



THE COMPETENCY MAPPING ANALYSIS OF INVESTIGATOR EMPLOYEE IN THE REPRESENTATIVE OFFICE OF NATIONAL POPULATION AND FAMILY PLAN AGENCY OF EAST JAVA PROVINCE

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ABSTRAK

Permasalahan pada suatu organisasi di sektor Pemerintahan khususnya pada Pegawai Penyuluh KB KB di Kantor Perwakilan Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Jawa Timur antara lain adalah menumpuknya pegawai di satu unit tanpa pekerjaan yang jelas dan kurangnya pegawai di unit lain merupakan kenyataan dari permasalahan tersebut. Di sisi lain pembentukan program kerja organisasi cenderung tidak berdasarkan kebutuhan nyata, dalam arti organisasi yang dibentuk terlalu besar sementara beban kerjanya begitu besar dan dirasa berat, sehingga pencapaian tujuan organisasi tidak efisien dan efektif karena ketidaksesuaian kompetensi yang dimiliki antara satu pegawai dengan pegawai lainnya. Tujuan penelitian adalah untuk mengetahui dan menganalisis terkait pemetaan kompetensi pegawai Penyuluh KB KB di Kantor Perwakilan Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Jawa Timur. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Hasil penelitian ini menyimpulkan bahwa kompetensi Pegawai Penyuluh KB KB merupakan kesatuan dari skill, knowledge, and attitude yang dapat dihubungkan dengan kinerja dalam sebuah model alur sebab akibat yang menunjukkan bahwa tujuan, perangai, konsep diri, dan kepribadian kerja yang kemudian memprakirakan kinerja kompetensi mencakup niat, tindakan dan hasil akhir, hingga penerapan 5 (lima) tipe karakteristik kompetensi, yaitu motif (kemauan konsisten sekaligus menjadi sebab dari tindakan), faktor bawaan (karakter dan respon yang konsisten), konsep diri (gambaran diri), pengetahuan (informasi dalam bidang tertentu) dan keterampilan (kemampuan untuk melaksanakan tugas).

Kata Kunci: Kompetensi, Pemetaan Kompetensi, Analisis Pemetaan Kompetensi, Pegawai, Pegawai Penyuluh KB KB

ABSTRACT

Problems in an organization in the Government sector, especially in Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province among others is the accumulation of employees in one unit without a clear job and the lack of employees in other units is the reality of the problem. On the other hand, the formation of organizational work programs tends not to be based on real needs, in the sense that the organizations formed are too large while the workload is so large and feels heavy, so that the achievement of organizational goals is not efficient and effective because of the incompatibility of competencies possessed between one employee and another. The purpose of the study was to find out and analyze the competency mapping of KB extension workers at the Representative Office of the National Population and Family Planning Board of East Java Province. This study uses a qualitative approach with a descriptive method. The results of this study conclude that the competence of KB KB Extension Officers is a combination of skills, knowledge, and attitudes that can be linked to performance in a causal flow model which shows that goals, temperament, self-concept, and work personality which then predict competency performance include intentions, actions and final results, to the application of 5 (five) types of competency characteristics, namely motives (consistent will as well as the cause of action), innate factors (consistent character and response), self-concept (self-image), knowledge (information in the field of certain) and skills (the ability to perform tasks).

Keywords: Competence, Competency Mapping, Competency Mapping Analysis, Employees, Family Planning Counseling Employees

INTRODUCTION

The changing world is now entering the era of the industrial revolution 4.0 or the fourth world industrial revolution where information technology has become the basis of human life. Everything becomes borderless with the use of unlimited computing power and data, because it is influenced by the development of the internet and massive digital technology as the backbone of the movement and connectivity of humans and machines. This era will also disrupt various human activities, the issue of human resources is one of the important elements in the organization. According to Lo, Macky, and Pio (2015), human resources play a role in determining the direction and progress of an organization, including the government sector. Efficient and effective governance is a demand in the era of globalization which is closely related to competition and limitations in all fields (Horton, Hondeghem, and Farnham, 2002).

This fact demands the professionalism of state apparatus resources in the implementation of government affairs. Currently, the expected professionalism has not been fully realized. One of the main causes is that there is a mismatch between the competence of the employee and the position he occupies where the discrepancy is caused by the composition of the expertise or skills of the employee that is not proportional (Vatanophas and Thai-ngam, 2007). Likewise, the distribution of employees still does not refer to the real needs of the organization, in the sense that it is not based on the workload of the organization (Yasin and Ali, 2016). The accumulation of employees in one unit without a clear job and the lack of employees in other units is a reality of the problem. On the other hand, the formation of organizations tends not to be based on real needs, in the sense that the organizations formed are too large while the workload is small, so that the achievement of organizational goals is not efficient and effective.

