

# The Influence of Competency on the Performance of Civil Servants at the Makassar City Regional Civil Service Agency

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## Article Info

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## Abstract

This study was conducted at the Regional Civil Service Agency (Badan Kepegawaian Daerah) of Makassar City, located at Jalan Jenderal Ahmad Yani No. 2, Makassar, South Sulawesi Province, Indonesia. The research was carried out over a two-month period, from January to February 2016, consisting of one month dedicated to data collection and one month for data processing and analysis. The purpose of this study was to analyze and evaluate the condition and performance of civil servants (PNS) at the Makassar City Regional Civil Service Agency, particularly in relation to various administrative and human resource management aspects. The research population included all civil servants employed at the agency in the year 2015. A total population sampling technique was employed, involving all 44 civil servants as the research respondents. The method applied in this study was a descriptive quantitative approach, supported by primary data collected through questionnaires and documentation techniques. Data were analyzed using statistical methods to provide an objective description of the characteristics and performance of the respondents. The findings of this study are expected to contribute valuable insights regarding the management of human resources within regional government institutions, particularly in improving the effectiveness and efficiency of civil service performance. Furthermore, the results may serve as a reference for policymakers in formulating strategies related to employee development and organizational improvement. This research also emphasizes the importance of data-driven decision-making processes in enhancing public service quality at the local government level.

## 1. Introduction

One of the factors to increase the productivity of an organization or agency's performance is the quality of its Human Resources. Therefore, Human Resources (HR) are needed who have high competence because expertise or competence will be able to support the improvement of employee performance achievements. So far, in general, government agencies do not have employees with adequate competence, this is evidenced by the still low productivity of employees and the difficulty of measuring employee performance within the scope of government agencies.

The government has various work units consisting of Civil Servants (PNS) that support the implementation of government. Each work unit has its own main function which is useful for realizing the vision and mission of the

government. These work units or what are called regional work units in the government will run continuously with each other in accordance with the direction of the authority holder of the government.

The strategic role of HR in an organization can be elaborated in terms of resource theory, where the function of the company is to direct all internal resources or capabilities to face market interests as the main external factor. Human Resources can provide added value as a benchmark for business success. Human resources as a workforce are an important factor in the performance process of an organization. This also applies in organizations in the government system. Quality human resources with the right quantity will provide optimization of human resources in the implementation of work.

In economics, of course, the allocation of resources used in the process must be in accordance with the principles of efficiency and effectiveness, so that all service process objectives are achieved optimally without any resources being used in vain. The placement of human resource allocation in supporting the implementation of government should be carried out effectively and efficiently in accordance with the workload.

Based on considerations from the Head of the State Civil Service Agency. The central government provides limits with approval of the allocation of the number of civil servants needed by the Makassar City Government each year. This is related to the strength of the State Budget (APBN) for the allocation of salary costs for civil servants. Thus, steps that may be optimized are in the form of management policies for HR competencies for the preparation of employee needs and for development for civil servants.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that are determined in advance and have been agreed upon together. From this input, it can be interpreted that performance is carrying out an activity and perfecting the work according to its responsibilities so that it can achieve the results as expected.

Performance in carrying out its function does not stand alone, but is related to the ability and work motivation. Therefore, according to Keith Davis (in Mangkunegara, 2005:13), there are two main factors that influence individual performance, namely the ability and work motivation of the individual. Individual ability depends on the level of knowledge possessed, attitude and skills.

Government requires quality human resources with the right quantity, for the implementation of ideal performance. In certain positions, the right quality of human resources is needed. These human resources do not have to be of maximum or best quality but are adjusted to the needs of the existing work, so that the use of each human resource will be

effective and in accordance with the main tasks and functions that have been determined in the positions in a work unit. In addition, human resources implementing tasks must be good, because they are an important factor in the implementation of Regional Government. A good mental/moral attitude means being honest, having a high sense of responsibility in their work and having high skills and abilities in carrying out their work.

The competencies possessed by Civil Servants are not only based on the education of the HR but also the quality of self and skills of each HR. The quality of education is included in the knowledge category while the quality of self includes attitudes and behavior. There are also supporting skill factors required by Civil Servants to support their performance in accordance with the main tasks and functions they have.

