



THE EFFECT OF INDIVIDUAL CHARACTERISTICS AND EMPLOYEE COMPETENCY TO SATISFACTION OF PUBLIC SERVICE (CASE STUDY AT KANTOR URUSAN AGAMA KECAMATAN SUNGAI PENUH, INDONESIA)

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Abstract

The research is proposed to test the influence of individual characteristics and employee competencies on community service satisfaction. The population in this study was the Sungai Penuh City community who had received the last 1-year service at the Kantor Urusan Agama Kecamatan Sungai Penuh, amounting to 150 people. Furthermore, by using the Slovin formula, a sample size of 110 people was chosen with a sampling technique based on Simple Random Sampling. This study uses primary data and secondary data. Data analysis techniques used are path analysis and hypothesis testing using t test with data analysis using SPSS version 20. The results of the study based on showing that partially the individual characteristics and competence of employees have a positive and significant effect on community service satisfaction. The results also show that employee competency variables act as intervening variables between individual characteristics and community service satisfaction.

Keywords: Individual characteristics, employee competencies, service satisfaction, Indonesia

INTRODUCTION

One of government functions, which always gets public attention is public service. This function is inherent with the existence of government in the society. Especially for countries which apply welfare system (welfare state), public service becomes a certainty in the middle of the society which faces many issues. Theoretically, public service is every governmental event due to its responsibilities to give services to individual or society in a country. Because of this, without being asked, the government must have responsibilities to give services to the society. Based on this matter, the execution of regional autonomy is applied. One of the considerations is people, especially in the region.

Kantor Urusan Agama (KUA), based on the decision of the minister of religion (KMA), Number 477 in 2004, is a ministry of religion institution which has a job to execute half of Kantor Kementerian Agama Kabupaten/Kota jobs in the matter of Islamic religion in district. As a part of structure and as a front line of Ministry of religion in religion servicing and guiding. Kantor Urusan Agama has big jobs and responsibilities. Therefore, the executors from time to time are demanded to have higher knowledge and skills in giving services to people. Realizing the urgency of functions and its role, Kantor Urusan Agama always tries to improve religious developing programs and services to the people, surely in order to create Clean Government and Good Government in the matter of Good Governance manifestation.

The existence of Kantor Urusan Agama is as a part of governmental regional institution which has a task to give service to the people. Kantor Urusan Agama Kecamatan Sungai Penuh has functions and roles in a society. For example, managing administrative process for marriage so the wedding can be easily and smoothly held. However, based on initial observation, conducted at Kantor Urusan Agama about less satisfying servicing process, the procedures are impliedly complicated so the servicing process ran slow. Service quality at KUA is not compatible with types of service and time of executing.

Based on the result of the survey, it is shown that satisfaction of people about services of Kantor Urusan Agama Kecamatan Sungai Penuh is generally still low. There are some problems which were found in the result of the survey, as follows: (1) There is unfair treatment in giving services. (2) The man in charge is often unavailable, (3) Executing time is slow, (4) There are lack of empathy to public needs, (5) There are additional fee which must be paid by people during services. Based on one of the interviews with residents, Bapak Rupawandi, he stated that there was unfair treatment in servicing the public; interview with one of the employees, Ibu Oveni Wedian Rosi, stated that the main reason which makes the process run slow is that the man in charge is often unavailable. Low rate of satisfaction, shown by the society toward Kantor Urusan Agama, is strengthened by the news from Kerinci Time in which

KUA Sungai Penuh was accused to collect illegal fund for marriage. It was stated as follow: “Based on the procedure, marriage fund is only Rp.30.000,-“ but KUA Kota Sungai Penuh asked improper fund for marriage to couples who will be married. It is up to RP.350.000,-. Moreover, they also asked for fee to everyone for every document which is proceeded in Kantor KUA for about Rp.100.000. One of the residents in Sungai Penuh District, Bu Ati, told to kerincitime.co.id that when her son wanted to hold a wedding, he was shocked with the fee to make a marriage certificate in KUA because it is not compatible with the standard one. “I want to pay if there is a receipt for it in which is stated the function of the fee but they declined it” he announced to Kerincitime.co.id. In the opposite, Hendrizal as the head of KUA Sungai Penuh argued that there was no illegal marriage funding. He thought that KUA never asks for marriage fee that expensive and his side never collect any fee from the residents who held an event in KUA office, “that is not true, we never ask any fee” he stated in Kerincitime.

