

An Analysis of Employees' Competence at Class I TPI Immigration Office In Bengkulu

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Abstract

This study aims to determine the competence of employees of Class I TPI Immigration Office Bengkulu. This research method uses a qualitative approach which is presented descriptively. The informants of this research amounted to 5 people. Data collection methods through observation, interviews and documentation. Based on the results of research and discussion using the theory of Spencer and Spencer in Sinurat (2021: 54) there are five indicators used. From the results of the study it can be concluded that the competence of employees at the Bengkulu Class I TPI Immigration office has been sufficiently implemented, this can be seen from the research results, namely: (1) Motives (motives) Encouragement in the form of appreciation, professional approach, employee position development, always open to every input from fellow employees, included in activities that can foster competence for employees, namely by participating in technical guidance, training, and training for employees. The achievements are related to functional training, pre-service training, and technical training. (2) Traits (traits) Employees of Class I TPI Immigration Office Bengkulu have good character, the concept of work assessment includes employee-oriented in carrying out work with a friendly, dexterous, and accountable attitude, harmonious leadership style, respect for employee backgrounds, helpfulness, loyalty to the values of Pancasila and the 1945 Constitution. (3) Concept (self-concept): Immigration office employees have a good attitude, namely by doing their duties well, being disciplined and responsible for the tasks assigned. And employees are confident in the potential of each employee without limiting their

abilities. (4) Knowledge: the level of education of employees at Class I TPI Immigration Office Bengkulu, namely: diploma, bachelor's and master's degrees and there are also high school students in accordance with the field of work (5) Skill: the skills of employees at Class I TPI Immigration Office Bengkulu can be implemented by means of training or training. The training and training in general are: financial management, computer skills. While specifically as follows: Human rights training, socialization of intellectual property, Indonesian Immigration education training, leadership training level 4 (four), immigration technical education, international cooperation, training seminars such as immigration inspection, PPS investigation, competency training for type C PPK MOOC model, easy passport, Visa granting policy, residence permit services and certified State PPK (PNT). So the training/training at Class I TPI Immigration Office Bengkulu has been carried out properly and has increased the competence of employees at the office.

Keywords

Competence, Employee, Immigration Office.

Introduction

Human Resources (HR) competency is a key factor in achieving the effectiveness and efficiency of an organization's performance. Competent employees are valuable assets that are able to adapt to change, develop innovation, and provide solutions to various problems in carrying out organizational tasks and functions. This applies in various sectors, including the public sector such as government agencies that provide direct services to the community. Excellent quality of public services is the main requirement in good governance. Government agencies are required to be able to provide professional, fast, accountable services that are oriented towards public satisfaction. To achieve this, HR is needed who not only have technical skills, but also other competencies such as interpersonal, communication, and problem-solving skills. Civil Servant Management is regulated in Government Regulation Number 11 of 2017 concerning Civil Servant Management covering fourteen areas of civil servant management. The goal is for an employee to be able to carry out the main tasks and functions as a public servant, policy implementer and be able to improve national unity within the scope of the Republic of Indonesia based on Pancasila and the 1945 Constitution.

Renewal of the implementation of government bureaucracy can be done by changing one of the parts contained in the government management system, namely human resources. The basis for bureaucratic reform is that the government system is not organized effectively and efficiently. An example is the rampant KKN (Corruption, Collusion and Nepotism). Abuse of authority is often carried out by officials who occupy strategic positions so that KKN behavior is not easy to avoid. The practice of changing strategic positions is also considered to still not prioritize aspects of competence and work performance but rather prioritize seniority in rank. This can cause ASN to abuse authority for personal and group interests. Sedarmayanti (2017: 337) states that changes in bureaucratic reform in the management of human resources aim to create quality civil servants, who are not influenced by political intervention, are competent, professional, have good performance and have good welfare. With bureaucratic reform, the Indonesian government implements a merit system to manage human resources. So it is expected that the merit system can create competent and professional bureaucratic performance. Employee competency analysis is a process to find out and analyze how employee competency is in an effort to improve their

performance. Employee competency analysis is related to knowledge, skills and attitudes. Competence is the key to optimizing the performance of government agency employees. The government needs talented and professional people to realize their vision and fulfill the mission of the institution. Competence refers to the authority of each employee to carry out tasks and make decisions according to their knowledge, skills and attitudes, depending on their role in the institution. Competence is a person's ability to perform a task using the skills, knowledge and behavior they have, employee competence must be able to support the implementation of agency strategies optimally in other words, workforce skills must be able to support the work system in the agency to face increasingly competitive environmental changes high competence affects employee performance. The data for Class I TPI Bengkulu Immigration Office employees:

