


Employee Work Competence In Improving Organisational Performance At The Regional Secretariat Of Buton Regency

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Article Info	ABSTRACT
Keywords: Competence, Employee Work, Performance	This research aims to describe this Research Proposal regarding Employee Work Competence in Improving Organisational Performance at the Regional Secretariat of Buton Regency. This research uses a qualitative descriptive design that collects data by means of observation, interviews with informants. The data is tabulated as needed and then the data is analysed qualitatively descriptively including data reduction, data presentation and conclusion drawing so that it can produce an understanding and is proven by data analysis techniques and the validity of the data findings. The results of this study indicate that to see employee competence in improving organisational performance at the Regional Secretariat of Buton Regency according to Spencer and Spencer in Wibowo (2016: 273) competence is formed from five indicators: (1) Motives, (2) Traits, (3) Self-Concept, (4) Knowledge, (5) Skills. Thus, the goal of achieving employee performance competence in carrying out the performance of the regional secretariat of Buton Regency will be realised. It is suggested that the performance of employees at the Regional Secretariat Office of Buton Regency can be further improved by training and courses for employees so that employees at the Regional Secretariat Office of Buton Regency can become employees who have a good level of competence and can maximise employee performance, the Buton Regency Government must pay more attention to the quality of human resources of employees at the Regional Secretariat Office of Buton Regency by providing training to employees in order to improve employee competence, improving the governance system (management) of government affairs and community services by optimising the use of information and communication technology.
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INTRODUCTION

According to Law No. 23 on Local Government and Law No. 5 of 2014 on State Civil Apparatus and Law No. 30 of 2014 on Government Administration, an organisation plays a very important role in every organisation's activities. Although in the current technological era the role of employees has been replaced by sophisticated technology, but in fact until

now the employee workforce is still an important factor needed in any organisation. Therefore, every organisation requires that every employee's performance can be functioned competently and professionally. Organisations and organisations that have competent and professional employee performance will experience quite good growth, covering all elements of the organisation both in terms of finance, production, and the health of the organisation.

According to Government Regulation of the Republic of Indonesia Number 17 of 2020 concerning Civil Servant Management, Presidential Regulation Number 21 of 2023 concerning Working Days and Working Hours of Government Agencies and State Civil Apparatus Employees, as well as Buton Regent Regulation Number 6 of 2022 concerning the Organizational Structure and Work Procedures of the Regional Secretariat of Buton Regency which relates to improving employee performance in every part of the organisation is required to continue to improve the performance of each employee. Increased employee performance cannot be separated from the external and internal factors that influence it. For example, external factors that can affect employee performance are the work environment, work facilities and so on. Internal factors that can affect employee performance include employee job satisfaction, superior leadership, individual competence, and so on. Factors that can affect employee performance are also inseparable from the development of the current era.

The results of previous research conducted by Pertiwi and Nurhikmah (2018), state that there is a significant influence between the organisational system on employee performance at BTPN Syariah Bank Majalengka Branch. The influence of employee performance is also supported by previous research conducted by Putri and Ferdian (2021), the results of which also state that organisational culture has a significant effect on employee performance. Apart from organisational factors, the quality of employee performance can also be influenced by many other factors that cause human resources to have superior performance, so as to encourage organisational success, one of which is competence. The organisation will develop and be able to survive if it is supported by employees who are competent and professional in their fields. Competence is one of the determining factors in improving performance, so organisations must pay attention to employee competency issues in the organisation. Professionalism is a basic character possessed by a person or employee that can distinguish him from others. Where the competencies possessed between one person and another are not the same. Competence shows the skills or knowledge characterised by professionalism in a particular field as something important, as the flagship of that field. An employee who has high competence such as knowledge, skills, abilities, and attitudes in accordance with the position he holds is always encouraged to work effectively, efficiently and productively. This happens because the professionalism of the employee concerned is increasingly able to carry out the tasks assigned to him, because the success of an organisation is influenced by the resources in the organisation, both human and financial resources.

The research above there are various efforts made in order to improve employee competence is the most serious thing because the success of achieving goals and survival in

an organisation or government agency depends on the human resources in each organisation or government agency. Good employee competence is highly expected in an organisation or government agency, because the more employees who have high competence, the productivity in an organisation as a whole will increase so that it can achieve the desired goals.

