THE INFLUENCE OF COMPETENCE ON EMPLOYEE PERFORMANCE AT CLASS IIA CORRECTIONAL INSTITUTION IN SUMBAWA BESAR

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ABSTRACT

To assist public sector organizations in improving productivity, it is essential to ensure that their employees possess the appropriate qualifications and competencies, one way being to enhance each employee's competence. The objective of this writing is to determine the competence, performance, and the influence of competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar. This research was conducted using a quantitative research method. The results show that employees at the Class IIA Correctional Institution in Sumbawa Besar have a fairly good perception of their performance and work competencies. There is a positive influence of work competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar.

Keywords: Performance; Competence; Management; Human Resources

INTRODUCTION

In government institutions, employees are representative human resources who are directly responsible for providing quality public services to the community. Therefore, employees play a crucial role in achieving the goals and strategies of the organization, which involves creating, managing, and utilizing other resources. To help organizations improve productivity, reduce operational costs, enhance employee satisfaction, and overall organizational performance, effective human resource management is essential. In this regard, public sector organizations need to ensure that their employees possess appropriate qualifications and competencies, as well as provide training and development to enhance their skills and knowledge.

One public sector that is required to provide excellent service to inmates, particularly in terms of rehabilitation and community services, is correctional institutions (Lapas). The legal basis for the existence of correctional institutions in Indonesia is grounded in Law Number 22 of 2022, Article 1, paragraph 18, which states: "Correctional institutions, hereinafter referred to as Lapas, are institutions or places that carry out rehabilitation functions for inmates."

In public organizations, including correctional institutions, bureaucratic reform focuses on restructuring public services and civil servants. Currently, the performance of officials and employees in public organizations is often scrutinized. The Directorate General of Corrections is working hard to improve performance and provide services by establishing Integrity Zones that produce areas free from corruption (WBK) and Clean Bureaucracy Serving Areas (WBBM) for every work unit that meets various criteria. The criteria to be achieved relate to performance within the organization, including both employee performance and the performance of the organization itself.

The Regional Office of the Ministry of Law and Human Rights (Kanwil Kemenkumham) in West Nusa Tenggara is also one of the government agencies under the Ministry of Law and Human Rights that has successfully obtained the WBK predicate. However, the work units under the Regional Office of the Ministry of Law and Human Rights in West Nusa Tenggara still have a very low number of units that have received the WBK predicate. If presented in percentages, only 23% of the work units have obtained the WBK predicate, while 77% have not yet achieved it. This indicates that in this correctional institution, the performance of the staff is still not optimal and needs to be improved to enhance organizational performance as well. Individual performance itself is the result obtained from each employee in carrying out their work. Thus, the performance of each employee significantly determines the success level in achieving the organization's goals, including those of correctional institutions (Lapas).

In achieving its objectives, an organization should determine the minimum competencies required for each employee to perform their duties and functions effectively. In addition to providing rehabilitation within correctional institutions, these institutions also have a security function. Competence refers to the abilities possessed by each employee while working, aimed at ensuring that their work results meet or even exceed the expectations set by the organization. This aligns with the findings of Umar Makawi and Normajatun, which state that competence significantly affects employee performance; in other words, the better the competencies possessed by each employee, the higher their performance (Mukawi et al., 2015). The education level of employees reflects the competencies they possess, including knowledge and skills. With optimal competencies, correctional officers will have the knowledge and skills necessary to meet established standards.

Based on this issue, the author is interested in taking the study of the influence of competence on employee performance in Class IIA Correctional Institution in Sumbawa Besar. Therefore, the aim of this writing is to determine the competencies, performance, and the influence of competencies on employee performance at the Class IIA Correctional Institution in Sumbawa Besar.

LITERATURE REVIEW AND HYPOTHESIS
Competence
McAshan describes competence as the knowledge, skills, and abilities that have been internalized by an individual, allowing them to behave cognitively, affectively, and psychomotorically in a proficient manner (Sutrisno, 2019). This is supported by the opinion of Boulter (2003), who argues that competence is a key characteristic of an employee within an organization, enabling them to participate and perform effectively. According to Francis (2015), competence consists of various dimensions of knowledge, such as technical knowledge, knowledge gained from work experience, contextual knowledge, comprehensive knowledge, and other factors necessary to complete a task. Competency-based human resource management is believed to better ensure the successful achievement of objectives in an effective and efficient manner. Therefore, an organization or company needs to use competencies as the basis for selecting people, managing performance, training, and development to achieve optimal goals.