Table 1. Recapitulation of Class I TPI Bengkulu Immigration Office Employee data based on rank and class

No.	Rank / Goal Room	Amount	Level Education
1.	Supervisor IV/a	1 people	S2
2.	Level I/III/d Arranger	12 people	S1 & S2
3.	Arranger/III/c	7 people	SI
4.	Young Arranger/III/a	7 people	SLTA/S1
5.	Young Manager/II/a	4 people	High School/Equivalent
6.	Junior Arranger Level I/III/b	15 people	S1
7.	Level I / (II/d) Regulator	1 people	Diploma
8.	Young Regulator / (II/a)	4 people	High School/Equivalent
Amount		51 People	

Source: Class I TPI Bengkulu Immigration Office, 2024.

Based on the recapitulation results of the Class I TPI Bengkulu Immigration Office employees, there are 51 employees whose last education level is on average High School/Equivalent, Diploma, Bachelor's and Master's. These employees have different groups, namely, development group IV/a consists of 1 employee, Level I/III/d Organizer group 12 people, Organizer/III/c 7 people, Young Organizer/III/a 7 people, Young Organizer/II/a 4 people, Young Organizer Level I/III/b 15 people, Level I/(II/d) Organizer 1 person, Young Organizer/(II/a) 4 people. The Law relating to ASN Employees, namely, Article 1 of Law Number 20 of 2023 State Civil Apparatus hereinafter abbreviated as ASN is a profession for civil servants and government employees with work agreements who work in government agencies. Civil Servants, hereinafter referred to as ASN Employees, are civil servants and government employees with work agreements appointed by personnel development officials and assigned duties in a government position or assigned other state duties and given income based on laws and regulations. Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, appointed as permanent ASN Employees by personnel development officials to occupy government positions.

In general, experts provide varying opinions about competence. According to Barbazette (2005: 86), competence is based on the things employees do and their observable behavior. Competence is related to job satisfaction where competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits.

The Class I TPI Bengkulu Immigration Office is an Indonesian government institution under the auspices of the Regional Office, Ministry of Law and Human Rights. This institution is

responsible for providing immigration services to the community, law enforcement, state security and facilitator of community welfare development. This Immigration Office also plays a role in controlling and supervising the traffic of people leaving and entering Indonesian territory in accordance with the regulations of the Republic of Indonesia Law Number 6 of 2011 concerning immigration.

In general, the Immigration Office has various problems that are often faced in the context of employee competence, including the following:

1. Inadequate skills and knowledge, many employees do not have sufficient skills, both in terms of information technology, knowledge of the latest regulations, and in terms of public services.
2. High workload without adequate support can reduce the quality of service and increase stress levels among employees.
3. Lack of coordination between departments or divisions often hinders the smooth running of the work process.
4. Lack of incentives and appreciation for employee performance can reduce work enthusiasm and motivation.
5. Rare performance evaluations and career development programs cause stagnation in improving employee competence.

However, based on the author's observations at the Class I TPI Bengkulu Immigration Office, there are a number of challenges and problems in providing optimal services to the public, including:

1. Increasing public demands for professional, fast, and transparent public services. By assigning employees according to their expertise (The Right Man On The Right Place Principle), it is hoped that the quality of public services will increase. Competent employees who are in the right position will work more efficiently and effectively.
2. The development of information technology that requires adequate mastery of digital competencies from each employee.
3. The dynamics of immigration policies and regulations that require employees to constantly update their knowledge and skills.

Based on the above phenomena, to answer these challenges and problems, competent human resources are needed at the Class I TPI Bengkulu Immigration Office. Employees are required to not only master technical tasks and functions, but also have other competencies such as motives, traits, self-concepts, knowledge and skills in public services. Therefore, the researcher is interested in conducting a study and research with the title "Analysis of Class I TPI Bengkulu Immigration Office Employee Competencies".

