

## **The Human Resource Competency at the One-Roof Integrated Administration System (SAMSAT) Office of Gowa Region**

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### **ABSTRACT**

*The limited quantity and quality of human resource at One-Roof Integrated Administration System (SAMSAT) Office of Gowa Region requires an improvement in terms of knowledge, skills and self-concept competency / attitude. Based on the fact of the accumulated taxpayer data and the occurrence of public complaints on the competency of human resource in providing information that is not transparent, service time is quite long, and the condition of public services that have not been conductively provided. This research uses descriptive qualitative research with data collection techniques are through interviews, observation, and documentation. The validity checking of the data is carried out through triangulation, and member check. Data analysis techniques use condensation data, data presentation, and conclusion drawing. Changes and developments in technology are increasingly advanced, fast and can be connected in various organizational systems that require the competency of the human resource to provide excellent service. With this improvement of the human resource competency in producing human resource that have the knowledge, skills, and self-concept / attitude, may become the important key to be able to fulfill the public demands at the One-Roof Integrated Administration System (SAMSAT) Office of Gowa Region.*

*Keywords: Competency and Human Resource*

### **INTRODUCTION**

In the current era of industrial revolution 4.0, the technology is faster and connected more from various human lives (Dalenogare, Benitez, Ayala, & Frank, 2018; Hidayatno, Destyanto, & Hulu, 2019). Therefore, the improvement of the existing human resource competency becomes the main key (Dahlan, Hasim, & Hamdan, 2017; Daraba, Subianto, & Salam, 2018; Salam, 2015). This illustrates that human resource is one of the urgencies in national development. The importance of the quality of human resources in an organization or company makes competency an aspect of determining the success of an organization or company (Akib, Guntur, & Salam, 2016; Manurung, 2010; Setyowati, 2003). Sutrisno (2014) illustrates that competencies in public organizations are needed especially to answer the demands of the organization, where changes are very rapid, the development of very complex and dynamic problems and uncertainty about the future in the order of life of society.

Competency according to Johnson (1974) is "Competency as a rational performance which satisfies to meet the objective for a desired condition". Competency is a rational

behavior to achieve the required goals in accordance with the expected conditions. The competency problem contained in Law Number 13 of 2003 article 1 paragraph 10 concerning employment is "the work ability of each individual which includes aspects of knowledge, skills, and work attitudes that are in accordance with established standards". The State Civil Service Agency of Republic Indonesia Number 46A in 2003 defines competency as the ability and characteristics possessed by a civil servant in the form of knowledge, skills and behavioral attitudes needed to carry out his duties, so that civil servants can carry out their duties in a professional, effective manner, and efficient.

One-Roof Integrated Administration System (SAMSAT) as a system formed to facilitate and accelerate the service of the interests of the people whose activities are held integrally in one office. SAMSAT is one of the government agencies that have an integrated collaboration system between the Indonesian National Police (POLRI), Regional Revenue Service (Dispenda), and PT Jasa Raharja (Persero) in the service to issue Vehicle Registration Numbers (STNK) and Motor Vehicle Number.

The development of human resource at the SAMSAT office needs to be carried out continuously so that it will produce government employees / apparatus who are professional, dedicated, and have high work discipline. Human resources play an active and dominant role in every organizational activity, because humans are planners, actors, and determinants of the realization of organizational goals.

Efendi (2015) in her research entitled "Development of Human Resource Competency-Based in Government Office of Bandar Lampung City" concluded that development of human resource with competency-based in the Government Office of Bandar Lampung City had not achieved the optimal results. This can be seen from the results of work performance assessments that do not reflect the actual performance of an employee. The factors that led to the lack of success of competency-based human resource development efforts were due to the low learning culture and development practices that did not link the results planning activities, assessment, and development of work-oriented competencies.

Basically, the SAMSAT aims to provide community satisfaction as service users. Based on observations made that inputting taxpayer data is carried out at the end of the month so that the number / accumulation of taxpayer data that must be inputted every month, and not a few people who provide complaints to unsatisfactory services, such as the delivery of information that is not transparent, service time long enough, and the unconvincing of public service delivery. This is because the agency's human resource is not balanced with the amount of work that needs to be carried out. With these conditions, of course more optimal employees' competency is needed.

