

ANALYSIS OF COMPETENCY DEVELOPMENT POLICY IN IMPROVING EMPLOYEE PERFORMANCE AT THE SIROMBU DISTRICT OFFICE

By

**Ainil Mawaddah Zalukhu¹, Meiman Hidayat Waruwu², Sukaaro Waruwu³, Fatolosa
Hulu⁴**

^{1,2,3,4}Program Studi Manajemen, Universitas Nias

Email: ainilmawaddahainil@gmail.com

ABSTRACT

This study aims to analyze the competency development policy implemented to improve employee performance at the Sirombu Sub-district Office. The research method used is qualitative with data collection techniques through in-depth interviews with relevant employees. The results of the study indicate that the implemented competency development policy has had a positive impact on improving employee performance, although several obstacles were still found such as limited resources and a lack of structured training. The conclusion of this study is that the competency development policy needs to be strengthened with more consistent training support and regular evaluations so that employee performance can continue to improve significantly. The results of the study indicate that the sub-district office has improved training and competency development programs and conducted regular monitoring to ensure the effectiveness of the implemented policies.

Keywords: Policy, Competency Development, Employee Performance, Sirombu Sub-District Office.

ANALISIS KEBIJAKAN PENGEMBANGAN KOMPETENSI DALAM MENINGKATKAN KINERJA PEGAWAI DI KANTOR CAMAT SIROMBU

ABSTRAK

Penelitian ini bertujuan untuk menganalisis kebijakan pengembangan kompetensi yang diterapkan dalam meningkatkan kinerja pegawai di Kantor Camat Sirombu. Metode penelitian yang digunakan adalah kualitatif dengan teknik pengumpulan data melalui wawancara mendalam kepada pegawai terkait. Hasil penelitian menunjukkan bahwa kebijakan pengembangan kompetensi yang diterapkan telah memberikan dampak positif terhadap peningkatan kinerja pegawai, meskipun masih ditemukan beberapa kendala seperti keterbatasan sumber daya dan kurangnya pelatihan yang terstruktur. Kesimpulan dari penelitian ini adalah bahwa kebijakan pengembangan kompetensi perlu diperkuat dengan dukungan pelatihan yang lebih konsisten dan evaluasi berkala agar kinerja pegawai dapat terus meningkat secara signifikan. Hasil penelitian menunjukkan bahwa pihak kantor camat meningkatkan program pelatihan dan pengembangan kompetensi serta melakukan monitoring secara rutin untuk memastikan efektivitas kebijakan yang diterapkan.

Kata Kunci: Kebijakan, Pengembangan Kompetensi, Kinerja Pegawai, Kantor Camat Sirombu.

INTRODUCTION



Human resources (HR) are a key factor in determining the success of any organization, including public organizations. In the context of the Sirombu Sub-district Office, improving HR quality is a strategic necessity because it directly impacts employee performance and the quality of public services. This emphasizes that the Sirombu Sub-district Office must assess and improve HR competency development because it impacts performance and the quality of public services. Employee competency development in public organizations aims not only to enhance individual abilities but also to strengthen overall organizational performance. The focus of this thesis is to evaluate employee competency and performance development policies at the Sirombu Sub-district Office. This demonstrates that competency and performance are interrelated and inseparable aspects in efforts to improve the quality of government services.

The competency development policy at the Sirombu Sub-district Office is implemented through various forms of training and education. These programs include government administration training, managerial training, technical training, and coaching on work attitudes and discipline. This policy aims to balance workload with employee capabilities to ensure sustainable performance improvement. The implementation of competency development is also supported by the availability and quality of training programs. The thesis explains that training quality has a significant impact on improving employee skills and productivity and needs to be systematically evaluated to achieve optimal results. Furthermore, active employee participation in training is crucial for maximizing the application of acquired competencies in the workplace. Field findings from interviews reinforce the importance of competency development at the Sirombu Sub-district Office. Employees stated that the primary sources of knowledge development come from formal training such as workshops, seminars, and workshops, as well as independent learning through books, journals, and the internet. This indicates that the competency development policy has been implemented by utilizing a variety of formal and non-formal learning resources. In addition to knowledge, skills are also a primary focus of competency development. Leaders and employees stated that administrative skills, time management, communication, and mastery of information technology are key competencies required, and these skills have improved after participating in training. Thus, training is not merely a formality but has a real impact on employee performance.

The relatively regular frequency of training also demonstrates the organization's commitment to human resource development. Employees typically attend training at least once or twice every

four months, with some even attending monthly, depending on budget and local government schedules. This reflects a well-programmed competency development policy, despite technical limitations. Regarding employee performance, the Sirombu Sub-district Office has implemented a structured assessment system through routine evaluations and direct supervision to ensure work results meet established quality standards. This demonstrates that competency development is not a standalone process but is integrated with the employee performance assessment system. Based on this description, it can be concluded that the competency development policy at the Sirombu Sub-district Office plays a strategic role in improving employee performance, although it still requires strengthening in terms of evaluation, competency needs planning, and resource optimization. Therefore, this study is important for a more in-depth analysis of the effectiveness of the competency development policy in improving employee performance at the Sirombu Sub-district Office.