Literature Review

Competence is the initial capital as well as the ability of an individual to transfer and apply their skills and knowledge in certain situations that require a good strategy, namely the best time management method to deal with the existing situation.

People who have adequate skills but cannot apply time management will not be able to utilize their skills properly, which will affect the provision of services. Conversely, those who do not have adequate skills but are able to manage their time well will not necessarily provide results or services that meet expectations. If an employee has the right competence and good time management, the performance they will provide will be better and in accordance with expectations.

Competence is one of several factors that influence the success of an organization. Employees

who have adequate competence will be able to work more optimally. According to McClelland in Sinurat, (2021:54). States that Competence is a fundamental character possessed by a person that has a direct influence on, or can predict, excellent performance. In other words, competence is what workers do more often will produce better results, than what employees do who have inadequate managerial competence. According to McClelland, employee competence can also be likened to an "iceberg" where skills and knowledge form the peak above the water. The part below the surface of the water is invisible to the naked eye, but it is the foundation and influences the shape of the part above the water. Social roles and self-image are in the "conscious" part of a person, while a person's traits and motives are in the "subconscious" realm. According to Spencer and Spencer, in Sinurat (2021:54), defining competence a leader competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and or superior performance in a job situation. competence is something that underlies the characteristics of an individual that is related to the results obtained in a job.

According to Mondy, (2021:54) states that competence is a broad collection of knowledge, skills, traits, and behaviors that are exactly the same technically, related to interpersonal skills, or business-oriented. A person's competence is related to their performance.

The basic characteristics of competence mean that ability is something heavy and part of a person's personality in the form of knowledge, self-concept, traits and motives that are stimulated by situations that predict actions in the form of behavior and expertise and give rise to performance that can be predicted as behavior in doing work. Employee competence is a personal character that a person has in the form of knowledge, expertise and attitudes that can support them in carrying out their duties (Sinurat, 2021:54)

The dimensions and indicators of this competence are explained based on five characteristics of competence according to Spencer and Spencer in Sinurat (2013:56): motives, traits, self-concept, knowledge and skills.

The research indicators used in this study are competency indicators according to Spencer and Spencer in Sinurat (2021:56):

1. Motives: the reasons or drives that drive a person to act. In the context of public administration, motives can be the desire to serve the community, achieve, or gain recognition. Understanding employee motives is important for designing policies and work environments that motivate and enhance performance.
2. Traits: the characteristics or innate traits that exist within a person. This is a part of personality that is relatively permanent and does not change easily throughout life. Traits can include physical, emotional and psychological aspects that distinguish one individual from another.
3. Concept: a person's view and assessment of himself. This includes aspects such as self-esteem, professional identity, and self-perception of abilities and values. A positive self-concept can increase self-confidence and motivation, while a negative self-concept can hinder performance and professional growth.
4. Knowledge: information, facts, and skills acquired through education, training, and experience. In Public Administration, knowledge includes an understanding of laws, policies, procedures, and best practices. Adequate knowledge enables employees to carry out tasks efficiently and make informed decisions.
5. Skills: the practical ability to perform a specific task or activity. Skills can be technical (such as using specialized software) or interpersonal (such as effective communication and leadership). Good skills increase work effectiveness and productivity. Training and skills development are also important for adapting to change and innovation.

Methods

The study uses a descriptive qualitative method. According to Sugiyono (2022:226) the type of descriptive qualitative research is a research approach that focuses on describing a phenomenon or situation in detail. The main objective is to provide a clear and comprehensive picture of the phenomenon, based on data collected using various qualitative methods such as interviews, observations, and document analysis. The research approach used is a descriptive type of research with a qualitative approach. This research approach was chosen because the researcher wanted to describe the competency of employees at the Class I TPI Bengkulu Immigration Office and obtain a picture of the competencies studied by conducting direct interviews with employees regarding their competencies. The informants of this study used a purposive sampling technique. The purposive sampling technique is a technique for taking informants or sources with a specific purpose according to the research theme because the person is considered to have the information needed for the research. Research on the analysis of employee competency at the Class I TPI Bengkulu Immigration Office requires informants who have an understanding of the research problem in order to obtain accurate data and information. In the data collection technique, the researcher used the following methods: Observation Method, Interview Method and Documentation Method.

