R E S E A R C H   A R T I C L E

Employee Performance In The Regional Office Of The National Land Agency Of Bengkulu Province

Antonio Imanda [1], Yusuarsono [2], Gaul Sapruzi [3]

Abstract

This study aims to evaluate employee competencies and their impact on performance at the Regional Office of the National Land Agency of Bengkulu Province. A descriptive qualitative approach was employed, with data collected through observations, structured interviews, and documentation, and analyzed using the Miles and Huberman interactive model. The results indicate that the five indicators of competency—motivation, character, self-concept, knowledge, and skills—have been fulfilled and significantly contribute to employee performance. Employees demonstrate high work motivation, professional character, positive self-concept, strong technical knowledge, and relevant administrative and technical skills. The limitation of this study lies in its narrow scope, focusing on a single regional agency with a limited number of informants. This research contributes to the development of human resource management policies in the public sector, especially in designing competency-based training programs and holistic performance evaluation systems.

Keyword: Employee Competence, Performance, National Land Agency, Public Service, HR Management

Introduction

Employee competence is a fundamental element in increasing organizational effectiveness, especially in government agencies responsible for providing public services. Competence includes knowledge, skills, and attitudes that are manifested in work behavior, and directly affect the quality of the output produced. Boyatzis states that competence is an individual characteristic related to effective or superior performance in a particular job (Armstrong & Taylor, 2023). In the realm of bureaucracy, competence determines the extent to which employees are able to carry out tasks with integrity and professionalism in accordance with organizational values.

Furthermore, Martin stated that competence not only reflects functional activities such as decision-making or employee development, but also personal qualities such as creativity and adaptability to change (Martin, 1998). This is very relevant considering that government agencies are currently facing increasing public demands as well as changes in regulations and technology that continue to develop. In this context, employees who have high competence will be better prepared to face these challenges and be able to carry out their roles optimally.

Competence has also been shown to have a positive correlation with employee performance, as stated by Becker, Huselid, and Ulrich that competence consists of knowledge, skills, and character that directly affect individual performance. Consistent behavior that is in line with organizational goals is an important indicator in assessing the effectiveness of an employee's competency.

The National Land Agency (BPN) as a non-ministerial government institution that has a mandate in land affairs, requires its employees to have strong technical and legal competencies. Activities such as land measurement, mapping, land rights registration, and land dispute resolution require high accuracy and analytical skills. Technical provisions such as the principle of contradictory delimitation in cadastral measurements show that even a small administrative error can have broad legal impacts. (Sapruzi, G Imanda, A., & Yusuarsono, 2023)

This condition requires high quality human resources, as seen from data from the Bengkulu Province BPN Regional Office which shows a composition of 54 employees with varying educational backgrounds, ranging from high school to Masters. Most of them are at the S1 and S2 levels of education, but the disparity in competency among employees remains a challenge that must be overcome. Research by Ismail and Kessi confirms that employee performance at BPN is greatly influenced by work discipline and competence, especially in the implementation of administrative and land procedures (Ismail, H. A., & Kessi, 2023).

In addition, Marliana and Wahid showed that competence is one of the main indicators in driving the achievement of public organization targets, especially in technical agencies such as public works departments or land agencies that are based on structural and procedural performance. (Marliana, N., & Wahid, 2022)

Based on this background, this study aims to evaluate employee performance at the BPN Regional Office of Bengkulu Province and analyze how individual competence supports the implementation of tasks and resolves existing operational constraints. This study is expected to be a reference for the development of HR management policies within the BPN environment and to strengthen institutional capacity in providing quality and accountable public services.

Universitas Dehasen Bengkulu

*) corresponding author

Antonio Imanda

Email: antonioimanda@unived.ac.i

Method

This study uses a descriptive qualitative approach to describe and deeply understand the competencies of employees at the Regional Office of the National Land Agency (BPN) of Bengkulu Province. This approach was chosen because it is in accordance with the objectives of the study which focus on describing the social reality and work behavior of employees in

the context of government organizations. According to Moleong (2018), qualitative research produces descriptive data in the form of written or spoken words from the subjects observed, making it suitable for exploring the dynamics of competency contextually.

