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## Competencies in Public Service (Case study : Budget Management in Blimbing Village, District of Gudo, Jombang Regency, Indonesia)

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### Abstract

In an effort to the distribution of development and improving public services, the central government issued Law No. 6 of 2014 concerning Village. Villages will give a larger authority to manage their own, one of them is Village Budget management. the central government will give budget transfer about 100.000 USD per year for one village. But there were problems in its implementation. The village apparatuses have not had enough competencies in Village Budget Management. It occurred in Blimbing Village. They submitted accountability report of Village Budget realization on March 29th, 2016. Officially they had to submit the accountability reports on the last January 2016. So, they delayed 2 months on submitting an accountability report. Blimbing village was the village with the longest overdue in submitting of accountability report of Village Budget in the district of Gudo year 2015. The purpose of this study is to describe competencies of village apparatuses in Villages Budget management at Blimbing Village, District of Gudo, Jombang Regency. The research method used was descriptive qualitative with case study research strategy. Then the technique of data collection used were observation, interviews and documentation. Furthermore, the technique of validity checking of the data used was triangulation method. Data analysis technique used were 6 stages of qualitative research based on data analysis approach consisted of managing and preparing data, reading the whole data, analyzing more details and recoding the data, applying the coding process, presenting the data, and interpreting data. Based on observation and analysis of data that have been interpreted by theories, the research can be inferred that the apparatus of Blimbing Village have not had enough competencies, especially in knowledge competencies and attitude competencies.

**Keywords:** Competencies in public service, local authonomy, Village Budget

### 1. Introduction

Human resource is the most important factor in determining the success of an organization, both private and public sector. Competence and commitment of employees determine the success of organizational goals (N.K Raju and Shulgna Sarkar: 2015). Therefore, civil servants who run the government must have the competencies qualified in their respective fields. Competent employee is the primary resource of any organization in gaining a competitive advantage (Bernard Oladosu Omisore: 2013). The competence of public administrator is an important prerequisite for the success of reforms, the State Government of Mozambique has instituted a series of training programs to provide the type of competencies that will reflect the new demands and the reality faced by the public sector (Nicholas Awortwi: 2010).

In order to improve competitiveness and competence, Korean and Japanese governments have attempted to reform the civil service manners to be more flexible and open (Pan S. Kim: 2002). A good system will be achieved if the government agencies improve the quality and competence of its institutions (Silviana and G.Zahara: 2015). Civil servants who have responsibility in Public services is still working unoptimal, one of the

factors is that the apparatus have not had competent in their duties (Shokib and Sugeng Rusmiwari: 2016). Low competence of civil servants who are the main cause of weak quality of financial reporting in all units of local government (Goddess Indriasih: 2014). The incident occurred in the village government of Blimbing, District of Gudo, Jombang Regency.

According to Article 41 Paragraph 2 of Regulation of Home Affairs Ministry of Republic of Indonesia Number 113 Year 2014 Concerning Village Financial Management, The accountability report realization of Village Budget has to be submitted no longer than one month after the year of program. However, based on the results of the evaluation of village regulations in 2015 by the Department of Revenue Financial and Asset Management, Local Government of Jombang Regency, there were 64% of villages delayed in making the accountability reports. From table 1.1 we can see that Gudo Districts has the largest percentage that 94% of villages delayed submitting an accountability report. The second is Gubuh District with 87,50% villages and the third is Diwek at least 85% Villages delayed on making accountability reports.

Table 1.1 The Overdue Accountability Report of Village Budget Realization by Districts in Jombang Regency 2015

No	District	Amount
1	Gudo	94,44%
2	Kabuh	87,50%
3	Diwek	85,00%
4	Tembelang	80,00%
5	Mojowarno	78,95%
6	Peterongan	78,57%
7	Wonosalam	77,78%
8	Bareng	76,92%
9	Ngoro	69,23%
10	Bandarkedungmulyo	63,64%

Resource: Department of Revenue Financial and Asset Management

Table 1.2 Blimbing village is the village with the longest overdue in the submission of the accountability report of Village Budget in the district of Gudo year 2015. Blimbing Village submitted accountability report of Village Budget realization on March 29th, 2016. Officially they had to submit the accountability reports on the last January 2016. This means that they delayed 2 months on submitting an accountability report.