LITERATURE REVIEW

Competency development policy

According to Anderson(Kismartini 2020)defines policy as a series of actions undertaken by actors to address specific challenges, each with a clear purpose. A policy is a deliberate, systematic, and planned series of actions with a stated purpose. Taking into account existing resources, capabilities, and limitations, authorized institutions implement policies to address specific problems, close gaps, or achieve desired goals. Procedures for planning, monitoring, and evaluating policies are also used to ensure their success. One way to think of policy is as a kind of strategic decision made and implemented by influential entities, such as governments, academic institutions, or social groups, with the aim of enacting desired changes in social systems. According to J. Federick(Rushananto 2015)defines policy as a set of actions or activities proposed by a person, organization, or government within a specific environment where opportunities and challenges exist so that the proposed policy can be implemented to achieve certain goals. Policy is a process that includes study, planning, and implementation as well as decisions or actions. To achieve the desired goals, policies must be created to take advantage of opportunities and overcome obstacles.

The goal of development is to enhance an individual's talents, knowledge, skills, character, and behavior to the level required for their field of work. Employees who receive competency

development can perform better and provide higher-quality public services. They can also become more resilient in the face of change and challenges in the workplace. Employees with better skills can provide more effective and efficient services, thereby increasing public satisfaction with public services. Having a competency development policy is crucial because it serves as the foundation for creating a professional, dynamic, and adaptable civil service. In the context of public services, employee competency is crucial. It is equally crucial for the organization's success in achieving its goals. This is because competent staff are needed to improve the quality of services, making them more effective and efficient for the public; this impacts user satisfaction, which is the primary goal of public services.

Employee Performance

According to Hatidah et.al (2022) Performance refers to employee work methods and results, which must meet efficacy and efficiency standards to achieve company goals. Effective and efficient performance also requires consideration of factors such as cost, timeliness, and quality. Therefore, monitoring and evaluating employee performance must be carried out consistently and methodically to ensure the achievement of business goals. Good performance can increase customer satisfaction and trust, as well as employee morale, job satisfaction, and productivity.

According to Nursam (2023) Performance is defined by experts in a number of ways, including:

1. Performance is a series of results achieved; the act of completing and carrying out required activities. (Stolovitch and Keeps)
2. Performance is one of the many tasks that employees complete. (Griffin)
3. Performance is determined by talent and drive. To complete a task or job, a person must possess certain talents and desires. A person's desire and ability are insufficient if they lack a clear understanding of what needs to be done and how to do it (Hersey and Blanchard).
4. Performance is the level of success in carrying out tasks and the capacity to achieve predetermined goals. Performance is considered successful and good if the desired goals are achieved (Donnelly)
5. Performance is the quantity and quality of work done by an individual, group, or company (Schermerhorn)

According to (Justice 2025) Employee performance is not only determined by the technical results of work but also by aspects of accountability, responsibility, responsiveness, service quality, integrity, and stakeholder satisfaction. This study discusses the relationship between employee performance and organizational effectiveness, particularly in the Dusun Selatan District Office, South Barito Regency. In this study, employee performance is explained comprehensively through several important dimensions including productivity, service quality, responsiveness, and employee responsibility and accountability. Productivity is not only interpreted as work efficiency, but also includes service activities carried out well and appropriately. Service quality is one of the main indicators that is highly considered, because service quality often affects the level of public satisfaction with public services.

RESEARCH METHODS

The researcher used a descriptive research approach in this investigation. According to Sugiyono (Nisa 2023) In accordance with descriptive research, key variables must be fully explained, data must be collected over a specific period of time, and research findings must be presented in accordance with the facts on the ground. Qualitative research is a research approach that focuses on the collection and analysis of data that cannot be measured numerically, such as data, images, or observations. This method is used to understand social, cultural, or psychological phenomena in greater depth and detail. According to Saryono (Zaini et al. 2023) Qualitative research methods are research approaches used to understand and interpret social, cultural, and psychological phenomena in natural and complex contexts. According to (Sugiono 2021) Data collection techniques included documentation, interviews, and observation. To characterize and understand the data collected from various sources, including observations, interviews, and documents, the authors of this study used a qualitative descriptive-analytical approach.

RESEARCH RESULTS AND DISCUSSION

Implementation of Competency Development Policy at the Sirombu Sub-district Office

The research results show that competency development policies at the Sirombu Sub-district Office have been implemented through various training and education programs. These policies

include government administration training, managerial training, technical training, and coaching on work attitudes and discipline. These programs are designed to enhance employee knowledge and skills, as well as foster professional attitudes, leading to sustained performance improvement. Interviews revealed that the primary sources of employee knowledge development come from formal training such as workshops, seminars, and workshops, as well as independent learning through books, journals, and the internet. This demonstrates that competency development relies not only on formal programs but is also supported by individual employee initiatives to improve their own capacity.