From this phenomenon, the author will conduct research at the SAMSAT office in Gowa region, the title of this research is "the Human Resource Competency at One-Roof Integrated Administration System (SAMSAT) Office of Gowa Region". Basically this research is intended to answer research problems. Therefore the purpose of this study is (1) to know the competency of human resource in the SAMSAT office of Gowa Region. (2) to find out the factors that influence the competency of human resource in SAMSAT office of Gowa Region.

## **METHOD**

### **Research Type and Research Location**

The researcher employs a qualitative method in this research. The data is expressed in the form of words, sentences and images. The type of research used in this study is descriptive assessment type which is intended to provide a clear picture of the problems under study, interpret and explain data systematically. The location of this study is at the Office of One-Roof Integrated System (SAMSAT) of Gowa Region located in Jalan Tumanurung Raya No. 17, Sungguminasa, Somba Opu, Gowa Regency.

### **Research focus**

The focus of the research applied in this study refers to Spencer and Spencer in Hutapea & Nurianna Thoha (2008) Human Resource Competencies carried out with two focuses, namely competency characteristics consisting of three indicators namely knowledge, skills, and attitudes. The description of Competency Characteristics is 1) Knowledge, that is the result after someone observes an object. A person's knowledge can be seen from the factor of education, because with high education someone is easier to find and receive the information needed. Knowledge is also seen from experience, because from experience someone better understands his work. 2) Skills, namely the ability of a person to do a job well. A person's skills are seen from his skills in communicating both to fellow employees and the community. Skills are also seen from the ability to take advantage of existing information technology developments. 3) Attitude / Self-Concept, namely the behavior shown by someone in carrying out their work. This attitude can be seen from how to respond to problems that exist in their environment and have good morale.

### **Types and Data Sources**

The data sources in this study are consist of primary source and secondary source. The informants in this study are the employees of SAMSAT Gowa Regency. The informants that taken in this study using purposive sampling technique. This is based on the consideration that the person who is considered the most knowledgeable about what the researcher expects, or the person as the ruler makes it easier for researchers to explore the object / social situation under study. The informants in this study are, a) Head of Task Implementation Unit (UPT) SAMSAT of Gowa Region, b) Head of SAMSAT Section of Gowa Region, c) Staff of SAMSAT Gowa Region.

### **Data collection Technique**

The stages in this study are 1) The pre-research stage, is the stage of observation and initial interviews in the community to ensure the problems to be studied and determine the location of research, 2) The research phase of this stage is data collection in the form of observation interviews and documentation which are data collection techniques which is used as

a reference in analyzing the conclusion of data. 3) The final stage, is the stage of ensuring that the collected data is fulfilled so that it can be processed and analyzed and conclusions are made.

### **Data Validation and Analysis**

The validity checking of this data is carried out in two ways, namely: 1) source triangulation, triangulation of data collection techniques, and time triangulation. In this study, source triangulation is used where the data validity checking is carried out by checking the data that has been obtained through several sources but using the same source. the data obtained from informants then analyzed and the conformity of the information provided. Information that is considered to be the same and relevant from the informants will be chosen to be taken into consideration and conclusions drawn. 2) Member Check is carried out by checking the data obtained by the researcher to the data provider to find out how far the data obtained is in accordance with what is given by the data provider. If the data found is agreed upon by the data source, the data is valid.

The data were analyzed by using several steps according to Miles, Huberman, & Saldana (2014), namely analyzing data in three steps: namely: condensation data (data condensation), presenting data (data display), and drawing conclusions or verification (conclusion drawing and verification)

## **RESULTS AND DISCUSSION**

### **Research result**

From the data that has been obtained and collected from interviews and documentation in the field, it will be discussed in accordance with the focus of the research. The research variables are competency characteristics consisting of three indicators, namely knowledge, skills, and attitudes based on Spencer and Spencer in Hutapea and Thoha (2008).

### **Characteristics of Competency**

Competency is the ability to carry out or do a job based on knowledge and skills and supported by the work attitude demanded by the job. Competency is needed in an organization and is a key requirement in performance. Some characteristics of competency are knowledge, skills and attitudes.