Results and Discussion

Research Results

This study aims to determine the competency of employees of the Class I TPI Bengkulu Immigration Office, the study was conducted through stages including the interview process, observation, and documentation. The method used in the study is a descriptive qualitative method that is carried out interactively at each stage of the study until completion for one month at the Class I TPI Bengkulu Immigration Office. In this study, the author conducted interviews with the Head of the Administration Sub-Section, Head of the Residence Permit and Immigration Status Section, Head of the Immigration Information and Communication Technology Section, Head of the Immigration Traffic Section and Head of Personnel Affairs.

As for the research results from the Competency Analysis of Class I TPI Bengkulu Immigration Office Employees, researchers used Spencer and Spencer's theory in Sinurat (2021:56), which consists of 5 indicators, namely motives, traits, self-concept, knowledge and skills where the results of the study are described as follows:

Motives

Motivation is an urge that makes people act or behave in motivational ways that refer to the cause of a behavior, such as factors that encourage someone to do or not do something. Motivation can be interpreted as the desire to achieve higher status, power and recognition for each individual.

The motives of Class I TPI Bengkulu Immigration Office employees are related to the urges that encourage someone to act and the achievements achieved by employees. Motives are divided into two, namely encouragement and level of achievement:

- a) The urge to take action in the internal and external environment.

Based on the results of the study, it is known that one of the forms of motivating factors for employees to work at the Class I TPI Bengkulu Immigration Office is encouragement given by superiors or colleagues in the form of awards, a professional approach, employee job development, following procedures according to SOP, always open to input from fellow employees, being included in activities that can develop employee competence, namely by participating in technical guidance, training, and training for employees.

b) Level of achievement achieved

The data on Class I TPI Bengkulu Immigration Office employees who received awards in 2024 are as follows:

Table 2. Immigration Office Employee Awards Data

No	Name	month	Performance
1.	Jati	January	Exemplary Employee
2.	Iren	January	Best Service Assignment
3.	None	February	Exemplary Employee
4.	None	February	Best Service Assignment
5.	None	March	Exemplary Employee
6.	None	March	Best Service Assignment
7.	Gerhana	April	Exemplary Employee
8.	Tarmizi	April	Best Service Assignment
9.	Indah Novita	May	Exemplary Employee
10.	Tidak ada	May	Best Service Assignment
11.	Iren Lestari	June	Exemplary Employee
12.	Jati Prastiti	June	Best Service Assignment
13.	Erwin	July	Exemplary Employee
14.	Astri Wijayanti	July	Best Service Assignment
15.	Dwi Liberty	August	Exemplary Employee
16.	Erwin Ardiansyah	August	Best Service Assignment
17.	Lilik Suryani	August	Best Employee
18.	Dwi Liberti	September	Best Employee

So it can be concluded that employees of the Class I TPI Bengkulu Immigration Office in 2024 only received awards in January, April, May, June, July, August and September while in October, November and December no one has received an award because the month has not ended and for February and March no one received an award because there were obstacles in the award assessment. The number of employees of the Class I TPI Bengkulu Immigration Office is 54 people while only 18 people received awards so the total is 33.33% of employees who received awards, meaning that each employee needs to develop their competence. Based on the results of the study, it is known that the achievements of employees at the Class I TPI Bengkulu Immigration Office are, participating in functional training, pre-service training and technical training. In addition, the achievements of employees of the Class I TPI Bengkulu Immigration Office are getting exemplary employee and best service awards from the Head of the Immigration Office, the aim is to motivate all employees to further improve their knowledge, expertise, skills and attitudes to carry out their duties professionally.

Traits

Traits are characteristics or innate traits that exist in a person, they are part of a personality that is relatively permanent and does not change easily throughout life. Traits can include physical,

emotional and psychological aspects that distinguish one individual from another. In the book *Personality Detection* compiled by H. A. Muin Ghazali and Hj. Nurseha Ghazali (2022: 41), traits are objects that are visible and can be observed among habits or actions that are always repeated. Simply put, traits are something that is inherent in humans since birth.

Based on the results of the study, it is known that employees have competent traits because they have the best character according to the SOP, the concept of work assessment in including employees who are oriented towards friendly, agile, and accountable work, my leadership style is harmonious, respects employee backgrounds, likes to help subordinates who are in trouble, loyalty to the values of Pancasila and the 1945 Constitution. In addition, the way they empathize with people always fosters enthusiasm according to their main tasks and functions and obligations.