Good employee competence means that the organisation's professionalism will be better. Increasing the competence of employees of the Regional Secretariat (SETDA) of Buton Regency is important considering the change in the direction of government policy as desired by the spirit of reform to provide more space for movement and greater participation for the community in government and development activities, where the government and its apparatus play more of a facilitating role. Changes in the direction of this policy have implications for the competence of professionalism and responsibility of employees of the Regional Secretariat (SETDA) of Buton Regency in responding to challenges in facing intense competition with other countries in the world. Starting from this thought, increasing employee competence is an urgent matter to be carried out today. The Regional Secretariat (SETDA) of Buton Regency is one of the government agencies in Buton Regency which has the main task of assisting the Regent in policy formulation and administrative coordination of the implementation of the duties of the Regional apparatus as well as administrative services, but the lack of consistent thinking of employees which causes work to be less than optimal. The inconsistent nature of the situation or information that causes a decrease in one's attitude, values, or self-image and the information that people have in the field is less specific. In addition, employees also lack qualified soft skills.

The success and success of the organisation is greatly influenced by the professionalism of employees of the Regional Secretariat (SETDA) of Buton Regency to develop, maintain and improve the ability of professional and quality government apparatus in carrying out their duties. Based on the Government Agency Performance Report (LAKIP) of the Regional Secretariat of Buton Regency for the last 3 years, it can be seen that the average competency achievement results have decreased, namely in 2020 by 95.83%; in 2021 by 88.80%; while in 2022 by 89.95%. (source: LAKIP Setda Buton Regency for the period 2020-2022).

The Regional Secretariat (SETDA) of Buton Regency, anticipates this by trying to find out the factors related to employee competence by increasing work is a determinant of the competence of employees of the Regional Secretariat (SETDA) of Buton Regency. Employee work is closely related to employee attitudes towards their own work, work situations, cooperation between leaders and fellow employees. This means that this conception of job satisfaction sees job satisfaction as the result of human interaction with the work environment. So the determination of job satisfaction according to this limitation includes work differences according to individuals (individual differences) as well as the work environment situation. In addition, people's feelings towards work are certainly at the same time a reflection of their attitude towards work.

Therefore, the researcher aims of this study is to analyse and describe the Work Competence of Employees in Improving Organizational Performance at the Regional

Secretariat of Buton Regency as an effort to maximize existing resources in carrying out tasks According to Spencer and Spencer in Wibowo (2016: 273) Competence has several indicators consisting of Motives, Traits, Self-Concept, Knowledge, and Skills.

METHOD

This research design is descriptive-analytic research by applying a qualitative approach used to obtain a systematic, factual, actual, and precise description of Employee Work Competence in Improving Organisational Performance at the Regional Secretariat of Buton Regency. According to Moleang (2014), this descriptive-analytic approach is research conducted by collecting data and information in accordance with actual conditions and analysed to obtain a description and policy formulation regarding existing problems.

In determining informants, researchers used Purposive Sampling technique, which is a data collection technique not based on random / random, but based on considerations to achieve certain goals, namely that the informant is considered to know the most about the information expected by the researcher. This research uses two data sources, as follows: Primary data sources were obtained through interviews with research subjects with direct observation or observation in the field. Secondary data sources are used to support information obtained from primary data sources, namely from library materials, literature, previous research, books, activity reports and so on. (Sugiyono 2016).

According to Sugiyono 2009 in (Mardawani 2020) that data collection can be obtained from observation, interviews, documentation, and a combination or triangulation. The procedure for analysing qualitative data, according to Miles and Huberman in Sugiyono, (2011: 334) is as follows:

- a. Data reduction, means explaining, choosing the main things, focusing on important things, looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture.
- b. Presentation of data, namely after the data has been reduced, the next step is to display the data. In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, flowcharts and the like using narrative text.
- c. Drawing conclusions or verification, namely the initial conclusions put forward are still temporary, and will change if no strong evidence is found that supports the next data collection stage. But if the conclusions put forward at an early stage are supported by valid and consistent evidence when researchers return to the field to collect data, then the conclusions put forward are credible conclusions.

RESEARCH RESULTS AND DISCUSSION

Employee Work Competence in Improving Organizational Performance at the Regional Secretariat of Buton Regency

According to Spencer and Spencer in Wibowo (2016: 273) competence is formed from five indicators, namely:

Employee motives in improving organizational performance at the Regional Secretariat of Buton Regency.