Data sources consist of primary data and secondary data. Primary data is obtained through interviews and direct observation of employees, both from structural officials and implementing staff. Meanwhile, secondary data includes supporting documents such as personnel reports, organizational structures, and other administrative archives relevant to the research topic. Informants were selected purposively, consisting of key informants (echelon officials) and supporting informants (technical employees) who understand the daily work process. Data collection techniques were carried out through participatory observation, structured interviews, and documentation. Observations were carried out by being directly involved in the employee's work environment to capture natural work behavior and interactions. Interviews were conducted based on structured question guidelines to maintain data consistency, while documentation was used to strengthen observation and interview data. Data validity was tested using source and technique triangulation, extended observation, and persistence in data collection (Moleong, 2018). The data analysis process refers to the interactive model of Miles and Huberman (1992) which consists of three main stages: data reduction, data presentation, and drawing conclusions. Data reduction is carried out to simplify information, data presentation is arranged in narrative and tabular form, while drawing conclusions is carried out inductively and takes place during the research process. With this approach, it is hoped that an in-depth and valid picture can be obtained regarding the relationship between employee competence and the implementation of land service tasks.

Results and Discussion

This study aims to analyze employee competency at the National Land Agency (BPN) Regional Office of Bengkulu Province based on five main indicators: motive, character, self-concept, knowledge, and skills. The findings were obtained through direct observation and interviews with six informants consisting of structural officials and implementing staff. In general, the results of the study indicate that employee competency has been implemented well and has a positive impact on the smooth running of the main tasks and functions of the office.

In the motive indicator, employees show a strong drive to achieve which can be seen from their enthusiasm in participating in training, technical guidance, and further education. This enthusiasm is driven by the reward system, career ladder, and competitive work climate. Some employees actively push themselves to get job promotions and expand their work horizons, indicating a desire to develop professionally and personally. The character indicator is seen from the character of employees who are able to act professionally, resiliently, and responsibly. Informants said that employees show loyalty to the agency and compliance with bureaucratic governance. This character is reflected in the way employees complete tasks with dedication, uphold work ethics, and respect hierarchy and coworkers in a balanced manner.

In terms of self-concept, employees demonstrate an adequate level of self-confidence in making decisions and interacting with the community. They demonstrate an open attitude towards evaluation, as well as an awareness to improve their shortcomings. Discipline and integrity are also part of a positive self-concept reflection, as exemplified by compliance with working hours and administrative regulations.

In terms of knowledge, the educational background of employees includes high school, diploma, to bachelor's and master's (S2) levels. Employees with higher levels of education demonstrate good analytical skills in solving complex land problems. In addition, their active participation in training and technical education also strengthens the foundation of their

knowledge in the fields of surveying, mapping, administration, and agrarian conflict resolution.

Meanwhile, skill indicators include technical and administrative skills obtained through work experience and formal training. Activities such as leadership training, technical guidance on cadastral measurement, and land dispute resolution training directly enrich employee skills. These skills contribute to increasing work efficiency and service to the community.

The results of this study confirm that the five competency indicators have been met and are an important foundation in supporting the improvement of BPN employee performance. Good performance not only impacts internal productivity, but also increases public trust in land services. In addition, strengthening individual competencies directly contributes to achieving the institution's vision and mission. To clarify the research results, the following table summarizes the competency indicators and key findings obtained during the research process:

Competency Indicators	Key Findings	Additional Information
Motive	Employee motivated increase performance through training and promotion position	Driven by rewards and culture supportive work
Character	Own attitude professional and dedicated to task	Character positive seen in interaction Work
Self Concept	Show honesty , discipline , trust self , and responsibility answer	Employee show readiness in take decision
Knowledge	Most of the employee Bachelor/Masters educated and active follow training	Knowledge support competence technical and functional
Skills	Own skills technical and administrative that continues sharpened through training	Skills support settlement conflict and efficiency service land

Disscussion

The results of the study indicate that employee competence is an essential element in supporting the effectiveness and productivity of bureaucratic work. Competence here is understood not only as technical capacity, but also includes individual characteristics that reflect the expertise, knowledge, attitudes, and values that underlie work behavior. This is in line with the theory of Spencer and Spencer (1993), which states that competence is a basic individual characteristic that is causally related to superior performance in a job. In the context of public organizations, strengthening competence is a prerequisite in building a bureaucracy that is responsive and adaptive to social and regulatory change.

One of the main dimensions identified in this study is the strong work motives and drives among employees. Many employees show a desire to improve themselves through further training and education, and actively seek challenges in their work. Intrinsic motivation such as the need to be recognized, develop, and make a real contribution to the institution, is the main trigger in the formation of superior performance. This finding supports Robbins' view (2006) that motivation plays a role as a driver of work behavior that has a direct impact on individual and team work results.

