able to determine exactly what knowledge and skills are needed for success in a job. If a person holds a certain position of position, they must have the competence that is leveled in his position, he is undoubtedly predicted to be successful and successful in carrying out his job duties<sup>6</sup>.

### **Social Service Conditions of East Java Province**

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<sup>5</sup> Moeheriono, (2009). Competency-Based Performance Measurement. Bogor: Ghalia Indonesia.

<sup>6</sup> Sudjono. (2018). Draft Strategy Plan for Social Service of East Java Province Social Province. East Java Social Service. Surabaya.

The number of officials in the East Java Provincial Social Service in 2018 was 1,059 people with details, namely the latest S3 education as many as 1 person, S2 as many as 121 people, S1 as many as 239 people, D3 as many as 37 people, high school as many as 514 people, junior high school as many as 87 people, and elementary school as many as 60 people.

Table 1: Education Levels and Employee Levels

No .	Education	Number of Employees
1.	S3	1 person
2.	S2	121 people
3.	S1	239 people
4.	D3	37 people
5.	SMA	514 people
6.	SMP	87 people
7.	SD	60 people
<b>Total</b>		<b>1.059 people</b>

**Source:** Draft Strategy Plan of Social Service of East Java Province (2022)

From the data above, it can be identified that many employees in the Social Service are still many who are educated the last junior high school, which is as many as 87 people. Whereas the purpose of education is the expected change in behavior, in other words, the increased ability to carry out tasks or jobs according to Notoatmodjo<sup>7</sup>, the purpose of education is a perception of knowledge, attitudes, actions, appearances and so on that is expected to have training goals in a certain period. An educational institution especially formal education is expected about the level and type of ability targets of education or training, among others changes in their knowledge, attitudes, and abilities.

This research discusses two factors related to the minimum competence (threshold competencies) of employees in carrying out their main duties and functions. Both factors are the knowledge and skills of Social Service employees. According to Spencer<sup>8</sup>, threshold competencies are the main characteristics (usually in the form of basic knowledge or expertise such as the ability to read) that must be possessed by a person to carry out his work. Hr competencies needed to face new challenges and types of organizations in the workplace can be obtained by understanding the

<sup>7</sup> Notoatmodjo, Soekidjo. (2009). Human Resource Development. Jakarta: PT Rineka Cipta.

<sup>8</sup> Spencer, Signe M. and Spencer Lyle M. (1993). Competence at Work Model For Superior Performance. Canada: Library of Congress cataloging.

characteristics we seek from people working in these organizations. The basic concept of competency standards is reviewed from etymology, the standard of competence is open to two vocabularies, namely standards and competencies. Standard is interpreted as an agreed measure while competence is interpreted as the ability to carry out tasks in the workplace that include the application of skills supported by knowledge and abilities by the required conditions<sup>9</sup>.

According to Spencer<sup>10</sup>, skills are the ability that a person has to carry out certain tasks both physically and mentally, if this is associated with answers from informants related to understanding skills, it can be identified that the main tasks and functions of employees have not been running well because the average answer from informants has not been specific.

This is also evidenced by the Employee Work Targets from the staff in the field of counseling and publication of the East Java Provincial Social Service where the activities of their position duties have not reached the target, following the table of Employee Work Targets of these staff in 2018:

**Table 2: Achievement of Staff Work Goals in the Field of Extension and Publication**

NO	JOB DUTIES ACTIVITIES	TARGET		REALIZATION	
		OUTPUT	QUALITY	OUTPUT	QUALITY
1.	Receiving and checking the address of the service letter to be sent to the agency of the social institution to facilitate its delivery	253 letters	100	202 letters	80
2.	Record in the shipping expedition book as proof before sending it to the intended address	253 letters	100	202 letters	80
3.	Send a letter to the address listed on the envelope or through the post office if it is located outside the city	150 letters	100	120 letters	80
4.	Request a signature as proof of delivery	103 letters	100	82 letters	80

<sup>9</sup> Subaedi, Ardiana. (2010). Competence of SME Human Resources and Their Effect on SME Performance in Surabaya. Surabaya: Faculty of Economics University 17 August 1945