Low rate of satisfaction shown by public to the services of Kantor Urusan Agama Kecamatan Sungai Penuh is assumed because of employee characteristics and competency.

Individual characteristic is internal factor (interpersonal) which moves and affects individual behavior. Based on the result of initial observation which was conducted by researcher, it is found that some problems, which deal with employee individual characteristic, are employee attitude such as, employees’ abilities, skills and passion to assist the improvement of Kantor Urusan Agama Kecamatan Sungai Penuh are very low. As the impact of educational level, age and comprehension and also attention of employee to missions of Kantor Urusan Agama Kecamatan Sungai Penuh are very limited. The behaviour factor focuses on ability, attitude, passion and employees’ behaviour in executing a job. In order to see some problems about the employees of Kantor Urusan Agama Kecamatan Sungai Penuh, the writer did pre-survey toward 15 employees of administration department. The result of the pre-survey can be seen in the table 1 below:

Table 1 Presurvey Results

No	Dimension of Employee behaviour	Value (%)	Category
1	Service orientation	55,5	Fair
2	Integrity	58,5	Fair
3	Commitment	59,5	Fair
4	Discipline	56,0	Fair
5	Cooperation	59,5	Fair
6	Leadership	58,5	Fair

Source: Pre Survey Results 2018

Table 1 above shows that people evaluate average of individual characteristic as fair. Individual characteristics of the employees is an internal (*interpersonal*) factor which moves and affects individual behavior in working. Low rate of service orientation, integrity, commitment, discipline, cooperation and leadership of the employees to work are not optimal. Characteristics of employees in KUA Kecamatan Sungai Penuh are seen from their behavior. In practice, sometimes a civil servant does not have enough consciousness about his job and responsibilities and he chooses not to do the job well. For some employees, they do their jobs without passion, without focus, slow, those jobs are not considered as big responsibilities for them. Many of them physically are in their office but mentally they are not there. They are failed to put themselves totally in their jobs and responsibilities as apparatus of the country. This matter has been a negative perspective for too long in a society. The employee only describes an object based on his own perspective, he cannot accept suggestions and advice from others. He responds information from people with high tone. Working is one complicated event and it cannot be separated from many factors which affect and support its continuity.

The occurrences of issues about employee behavior surely affect the service given by the employee to public which leads to negative effect such as, satisfaction of public is not achieved. However, individual characteristics is a behavior which is not only determined by individual characteristics factor but also by employee competency.

This competency surely will give impacts to what the recipient will get, surely many perspectives about the competency itself. Competency is an ability to execute or to do a job or task based on skills and knowledge and it is supported by working attitude which is required by the job. Competency is a skill or comprehension of a person reflected through skills and knowledge about the tasks in the job. Based on that perspective, it surely gives the sketch that the competency is able to serve satisfaction to a customer. The competency of every employee or worker is essentials to be one of assistances in serving the satisfaction to the customer. The competency and a quality are not only as parts which can be measured through achieved customer's satisfaction.

In reality, the employee competency at KUA Kecamatan Sungai Penuh office is still not standardized. The lack of employee competency affects service satisfaction, which is demanded by public, significantly. Low rate of employee competency at KUA Kecamatan Sungai Penuh is seen from the lack of good attitude in communicating by the employees to public. How the society can get good service if the employees are often unavailable so the public cannot communicate directly to them. The employees often speak very less to the public, they do not explain details of information to the public. There is lack of empathy from serving employees to public needs. Lack of public communication is seen from the lack of fairness in giving service

and slow time of execution which is affected by complicated service procedures and inefficiency of execution fee.