In principle, in terms of human resource management, existing civil servants have been allocated appropriately, both in terms of quality and quantity. Performance results are not necessarily in accordance with expectations even though qualified human resources are available. This is very likely to occur in government agencies because of various factors that affect performance. Many external factors bias the implementation of regulations and decisions of the Central Government, resulting in good quality human resources not necessarily being able to provide the right performance according to the initial target. The ideal work results of qualified human resources are not necessarily in accordance with expectations.

The expectation of the professionalism of civil servants is based on the gap between the expected performance (intended performance) and the actual performance produced by civil servants. The high level of inefficiency in carrying out tasks is clear evidence of low competence. Civil servants who are less professional and lack moral awareness tend to abuse their authority or misuse state finances.

Deviant civil servant behavior will become a complex problem, when civil servants are not yet able to adapt to the dynamics of environmental change, including being less sensitive to developments in science and

technology and finding it difficult to improve their performance (<http://www.bkn.go.id>. 2004).

In the author's observation, Government Agencies as well-known professional agencies should be able to be a barometer in achieving high performance. However, empirical reality shows that employee performance is not optimal. This is evident from the activities carried out by some Civil Servants who are not productive, there are around 13 people out of 44 people or 25% of employees who are late to the office and go home not on time (source: Recapitulation report on the attendance of administrative staff, technicians, Makassar City BKD), no training for staff in the last 2 years (source: Public Relations report of Makassar City BKD), unprofessionalism in service to the community as well as to fellow staff and superiors. There is a tendency for employees to postpone work, waiting for orders from superiors.

Because ideally as a State Servant, a civil servant must always carry out state duties and prioritize state interests above personal or group interests. While as a Public Servant, it means that in carrying out his duties, a civil servant must continue to try to serve the interests of the community and facilitate all matters of community members.

## 2. Research Methods

### 2.1 Place and Time of Research

This research was conducted at the Makassar City Regional Civil Service Agency office located at Jalan Jenderal Ahmad Yani No. 2, Makassar City, South Sulawesi Province.

Based on the schedule, this research was conducted for 2 months, starting from January to February 2016. Where one month was for collecting data and one month was for processing data.

### 2.2 Population and Data Collection Methods

In this study, the object of PNS at the Makassar City Regional Personnel Agency Office in 2015 was taken as the unit of analysis observation. This study used the population of

PNS in Makassar City and used a sample of 44 PNS, namely all PNS from the regional work unit of the Makassar City Regional Personnel Agency Office, where all populations became respondents.

In conducting a research, the role of data as the main source is absolutely necessary, in order to explain and support the questions that have been formulated and identified previously. The data used in this study is primary data. The data collection techniques of this study are:

1. Observation, where researchers are directly involved to determine the effect of competence on the performance of civil servants at the Makassar City Regional Civil Service Agency Office.
2. Distributing questionnaires to be filled out by selected respondents. By providing flexibility for respondents in filling out the answers to the questions in question to obtain flexibility and originality of answers without any influence from researchers or other parties.
3. Documentation, namely data collection techniques by studying books or journals related to the research problem.

### 2.3 Multiple Regression Analysis Test

For data analysis purposes, to find the magnitude of the partial influence between knowledge (X1) on employee performance (Y), attitude (X2) on employee performance (Y), skills (X3) on employee performance (Y), competence (X) on employee performance (Y), and simultaneous analysis, multiple linear regression analysis will be used with the following equation:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

Description:

Y = Employee Performance  
X1 = Knowledge  
X2 = Attitude  
X3 = Skills  
a = Constant Parameter  
b1, b2 = Estimator Parameters  
(Sugiyono, 2006:243)

## 3. Research Results and Discussion

### 3.1 Respondent Identity

In this study, the author discusses the influence of competence on the performance of Civil Servants at the Makassar City Regional Personnel Agency. The purpose of this study is to test how much influence the level of knowledge, attitude and skills have on the performance of Civil Servants at the Makassar City Regional Personnel Agency. The sample in this study was 44 Civil Servants at the Makassar City BKD Office.

The identity of the respondents who were sampled in this study were grouped according to gender, age, education level and length of service. To clarify the identity of the respondents in question, a table will be presented regarding the respondent data as explained below:

### 3.1.1 Respondent Identity Based on Gender

Gender	Number of Respondents	Persent
Man	24	55%
Woman	20	45%
Amount	44	100 %

From table 1 above shows that out of 44 respondents, most of them are male, which is 24 respondents or around 55% and female respondents are 20 respondents or around 45% less than male respondents. This shows that Civil Servants at the Makassar City Regional Personnel Agency are dominated by men.