In addition, the dimensions of character and self-concept play an important role in the consistency of task implementation. Employees who have honest, disciplined, and

responsible characters tend to be more stable in completing work, even in stressful situations. A positive self-concept creates self-confidence and a willingness to face challenges. This shows that work success is not solely influenced by the structural instruments of the organization, but also by the quality of the individual's personality that shapes daily work patterns. In terms of knowledge and skills, it was found that most employees have a relevant formal educational background and actively participate in technical training and functional training. However, what is interesting is that work effectiveness is not only determined by the level of formal education alone, but also by the willingness to continue learning and adapting to the dynamics of regulations and information technology in the land sector. This supports the thesis that continuous learning is an important element in developing employee capacity in the era of digital bureaucracy. Institutionally, this finding indicates that competency-based human resource management cannot be separated from the organization's performance appraisal system and strategic planning. Good competency not only has implications for individual work results, but also strengthens the organization's collaborative, professional, and results-oriented work culture. Thus, competency strengthening needs to be part of a broader institutional policy, including in the promotion, rotation, and career development systems of employees. From a public policy perspective, employee competency strengthening is also a response to the demands of increasingly complex and technology-based services. Land services, for example, require not only technical precision in measurement and mapping, but also public communication skills, conflict management, and legal and administrative understanding. Therefore, public organizations need to formulate competency standards that are integrated with performance measurement systems and continuous improvement. Based on the overall findings, employee competency can be identified as a strategic factor in driving the acceleration of bureaucratic reform while strengthening the legitimacy of public services in the eyes of the public. A high level of competency has been shown to contribute to improving service quality, operational efficiency, and organizational resilience in responding to external dynamics and pressures. Therefore, employee competency development should be positioned as a top priority in human resource management policies, not just administrative routines or ceremonial training.

Conclusions and Recommendations

Based on the results of the research and analysis that have been conducted, it can be concluded that employee competence plays a crucial role in supporting the effectiveness of the implementation of organizational tasks, especially in the public service sector. The five dimensions of competence - namely motive, character, self-concept, knowledge, and skills - have been proven to complement each other in shaping the quality of individual and institutional performance as a whole. Employees who are motivated, have strong character, are confident, knowledgeable, and have relevant skills will be better prepared to face the complexity of work and external challenges of the organization. Good competence not only has an impact on internal productivity, but also strengthens public trust in government institutions. In the context of bureaucratic reform,

strengthening competence is a strategic instrument that supports the realization of professional, adaptive, and accountable governance. Therefore, improving employee competence needs to be made an integral part of the strategy for developing human resources for state apparatus in a sustainable manner.

Suggestions:

1) Competency Development Based on Job Needs
   Agencies need to conduct competency mapping periodically to adjust training programs to real job needs. Training should not be general and ceremonial, but must be contextual and based on real competency gaps.

2) Strengthening the Performance Evaluation and Coaching System
   Performance evaluation should not only measure work results quantitatively, but also include aspects of work behavior, initiative, and self-development. Evaluation results can be used as a basis for career planning, awarding awards, and job rotation.

3) Creating a Work Environment that Supports Learning
   Organizations need to build a work culture that supports learning and innovation, for example through mentoring, regular discussions between fields, or knowledge sharing. An open and supportive work environment will encourage employees to continue to develop.

4) Technology Integration in Competency Development
   Utilizing digital technology, such as e-learning platforms or competency-based employee information systems, can expand access to training and monitor individual development more efficiently and measurably.

References

Afandi, p. (2018). Human resource management: theory, concept and indicators. Riau: zanafa publishing.

Mangkunegara, a. A. P. (2009). Corporate human resource management. Bandung: pt teenage rosdakarya.

Moleong, I. J. (2018). Qualitative research methodology (revised edition). Bandung: pt teenage rosdakarya.

Miles, m. B., & huberman, a. M. (1992). Qualitative data analysis: a sourcebook of new methods. Thousand oaks, ca: sage publications.

Rivai, v. (2012). Human resource management for companies: from theory to practice. Jakarta: king of grafindo persada.

Simanjuntak, p. J. (2010). Performance management and evaluation. Jakarta: publishing institute of faculty of economics, university of indonesia.

Spencer, I. M., & spencer, s. M. (1993). Competence at work: models for superior performance. New york: john wiley & sons.

Sudarmanto. (2009). Performance and development of human resource competence: theory, measurement dimensions, and implementation in organizations. Yogyakarta: student library.

Wibowo. (2010). Performance management. Jakarta: pt raja grafindo persada.

Wirawan. (2009). Human resource performance evaluation: theory, application and research. Jakarta: salemba empat.