Based on the background of the problem, some issues can be formulated as follows: (1) How are the effects of employee individual characteristics at KUA to satisfaction of service for residents of Sungai Penuh District? (2) How are the effects of employee competency at KUA to satisfaction of service for residents of Sungai Penuh District? (3) How are the effects of individual characteristic to employee competency at KUA Kecamatan Sungai Penuh? (4) How is the role of competency as *intervening* variable between employee individual characteristics and satisfaction of service for residents of Sungai Penuh District?

METHOD OF THE RESEARCH

The design of the research is causal research which analyses the correlation between one *variable* or more to other variables (Bungin, 2010). In the context of this research, the variables are individual characteristics, competency, satisfaction of community service. The target of this research is Residents of Sungai Penuh District.

The technique of sampling *Simple Random Sampling* is a technique which obtaining members of sample from population randomly without considering the differences among data in the population. Total of sample was determined based on calculation with Slovin equivalence within tolerated missing level at 5%. By using the equivalence, it was obtained 110 respondents from people who ever got service in Kantor Kementerian Agama Kecamatan Sungai Penuh. Type and source of the data in this research are divided into primary and secondary data. This technique of data collection was executed through questionnaire. The instrument of the research is questionnaire with likert scale. Before questionnaires were used, Validity and reliability test was conducted first. Technique of data analysis, used in this research, is path analysis. Then, hypothesis was tested by using t-test and significant value $\alpha = 0.05$.

FINDINGS AND DISCUSSION

Before path analysis was conducted, pre-requirement tests were applied; (1) normality test (2) heteroscedasticity test. The result of these tests passed the requirement to conduct path analysis. The results of path analysis can be seen at the figure below:

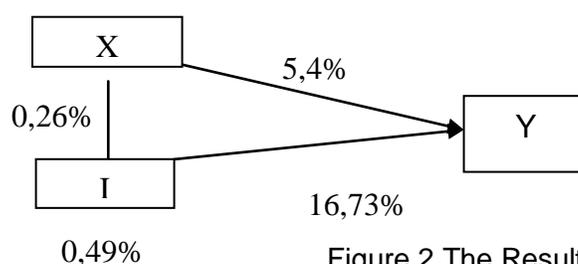


Figure 2 The Result of Path Analysis

The Effect of Individual Characteristics (X) to Satisfaction of Community Service (Y)

If rate of individual characteristics variable is seen from the result of VRT, it is 69,22% or categorized as pretty good so it must be upgraded maximally. Meanwhile, the result of hypothesis 1 shows that individual characteristics show positive and significant effects to satisfaction of community service at Kantor Kementerian Agama (KUA) Kecamatan Sungai Penuh. Hence, if individual characteristics are raised so the satisfaction of community service will also increase.

Results of simple linear regression analysis about the effects of individual characteristics to satisfaction of community service reaches coefficient rate 0.234. This matter shows that individual characteristics have effects to satisfaction of community service for 0.234 rate and individual characteristics have positive and significant effects to satisfaction of community service so the higher individual characteristics rate, possessed by an employee, makes the satisfaction of community service also higher. If the individual characteristics is increased so the satisfaction of community service also increases up to 23,4%

Result of the research is relevant with the research conducted by Mardijanto (2011) from Universitas Muhammadiyah Jember, entitled "The Effect of Job Individual Characteristics and Organization Characteristics to the Satisfaction of nurses in Rumah Sakit Umum Daerah Balung Jember". The result of this research shows that; all individual characteristics, job characteristics and organization characteristics variables simultaneously or partially have significant effects to the Working Satisfaction of nurses in RSUD Balung.

Hence, if KUA Kecamatan Sungai Penuh wants to improve the satisfaction of community service, the employee individual characteristics must be improved because if there is no improvement so the satisfaction of community service will decrease. Good individual characteristics tend to increase the satisfaction of community service and vice versa.