Concept (Self-Concept)

Self-concept is a picture that a person has of themselves, which is formed through experiences gained from interactions with the environment. William D. Brooks (Jalaluddin Rakhmat, 2007: 99) defines self-concept as "those physical, social, and psychological perceptions of ourselves that we have derived from experiences and our interactions with others". Self-concept is our views and feelings about ourselves. This perception can be psychological, social, and physical. Psychological perceptions, for example, views about one's own character. Social perceptions, for example, views about how others judge one. Physical perceptions, for example, views about one's own appearance.

Attitude is an individual's very close relationship with their respective attitudes as personal characteristics. Attitude is generally often interpreted as an action taken by an individual to respond to something. The definition of attitude is explained by Saifudin Azwar (2010: 3) attitude is interpreted as a reaction or response that arises from an individual to an object which then gives rise to the individual's behavior towards the object in certain ways. Good employee attitudes at the Class I TPI Bengkulu Immigration Office can be seen from the way employees behave towards other employees. Based on the results of the study, it is known that employees must have a good attitude, namely by doing their duties well, being disciplined and responsible for the tasks given. And employees are confident in their own potential without limiting their abilities.

Knowledge

Knowledge is a term used to describe when someone knows about something. Consisting of elements that know and are known and awareness of what they want to know, knowledge is all the results of human actions to understand an object faced. According to Notoatmodjo in Naomi (2019: 147), knowledge is the result of "knowing" and this occurs after people sense a particular object, sensing occurs through the senses, namely: the senses of sight, hearing, smell, taste and touch. most human knowledge is obtained through the eyes and ears. Education in general is any effort that is planned to influence others, either individually, in groups, or in society, so that they do what is expected by the education actor. The education of Class I TPI Bengkulu Immigration Office employees has different levels of education. To find out the level of ability regarding immigration regulations and policies, Class I TPI Bengkulu Immigration Office employees. Based on the results of the study, it is known that the level of employee education is in accordance with the fields required at the Class I TPI Bengkulu Immigration Office, it can be concluded that the level of education at the Class I TPI Bengkulu Immigration Office consists of high school-equivalent,

diploma, bachelor's and master's degrees. And employees already understand the regulations that have been made by the center.

Skills

According to (Sudarmanto, 2009:60) skills are the ability to carry out a particular task well both physically and mentally. Thus, skills are more directed at a person's ability to carry out an activity. Skills are related to a person's ability to do a job well and correctly. These skills cover various activities, such as actions, thinking, speaking, seeing, and hearing, and include technical and non-technical aspects. Technical skills involve technical or job-specific knowledge, such as the ability to code or use accounting software, while non-technical skills involve interpersonal, communication, and critical thinking skills. Training is a more specific process designed to teach individuals practical skills and specific tasks. The goal is to achieve expertise and competence in a particular area, with a focus on the application of knowledge and skills in the context of a particular job or task. According to Yusuf (2015:69) Training is part of specific, practical and immediate training education. Specific means that training is related to the field of work being carried out. Practical and immediate means that what has been trained can be practiced. Generally, training is intended to improve mastery of various work skills in a relatively short time. The training (diklat) carried out at the Class I TPI Bengkulu Immigration Office is to improve employee skills and expertise in completing tasks given to employees. The following is a table of employee data who participated in training at the Class I TPI Bengkulu Immigration Office in 2024.

Table 3. Training attended by Class I TPI Bengkulu Immigration Office employees in 2024

NO	training	Amount participant
1.	Diklat PIM IV	4 people
2.	PPNS	8 people
3.	BARJAS	4 People
4.	PPSM	1 People
5.	SAMAPTA	4 people
6.	Immigration Analysis	12 people
7.	ARSIPARIS	3 people
8.	Treasurer	1 people
9.	Financial grouping	1 people
10.	PPK Type C competency training MOOC model	1 people
11.	Distance training of commitment-making officials	1 people
12.	Eazy passport	1 people
13.	Immigration Check at Immigration Checkpoint	1 people
14.	Development of Immigration Information System	1 people
15.	RI VISA Granting Policy as Implementation of Enforcement of State Sovereignty	1 people
16.	Residence Permit Services Online Immigration	1 people

NO	training	Amount participant
17.	PKK Negara Tersertifikasi(PNT)	1 people

Source: Class I TPI Bengkulu Immigration Office, 2024.