Motive is the driving force that will manifest a behaviour in order to achieve the goal of self-satisfaction. According to Spencer and Spencer (1993), cited by Sutoto (2004), this cluster includes organizational awareness (OA) is the ability to understand the relationship of power or position in the Regional Secretariat of Buton Regency, relationship building (RB) is the amount of effort to establish and foster social relationships or a network of social relationships to keep it warm and familiar in the Regional Secretariat of Buton Regency, and achievement orientation (ACH) is the degree of concern of employees of the Regional Secretariat of Buton Regency for their work, so that they are encouraged to try to work better.

From the explanation above, it can be concluded that the work motive of employees of the Buton Regency Regional Secretariat in improving organisational performance. Because of course in an organisation it is inseparable from several important factors such as a supportive work environment, personal needs, recognition and appreciation, opportunities for career development, effective communication, clear and relevant goals, work and personal life balance. By paying attention to these factors, of course, employee work motivation is very important to improve the performance of an organisation and this is what I have felt during my work at the Regional Secretariat of Buton Regency. Several ways to increase employee work motivation:

- a. Providing incentives and awards
- b. Career development opportunities
- c. Conducive work environment
- d. Effective leadership
- e. Open communication
- f. Challenge and responsibility
- g. Meaningful work
- h. Work-life balance.

The nature of employees in improving organizational performance at the Regional Secretariat of Buton Regency

Personal characteristics or traits are a reflection of how an employee of the Regional Secretariat of Buton Regency is able / unable to perform an activity and task easily / difficult and successful / never successful. According to Spencer and Spencer (1993), cited by Sutoto (2004), this cluster includes self-control competence (SCT) which is the ability of Buton Regency Regional Secretariat employees to control their emotions so as to prevent them from taking negative actions when there are trials, especially when facing challenges or rejection from others or when working under pressure, self confidence (SCF), which is how confident Buton Regency Regional Secretariat employees are in their abilities, flexibility (FLX), which is how Buton Regency Regional Secretariat employees can adjust to the work environment, and organizational commitment (OC), which is the ability and willingness of a Buton Regency Regional Secretariat employee to link what is done with the needs, priorities and goals of the organisation; do something to promote organisational goals or to meet

organisational needs; and put the organisation's mission above one's own desires or professional role at the Regional Secretariat of Buton Regency.

From the explanation above, it can be concluded that the nature of the work of employees of the regional secretariat of the Buton district in the character of a person working professionally can be relied upon and trusted because they are experts, skilled, have moral commitment, are responsible, diligent, disciplined and serious in carrying out their work duties Effective employee work traits can significantly improve organisational performance. Some work traits that are important in improving employee performance:

- a. Professionalism
- b. Commitment
- c. Teamwork
- d. Effective communication
- e. Initiative
- f. Adaptability
- g. Time management
- h. Creativity
- i. Work ethics
- j. Result orientation

Employee self-concept in improving organizational performance at the Regional Secretariat of Buton Regency

Self-concept and values refer to attitudes. Besides the knowledge and skills of employees of the Regional Secretariat of Buton Regency, what needs to be considered is the attitude or work behaviour of employees. If employees have characteristics that support the achievement of organisational goals, then automatically all tasks assigned to employees of the Regional Secretariat of Buton Regency will be carried out as well as possible. According to Spencer and Spencer (1993), cited by Sutoto (2004), this cluster includes the competence of developing others (DEV), namely subordinates attending training and how it affects their performance at the Regional Secretariat of Buton Regency, directiveness: assertiveness and use of positional power (DIR), namely how intense the interaction of superiors with subordinates in the Regional Secretariat of Buton Regency, teamwork and cooperation (TW), namely how these interactions can make subordinates more cooperative to work in teams at the Regional Secretariat of Buton Regency, team leadership (TL), namely how employees of the Regional Secretariat of Buton Regency can understand the desires, feelings or thoughts of colleagues, interpersonal understanding (IU), and customer service orientation (CSO), namely what is the level of desire of employees of the Regional Secretariat of Buton Regency in serving.