The Effect of Employee Competency (I) to the Satisfaction of Community Service (Y)

If rate of employee competency variable is seen from the result of VRT, it is 66,71% or categorized as pretty good so it must be upgraded maximally. Meanwhile, the result of hypothesis 2 shows that employee competency shows positive and significant effects to satisfaction of community service at Kantor Kementerian Agama (KUA) Kecamatan Sungai Penuh. Therefore, if employee competency is raised so the satisfaction of community service will also increase.

Results of simple linear regression analysis about the effects of employee competency to satisfaction of community service reaches coefficient rate 0.409. This matter shows that employee competency has effects to satisfaction of community service for 0.409 rate and

employee competency has positive and significant effects to satisfaction of community service so the higher employee competency rate, possessed by an employee, makes the satisfaction of community service also higher. If the employee competency is increased so the satisfaction of community service also increases up to 40,9%

Result of the research is relevant with the research conducted by Ichsan, Ichsan (2016), entitled “*The Effect of Employee Competency and Service Procedures to the Service Quality and the Impact to Satisfaction of Community Service at Dinas Kependudukan dan Pencatatan Sipil Kota Lhokseumawe*”. The result of regression test shows that; employee competency variable, Service procedures and service quality variables have positive and significant effects to the community satisfaction.

Hence, if KUA Kecamatan Sungai Penuh wants to improve the satisfaction of community service, the employee competency must be improved because if there is no improvement so the satisfaction of community service will decrease. Good employee competency tends to increase the satisfaction of community service and vice versa.

The Effect of Individual Characteristics (X) to Employee Competency(I)

Results of simple linear regression analysis about the effects of individual characteristics to competency reaches coefficient rate 0.051. This matter shows that individual characteristics has effects to competency for 0.051 rate and individual characteristics has positive and significant effects to competency so the higher individual characteristics rate, possessed by an employee, makes the competency also higher. If the individual characteristics is increased so the competency also increases up to 5,1%.

Result of the research is relevant with the research conducted by Komarudin (2017), entitled “The Effect of Individual Characteristics to Facilitator Competency (Survey at PPPPTKIPA Bandung)”. The result of this research shows that individual characteristics has significant effect to facilitator competency.

Thus, if KUA Kecamatan Sungai Penuh wants to improve the competency, the individual characteristics must be improved because if there is no improvement so the competency will decrease. Good individual characteristics tends to increase the competency and vice versa.

The Effect of Employee Competency as *Intervening* Variable between Individual Characteristics and Satisfaction of Community Service

The result of path analysis shows that personal characteristics is able to affect service quality directly and also indirectly through competency which belongs to *intervening* variable between personal characteristics and service quality.

The rate of direct effect from the individual characteristics to satisfaction of community service is 5,4% which means that if the given individual characteristics increases 5,4% so the satisfaction community service will also increase to 5,4%. The rate of competency effect to public satisfaction to service is 16,73% which means that if the given competency increases to 16,73% so the public satisfaction to service rate will increase to 16,73%. The effect of competency to public satisfaction of community service has the biggest effect rather than individual characteristics to public satisfaction of community service. Therefore, Kantor Urusan Agama Kabupaten Kerinci must improve employee individual characteristics more.

Indirect effect rate of individual characteristics to satisfaction of community service through competency is at 0,49%. It means that the higher individual characteristics rate will cause higher competency rate and then will cause higher satisfaction of community service and so vice versa. A lower individual characteristics rate will cause lower competency rate and then will cause lower satisfaction of community service.

Result of the research is relevant with the research conducted by Hermawati (2018) entitled "The Effect of Employee Competency, Service Quality and Working Discipline to customer's satisfaction at Kantor UPT Pendapatan Wilayah Makassar Selatan, South Sulawesi Province". The result of this research shows that directly the competency does not have any effect to customer's satisfaction. Indirectly, service quality has positive and significant effect to customer's service while directly human resource quality does not have any effect to customer's satisfaction. Simultaneously employee competency, service quality and working discipline have effect and it is significant with customer's satisfaction.