In this day and age with the rapid development of increasingly sophisticated technology so that every individual is required to be able to explore all the human resources they have to be able to support our performance so that it will greatly affect the implementation of tasks every day (Bonder, Bouchard, and Bellemare, 2011). Even the system of facilities and infrastructure within the organization can continue to develop and continue to be perfected over time, so that an organization can develop in accordance with existing human resources. Chianchana and Wichian (2016) argue that quality human resources will determine the success or failure of an organization with the competence of each employee. To form such an apparatus does require a long time and process as well as efforts that should not stop.

One of the efforts to improve all aspects of the life of the community, nation and state is through national development which is at the same time a process of developing the entire system of state administration to realize the national goals which are summarized in the Preamble to the 1945 Constitution, which include promoting general welfare. and educate the nation's life and participate in carrying out order. In essence, the economic sector is one of the priority aspects in national development because it is the main driver of development along with the quality of human resources (Ahmad, Kausar, and Azhar, 2015). The achievement of economic goals and prospects is also influenced by global economic developments and challenges that will be faced in the 2015-2019 period. During this period, several aspects related to global economic developments that need to be observed include the implementation of the ASEAN Economy Community, which encourages every organization to be able to provide the best service.

This increased integration on the one hand will create greater opportunities for the national economy, but on the other hand it will also demand higher competitiveness of the national economy (Mishra and Dash, 2017). This is in accordance with Law Number 43 of 1999 concerning the Basics of Employment which states that as an element of the state apparatus, Civil Servants must provide services to the community in a professional manner. In

order to achieve the national development goals, namely to create a law-abiding society, modern civilized, democratic, just, prosperous and high morals, it is necessary to have civil servants who are elements of the state apparatus who serve as state servants and public servants. To be able to carry out their duties properly, the development of the state apparatus is directed at improving the quality of human resources so that they have attitudes and behaviors that have the core of devotion, honesty, responsibility, discipline, and authority so that they can provide services to the community according to the demands of developments that occur in the community itself. (Abdul and Azmi, 2009).

In government and private institutions, human resource management is the most important thing in achieving organizational goals. Generally, leaders in a government agency certainly expect good performance from each employee, government agencies realize that human resources are the most basic capital in the process of building organizations at national and international levels. Weakness factors, low competence, inappropriate management, low mastery of technology, and low levels of education are the main demands for organizations to maximize their human resources.

The smooth implementation of government duties, especially in the implementation of public services to the community, is very dependent on the quality and perfection of the Family Planning Extension Officer at the Representative Office of the National Population and Family Planning Agency of East Java Province. This has strong implications for supporting success in achieving the goals planned by the organization. Therefore, it is very important if the effort to improve the quality of the performance of the Family Planning Extension Officer is planned and structured through a program that is appropriate and in accordance with the needs of the agency. Based on the background of the research problem, this study aims to identify and analyze the competency mapping of family planning extension workers at the Representative Office of the National Population and Family Planning Board of East Java Province.

LITERATURES

Competency: Mapping and Characteristic

The McClelland (1973) says that employee competence is a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Skills or abilities needed by employees who are demonstrated by the ability to consistently provide an adequate or high level of performance in a job function. Competence is a term that is often heard and spoken by many people (Maheshkar, 2015). The definition of competence by Spencer in Kulkarni (2016) is as an underlying characteristic of a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference.

In the opinion of Lado and Wilson (1994) there are two terms that arise from two different streams of the concept of suitability in work. These terms are "Competency" which is a description of behavior, and "Competence" which is a description of tasks or work results (Mareli, 1998; Bueno and Tubbs, 2004). According to Sudnickas and Ališauskienė (2011) defines competence as knowledge of skills, abilities, or individual personal characteristics that directly affect job performance. Competence is mastery of the tasks, skills, attitudes, and appreciation needed to support success (Winterton and Deist, 2005; Gangani, McLean, and Braden, 2006).