From the results of the interview, it can be concluded that the work self-concept of employees of the regional secretariat of Buton Regency in the employee work self-concept is an individual's perception or view of their abilities, competencies, and roles in the work environment. based on the values of integrity and obeying the rules. Based on the values of integrity and obeying the rules. Because the basis of this bureaucratic work is the rules, and do not forget that we are loyal to the leadership. This concept is very important because it

has a direct impact on individual performance and overall organisational performance. The way in which an employee's work self-concept can improve organisational performance is through:

- a. Motivation and job satisfaction
- b. Commitment to the organisation
- c. Initiative and innovation
- d. Collaboration and teamwork
- e. Ability to cope with stress and challenges
- f. Self and career development

To develop a positive work self-concept among employees, organisations can create a more or less positive, productive, and innovative work environment, which will ultimately improve the overall performance of the organisation

Employee knowledge in improving organizational performance at the Regional Secretariat of Buton Regency

Employee knowledge also determines the success or failure of the implementation of the tasks assigned to them, employees of the Buton Regency Regional Secretariat who have sufficient knowledge will increase organisational efficiency. However, for employees of the Regional Secretariat of Buton Regency who do not have sufficient knowledge, they will work stagnantly. Waste of materials, time and energy and other factors will be made by employees of the Regional Secretariat of Buton Regency with insufficient knowledge. This waste will increase costs in achieving organisational goals. Knowledge includes analytical thinking competence (AT), namely the ability of Buton Regency Regional Secretariat employees to analyse problems in their duties, conceptual thinking (CT), namely the ability of Buton Regency Regional Secretariat employees to describe problems in their duties, technical / professional / managerial expertise (EXP), namely how superiors explain to subordinates about solving these problems at the Buton Regency Regional Secretariat.

From the results of the interview, it can be concluded that the working knowledge of employees of the Buton Regency Regional Secretariat in employee working knowledge has been carried out sufficiently. We also emphasise work according to tupoksi, the basis of work is always based on the existing anjab. In operating a computer, it has also been done, but not all honorary employees because there are still many old honorary employees who may not be proficient in working on computers but they are proficient in field work. There must be a balance of work behind the scenes and in the field. The problem is that sometimes the knowledge of state employees is not updated in certain fields related to job duties. a person so that he can develop the progress of the organisation because knowledge can support better performance, professionalism so that it can bring changes towards effectiveness and efficiency in the implementation of organisational activities, because the knowledge possessed by employees can change mental attitudes and behaviour and shape the personality of employees, so that in carrying out their duties they are able to avoid practices that violate bureaucratic ethics, so as to improve performance, especially in the field of service. Employee working knowledge is very important in improving organisational performance. How employee work knowledge can contribute:

- a. Efficiency and productivity: employees who have good working knowledge can complete tasks quickly and accurately.
- b. Innovation and creativity
- c. Better decision-making
- d. Adaptation to change
- e. Employee satisfaction and retention
- f. Collaboration and teamwork

Employee work skills in improving organizational performance at the Regional Secretariat of Buton Regency

Employees who have good work skills will accelerate the achievement of organisational goals, while employees of the Buton Regency Regional Secretariat who are not skilled will slow down organisational goals. For new employees or employees with new duties at the Buton Regency Regional Secretariat, additional skills are needed to carry out the tasks assigned to them. According to Spencer and Spencer (1993), cited by Sutoto (2004), the skills cluster includes the competence of concern for order (CO), namely the influence of work arrangements or instructions of the Buton Regency Regional Secretariat given to subordinates, initiative (INT), namely the initiative of Buton Regency Regional Secretariat employees in carrying out their duties, impact and influence (IMP), and information seeking (INFO), namely the process of superiors in motivating their subordinates in carrying out their duties at the Buton Regency Regional Secretariat.

From the results of the interview, it can be concluded that the work skills of employees of the Buton Regency Regional Secretariat in work skills are carried out in accordance with their respective duties every day so that it becomes a routine activity that cannot be ignored by an employee in the regional work environment and works diligently, well, skilfully and disciplined work. Work skills may be held technical guidance related to skills related to gadgets / computers so that at least all staff can use them properly to support work. in improving organisational performance:

- a. Quality of work: high skills produce quality outputs, which can improve the reputation and customer confidence in the organisation.
- b. Collaboration and teamwork: good interpersonal skills aid in more effective teamwork, streamlining communication and reducing conflict.
- c. Use of technology
- d. Adaptability: employees who have a broad range of skills are better able to adapt to changes in the work environment, such as the implementation of new technology or policy changes.
- e. Decision-making: analytical and problem-solving skills help employees to make better and more timely decisions

Research Discussion

Employee Work Competence in Improving Organizational Performance at the Regional Secretariat of Buton Regency