<sup>10</sup> Ibid



5.	Checking the official letter to be sent to the East Java Provincial Government agency	253 letters	100	202 letters	80
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**Source:** Draft Strategy Plan of Social Service of East Java Province (2022)

From the Employee Work Target table above, it is stated that five job duties of staff are: (1) Receiving and checking the address of the official letter to be sent to the social institution agency to facilitate its delivery with a target of 253 letters while the realized only 202 letters. (2) Record in the shipping expedition book as evidence before sending it to the intended address with a target of 253 letters while only 202 letters are realized. (3) Send a letter to the address listed on the envelope or through the post office located outside the city with a target of 150 letters but only realized as many as 120 letters. (4) Requesting signature as proof of delivery with a target of 103 letters but only realized 82 letters. (5) Checking the official letter to be sent to the East Java Provincial Government agency with a target of 253 letters while only 202 letters are realized. Whereas in detail Moeheriono<sup>11</sup> explained five dimensions of competence related to skills (skills) that must be possessed by employees, namely Task skills, which is the skill to carry out routine tasks by standards in the workplace, and Task management skills, is a skill to manage a series of different tasks that appear in work, Contingency management skills, is the skill of taking quick and appropriate actions when a problem arises in the workplace. Job role environment skill is a skill to cooperate and maintain the comfort of the work environment, and transfer skills is a skill to adapt to a new work environment.

### **The Old Competency Model**

The competency model used by the East Java Provincial Social Service is based on the vision and mission of the East Java Provincial Social Service which is then implemented into the main tasks and functions of the agency. The main duties and functions of the Social Service, it is then designed in the work programs of each position.

### **A New Competency Development Model**

In this section, the author made a model plan to improve the competence of employees in the Social Service of East Java Province. This competency improvement

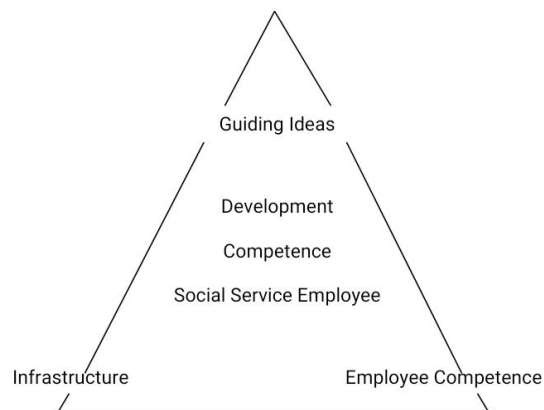
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<sup>11</sup> Ibid

model consists of two competencies that appear to be the knowledge and skills needed by employees, because according to Sanghi<sup>12</sup>, that competence from the aspect of knowledge and expertise tends to be more real or visible and relatively on the surface as one of the characteristics possessed by humans, while the concept of self, disposition, and motive of competence is more hidden in and is at the central point of one's personality so that it is more difficult to see and relatively on the surface as one of the characteristics possessed by humans, while the concept of self, disposition, and motive of competence are more hidden in and at the central point of one's personality so that it is more difficult to be developed.

The author uses the learning organization model (from Senge, Ross, Smith & Kleiner, (2001: 60-61) in Yuniarsih<sup>13</sup>, where learning organization is an organizational activity usually in the form of groups to improve mastery of science, skills, professionalism and other fields that are sustainable. Organizing a learning organization involving all disciplines of continuous learning, consisting of guiding ideas, theories, methods, and tools as well as innovation in infrastructure.

Therefore, the author tries to apply the above model to improving the competence of Social Service employees which is described simply as follows.



**Figure 1.** Competency Development of Social Service Employees Based on the Learning Organization Model.

Source: Sange, Ross, Smith, Kleimer (2001:28) in Yuniarsih T. & Suwatno (2008:46)

<sup>12</sup> Sanghi, seema. (2007). *The Handbook Of Competency Mapping Understanding, Designing and Implementing Competency Models in Organizations*. New Delhi: Vivek Mehra for Sage Publications India.