According to Awasthi and Kumar (2016), competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence also shows the characteristics of knowledge and skills

possessed or needed by each individual that enable them to perform their duties and responsibilities effectively and raise professional quality standards in their work (Abdul and Azmi, 2009). Based on the understanding above, it can be concluded that competence is a characteristic inherent in a person that causes a person to be able to predict his surroundings in a job or situation.

Employee: The Civil Servant Civil Servant

, where the terminology has two words, namely "Employee" means "people who work in the government (companies and so on)" while "State" means the State or government. So Civil Servants are people who work for the government or the State (Horton, Hondeghem, and Farnham, 2002). Logemann stated that a Civil Servant is every official who has an official relationship with the State (Sudnickas and Ališauskienė, 2011). While the definition of civil servants according to Balaji and Vimala (2012), is divided into two parts, namely: 1.) Definition of stipulative, and; 2.) Extensive Definition.

Stipulative definition (determination of the meaning given by the Law on Civil Servants (Bueno and Tubbs, 2004). This is contained in Article 1 paragraph 1 and Article 2 of Law No. 5 of 2014 concerning State Civil Apparatus. Article 1 paragraph 1: Civil servant is every citizen of the Republic of Indonesia who has met the specified requirements, is appointed by an authorized official and assigned tasks in a public office, or assigned other state duties and is paid according to the applicable laws and regulations. 1: Implementation of policies and management of the state civil apparatus based on the principles of legal certainty, professionalism, proportionality, integration, delegation, neutrality, accountability, effectiveness and efficiency, openness, non-discrimination, unity and integrity, justice and equality, and welfare. applies in the implementation of all personnel regulations and in general in the compliance with all laws and regulations.

Apart from the stipulative definition, there are several groups who are not actually civil servants, according to Law Number 5 of 2014, but in certain cases are considered as and are required to be the same as civil servants. In Law No. 5 of 2014 concerning State Civil Apparatus, it is explained that a civil servant is every Indonesian citizen who has met the specified requirements, is appointed by an authorized official and assigned tasks in a public office, or is assigned other state duties, and is paid a salary. based on the applicable laws and regulations. So, a civil servant is every Indonesian citizen who works in government agencies/institutions and is paid according to the government budget based on the applicable laws and regulations. The place and time of the study must be as specific and detailed as possible. The research paper is limited in the last 5 years. TNW 12, Single spaced.

METHOD

This research uses a qualitative research approach with a descriptive method design where this research will emphasize the depth of research results and researchers are directly involved as research instruments. The qualitative method is a contextual research that uses humans as instruments, and is adapted to a reasonable situation in relation to data collection which is generally qualitative in nature. According to Bogdan and Tylor in Ulrich, et. al. (2015) is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Data collection was carried out using in-depth interviews and observation methods. The interview is a means of rechecking or proving the information or information previously obtained.

The interview technique used in qualitative research is in-depth interviews. In-depth interview

is the process of obtaining information for research purposes by means of question and answer while face to face between the interviewer and the informant or the person being interviewed, with or without the use of an interview guide, in which the interviewer and informant are involved in relatively social life. old (Sinchu and Bhuvanewary, 2015). Observation is a data collection technique, where researchers make observations directly to the object of research to see closely the activities carried out (Patil and Mastan, 2014).

Informant selection technique in this study used purposive sampling where the informant had to meet the criteria in accordance with the requirements of excellence so as not to be biased in providing a variety of information. These criteria include: 1.) Family Planning Extension Officer at the Representative Office of the National Population and Family Planning Agency of East Java Province; 2.) Have a working period of more than 20 years and experience as a family planning extension worker for more than 5 years; 3.) Have attended the training and development of family planning instructor employees at least 6 times. The number of informants that can be identified in this study are 8 people, including:

Table 1. Identification and Codification of Informants

No.	Name	Position	Codification of Informants
1.	Drs WIDYATMOKO, MM	Family Planning Counselor Intermediate Expert	IVG-01
2.	Dra DIKE SARWIDIYANI Middle	Expert Family Planning Family Planning Counselor	IVG-02
3.	ENDANG RETNOWATI, S. AP	Family Planning Counselor Middle Expert	IVG-03
4.	SINTA SUPARIYAH, SH	Family Planning Counselor Intermediary Expert	IVG-04
5.	Dra. SUGIATI, M.Si	Family Planning Counselor Intermediary Expert	IVG-05
6.	DRS. MUNIR	Family Planning Counselor Intermediate Expert	IVG-06
7.	Dra EMI SARASWATI	Family Planning Counselor Intermediate Expert	IVG-07
8.	Dra. SRI ENDAH HANDAYANI	Family Planning Counselor Intermediate Expert	IVG-08

(Source: Primary Data, 2019)

In qualitative research, the analysis is carried out throughout the study, since data collection begins, data analysis is carried out continuously until the preparation of research reports. The report should be an analytical and descriptive presentation of data that has been collected and been systematicallyData analysis is an effort to systematically search and organize interview notes to increase the researcher's understanding of the findings based on the problems studied using triangulation techniques.