Performance
In general, performance is often defined as the result of work or the ability to produce an outcome within an organization in accordance with its authority and responsibilities to achieve the established organizational goals. Within an organization or institution, the criteria for determining the level of performance may vary depending on the type of activities, who is carrying them out, and the outputs produced. According to a book by Priansa (2018), performance is the willingness of an individual or group of individuals to carry out activities according to their responsibilities with the expected results. Efficiency, quantity, absenteeism, revenue per employee, quality, and effectiveness are dimensions widely accepted by most researchers for assessing performance (Koopmans et al., 2012; Lu & Lin, 2011). Similarly, Robbins (2006) explains that the achievement of work results in terms of quality and quantity performed by employees aligns with the roles and tasks assigned to them.

Relationship Between Competence and Performance
Competence is found to have a significant positive relationship with overall performance perceptions; for instance, when an individual's competencies are high, they will produce good performance, while low competencies will lead to poorer performance or even subpar results. Based on several expert opinions and supported by previous research, competence influences performance. According to Spencer in Moeheriono (2012), the relationship between competence and employee performance is very close and crucial, with relevance being both present and accurate. Furthermore, to enhance their performance, an employee must possess competencies aligned with their job responsibilities (the right man in the right job). Spencer reiterates that competence has a causal relationship when linked to employee performance.

The purpose of this framework is to provide a clearer understanding of how the factors studied are interconnected, thereby helping the research achieve its objectives. In

this study, the researcher will examine the influence of competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar

Several studies have proven that competence can serve as a measure of performance. An employee with high competence will also exhibit good performance. Performance is the result of an employee or organization executing tasks in accordance with their abilities, duties, and responsibilities to achieve a goal or accomplishment. According to Robbins (2006) in Sangdji & Sopiah (2018), there are five dimensions of performance: Quality, Quantity, Timeliness, Effectiveness, and Independence.

Hypothesis

The analysis used in this study is regression analysis. Based on this, the researcher formulates the following research hypothesis:
- H0: There is no positive influence of competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar.
- Ha: There is a positive influence of competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar.

METHOD

This study employs a quantitative research method. The researcher chose a quantitative method because it can provide an overview of how competence influences employee performance at the Class IIA Correctional Institution in Sumbawa Besar. This research discusses the influence of competence on employee performance conducted at the Class IIA Correctional Institution in Sumbawa Besar, located at Jalan Lintas Sumbawa-Bima Km. 7, Moyo, Moyo Hilir District, Sumbawa Regency, West Nusa Tenggara Province.

Based on the research problem formulated—whether there is an influence of competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar—the appropriate research design for this study is a survey design using descriptive analysis methods. Thus, when related to the research problem in this study, the survey research design with descriptive analysis methods is deemed suitable for determining whether there is an influence of variable (X) on variable (Y). The two variables used in this study are as follows:
- Independent Variable (X): Competence
- Dependent Variable (Y): Performance

In this study, the author utilizes two types of data sources: primary and secondary data, tailored to the needs for information completeness, which will be analyzed to yield results consistent with the data obtained. In this study, primary data is collected directly by the researcher through the distribution of questionnaires to selected respondents, allowing the collection of responses that will support the research. Meanwhile, secondary data is gathered through literature studies or by reviewing previous studies relevant to the research topic conducted by the author. These earlier studies also serve as references for the author in compiling the research findings.

The population in this study consists of employees at the Class IIA Correctional Institution in Sumbawa Besar, totaling 81 individuals. The sampling technique used in this research is a non-probability technique employing saturated total sampling, where all members of the population are included as samples. Based on the sampling technique employed, a sample of 81 employees from the Class IIA Correctional Institution in Sumbawa Besar was obtained.

In this research, a validity test was conducted to assess the accuracy and precision of the scale used by the researcher in interpreting the influence of competence on employee performance at the Class IIA Correctional Institution in Sumbawa Besar.

Reliability is a method to determine whether the measuring instrument used is appropriate for measuring the concept intended to be measured and indicates the extent to which the results of a measurement are relatively consistent when measurements are repeated. Reliability is used to evaluate the congruence of measurement results with empirical reality

In this study, the researcher employed a questionnaire as a measuring instrument to collect data from respondents' feedback. The questionnaire developed included items from the research instrument.

1. Competence

   The measurement of the competence variable in this study utilizes a measuring instrument from Dessler (2005). This instrument measures three dimensions that must be measurable and observable: Knowledge, Skills, and Attitude.

2. Performance

   The measurement of the performance variable in this study uses a measuring instrument from Robbins (2006) as cited in Sopiah (2018). This instrument measures five dimensions that must be measurable and observable: Quality, Quantity, Timeliness, Effectiveness, and Independence.

In quantitative research, there are four measurement scale models: interval, ordinal, nominal, and ratio scales. In this study, the measurement scale model employed is the ordinal scale. The ordinal scale is a measurement scale characterized by responses that are arranged from the lowest value to the highest value, depending on the elements used to arrange the response categories.