<sup>13</sup> Yuniarsih, Tjutju and Suwatno. (2008). *Human Resource Management Theory, Application and Research Issues*. Bandung: Alfabeta

From the triangular image (integrity) above, it can be explained that to develop Competence of Social Service employees must focus on three elements, namely: ideas guide, employee competence, and infrastructure.

The guiding idea contains the purpose of why the development of employee competence is carried out. The idea of the guide must be clear to arouse the desire and passion of all who participate in it to become superior based on the vision of the mission of the Social Service. Therefore, the guiding idea above is to improve services and social rehabilitation for people with welfare problems.

Employee competence is a series of competencies needed to produce superior performance in coordinating both within the Provincial Government and with regencies/cities. Given that this research uses competencies from aspects of knowledge and skills then, these aspects of knowledge include a.) Analytical thinking is the ability to understand situations by looking at them as a fundamental unity. b.) Conceptual thinking is the ability to identify fundamental major problems in complex situations. c.) expertise, mastery of knowledge to use and distribute such knowledge. As well as aspects of skills that include: a.) achievement orientation, which is an assessment that emphasizes better work results. b.) concern for order, that is, this dimension is the main trigger that can reduce environmental uncertainty by monitoring and checking work. c.) initiative, the preference to take any action that is reflected by doing more necessary in the work. d.) information seeking, a fundamental curiosity to know more about something.

The infrastructure contains resource support so that competency development can run smoothly. Support for these resources includes a.) leadership support, meaning support from the head of the agency and the head of the field in the form of activities to hold education and training of Social Service personnel who aim to develop their personnel. b.) funds, providing funds intended to include its personnel carrying out educational activities and competency development training. c.) information, seeking information related to activities related to competency improvement. d.) supporters (experts, practitioners, partners), i.e. invite experts or practitioners to add insight into the expertise or skills of personnel in the form of seminars or technical guidance. e.) communication, the existence of communication between superiors and subordinates is intense in the framework of competency development activities. f.) transportation and accommodation.

This general competency model for Social Service employees refers to the general competency model of Spencer<sup>14</sup>, as well as the vision of the mission of the Social Service. Here is the general competency arrangement that approaches the main tasks and functions of Social Service personnel and their Key Performance Indicators:

**Table 3:**  
General Competence and Key Performance Indicator of Social Service personnel  
According to Spencer & Spencer Competency Dictionary (1993)<sup>15</sup>

No	Task Type	Types of Competencies and Definitions	Key Performance Indicators
1.	Carrying out coordination	<p>Conceptual thinking (CT):</p> <p>The ability to understand situations by looking at them as integrity includes the ability to identify</p>	<ul style="list-style-type: none"> <li>- Make the formulation of technical policies according to the scope of their duties</li> <li>- Managing general administration, staffing, and financial activities</li> <li>- Draw up a plan of coordination activities for government duties</li> <li>- Create a coordination plan for social rehabilitation</li> <li>- Planning coordination towards efforts to improve social welfare</li> </ul>
		<p>Analytical thinking (AT):</p> <p>The ability to understand the situation by solving it into more detailed parts as well as observing the state step by step</p>	<ul style="list-style-type: none"> <li>- Providing support for the implementation of the government in the work area</li> <li>- Managing program, budget, and legislation</li> <li>- Carrying out the preparation of a plan for coordination activities and deconcentration tasks</li> <li>- Evaluate the implementation of social rehabilitation</li> <li>- Evaluate the implementation of social welfare improvement efforts</li> <li>- Evaluate the implementation of development in the field of</li> </ul>

<sup>14</sup> Ibid

<sup>15</sup> Ibid

			social empowerment
		Technical/professional/managerial expertise (EXP): Mastery of work-related areas of knowledge and motivation to use, develop and share work-related knowledge with others	<ul style="list-style-type: none"> <li>- Implement technical policies for developing social participation</li> <li>- Carrying out the implementation of social assistance and protection</li> <li>- Carrying out program development, counseling and publication, and social welfare control</li> </ul>
2.	Carrying out services and rehabilitation	<p>Passion for achievement and achieving work targets (ACH):</p> <p>The degree of a person's concern for his work so that he is encouraged to strive to work better</p>	Carrying out social rehabilitation services for elementary school-aged children experiencing psychological social problems, abandoned children, abandoned toddlers, abandoned teenagers, displaced elderly
		Attention to task clarity, quality, and accuracy of work (CO): The drive within a person to ensure the assignment, quality, and accuracy of data	Carrying out social rehabilitation Netra disability, body defects, speech defects, graphite defects, ex-psychotics, ex-leprosy
		Proactive (initiative, INT): The drive to act to exceed what the work requires, this action is done to improve the results of the work or create new opportunities	Carrying out coaching and control of the management of the implementation of social service activities, distribution, and further coaching
		Looking for information (INFO): The amount of additional effort made to find more information related to work	Implementation of the dissemination of information about social welfare services