RESULTS AND DISCUSSION

Competence The Characteristic of Competency

Competence is an ability/skill that is specifically owned by an employee, and on competence he can be better than anyone else. Competence according to Spencer and Spencer in Chianchana and Wichian (2016) is as a basic characteristic possessed by an individual who is causally related in meeting the criteria needed to occupy a position. Competence consists of

5 types of characteristics, namely motives (consistent will as well as a cause of action), innate factors (consistent character and response), self-concept (self-image), knowledge (information in a particular field) and skills (ability to carry out tasks).). This is in line with the opinion of the IVG-01 informant as follows:

"Competency contains aspects of knowledge, skills (skills) and abilities or personality characteristics that affect performance". (IVG-01, 2019)

In contrast to Awasthi and Kumar (2016) which divides competencies into 2 (two) categories, namely basic competencies (Threshold) and differentiating competencies. Basic competencies (Threshold competencies) are the main characteristics, which are usually in the form of basic knowledge or skills such as the ability to read, while distinguishing competencies are competencies that make a person different from others. Spencer and Spencer in Chianchana and Wichian (2016) suggest that competence shows the characteristics that underlie behavior that describe the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills brought by someone who is a superior performer in the workplace.

According to Lo, Macky, and Pio (2015) that there are 5 (five) characteristics that make up competence, namely: 1.) Knowledge factor (technical, administrative, humanitarian processes, and system issues); 2.) Skills (referring to a person's ability to perform an activity); 3.) Self-concept and values (referring to one's attitudes, values and self-image); 4.) Personal characteristics (referring to physical characteristics and consistent responses to situations or information, such as self-control and ability to remain calm under pressure); 5.) Motives (emotions, desires, psychological needs or other drives that trigger action). In accordance with what was stated by informants IVG-02 and IVG-08 as follows:

".... Competence is a person's characteristics related to effective and or superior performance in certain work situations. (IVG-02, 2019).

"Then it is clear that the focus of competence is to utilize work knowledge and skills in order to achieve optimal performance". (IVG-08, 2019).

Competence is said to be an underlying characteristic because individual characteristics are a deep and inherent part of a person's personality that can be used to predict certain work situations (Maheshkar, 2015). Limited competence and special competence for a particular job are patterns or guidelines in employee selection (personal selection), succession planning, performance appraisal and development (Mishra and Dash, 2017). Thus competence is everything that is owned by a person in the form of knowledge, skills and other individual internal factors to be able to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual.

Urgency of Competency Mapping of Investigator Employee in The Representative Office Of National Population And Family Plan Agency Of East Java Province

The importance of competence in encouraging an organization to achieve a competitive position is also emphasized by Vu (2017) that an organization needs to pay attention to its future success in preparation for development and cooperation. As stated by the IVG-03 informant as follows:

".... A person's competence can be demonstrated in the form of an individual's ability

to apply knowledge into action. In the application of competencies in accordance with regulations, of course, each organization has a different perspective based on its strategic value for the organization concerned". (IVG-03, 2019)

Winterton and Deist (2005) illustrate the scope of the concept of competence in the organizational literature that competence refers to both individuals and organizations. Individual characteristics include technical knowledge and performance skills (knowledge technical and skills), as well as the competence of individual contributors. According to Ahmad, Kausar, and Azhar (2015), competency skills and knowledge tend to be more visible (visible) and relatively on the surface (end) as characteristics possessed by humans. Informant IVG-07 stated:

"Competence of knowledge and expertise is relatively easy to develop, for example with training programs to increase the level of human resource capabilities". (IVG-07, 2019)

Therefore, competence in this study is limited to two basic concepts, namely knowledge and work skills. This is in accordance with the opinion of Chianchana and Wichian (2016) that there are two elements of competence that stand out, namely knowledge and expertise or skills. The two concepts of urgency in these competencies are usually easy to develop and do not require large training costs to master them, while self-concept competencies, personal characteristics and motives are hidden and therefore more difficult to develop or assess (Kulkarni, 2016). Informant IVG-04 said:

"Knowledge as the first concept of employee competence in this research is not merely general knowledge but knowledge about tasks that are very important for every staff member to carry out their duties". (IVG-04, 2019)

Furthermore, Maheshkar (2015) is the level of an employee's verbal understanding of what he or she knows from experience and the learning process. Good knowledge of the tasks within a staff will tend to improve the quality of his work. This is in accordance with what the IVG-05 informant said:

"If the employee has good knowledge about his job, then he will be able to complete the job well, and vice versa". (IVG-05, 2019)

Skills as the second basic concept of competence are skills related to tasks that are owned and used by someone at the right time (Maheshkar, 2015). This is in accordance with what the IVG-06 informant said:

"Employees in charge of providing services to the community must be able to behave professionally which can be demonstrated by possessing and applying scientific and technological knowledge". (IVG-06, 2019)

Patil and Mastan (2014) stated that the higher the skills possessed by the workforce, the more efficient their bodies, energy, and thoughts in carrying out work. Bonder, Bouchard, and Bellemare (2011) in their research also state that education and training provide employees with the skills they need and with these skills can increase staff confidence in carrying out their work. Bueno and Tubbs (2004) say that a person's competence is divided into 5 (five) parts,

including: 1.) Intellectual competence (a variety of knowledge tools that exist in individuals needed to support performance); 2.) Physical competence (a set of physical abilities needed to carry out tasks); 3.) Personal competence (a set of behaviors related to individual abilities in self-realization, self-transformation, self-identity and self-understanding); 4.) Social competence (a set of certain behaviors that are the basis of self-understanding as an inseparable part of the social environment); 5.) Spiritual competence (understanding, appreciation and practice of religious principles).

In a broad sense, this competency will be related to organizational strategy and understanding this competency can be combined with basic skills (soft skills), standard skills (hard skills), social skills (social skills), and mental skills (mental skills) (Sinchu and Bhuvanewary, 2015). Standard skills (hard skills reflect knowledge and physical skills of human resources, basic skills (soft skills) show intuition, sensitivity to human resources; social skills (social skills) show skills in social relations with human resources, mental skills show mental resilience of human resources (Ulrich, et. al., 2015). In the development of human resource management, currently there is a lot of discussion about how to manage competency-based human resources.

Yasin and Ali (2016) say, a competency can be obtained (competency acquisition process) in various ways, including: 1.) Recognition where a simulation or case study provides an opportunity for employees to recognize one or more competencies that can predict high-performing individuals in their work so that one can walk from experience. the simulation; 2.) Understanding in which case instruction includes behavioral modeling of what competencies are and how to apply these competencies; 3.) Assessment where feedback is given to participants about how many competencies they have to motivate employees to learn competencies so that they are aware of the relationship between actual performance and ideal performance; 4.) Feedback where employees can practice competence and get feedback; 5.) Job application in order to use competence in real life.

In terms of acquiring competence and developing it, an employee of a family planning extension can also acquire it by other methods, namely through education and training. Horizontally means expanding the skills of a known type of work, while vertically deepening a particular field. The low performance of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province which still requires improvement is assumed to be due to several factors that can improve employee performance, including: desire, knowledge and skills, climate, support and appreciation, competence, work ethic attitude, income level, and education level. This is in accordance with what informants IVG-01, IVG02, IVG-05, and IVG-06 said:

"From every factor that affects the performance of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province, there are problems which are quite important to be addressed, among others: lack of ability and skills of employees who still need improvement and training, lack of motivation and support from the leadership, lack of attention from leadership in paying attention to the family atmosphere, harmony and welfare of employees, lack of desire from employees to change for the better, and the leadership gives less appreciation to their employees, employees often spend their working time doing things that are not related to their work, such as: playing online games, Facebook, listening to music, and so on". (IVG-01, 2019)

"Basically, an individual's ability to want to be more advanced and develop all comes from the individual's willingness and desire to learn a lot, to explore all the potential of Family

Planning Extension Officers at the existing Representative Office of the East Java Province National Population and Family Planning Agency. within oneself and above all is self-development through increasing knowledge". (IVG-02, 2019)

"... because all of that is very supportive in improving performance as a form of embodiment that can be clearly seen in a person's ability to do a job. (IVG-05, 2019)