Hence, if individual characteristics is increased, competency will also increase and it will also increase satisfaction of community service at Kantor Urusan Agama Kecamatan Sungai Penuh. Good individual characteristics will improve competency and then will increase satisfaction of community service and vice versa.

CONCLUSION

Based on the findings of the research which have been explained in the previous chapter, there are some conclusions which are stated as follows: (1) Individual characteristics Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh is evaluated as pretty good category by the people with respondent achievement level (TCR) at 69,22%. This matter indicates that individual characteristics is at pretty good category. Therefore, it can be stated that the community is quite satisfied with individual characteristics of employees at Kantor Urusan Agama Kecamatan Sungai Penuh. (2) Employee competency at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh is evaluated as pretty good category by the people with respondent

achievement level (TCR) at 66,71%. This matter indicates that employee competency is at pretty good category. Therefore, it can be stated that the community is quite satisfied with competency of employees at Kantor Urusan Agama Kecamatan Sungai Penuh. (3) satisfaction of community service in receiving service at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh is evaluated as pretty good category with respondent achievement level (TCR) at 66,90%. This matter indicates that satisfaction of community service is at pretty good category. Hence, it can be said that the community is quite satisfied with services given by employees at Kantor Urusan Agama Kecamatan Sungai Penuh. (4) There is a positive and significant effect of individual characteristics variable to the satisfaction of service which is proven with coefficient value at 0,234 within $t_{hitung} > t_{tabel}$ ($4,115 > 1,98217$). It means that better individual characteristics will make better satisfaction of community in receiving service at Kantor Kementerian Agama (KUA) Kecamatan Sungai Penuh. Therefore, first hypothesis is accepted. (5) There is a positive and significant effect of competency variable to the satisfaction of service which is proven with coefficient value at 0,409 within $t_{hitung} > t_{tabel}$ ($2,244 > 1,98217$). It means that better employee competency will make better satisfaction of community in receiving service at Kantor Kementerian Agama Kecamatan Sungai Penuh. Therefore, second hypothesis is accepted. (6) There is a positive and significant effect of individual characteristics variable to employee competency which is proven with coefficient value at 0,051 within $t_{hitung} > t_{tabel}$ ($2,114 > 1,98217$). It means that better individual characteristics will make better satisfaction of community in receiving service at Kantor Kementerian Agama Kecamatan Sungai Penuh. Therefore, third hypothesis is accepted. (7) The result of path analysis shows that individual characteristics is able to affect service quality directly and indirectly through service quality through competency which belongs to *intervening* variable between individual characteristics to service quality. (8) The direct effect value of individual characteristics to the satisfaction of community service is 5,4%. It means that if the given individual characteristics increases to 5,4%, the satisfaction of community service rate will also increase to 5,4%. The effect of competency value to the satisfaction of community service is 16,73%. It means that if the given competency increases to 16,73%, the satisfaction of community service will also increase to 16,73%. (9) The indirect effect value of individual characteristics to the satisfaction of community through competency is 0,49%. It means that the higher individual characteristics rate will cause higher rate of competency and then will cause higher satisfaction rate of community service and so vice versa. If individual characteristics rate is lower, competency rate will also be lower and then will cause the satisfaction of community service also lower.

SUGGESTIONS

Based on the analysis and discussion which have been explained before, there are some suggestions which are addressed to Kantor Urusan Agama Kecamatan Sungai Penuh, as follows: (1) In the relation with the improvement of satisfaction on community service, service schedule fairness of employee can be improved by improving the execution accuracy to the service time schedule. (2) Improving employee individual characteristics. For example, by improving commitment in which the employee does not differentiate the grade and group in giving service and improving the cooperation by respecting and accepting others' opinion. (3) In order to improve employee competency, some ways can be done such as, sharing happiness to the residents by creating interactive informative media by KUA Kecamatan Sungai Penuh to be read and improving employees' attitude so they are able to explain the information clearly and specifically.

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