### 3.1.2 Respondent Identity Based on Age

Age	Number of Respondents	Presentation
20-35 years	18	40 %
35-45 tahun	22	50%
>45 tahun	4	10%
Amount	44	100%

From table 2 above based on age, respondents aged 35-45 years are the most numerous, consisting of 22 respondents or around 50%, then respondents aged 20-35 years are consisting of 18 respondents or

around 40% and respondents aged 45 years and above are the least, 4 respondents or around 10%.

This shows that respondents aged 35-45 years are the productive age of Civil Servants working at the Makassar City Regional Civil Service Agency, that Civil Servants who work at a productive age will maximize their potential, and can minimize the occurrence of work errors, or in other words, at that age the performance of Civil Servants is more effective and efficient.

### 3.1.3 Respondent Identity Based on Education Level

Last education	Number of Respondents	Presentati on
High School/Equivalent	14	31%
Diploma S1	8	19%
	22	50%
Jumlah	44	100%

From table 3 above, based on the last level of education, respondents whose last education was high school/equivalent were 14 respondents or around 31%, those whose last education was diploma level were 8 respondents or around 19% and those whose last education was undergraduate level were 22 respondents or around 50%.

This shows that most civil servants at the Makassar City BKD office have a bachelor's degree. Civil servants who have a high educational background can be categorized as people who have high knowledge. Education plays an important role in the world of work, because sometimes the changing dynamics of work require civil servants to have skills in the fields of science and technology. It is hoped that not only at the bachelor's degree level, but civil servants should continue their education to a

higher level, in order to improve their quality so that civil servants become more competent.

### 3.1.4 Respondent Identity Based on Length of Service

Length of work	Number of Respondents	Presentation
1-5 years	10	20%
5-10 years	18	42%
10-15 years	12	30%
>15 years	4	8%
Amount	44	100%

The data in table 4 above shows that the respondents of the study with a working period of 1-5 years were 10 respondents or around 20%, respondents with a working period of 5-10 years were 18 respondents or around 42%, respondents with a working period of 10-15 years were around 12 respondents or around 30%, and those who had worked for more than 15 years and above were the fewest, namely 4 respondents or around 8%.

This shows that the productivity of Civil Servants at the Makassar City Regional Civil Service Agency is not based on the length of service, because many respondents who have worked for 5-10 years are categorized as having worked for quite a long time, compared to those who have worked for 10-15 years who have worked for quite a long time, and those who have worked for more than 15 years have worked for a very long time, civil servants who have worked for quite a long time prove it with total work supported by supporting facilities such as internet media, so that they are more skilled and creative.

### 3.2. Range Determination

This survey uses a Likert scale with the highest score for each question being 5 and the lowest score being 1. With a total of 44 respondents, then:

Range = highest score - lowest score score range

Highest score :  $44 \times 5 = 220$

Lowest score :  $44 \times 1 = 44$

So the range for the survey results is  $= 220 - 44 / 5 = 35.2$

Score Range:

35.2 – 70 = Very Low

71 – 105 = Low

106 – 140 = Sufficient

141 – 176 = High

177 – 212 = Very High

### 3.3 Competency Indicators and Respondents' Answers

Based on the chapters discussed previously, there are 3 competency indicators, namely:

#### 3.3.1 Knowledge

Employee knowledge also determines the success or failure of the implementation of the tasks assigned to him, employees who have sufficient knowledge will increase efficiency for the agency. However, for employees who do not have sufficient knowledge, they will work haltingly. Waste of materials, time and energy and other production factors will be done by employees with less knowledge. This waste will increase the cost of achieving organizational goals.

#### 3.3.2 Attitude

In addition to knowledge, the second indicator is about the attitude of civil servants. In the questionnaire, the elements assessed are based on the honesty and discipline of civil servants.

#### 3.3.3 Skills

In addition to these two indicators, the third indicator is about the skills possessed by civil servants. Employees who have good work skills will accelerate the achievement of organizational goals, conversely unskilled employees will slow down organizational goals. For new employees or employees with new tasks, additional skills are needed to carry out the tasks assigned to them.