First, knowledge is the basic thing of the employee / apparatus in carrying out their duties and very much determines the success or failure of the task properly. In the dimension of knowledge employees are assessed in two aspects, namely education and experience; a) Education has the suitability of an educational background with a field of work that will produce maximum output. Based on the research data, it can be known that there are already several employees who have educational backgrounds and fields of work. From the results of the interview with Mr. Hasbullah (Interview, March 14, 2018), one of the staff members of the

Data Collection and PenBH said: "I am a social political scholar, the state administration department" explained the suitability of his educational background with his field of work, "So as an administration person, we can work, people who take state administration majors he must know this, what the leadership gives it must be carried out, because there are economic problems there, computer problems, office administration, and organizations "

Mr. Abdul Jafar (Interview, 12 March 2018), one of the Staff of Determination and Services, said: "I am a social graduate, state administration. In my opinion, I think it is more suitable for me, in the setting and service section, the state administration during the government office, it is appropriate"

Based on data from interviews and observations, it can be seen from the importance of education level and educational background, as well as the disciplines possessed by employees, the level of education of employees is undergraduate, reinforced by the result of interviews with several employees revealed that their educational background and undergraduate knowledge are suitable with the duties and responsibilities of the work given at the office. b) Experience is an understanding of something that is lived out and with appreciation and experience is something that obtained, skill or value that unites to self potential. Work experience is the process of forming knowledge or skills about the method of a job because of the involvement of these employees in carrying out work tasks. From the results of the interview, Mr. Ras Perwira (interview, 23 April 2018), regarding his work experience: "I was placed here only running for one year and two months, before I was in the main office or *Bapenda* of South Sulawesi in 2013-2016 as tax staff, especially cigarette tax." Moreover, Mr. Ras Perwira explains the impact of his work experience on his work now, "I was placed in the tax sector, and this tax covers 5 taxes, ranging from cigarette tax, surface tax, Vehicles tax (PKB), Custom Transfer Name (BBN), and AP. The tax field is the core of the head office because of the many policies that are set which will be implemented throughout the Task Implementation Unit (UPT), so when I am placed in SAMSAT Gowa, I already have provisions, and the basis is related to the five taxes.

The employee's work experience can also be seen from the interview with Mr. Junaid (interview, March 16, 2018), he said that: "I started my career at the *Dispenda* headquarters in the procurement of goods and services for approximately 5 years, I also had been a staff member of the *ADC*, a special staff for 15 years, a general part, I was also placed in planning for approximately 3 years, other income was also 3 years, after my income was promoted to gowa samsat in the data collection section for 3 months . Because of the re-establishment of the new structure, I was entrusted by the leadership to serve as the section head of the establishment and service section. "

Furthermore, Mr. Junaid explained the impact of his work experience on his work now, "Seeing that I have been working for 29 years, and have a lot of work experience and shifting fields, as I said earlier, I have been placed in planning, data collection, as well as special staff, I think that gave a lesson and became aware of many things so that I was promoted as a head of service and the appointment section."

It can be seen from the results of interviews that the employees of the SAMSAT Gowa region have employees with educational backgrounds and experiences that are already appropriate that in terms of knowledge it is stated that they have competent human resources.

Second, Skills are the abilities that a person has in working on and completing a job. Skills can be seen from two aspects of communication and the use of information technology is one of the most important things in an organization. For more details, a) Communication is the main activity of human beings in daily life, from communication skills is the key to success in relationships and careers because only by communication a good relationship can be built and fostered. The interview results of Mr. Zulkarnain Malik (Interview, 4 June 2018) as the Head of the *UPT SAMSAT* in Gowa region, as follows: "If I consider my employee to be a friend, if I am the leader and subordinate there must be a distance, we always consider friends, except in certain things I consider to be my subordinates, but if in terms of what I usually consider friends, so that the relationship is good, right, he is more open to me".