"Many family planning extension staff were found at the Representative Office of the National Population and Family Planning Agency of East Java Province, no longer willing to continue their education to undergraduate level because their reason was age, no free time for college, the ability to study is no longer sufficient, and also soon to enter a period of preparation for retirement". (IVG-06, 2019)

Aspects that must be done to realize the competence of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province, namely hard work and a great desire to want to learn and continue to learn without thinking about limiting things us to retreat and do not want to develop, because the knowledge and skills possessed will lead us to success. As a form of work responsibility in advancing, crafts, loyalty and creativity should continue to be improved by always thinking positively and eliminating all bad habits such as: procrastinating work, lazy to enter the office but should have a will to continue to grow. is an ability/skill that is specifically owned by an employee, and on competence he can be better better than anyone else. Competence according to Spencer and Spencer in Chianchana and Wichian (2016) is a basic characteristic possessed by an individual who is causally related in meeting the criteria needed to occupy a position. Competence consists of 5 types of characteristics, namely motives (consistent will as well as a cause of action), innate factors (consistent character and response), self-concept (self-image), knowledge (information in a particular field) and skills (ability to carry out tasks).). This is in line with the opinion of the IVG-01 informant as follows:

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According to Lo, Macky, and Pio (2015) that there are 5 (five) characteristics that make up competence, namely: 1.) Knowledge factor (technical, administrative, humanitarian processes, and system issues); 2.) Skills (referring to a person's ability to perform an activity); 3.) Self-concept and values (referring to one's attitudes, values and self-image); 4.) Personal characteristics (referring to physical characteristics and consistent responses to situations or information, such as self-control and ability to remain calm under pressure); 5.) Motives (emotions, desires, psychological needs or other drives that trigger action). In accordance with what was stated by informants IVG-02 and IVG-08 as follows:

“.... Competence is a person's characteristics related to effective and or superior performance in certain work situations. (IVG-02, 2019).

"Then it is clear that the focus of competence is to utilize work knowledge and skills in order to achieve optimal performance". (IVG-08, 2019).

Competence is said to be an underlying characteristic because individual characteristics are a deep and inherent part of a person's personality that can be used to predict certain work situations (Maheshkar, 2015). Limited competence and special competence for a particular job are patterns or guidelines in employee selection (personal selection), succession planning, performance appraisal and development (Mishra and Dash, 2017). Thus competence is everything that is owned by a person in the form of knowledge, skills and other individual internal factors to be able to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual.

Vu

(2017) that an organization needs to pay attention to its success in the future as preparation for development and cooperation. As stated by the IVG-03 informant as follows:

“.... A person's competence can be demonstrated in the form of an individual's ability to apply knowledge into action. In the application of competencies in accordance with regulations, of course, each organization has a different perspective based on its strategic value for the organization concerned”. (IVG-03, 2019)

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"Knowledge as the first concept of employee competence in this research is not merely general knowledge but knowledge about tasks that are very important for every staff to carry out their duties". (IVG-04, 2019)

Furthermore, Maheshkar (2015) is the level of an employee's verbal understanding of what he or she knows from experience and the learning process. Good knowledge of the tasks within a staff will tend to improve the quality of his work. This is in accordance with what the IVG-05 informant said:

"If the employee has good knowledge about his work, then he will be able to complete the job well, and vice versa". (IVG-05, 2019)

Skills as the second basic concept of competence are skills related to tasks that are owned and used by someone at the right time (Maheshkar, 2015). This is in accordance with what the IVG-06 informant said:

"Employees in charge of providing services to the community must be able to behave professionally which can be demonstrated by possessing and applying scientific and technological knowledge". (IVG-06, 2019)

Patil and Mastan (2014) stated that the higher the skills possessed by the workforce, the more efficient their bodies, energy, and thoughts in carrying out work. Bonder, Bouchard, and Bellemare (2011) in their research also state that education and training provide employees with the skills they need and with these skills can increase staff confidence in carrying out their work. Bueno and Tubbs (2004) say that a person's competence is divided into 5 (five) parts, including: 1.) Intellectual competence (various sets of knowledge that exist in individuals needed to support performance); 2.) Physical competence (a set of physical abilities needed to carry out tasks); 3.) Personal competence (a set of behaviors related to individual abilities in self-realization, self-transformation, self-identity and self-understanding); 4.) Social competence (a set of certain behaviors that are the basis of self-understanding as an inseparable part of the social environment); 5.) Spiritual competence (understanding, appreciation and practice of religious principles).