### Multiple Linear Regression Analysis Test



Statistical calculations in multiple linear regression analysis used in this study are by using the help of the SPSS 21.00 for Windows

program. The results can be seen in the following table:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.343	.533		2.348	.020
Pengetahuan	.165	.088	.269	3.157	.002
Sikap	.196	.118	.344	2.981	.000
Keterampilan	.155	.072	.276	2.664	.004

a. dependent variable: Performance

Based on the results of data processing, a multiple linear regression equation can be compiled as follows:

$$Y = 1.343 + 0.165X_1 + 0.196X_2 + 0.155X_3 + e$$

Where:

- Y : Civil Servant Performance  
X<sub>1</sub> : Knowledge  
X<sub>2</sub> : Attitude  
X<sub>3</sub> : Skills  
E : Residual value

The regression equation above can be explained as follows:

- The constant value of the equation above is 1.343. This figure shows the level of civil servant performance (Y) if the level of competency variables is ignored.
- The independent variable Knowledge (X<sub>1</sub>) has a significant effect on the performance of civil servants (Y) with a coefficient value of (0.165). This means that if there is an increase in the level of knowledge possessed by civil servants, the level of civil servant performance will also increase by the multiplier variable of 0.165 with the assumption that other independent variables are considered constant.
- The Independent Variable Attitude (X<sub>2</sub>) has a positive effect on the level of civil servant performance (Y) with a coefficient value of (0.196). This means that if there is an increase in the level of attitude held by civil

servants, the level of civil servant performance will also increase by the multiplier variable of 0.196 with the assumption that other independent variables are considered constant.

- The Independent Variable Skill (X<sub>3</sub>) has a positive effect on the level of civil servant performance (Y) with a coefficient value of (0.155). This means that if there is an increase in the level of skill held by civil servants, the level of performance will also increase by the multiplier variable of 0.155 with the assumption that other independent variables are considered constant.
- Of the three values of the Knowledge, Attitude, and Skill variables, there is a difference where the Attitude variable has a greater effect on civil servant performance.

To determine the influence of competency variables on the performance of civil servants at the Makassar City Regional Civil Service Agency office simultaneously, it can be seen in the calculations in the summary model, especially the R square figure, as shown in the table below:

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 <sup>a</sup>	.722	.704	.39884

- Predictors: (Constant), Knowledge, Attitude, Skills
- Dependent variable: Civil Servant Performance

From the results of the analysis of factors that influence Competence, the value of the R square ( $R^2$ ) is 0.722. This figure means that the influence of the competency variable on the performance of Civil Servants at the Makassar City BKD office is 72.2%. The remaining 27.8% is influenced by other factors outside this regression model. In other words, the large variability in the influence of civil servant

performance at the Makassar City BKD office can be explained by the competency variable of 72.2%, while the influence of 27.8% is influenced by other factors outside this study.

### 3.3 Hypothesis Testing

To test the influence of independent variables simultaneously, the F test was used. The results of the simultaneous regression calculations were obtained as follows:

**Results of Simultaneous Regression Analysis**

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>1 Regression</b>	6.238	4	1.559	9.803	.000 <sup>b</sup>
<b>Residual</b>	19.884	125	.159		
<b>Total</b>	26.122	129			

a. Dependent Variable: Civil Servant Performance

b. Predictors: (Constant), Knowledge, Attitude, Skills

The hypothesis is as follows:

- H0: There is no influence between competency variables on the performance of civil servants at the Makassar City BKD Office.
- H1: There is an influence between competency variables on the performance of civil servants at the Makassar City BKD Office.

Based on the calculation results above, it shows a significance figure of  $0.00 < 0.05\%$ , so H0 is rejected and H1 is accepted, which means that the influence of the competency variable on the performance of Civil Servants at the Makassar City Regional Civil Service Agency office has a significant effect.

**Partial Testing**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>(Constant)</b>	1.343	.533		2.348	.020
<b>Pengetahuan</b>	.165	.088	.269	3.157	.002
<b>Sikap</b>	.196	.118	.344	2.981	.000
<b>Keterampilan</b>	.155	.072	.276	2.664	.004

a. dependent variable: Performance

The following will explain the partial testing of each variable: Based on the calculation results, the research t-number is  $3.157 > t$  table of 2.132, so H0 is rejected and H1 is accepted, which means that there is an influence between knowledge and civil servant performance. The magnitude of the influence of knowledge on employee performance of 0.269 or 26.9% is

considered significant. This is also reflected in the significance figure of 0.002 which is smaller than 0.05.

Based on the calculation results, the research t number is  $2.981 > t$  table of 2.132, so H0 is rejected and H1 is accepted, which means that there is an influence of attitude on civil servant performance. The magnitude of the influence of attitude on civil servant performance

of 0.344 or 34.4% is considered significant. This is also reflected in the significance figure of 0.000 which is smaller than 0.05.