To see employee competence according to Spencer and Spencer in Wibowo (2016: 273) competence is formed from five indicators, namely:

Motive

As the research findings show, motive is an urge for needs within employees that need to be fulfilled so that these employees can adjust to their environment, while motivation is a condition that moves employees to be able to achieve the goals of their motives. Every person or employee has his own motive or reason why he works and does something. Motive is a change of energy in a person characterised by the emergence of 'feeling' and preceded by a response to a goal. From this understanding, it contains three important elements, namely that the motive initiates energy changes in each individual human being (although motivation arises from within humans), its appearance will involve human physical activities; motives are marked by the emergence of feelings / feelings that are relevant to psychological, emotional and emotional issues and can determine human behaviour; motives will be stimulated because of the existence of goals and this goal will involve a matter of need.

In this modern era, the improvement of services and demands of society is an unavoidable condition, this clearly requires professionalism in the bureaucracy. For this reason, civil servants should be creative in innovating at work, motivated and disciplined and work more effectively and efficiently in order to carry out their duties and responsibilities in providing excellent service to the community.

Therefore, it is explained through previous research conducted by Radjab Tampubolon, Volume 1, Number 2, August 2022 with the title Analysis of Employee Competencies on Employee Performance and Journal of Entrepreneurship and Small Business for Economic Resilience In addition to the need to achieve employee performance at PT Pegadaian responds to the changing dynamics of the strategic environment by enabling HR professionals to analyse employee capability needs. Employee motives about competence and employee performance are generally positive. The results of SEM-PLS analysis show that employee motives have a positive effect on employee performance. Problem solving is a factor that needs to be improved by management, so that motives are needed aimed at increasing the capacity to think conceptually and be able to write it well so that it can communicate it to colleagues and superiors effectively.

From the research data in the field, it can be seen that each employee has a motive that can be said to be relatively the same, but behind it all it is important for each employee not only to be concerned with his motives but a sense of responsibility for the tasks that have been entrusted to him so that he can provide maximum results. As well as to provide motivation and support for more enthusiasm to employees, an agency should be able to provide bonuses in accordance with the work achievements that have been obtained by employees, so it is hoped that employees can be more active and enthusiastic in carrying out their duties and functions at the Regional Secretariat Office of Buton Regency.

Traits

As the research findings show, personal characteristics / traits are a reflection of how an employee is able / unable to carry out an activity and task easily / difficult and successful / never successful. Personal characteristics of employees have an important role in improving employee performance at the Regional Secretariat of Buton Regency. The high response of

employees in following up on public dissatisfaction, the high confidence of employees in completing tasks, the speed of employees in adjusting to their work environment and employees being able to separate personal and group interests are examples of personal characteristics that must be possessed by ASN employees today.

Therefore, it is explained through previous research conducted by Rosmeida Zebua, Delipiter Lase, Peringatan Harefa, Sukaaro Waruwu, Volume 1 Number 1, December 2023 concerning Analysis of individual behaviour in improving employee performance at the Regional Secretariat of Nias Regency and Multidisciplinary Scientific Journal, This study aims to analyse individual traits and employee performance at the Regional Secretariat of Nias Regency. The main focus is to identify and analyse factors that influence employee traits and performance, as well as develop effective management strategies to improve organisational performance. The research explains that employee traits at the Regional Secretariat of Nias Regency are overall good, with some challenges that need to be addressed. Effective management strategies, including employee training, effective communication, and a clear understanding of roles and responsibilities, can help improve employee behaviour and performance.

The factor that is felt to be the most inhibiting factor in improving employee competence in improving performance at the Buton Regency Regional Secretariat Office is the problem of budget or funds, to develop employee competence in improving performance it is necessary to hold training for employees. Because the human resources already owned by employees are still considered insufficient to improve the performance of employees in carrying out their duties. The following are the supporting factors for employee competence in improving performance at the Buton Regency Regional Secretariat Office:

- a. Human Resources, Human resources are one of the most important factors in a company / institution besides other factors such as capital. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organisation. Human resources play a very important role in increasing employee productivity so that they are able to provide good service to the community and are able to develop their expertise and quality at work.
- b. Facilities and Infrastructure, Facilities and infrastructure certainly greatly support employee competence in improving performance at the Regional Secretariat Office of Buton Regency. The availability of office equipment such as computers can help facilitate work which in turn can improve employee performance. Comfortable workspaces and community service spaces can certainly support the improvement of the quality of public services and support the level of employee performance to be even better.