Competency Development Based on Knowledge and Skills Aspects

Based on interviews, the competencies most needed by Sirombu Sub-district Office employees are administrative skills, time management, communication, and mastery of information technology. The training employees have received has been shown to improve their understanding of administrative procedures and the use of information technology, resulting in faster and more organized work. This shows that the competency development policy has had a real impact on improving the quality of employee work, particularly in the technical and operational aspects of public services.

Employee Frequency and Access to Training Programs

Research found that employees at the Sirombu Sub-district Office have adequate opportunities to participate in formal training and education. On average, employees attend training at least once or twice every four months. Some employees even attend training almost every month, depending on the local government's schedule and budget. However, not all employees can participate in training equally due to quota limitations and office task priorities, so access to competency development is still not fully optimal.

Employee Performance Assessment System

To ensure the quality of employee performance, the Sirombu Sub-district Office has implemented a structured assessment system. This system includes routine evaluations through work reports and direct monitoring by management. This mechanism aims to maintain employee work quality standards and ensure they remain in line with organizational

regulations. The results of this study indicate that competency development policies do not stand alone but are integrated with the performance assessment system as a tool for employee quality control.

Obstacles in Competency Development

Although the competency development policy has been implemented, research has identified several obstacles. One major obstacle is time constraints due to office priorities, which make it difficult for employees to leave their duties during training. Furthermore, limited training quotas also mean that not all employees receive equal opportunities. Other obstacles include budget constraints and training schedules from local governments, which result in inconsistent training frequency.

Discussion

The research findings demonstrate the importance of synergy between clear competency development policies, adequate training facilities, and employee motivation to learn. Organizations should continue to strive to provide comprehensive, structured, and sustainable training programs, as well as implement effective evaluation to ensure that training has a positive impact on improving employee competency and performance. This will enable the Sirombu District Office to continuously improve the quality of its services while addressing the complexities of government and public service tasks more professionally and responsively. As in the research Wulandari (2024) stated that "The Employee Competency Development Strategy in Improving Public Service in Cipayung District is quite good, this is proven that the duties and functions of employee competency development in improving public service in Cipayung District, employees must meet the established competency standards. The obstacles to the employee competency development strategy are the lack of employee interest in improving competency, limited human resources, and inadequate infrastructure. However, with adequate training, education, access to resources and technology as well as recognition of employee achievements, this is able to significantly improve the quality of service and employee performance."

Based on the interview results, it can be seen that the Sirombu Sub-district Office has implemented a fairly comprehensive and structured employee performance assessment system.

Routine evaluation mechanisms through work reports, direct supervision from management, and the use of standard operating procedures (SOPs) serve as the main foundation for ensuring the quality of employee work meets expected standards. This assessment system is not only administrative in nature, but also prioritizes preventive and corrective monitoring and evaluation processes. This approach is crucial because it helps detect errors early, thus maintaining service quality and providing employees with constructive feedback for continuous improvement. Employee competency development, which focuses not only on technical skills but also on time management, communication, and team synergy, is key to driving improvements in the quality of public services at the Sirombu Sub-district Office. The implementation of existing monitoring and assessment systems must be continuously improved to deliver tangible impact on achieving organizational targets and increasing public satisfaction as service recipients.

As in the research Hamzah, et.al. (2023) "Employee competency development at the Takalar Regency Civil Service Agency is quite good in terms of formal indicators, namely the existence of educational and training activities such as training, seminars, workshops, and on-the-job training. However, the main obstacle that hinders the optimization of competency development is the limited budget provided." This is very relevant to your research at the Sirombu Sub-district Office, where employee competency development is also carried out through various formal and non-formal training aimed at improving the quality of public services. As in Takalar, you also found that formal training and education such as training, seminars, and workshops are the main means of developing employee competency. However, obstacles such as limited budget, training schedule, and participant quotas hinder the implementation of sustainable programs and reach all employees optimally.

CONCLUSION

The competency development policy at the Sirombu Sub-district Office is clearly evident through the employees' utilization of various knowledge sources. This ranges from formal training such as regular training, seminars, and workshops to independent study activities involving reading books, journals, and articles related to their duties. Furthermore, hands-on experience in the field and active discussions among employees are also highly effective learning tools for improving competency. This competency development approach emphasizes

the importance of balancing theoretical mastery with practical skills that can be directly applied in daily tasks, particularly in public service and government administration. Training at the Sirombu Sub-district Office is conducted using a more structured and flexible system, for example through a combination of face-to-face and online training, so that employees can more easily increase their knowledge without being disturbed by routine tasks.

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