Based on the calculation results, the research t-value is  $2.664 > t\text{-table of } 2.132$ , so  $H_0$  is rejected and  $H_1$  is accepted, which means that there is an influence between skills and civil servant performance. The magnitude of the influence of skills on civil servant performance of 0.276 or 27.6% is considered significant. This is also reflected in the significance figure of 0.004 which is smaller than 0.05.

#### 4 Discussion

This study aims to determine the effect of competence on the performance of civil servants at the Makassar City Regional Personnel Agency. The magnitude of the influence of competence on the performance of civil servants at the Makassar City Regional Personnel Agency is obtained through the results of regression tests conducted based on indicators of knowledge, attitudes, and skills.

Regression test is conducted to answer the formulation of the problem proposed as well as to answer the three hypotheses proposed. The formulation of the problem is: How does competence affect the performance of Civil Servants at the Makassar City Regional Civil Service Agency. Furthermore, the three hypotheses proposed are: it is assumed that the higher the knowledge will affect the performance of Civil Servants, it is assumed that the higher the attitude will affect the performance of Civil Servants; it is assumed that the higher the skills will affect the performance of Civil Servants.

Based on the calculation results of the Coefficients, the competency variable has a positive and significant effect on the performance of Civil Servants at the Makassar City Regional Civil Service Agency, this means that competencies, such as knowledge, attitudes and skills can improve the performance of Civil Servants. This proves that if Civil Servants can apply the competencies they have, namely: knowledge, attitudes and skills.

#### 4. Conclusion

##### 4.1 Summary of Findings

This study empirically examined the influence of competency—comprising knowledge, attitude, and skills—on the performance of civil servants at the Makassar City Regional Civil Service Agency. Using quantitative analysis and multiple regression tests on a total population of 44 civil servants, the results indicate that competency significantly affects performance, both partially and simultaneously. Specifically, attitude demonstrated the highest contribution to performance improvement, followed by skills and knowledge. These findings imply that civil servants who possess appropriate behavioral attributes, technical abilities, and professional understanding perform more effectively in delivering public services. Overall, competency accounted for 72.2% of the variation in employee performance, suggesting that internal capabilities play a dominant role in determining organizational efficiency within the public sector.

##### 5.2 Theoretical Implications

The findings reinforce Human Capital Theory and Competency-Based Performance Models, which argue that the enhancement of employee knowledge, attitudes, and skills leads to improved organizational outcomes. This study contributes to the theoretical discourse on public administration by validating that competency remains a primary determinant of civil servant effectiveness, even within bureaucratic environments characterized by hierarchical structures and regulatory rigidity.

Moreover, the study strengthens the argument that competency-based human resource management (CBHRM) can serve as a strategic framework for achieving sustainable public service excellence. It highlights the interconnection between individual attributes and institutional performance, aligning with modern governance paradigms that emphasize professionalism, transparency, and accountability in government institutions.



### 5.3 Practical Implications

From a practical standpoint, the results provide a foundation for policymakers and administrators to strengthen competency-based training and recruitment systems within regional civil service agencies.

1. For HR Managers: Continuous professional development programs should emphasize behavioral competencies such as discipline, integrity, and service orientation.
2. For Civil Servants: Regular self-assessment and competency mapping are essential to identify gaps in knowledge, attitude, and skill dimensions.
3. For the Government: A structured competency framework can guide promotion, performance appraisal, and career development systems to ensure merit-based advancement and improved productivity.
4. For Public Institutions: Emphasizing the cultivation of work ethics and adaptive skills in line with digital transformation will enhance service delivery efficiency and public trust.

### 5.4 Recommendations for Future Research

Although this study has provided valuable insights, it is limited by its single-institutional scope and relatively small sample size. Future research should therefore:

1. Expand the study area to include multiple regional government agencies or different provinces to improve generalizability.
2. Incorporate qualitative methods such as interviews or focus group discussions to capture deeper insights into behavioral and motivational aspects of competency.
3. Examine additional variables—such as leadership style, organizational culture, or work motivation—that may interact with competency in influencing performance.
4. Apply longitudinal approaches to measure how competency development impacts long-term performance and institutional reform outcomes.

By addressing these aspects, future scholars can provide a more comprehensive

understanding of how competency frameworks contribute to civil service reform, professionalization, and the achievement of sustainable governance goals.

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