Self-concept

As the research findings show, employees must have a self-concept and good ethical values in carrying out their duties as state servants. One form of self-concept that employees must have is education. Education is a process of renewing the meaning of experience, this may occur in ordinary association or association of adults with young people. It may also occur deliberately and institutionalised to produce social continuity. This

process involves the supervision and development of the immature person and the group in which he lives such as the process of education and the process of gaining experience. Education is a process of continuous renewal of the meaning of experience, occurring in ordinary association or association of adults with young people may also occur institutionally to produce social continuity. One's education can be considered as supporting the quality and capacity of an employee in carrying out his duties. An employee's education greatly affects the productivity of an employee in carrying out his work and duties. The quality and capacity of an employee determines the running of an organisation or agency where he works, because an employee is considered the driving force of an agency.

Therefore, it is explained through previous research conducted by Rosmeida Zebua, Delipiter Lase, Peringatan Harefa, Sukaaro Waruwu, Volume 1 Number 1, December 2023 concerning Analysis of individual behaviour in improving employee performance at the Regional Secretariat of Nias Regency and Multidisciplinary Scientific Journal, This study shows that the self-concept of employee work at the Regional Secretariat is influenced by an understanding of applicable rules and regulations, a supportive organizational culture, and employee adaptability to work environment conditions. Employees' self-concept is considered good even though there are some challenges in carrying out tasks such as budget mismatches and task mismatches among employees.

To be able to achieve success in an agency or organisation, employees who have good competence in carrying out each of their tasks are needed. Competent employees are employees who are considered to be able to carry out their duties and functions in accordance with what is expected, but in the existing situation employees experience obstacles in completing their work which results in negligence or inaccuracy in completing their tasks. Therefore, it is important for an agency to provide training to add insight or training to its employees so that they can become more competent employees at work.

In the organisation, members' behaviour can be interpreted by each member with each other so that there are interactions that can build the organisation well. However, interactions do not only shape the organisation but also contribute to individuals who are members of the organisation. there are actions taken by members of the organisation that shape the organisation and the meaning of these actions for themselves. In other words, interactions made by individuals will shape the organisation but also vice versa, the organisation can also shape the members in it. Interactions that occur in the organisation will contribute to the formation of self-concept in the form of values, emotions and thoughts of individuals, including in the organisation where individuals work. The concept is defined as an individual's response to things that are liked and disliked, for example, a person's calm attitude when facing problems at work.

Knowledge

As the research findings show, organisational goals will be achieved well if employees are able to carry out their duties properly. Knowledge is everything they know about a particular object which is general knowledge that is directly implemented or affects the implementation of employee duties. Employees' knowledge of the implementation of their duties properly determines the success or failure of carrying out their duties properly. As

stated by Heidjrachman and Husnan that, 'Employee knowledge of task implementation and general knowledge that affects task implementation determines the success or failure of task implementation properly.

Therefore, it is explained through previous research conducted by Arwan Nur Ramadhan, Muhyadi, Volume 1, Pages 29-38, 2021 with the title Demands for Professionalism in the Field of Office Administration and Journal of Secretary and Business Administration. This paper contains a study of office administration, especially in relation to the demands of office administration management competency knowledge qualifications. This study concludes that management and job actors in the field of office administration in Indonesia are required to master formal knowledge of educational qualifications equivalent to undergraduate degrees, office administration competencies obtained through formal and non-formal education, master the application of information and communication technology that supports office administration work, have soft skill competencies as a support for the successful implementation of office administration principles, and the behaviour of continuous self-knowledge development in accordance with the development of technology and the expectations of users of Administrative office services.

Employees at the Buton Regency Regional Secretariat Office get directions regarding the tasks carried out to increase employee knowledge in carrying out their duties. However, it is unfortunate that in the Regional Secretariat Office of Buton Regency, employees have not received adequate training to increase employee effectiveness at work and to increase employee knowledge. Providing supervision and guidance in the form of directions from superiors in carrying out their work has also been carried out to support employee productivity so that employees perform well at work.

Knowledge has a very important role in supporting employee performance because with good knowledge in employees, of course, the obstacles encountered by employees in carrying out their duties can be resolved quickly so that it does not take a long time and hinder the performance of employees and employees can complete their work on time.