Source: Spencer & Spencer dictionary (1993)<sup>16</sup> and analysis results

### Factors Affecting the Development of Competencies of Social Service Personnel

Factors that affect the development of social service personnel competencies are the placement of personnel who are not by their work duties so it needs to require

<sup>16</sup> Ibid

more time, effort, and costs to be incurred to develop personnel like this. This is related to Zwell's statement (2000) in Sudarmanto (2009) that one of the factors affecting competence is intellectual capacity, this intellectual capacity will affect the mastery of competence, this competence depends on the ability to think conceptually and think analytically, in taking employees should a recruiter think analytically in the future for the performance of the agency.

The next factor that hinders the development of competencies is the bureaucratic system that is still very thick and there are restrictions on the participation of personnel in training. This is related to Zwell's view (2000) in Sudarmanto (2009) that one's beliefs and values towards something greatly affect one's attitudes and behaviors, someone who has uncreative self-worth and is less creative tends not to think about finding something new and challenging. As the statement expressed by the informant as the head of the following social empowerment field:

Think the most affecting thing is the bureaucracy that is still very thick and there are restrictions on the participation of personnel in training.

Then other factors are the lack of funds, lack of personal quality, personnel mentality, and lack of training organized by the Jatim Provincial training board, as explained by the informant as the head of social empowerment in the following interview excerpt:

"Obstacles faced in the development of competencies include the lack of education and training, especially those organized by the East Java Provincial Education and Training Agency as the only institution authorized to organize training for employees of the East Java Provincial Government. Lack of funding, so it is not able to send personnel to participate in education and training to improve the competence of the field implemented by other institutions. The quality of personnel, most of which do not fully support the improvement of human resources, is related to the quality of the apparatus when recruiting past employees who come from pension replacements and appointments through honorees who do not go through competency selection. A personnel mentality that is difficult to improve their competence, especially to support performance achievement because it is characterized by inadequate quality and age that is not productive and previous experience does not require competence in an appointment".

This is related to Zwell's expression (2000) in Sudarmanto (2009) that personal characteristics, expertise, and emotional issues are factors that influence the development of one's competence. Fear of making mistakes, feelings of shame, feelings of dislike, always thinking negatively, and past experiences that are always negative greatly affect the mastery of one's competence. Meanwhile, by not participating in education and training to improve field competencies due to limited funds, personnel do not have expertise related to their duties. Though the goal of improving abilities in their fields through education and training is to improve their competence skills. A person's characteristics also affect one's competence, the competence to build relationships and communicate with the work team of people who have an introverted nature will be different from extroverted people.

### **Conclusion**

Competency development carried out on Social Service personnel is still limited to participating in work meetings, technical meetings, congresses, seminars, technical guidance, and workshops. While the minimum knowledge of Social Service personnel related to basic tasks and functions, work programs, and stages in carrying out work programs, not all personnel understand it while for social service personnel skills that must be possessed is the ability to compile, manage, implement work programs, evaluate programs and performance, manage finances and assets, communication skills, adaptability and managing archives and information.

Factors faced in the development of competencies of Social Service personnel include Trust and values, Expertise/skills, Experience, Personal characteristics, Motivation, Emotional issues, and Intellectual capacity. The development of competencies of new Social Service personnel guides in supporting their main tasks and functions, the development of this competency is based on the Spencer<sup>17</sup> further reaching the competency development of the learning organization model from Senge, Ross, Smith & Kleiner, (2001: 60-61) in Yuniarsih T. and Suwatno (2008).

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