Based on the table above, the data on employees who attended training at the Class I TPI Bengkulu Immigration Office in 2024 were 46 people consisting of 25 male employees and 18 female employees who attended training according to their respective employee training fields.

Training is one form of effort carried out by the Class I TPI Bengkulu Immigration Office in developing employee knowledge, skills, and expertise, namely through training attended by employees.

From the results of the study, it can be concluded that there are several trainings that have been attended by employees of the Class I TPI Bengkulu Immigration Office, namely training or education and training, namely finance, technical, treasury, dissemination training related to budgeting, human rights training, intellectual property socialization, Indonesian immigration education training, civil investigators, level 4 leadership training. Computer training, immigration technical education, cooperation between Australia, America, Singapore, Malaysia, Manilojing refugees, seminar training such as immigration examinations, PPS investigations, public relations, stakeholders, writing scientific social news / Websites. Job training / education and training, namely PPK type C competency training, MOOC model, distance training for commitment-making officials, eazy passport, immigration examination, information system development, visa granting policies, residence permit services and certified State PPK (PNT). So the training / education and training at the Class I TPI Bengkulu Immigration Office has been implemented well and has improved the competence of employees in the office.

Discussion

Based on the results of the research that has been described, competence is the ability possessed by employees, which leads to behavior that is in accordance with the demands of the job and in accordance with the provisions of the agency that will bring the desired results. Competence can cause or be used to predict a person's performance, meaning that if they have high competence, they will also have high performance. Competence is related to the knowledge, skills, and abilities possessed by a person to carry out certain tasks or jobs effectively. It can be concluded that competence includes technical aspects such as special skills in a field and non-technical aspects such as communication, leadership and problem solving at the Class I TPI Bengkulu Immigration Office. Based on the results of the study of the Competence Analysis of Class I TPI Bengkulu Immigration Office Employees, using Spencer and Spencer's theory in Sinurat, there are five indicators used, namely:

1. Motivation of Class I TPI Bengkulu Immigration Office employees is related to promotion, training and technical guidance, in addition, employees have participated in functional training which aims to improve knowledge, expertise, skills, and attitudes to carry out their duties professionally. Employee performance can be seen from the results of employee work that is assigned to employees, motivation and employee ability are one of the important aspects or factors, so employee development is not only in the implementation of training or training, but

also supported by development or coaching, the encouragement of employees of the Class I TPI Bengkulu Immigration Office is by taking a professional approach to employees to work well without any ulterior motives, providing support and appreciation for all hard work efforts that have been made by employees. Involving employees in training and giving awards to employees.

2. Characteristics of employees at the Class I TPI Bengkulu Immigration Office already have the characteristics of employees who have good competence, because they are responsible for their work, have leadership skills, and are able to work together. In addition, employees also have discipline in working, have high integrity, and employees can complete work in accordance with the obligations of their main tasks and functions.
3. In addition to having competent characteristics, employees have the nature of ability or skill skills, if an employee does not have the characteristics of a competent employee, it can affect employee performance, and also affect the main tasks, functions, and responsibilities that must be carried out will not run well. The solution or action of the superior is to assign employees to participate in employee competency development in addition to training programs (diklat) can also be implemented through courses and seminars.
4. Class I TPI Bengkulu Immigration Office shows good employee attitudes through various aspects, Immigration Office employees accept criticism, suggestions, complaints, reports and good opinions from the work environment. They also receive input and increase knowledge. Immigration office employees implement official regulations related to the main duties and functions of immigration in addition to that Immigration Office employees provide optimal service to the community.
5. The self-concept of Class I TPI Bengkulu Immigration Office employees good employee attitudes in improving competence is by planning, helping, and developing their behavior and performance, then employees have the enthusiasm to achieve work targets, be open and honest, disciplined in working and responsible for work. In addition to knowing the attitude of an employee, a superior tries to increase employee self-confidence by providing support and motivation to employees, providing opportunities for employees to develop their work skills by participating in training or diklat. Employee knowledge at the Class I Immigration Office TPI Bengkulu is currently always being improved through training and education and training that has been implemented by the Class I TPI Bengkulu Immigration Office, the LKPP procurement of goods/services human resource training center, the training and finance agency and the legal and human rights human resource development agency. . Employees are required to attend every training held with the aim of developing and improving employee knowledge through such training.