Skills

As the research findings show, skills are one of the main factors in achieving success for achieving organisational goals. With the improvement of employee skills, it will affect employee expertise in carrying out their duties. The definition of skill itself is as a task-related ability that a person has in a timely manner.

Therefore, it is explained through previous research conducted by Nova Rita, Volume 5, Number 4, December 2023 entitled Organisation-Based Human Resource Management: Improving Competence and Performance (Study in the Environment of West Java DPRD Employees) and Journal of Management Economics In human resource management helps Government Agencies to modernise HR functions and give them a competitive advantage. At the same time, it requires changes in work skills and requires changes in the demand for HR competencies. The results obtained show that work skills tend to be slightly reluctant to adopt the technology. The results of this study confirm the importance of organisational motives in recent years for human resources and the increasing demand for organisational skills.

Skills are technical abilities to perform certain activities that can be learnt and developed. In planning employee development, there needs to be good coordination between each work unit in the organisation and the staffing department. This is important considering that each work unit knows more about the competency development needs of employees in that work unit. The staffing department must be able to plan employee competency development so that the organisation has the availability of employees who can carry out the duties and functions of the organisation. With planned development, the organisation has employees who are ready to use when needed for a particular position, position or task. Therefore, the staffing department plays a supporting role in the implementation of employee development activities. One form of development is related to increasing competence, namely, employee skills in each work unit, employee education and training contributes to increasing productivity, effectiveness and efficiency of the organisation. Education and training for employees must be provided regularly so that each employee maintains his competence to improve organisational performance. Therefore, training programmes must receive attention through the planning of training needs for each employee.

Law No. 5/2014 on State Civil Apparatus regulates the development of employee competence through education and training. Article 70 states that every employee of the State Civil Apparatus (ASN) has the right and opportunity to develop competence. Competency development includes through education and training. During the orientation or trial period for civil servants. Thus, skills mean mastery of various techniques, procedures and regulations related to the field of duties possessed by members of the organisation. From the results of direct research in the field, it can be seen that the skills of employees in carrying out their duties at the Regional Secretariat of Buton Regency are that each employee does not have to have special skills, but simply understands in carrying out their duties by being able to use the infrastructure provided at the Buton Regency Regional Secretariat Office as a tool to support the performance of existing employees.

The Regional Secretariat Office of Buton Regency has also made efforts to improve the performance of employees by means of supervision or monitoring carried out directly from each Head in accordance with their parts or fields. Thus the performance of employees is increasing, even though employees do not get special training to further maximise the skills they have as a support for improving the performance of employees.

CONCLUSION

Employee competence at the Buton Regency Regional Secretariat Office has been implemented. This can be seen from several indicators that have been discussed previously, namely: Employee motives in carrying out their duties as a supporting factor in carrying out their duties and functions as employees at the Regional Secretariat Office of Buton Regency are basically relatively the same and also greatly affect the performance of employees. However, in doing a job or carrying out functions in an agency, it is necessary to have a sense of responsibility for the job or position held by each employee so that what is a personal goal and the goal of an agency can be achieved properly as expected. The nature

of employees in carrying out their duties has an important role in improving employee performance at the Regional Secretariat of Buton Regency. The high response of employees in following up on public dissatisfaction, the high confidence of employees in completing tasks, the speed of employees in adjusting to their work environment and employees being able to separate personal and group interests are examples of personal characteristics that current ASN employees already have. Employee self-concept in this case education is believed to be very influential on the productivity of an employee in carrying out his duties. From the research results, it can be seen that the educational background of employees at the Buton Regency Regional Secretariat Office is different, but the work assigned can still be carried out as long as the job responsibilities given are in accordance with the education taken by the employees. Employee knowledge in carrying out their duties at the Regional Secretariat Office of Buton Regency has increased. This is evident in carrying out their duties, employees at the Regional Secretariat Office of Buton Regency receive directions regarding the tasks assigned according to their respective fields which greatly assist employees in completing their tasks and help employees to maximise their performance. The skills of employees in carrying out their duties at the Regional Secretariat Office of Buton Regency are increasing because employees feel encouraged to complete the tasks assigned, this is due to the supervision of each superior to employees in carrying out their duties. However, supervision alone is not enough because it is important for each employee to receive training to hone their skills or abilities so that they can maximise their performance. Improving professional competence is important for civil servants to be more effective and efficient in carrying out their job duties. For further research, it is necessary to obtain information from the public regarding the assessment of employee competence.

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