RESULTS AND DISCUSSION
Validity and Reliability Test
The validity test results show that all items from variable Y, totaling 28 items, have a calculated R-value greater than the table R-value. Furthermore, the comparison of significance values with 0.05 indicates that all items have a significance value of less than 0.05. Therefore, it can be concluded that all 28 items in variable Y are valid. The reliability test results also indicate that the Cronbach's Alpha value for variable Y, consisting of 28 items, is 0.967, which is greater than 0.6. This suggests that the instrument for variable Y is reliable.

Description for Competence (Dimension of Knowledge)
Based on the obtained standard scores, it is found that the majority of respondents' competence in the knowledge dimension falls into the moderate category, with 60 respondents or 74.1%. The respondents in the low category number 11, accounting for 13.6%, and those in the high category total 10, or 12.3%. This data indicates that most respondents have a sufficient opportunity to receive educational scholarships and education that supports their careers, possess adequate knowledge in their job fields, and have sufficient ability to share knowledge and the results of their education with their colleagues.

Description for Competence (Dimension of Skills)

According to the standard scores obtained, the majority of respondents' performance in the skills dimension is categorized as moderate, with 51 respondents or 63%. There are 21 respondents in the high category, representing 25.9%, and 9 respondents in the low category, accounting for 11.1%. This data shows that most respondents are moderately positioned and have opportunities to continue improving their skills, both in their fields and beyond, as well as sufficient opportunities to participate in necessary training for their job.

Description for Competence (Dimension of Attitude)

Based on the standard scores obtained, it is found that the majority of respondents' performance in the attitude dimension is categorized as moderate, with 59 respondents or 72.8%. The high category consists of 12 respondents, making up 14.8%, while 10 respondents fall into the low category, accounting for 12.3%. This data suggests that most respondents have adequate abilities to maintain their opinions in discussions, provide ideas and solutions to problems, and possess a sufficient sense of responsibility and discipline towards all their work.

Description for Performance Variable

Based on the obtained standard scores, the majority of respondents' performance falls into the moderate category, with 53 respondents or 65%. The low category consists of 15 respondents, making up 19%, while the high category has 13 respondents, or 16%. This indicates that most respondents are sufficiently meticulous, pay attention to neatness and accuracy in their work results, are mindful of the output produced in terms of finances, units, or activities, complete tasks on time, and use time efficiently, effectively utilize available resources and budgets, and demonstrate commitment and responsibility towards their performance.

Description for Performance (Dimension of Quality)

Based on the standard scores obtained, it is observed that the majority of respondents' performance in the quality dimension falls into the moderate category, with 52 respondents or 64.2%. The low category has 17 respondents, accounting for 21%, while the high category includes 12 respondents, or 14.8%. This data indicates that most respondents are sufficiently meticulous in carrying out their tasks, rarely make errors in their work, perform their duties neatly, pay attention to small details in their work, complete tasks according to the established specifications, and respond promptly to requested changes in their work.

Description for Performance (Dimension of Quantity)

Based on the obtained standard scores, it is evident that the majority of respondents' performance in the quantity dimension falls into the moderate category, with 57 respondents or 70.4%. There are 14 respondents in the low category, accounting for 17.3%, and 10 respondents in the high category, representing 12.3%. This data indicates that most respondents are adequately capable of meeting the established work targets, exceeding the prescribed output targets, improving their performance quality each year, completing a cycle of activities from start to finish, handling tasks outside their designated responsibilities, and producing more output than their peers.

Description for Performance (Dimension of Timeliness)

According to the standard scores obtained, the majority of respondents' performance in the timeliness dimension is categorized as moderate, with 57 respondents or 70.4%. There are 13 respondents in the high category, making up 16%, and 11 respondents in the low category, accounting for 13.6%. This data indicates that most respondents are adequately capable of completing tasks on time, displaying discipline in their work hours, meeting completion time targets, accelerating task completion before deadlines, having spare time for activities beyond routine tasks, and employing strategies to engage in other activities outside their regular responsibilities.

Description for Performance (Dimension of Effectiveness)

Based on the obtained standard scores, it can be seen that the majority of respondents' performance in the effectiveness dimension falls into the moderate category, with 57 respondents or 70.4%. There are 15 respondents in the high category, representing 18.5%, while 9 respondents fall into the low category, accounting for 11.1%. This indicates that most respondents are adequately able to perform their duties according to their job descriptions, effectively and efficiently utilize all available resources to support their work, plan expenditures based on established budgets, and feel some difficulty in meeting their daily needs within the available budget.

Description for Performance (Dimension of Independence)

According to the obtained standard scores, the majority of respondents' performance in the independence dimension falls into the moderate category, with 56 respondents or 69.1%. There are 20 respondents in the low category, accounting for 24.7%, and 5 respondents in the high category, making up 6.2%. This data suggests that most respondents feel that the issues occurring within the organization are also their problems, recognize the importance of their work, are self-starters, are capable of working both independently and in teams, strive to achieve better results than expected, and feel satisfaction when they successfully complete their tasks.