The level of education of employees required at the Class I TPI Bengkulu Immigration Office is in accordance with the fields required by the existing agency, if the agency requires a legal field, the level of education required is a law degree, likewise if the agency requires employees in the social field, the level of education sought is a social degree. The levels of education at the Class I TPI Bengkulu Immigration Office start from High School, Diploma, Bachelor and Masters.

Employee skills at the Class I TPI Bengkulu Immigration Office can be implemented through training or education and training, but not all employees participate in the training. The training that has been attended by employees at the Class I TPI Bengkulu Immigration Office is training or education and training, namely finance, technical, treasury, dissemination training related to

budgeting, human rights training, intellectual property socialization, Indonesian immigration education training, civil investigators, level 4 leadership training. Computer training, immigration technical education, cooperation between Australia, America, Singapore, Malaysia, Maniloring refugees, seminar training such as immigration examination, PPS investigation, public relations, stakeholders, writing scientific social news/website.

Job training/education and training, namely PPK type C competency training, MOOC model, distance training for commitment-making officials, easy passport, immigration examination, information system development, Visa granting policies, residence permit services and certified State PPK (PNT). Based on the results of the study and discussion, employees have sufficient technical competence, but there is a need to improve knowledge related to the latest immigration regulations, it was found that there are some employees who need additional training in time management and decision making while social competence such as excellent communication skills are generally good because employees interact directly with applicants. In general, the competence of the Class I TPI Bengkulu Immigration Office employees is good. Obtained based on interviews with predetermined informants. Class I TPI Bengkulu Immigration Office employees work in accordance with the SOP (Standard Operating Procedure) determined by the Directorate General of Immigration under the Ministry of Law and Human Rights (Kemenkumham) of the Republic of Indonesia. This SOP is prepared based on regulations and policies that apply at the national level, with the aim of ensuring efficient, transparent immigration services that comply with applicable standards throughout Indonesia.

Conclusion

Based on the results of the study and discussion using Spencer and Spencer's theory in Sinurat (2021:59), there are five indicators used. This study concluded that the competence of Class I TPI Bengkulu Immigration Office employees has been sufficiently implemented. This can be seen from several indicators, namely:

1. Motivation at the Class I TPI Bengkulu Immigration Office is related to promotion, training and technical guidance, in addition, employees have participated in functional training which aims to improve knowledge, expertise, skills, and attitudes to carry out their duties professionally.
2. Class I TPI Bengkulu Immigration Office employees have the ability and leadership style that can be used for the advancement of the agency and have the characteristics of competent employees in completing work.
3. That good employees must have an honest attitude, be agile, empathetic, open to new experiences and be able to complete tasks given by superiors.
4. Based on the understanding of the regulations regarding the Class I TPI Bengkulu Immigration Office, employees already understand the regulations because they are guidelines for doing work. In addition, the level of education of Immigration Office employees that the level of education that must be possessed is in accordance with the fields required by the office starting from High School, Diploma, Bachelor and Masters.
5. The skills of Class I TPI Bengkulu Immigration Office employees are carried out by conducting training or education and training, namely finance, technical, treasury, dissemination training related to budget, human rights training, intellectual property socialization, Indonesian immigration education training, civil investigators, level 4 leadership training. Computer training, immigration technical education, cooperation with Australia, America, Singapore,

Malaysia, Maniloring refugees, seminar training such as immigration examinations, PPS investigations, public relations, stakeholders, writing scientific social news / Websites. job training / education and training, namely PPK type C competency training, MOOC model, distance training for commitment-making officials, easy passport, immigration examination, information system development, Visa granting policies, residence permit services and certified State PPK (PNT).

Suggestion

From the conclusions above, it is very important for the author to provide the following suggestions:

1. Structural and technical training and functional training need to be improved.
2. Superiors must be stricter about employee discipline at the Class I TPI Bengkulu Immigration Office.
3. Provide soft skills training, such as emotional management, empathy, and teamwork.
4. Increase employee self-confidence through self-development training activities and positive feedback from superiors.
5. Hold regular training and socialization about new regulations, technology or the latest immigration procedures. Make sure their knowledge is always up-to-date so that the quality of service remains optimal

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