In a broad sense, this competency will be related to organizational strategy and understanding this competency can be combined with basic skills (soft skills), standard skills (hard skills), social skills (social skills), and mental skills (mental skills) (Sinchu and Bhuvaneshwary, 2015). Standard skills (hard skills reflect knowledge and physical skills of human resources, basic skills (soft skills) show intuition, sensitivity to human resources; social skills show skills in social relations with human resources, mental skills show mental resilience of human resources (Ulrich, et. al., 2015). In the development of human resource management, currently there is a lot of discussion about how to manage competency-based human resources.

Yasin and Ali (2016) say, a competency can be obtained (competency acquisition process) in various ways, including: 1.) Recognition where a simulation or case study provides an opportunity for employees to recognize one or more competencies that can predict high-performing individuals in their work so that one can walk from experience. the simulation; 2.) Understanding in which case instruction includes behavioral modeling of what competencies are and how to apply these competencies; 3.) Assessment where feedback is given to participants about how many competencies they have to motivate employees to learn competencies so that they are aware of the relationship between actual performance and ideal performance; 4.) Feedback where employees can practice competence and get feedback; 5.) Job application in order to use competence in real life.

In terms of acquiring competence and developing it, an employee of a family planning extension can also acquire it by other methods, namely through education and training.

Horizontally means expanding the skills of a known type of work, while vertically deepening a particular field. The low performance of Family Planning Extension Employees at the Representative Office of the National Population and Family Planning Agency of East Java Province which still requires improvement is assumed to be due to several factors that can improve employee performance, including: desire, knowledge and skills, climate, support and appreciation, competence, work ethic attitude, income level, and education level. This is in accordance with what was said by informants IVG-01, IVG02, IVG-05, and IVG-06:

"From every factor that affects the performance of the Family Planning Extension Officer at the Representative Office of the National Population and Family Planning Agency of East Java Province, there are problems which are quite important to be addressed, among others: lack of ability and skills of employees who still need improvement and training, lack of motivation and support from the leadership, lack of attention from leadership in paying attention to the family atmosphere, harmony and welfare of employees, lack of desire from employees to change for the better, and the leadership gives less appreciation to their employees, employees often spend their working time doing things that are not related to their work, such as: playing online games, Facebook, listening to music, and so on". (IVG-01, 2019)

"Basically, an individual's ability to want to be more advanced and develop all comes from the individual's willingness and desire to learn a lot, to explore all the potential of Family Planning Extension Officers at the existing Representative Office of the East Java Province National Population and Family Planning Agency. within oneself and above all is self-development through increasing knowledge". (IVG-02, 2019)

".... because all of that is very supportive in improving performance as a form of embodiment that can be clearly seen in a person's ability to do a job. (IVG-05, 2019)

"Many family planning extension staff were found at the Representative Office of the National Population and Family Planning Agency of East Java Province, no longer willing to continue their education to undergraduate level because their reason was age, no free time for college, the ability to study is no longer sufficient, and also soon to enter a period of preparation for retirement". (IVG-06, 2019)

Aspects that must be done to realize the competence of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province, namely hard work and a great desire to want to learn and continue to learn without thinking about limiting things us to retreat and do not want to develop, because the knowledge and skills possessed will lead us to success. As a form of work responsibility in advancing, crafts, loyalty and creativity should continue to be improved by always thinking positively and eliminating all bad habits such as: procrastinating work, lazy to enter the office but should have a will to continue to grow.

CONCLUSION

This study concludes that the competence of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province is a union of skills, knowledge, and attitudes that can be linked to performance in a causal flow model which shows that goals, temperament, self-concept, and work personality which then predicts competency performance including intentions, actions and final results.

Competencies of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province consist of 5 types of characteristics, namely motives (consistent will and cause of action), innate factors (consistent character and response), self-concept (self-image), knowledge (information in a particular area) and skills (ability to carry out tasks).

Competencies of Family Planning Extension Officers at the Representative Office of the National Population and Family Planning Agency of East Java Province can be described as the ability to carry out a task, role or task, the ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning. Thus, competence is a basic trait that is owned or part of a personality that is deep and attached to a person as well as predictable behavior in various situations and work tasks as an impetus to have achievement and the desire to try to carry out tasks effectively. This discrepancy in competencies is what distinguishes a superior performer from one with limited achievement.

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