The explanation given by that Head of *UPT SAMSAT* was reinforced by the Section Head of Appointment and Services of Mr. Junaid (Interview, March 16, 2018), following excerpts from the results of his interview: "My experience as an aide taught me how to maintain relationships with fellow brothers, indiscriminately, often invite them to going out for lunch, thanks God that way I quickly get along with them, I eliminate the rigid between us and I think that human being should not be arrogant, that is the key, so I embrace all the staff, I call them child, and some of them I call father".

Based on the interview, it can be understood that the communication that was established between *SAMSAT* employees in the Gowa region was based more on friendship than the relationship between the leader and subordinates. This is applied to build a more relaxed working atmosphere.

The use of technology / information is closely related in an organization because in this modern era every person or organization needs technology to get new information for the benefit of developing an organization itself. The interview with Mr. Junaid (Interview, March 16, 2018) as Head of the Appointment and Service Section, said: "In that service there is called an *opsys / opdat*, for employees placed at *opsys / opdat* section, we usually give training, held by the head office. In addition, if there are some problems in terms of the system, there is a *PDE* from the IT management meeting to provide brief guidance because we are working by the system. "

The explanation of Mr. Junaid can be understood that in the appointment and service section which has a specific application in carrying out its main tasks training is given before occupying that position, so that employees are able to operate it using the application to carry out their duties.

This is confirmed by the interview results of Mr. Zulkarnain Malik (Interview, 4 June 2018) as the head of the *Upt*, namely: "Oh yes, there is training and there is a field of information technology. There is a certain agency that deals with it at the central office. If there is a problem with the system, we immediately contact the central party to overcome the field of information technology agency. "

Based on the interview above it can be understood that in the use of technology and information in general employees are able to operate computers because in their use there is no special ability needed, but in the Determination and Services section requires more skills and understanding to carry out their duties and functions as people serving the community, employees / Operators and cashiers in the determination and service section require employee

skills, so training is provided by *PDE* parties are held for one month and usually each year training is held to occupy that position.

Third, attitude is a tendency that can encourage and lead to changes or sectoring behavior towards a particular object, the employees' attitude can be seen from the employees' responsibility in completing his work and the discipline he has. For more details a) Responsibilities are things that must be owned by employees, jobs that have become their responsibility must be completed well and on time. Interview with Mr. Abdul Jafar (interview, March 12, 2018), as Staff of the Appointment and Service Section, namely: "That is called *Tupoksi* (main task/job), and *Tupoksi* is in accordance with their abilities and resources, for example they are assigned to one of the parts in accordance with what he has mastered, so that he has qualified human resource skill, they also from *IPDN* institute that placed in the service department, they only need one to two weeks to understand about their *Tupoksi*".

A different opinion from previous interviews is expressed by Mr. Ras Perwira (interview, 23 April 2018) as the Head of the Data Collection and Billing Section, said: "It is not appropriate, because we as data collection and billing section officer are indeed assigned outside the office, and seeing Gowa has a fairly large area automatically has a considerable amount of tax, it doesn't allow us to come to all, so we need additional employees to help us do this collection."

From the interview data, it can be understood that Samsat employees are placed in a position that is in accordance with the capabilities of employees, the responsibilities given can be carried out well and on time.

Discipline is an attitude of respect, appreciate, and obedience to applicable regulations. The most important thing seen from discipline is from employee attendance, can be seen from the interview of Mr. Zulkarnain Malik (interview, 4 June 2018) as Head of *UPT*, said: "One of the ways to see the employee discipline is from finger, manual attendance and from ceremonies, usually during the ceremony the employee is often came late, but I don't emphasize it there, my term community development means that I have to understand the conditions of my employee, like a female employee she can't join the apple on time because she has to take care of her household first"

The employees' discipline can also be seen from the interview of Nurriah Harahap (interview, 24 April 2018) as the Head of the Administration Section, that "the timeliness of attendance at the office during this time in the Administration Section is good, the presence of employees is also recorded by the Finger Print System.

From the results of the interview above it can be understood that the use of finger print is very helpful in building employees' discipline, one of the positive effects of using the finger print method is to accurately record the time of arrival and departure of employees at the office, besides being recorded on the company database, with this method the company can see which employees who are discipline and not.