Discussion

Before conducting research at the Class IIA Sumbawa Besar Correctional Institution, the researcher tested the research instruments on 30 employees at the Class IIA Lombok Barat Correctional Institution. All research instruments used in this study are valid and reliable. The variables examined include competence as an independent variable and performance as a dependent variable, which is further broken down into statement items from each dimension using a 5-point Likert scale. This study shows how an employee's perception of competence affects their performance at the Class IIA Sumbawa Besar Correctional Institution.

The research results indicate that there is a significant effect of competence on performance. The findings show that performance influences competence. The higher the competence, the higher the employee's performance. Conversely, the lower the competence, the lower the employee's performance. The explanation and discussion of the respondents' perceptions are analyzed through descriptive analysis based on the data obtained and processed by the researcher.

Based on the data processing results from the research conducted at the Class IIA Sumbawa Besar Correctional Institution regarding the three dimensions of the competence variable, the majority fall into the moderate category, indicating that the respondents' perception of competence is quite good. In measuring the respondents'

perceptions, employees can be classified into three categories: high, moderate, and low. Respondents in the high category demonstrate good competence and are likely capable of having strong competencies. Respondents in the moderate category show fairly good competence but may sometimes be responsible for their daily work; however, there are moments when they may struggle to take responsibility. Respondents in the low category demonstrate poor competence and tend to be unable to take responsibility for their work.

The research findings show that 53 respondents, or 65% of the 81 employee samples, have moderate competence, 15 respondents, or 19%, have low competence, and 13 respondents, or 16%, have high competence. Factors influencing competence according to Zwell (2000) include confidence and values, skills, experience, personal characteristics, motivation, emotional issues, and intellectual capacity. When experience is linked to the characteristics of the respondents in terms of their length of service, most employees have worked for 0-5 years, totaling 31 individuals or 38.3%. This is certainly related to the skills or abilities and experiences possessed by the employees. The longer an employee works, the more experience they gain. Conversely, employees who have not worked long will have limited experience.

Improvements for employees of the correctional institution (Lapas) with low competence require a comprehensive and sustainable approach. The following are several steps that can be taken by the Directorate General of Corrections and the correctional institutions:

1. Training and Development
   Training and development in communication techniques, conflict management, and other relevant skills, as well as encouraging employees to participate in recognized certification programs to enhance their credibility and competence. The Class IIA Sumbawa Besar Correctional Institution should be able to provide training and skill development and encourage participation in certification programs so that employees can reinforce or deepen their understanding of what they lack or have not yet mastered.

2. Performance Evaluation and Assessment
   Conducting regular performance evaluations to identify areas for improvement within the correctional institution. Using objective and transparent assessment methods. Then, providing constructive and specific feedback to employees regarding their performance and how they can improve.

3. Coaching and Mentoring
   Implementing a mentoring program where more experienced employees guide those whose competencies are still lacking. Additionally, holding special coaching sessions for employees who need extra attention in enhancing their competencies

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The tests conducted in this research include normality testing to determine whether the data is normally distributed, simple linear regression testing, and determination testing to assess the level of influence of the independent variable on the dependent variable, as well as significance testing or t-testing to evaluate the research hypothesis.

This research is a social study that uses a significance level of 5% with a confidence level of 95%, so the significance level is α = 0.05. The data obtained through questionnaires distributed to the research sample underwent normality testing using the One-Sample Kolmogorov-Smirnov method, which yielded a significance value or Asymp. Sig (2-tailed) of 0.200. This result is greater than the significance level of α = 0.05,

indicating that the data for this study is normally distributed. From the simple linear regression test, an F value of 91.107 was obtained with a significance level or probability of 0.000. The significance value of 0.000 < 0.05 indicates that the regression test meets the criteria to measure the level of influence of the competence variable on performance.

From this test, it can also be concluded that there is an influence of the independent variable, namely the competence variable, on the dependent variable, namely employee performance at the Class IIA Sumbawa Besar Correctional Institution.

CONCLUSION AND SUGGESTION

Based on the data processing and analysis results that have been conducted, the researcher draws the following conclusions: Employees of the Class IIA Sumbawa Besar Correctional Institution have a fairly good perception of work competence. This is indicated by the respondents' responses to the statement items regarding work competence and each dimension, namely knowledge, skills, and attitudes.

Employees of the Class IIA Sumbawa Besar Correctional Institution have a good perception of their performance. This is indicated by the respondents' responses to the statement items regarding employee performance and each dimension of quality, quantity, timeliness, effectiveness, and independence.

There is a positive influence of work competence on employee performance at the Class IIA Sumbawa Besar Correctional Institution.

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