## Discussion

Every public service organization needs a quality and quantity, namely human resource competency. Considering that competent human resources are aimed at the advancement of public organizations. Thus, competency is the main variable that employees must have when

entering the workforce. Competency is the ability of employees to carry out work also shows skills and knowledge characterized by professionalism in a particular field as an important and superior thing in that field, after conducting several scientific and systematic reviews.

From the human resource competency at the SAMSAT Office of Gowa Region, there are some information obtained that, a) Knowledge has been organized to gain understanding, learning and accumulated experience so that it can be applied when a problem occurs. Knowledge can be seen from two factors namely First, Education in theory Soekidjo Notoatmodjo explained that "Knowledge is very closely related to education where it is expected that someone with higher education, then the person will be more knowledgeable, knowing and understanding knowledge in their respective fields concerning their duties and responsibilities in work. Based on the result of interviews and observations conducted at the One-Roof Integrated Administration System (SAMSAT) Office of Gowa region, it revealed that the common level of education of the employees is undergraduate, and the skill that is possessed is in accordance with the field of work provided.

Second, experience according to Soekidjo Notoatmodjo's theory "experience as a source of knowledge is a way to obtain the truth of knowledge in a way repeat the knowledge gained in solving problems faced in the past. The result of interviews conducted, revealed that the employee commonly has more than one work experience, many of employees find the same job, repeat the knowledge that has been obtained in the previous work place, so that the employees are proficient or has work skills as the result of repetition of the work obtained.

Skills in Spencer and Spencer's theory say that "skills are the ability to do certain physical or mental tasks. Mental Competency or cognitive skills include analytical and conceptual thinking. From the results of interviews with several employees, it can be seen that in general the employees already have 1) the skills to use computer technology, this is because in the field that he is working on does not require special skills in using it. Only with one field of work that requires special skills and is given training before occupying that position, namely in the determination and service section, especially ops / opdat. This is in accordance with the opinion of Harvard Business Essentials in Wibowo "training involves all human resources to obtain learning knowledge and skills so that they immediately use them in work, training is needed because of the gap between the skills of current workers and the skills needed to occupy new positions.

Communication skills with fellow employees and with taxpayers, these skills are needed to anticipate when people feel dissatisfied with the services provided. Similar to analytical and conceptual thinking, SAMSAT employees also possess these skills. Employees are required to have ideas that can attract taxpayers to pay their taxes. This can affect employee competency with the skills they have, as Zwell said "Competency depends on cognitive thinking such as conceptual thinking and analytical thinking. It is impossible to improve through every intervention that an organization embodies. Of course factors such as experience can improve skills or competency.

The attitude in Spencer and Spencer's theory is "the attitudes and values that a person has in confidence are people's beliefs that they can be effective in almost every situation." Based on the results of observations and interviews it can be seen that employees have discipline, samsat measures employee discipline by using finger print, the method is effective in improving



employee discipline, in addition employees have a sense of responsibility for work that must be completed on time. It is the values contained in someone who can be seen by fellow employees or boss.

## CONCLUSION

Based on the results of research and discussion on the competency of Human Resource at One-Roof Integrated Administration System (SAMSAT) Office of the Gowa region as described earlier, it can be concluded as follows: a) Competency possessed by human resource in terms of knowledge is in accordance with the background and discipline knowledge possessed by employees. In terms of skills, in general it does not require special skills in using information technology, but there is one area that requires training before occupying that field, namely the field of service. In terms of communication skills, human resources are good and these skills should be possessed by all human resources at the SAMSAT office because it is a service office, which should have the skills to communicate with the taxpayer community.

Human resource competency in terms of attitude and responsibility already possessed by employees who support the attitudes and persistence of employees in completing office work such as tax collection even though the number of employees is not comparable with the area of work. The work discipline of employees at the Task Implementation Unit (UPT) of SAMSAT Gowa is generally good, but at the time of the ceremony there were still many employees who arrived late, but the head of UPT was not too worry about this.

Research that has been carried out that the importance of Competency in the world of work, basically Competency has become the main requirement to enter the workforce, and the competency of human resource at SAMSAT Office of Gowa region has fulfilled the characteristics of these competencies. The result of this study is expected to improve the human resource competency at the SAMSAT office and become much better in the future.

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