Table 1.2 The Date of Accountability Report of Village Budget Realization in The District of Gudo year 2015

No	Village	Date
1	Blimbing	March 29, 2015
2	Tanggungan	March 28, 2015
3	Mejoyolosari	March 16, 2015
4	Bugasurkedaleman	March 8, 2015
5	Sepanyul	March 7, 2015
6	Mentaos	March 4, 2015
7	Kedungturi	March 3rd, 2015
8	Pesanggrahan	March 3rd, 2015
9	Wangkelkepuh	March 2nd, 2015
10	Plumbon Gambang	March 1st, 2015

Resource: Department of Revenue Financial and Asset Management

The competence in public organizations field has not been conducted in developing countries (Mohd Derus, M and Abdul-Aziz: 2016). Hopefully, this research will result in useful research for both academic and practical field. Based on the background that has been discussed previously, the research question is how is the competence of apparatus on Village Budget Management at Blimbing Village, District Gudo, Jombang Regency?. The purpose of this study is to describe the competence of apparatus in Village Budget Management at Blimbing Village, District of Gudo, Jombang Regency

## 2. Theoretical Review

Spencer and Spencer (1993) defined competence as the main characteristics of individuals are always in touch with the criteria for superior performance in a job. Klemp (1980) defined competence is a primary characteristic of individuals to produce effective performance within an organization. Seema Sangi (2007) defined competence as a component of the work that reflects the observable behavior of the workplace. The elements includes knowledges, skills, abilities, aptitudes, and influences the individual adjustment behavioral of performance in the workplace. Patricia J. Parsons (2007) in his book entitled "Ethics in Public Relations" defined competence as the possession of skills, knowledges, qualifications, or the capacity required in a job in order to achieve organizational goals. Kevin Wu (2010) revealed competence is the ability to be possessed by individuals to show himself as an actor in their duties. According to the Head of State Employment Agency Regulations No. 7 of 2013 competence are characteristic and workability that cover aspects of knowledges, skills, and attitudes based on the duties or job function. Meanwhile, Ministry of National Education defines competence as the ability to do tasks in the workplace which includes the application of skills supported by knowledge and attitude in accordance with the required competencies. Then Competence according National Professional Certification is an ability of individuals in an effort to master and apply knowledge, skills, and attitudes in the workplace based on their job requirement.

Sutrisno (1992) describes a government apparatus as a servant of the state and public servant who has the ability to plan, implement, monitor and control particular development. Agreeing with the previous expert, Deddy and Dadang (2004) defines the state apparatus as a government employees who served as a servant of society who do their tasks fairly and with equitable services to the society based on loyalty to the constitution of this country. Under Article 1 of Law No. 5 of 2015 on Civil State Apparatus, the State Civil Apparatus are a profession for civil servants and government employees with employment agreements that work in government agencies. Furthermore, the employees of State Civil Apparatus are civil servants and government employees with work agreement appointed by staff development officer and assigned by a public office or other tasked countries and paid based on the regulation.

While the Government employees with the Employment Agreement are Indonesian citizens with certain requirements and appointed based on labor agreement for a certain period of time in order to carry out government duties. From the statements aforementioned, village officials can be defined as an employee or officer who runs a village government. Based on Law No. 6 of 2014 concerning villages, the village government consists of the head of village and village officials assisted in government. Meanwhile, the village government consists of a village secretary, regional executive and technical executor. According to Regulation No. 113 In 2014 the village head in financial management is assisted by a Technical Executing of Village Budget Management (PTPKD) which consists of the village secretary, the section chief and treasurer. Then the budget management consists of planning, implementation, administration, reporting, and accountability.

## 3. Research Method

The research method used is an advocacy and participatory fiosofis paradigm. Because the results of this study wants to a policy agenda changes which is considered as the representation of the desire of various groups. The research strategy is a case study. It is a strategy of qualitative research where the researcher investigated accurately its program, event, activity, process, or group of individuals

Based on the philosophical ideas of the study, the research was conducted using qualitative approach with descriptive type. Qualitative research is a methos to explore and understand the meaning by individuals and groups considered from social or humanitarian problems. Then the object of analysis unit is the competence of village apparatus in Blimbing Village, District of Gudo, Jombang Regency. The informant consisted of the head of village, secretary of village, departement employees, treasurer, chairman of BPD, stakeholder of village and Head of Gudo District. The technique of Informant determining used purposive sampling.

Then the technique of data collection used observation, interviews and documentation. Furthermore, the technique of validity checking of the data was using triangulation method. Data analysis technique used 6 stages of qualitative research based on data analysis approach consisting of management and preparing data, read the whole data, analyze more detail and recode data, applying the coding process, presenting the data, and interpret data

#### 4. Discussion

##### 4.1 Planning

The first stage in the Village Budget Management is planning the village budget for the year ahead. The Village officials who have the responsibility in this job is the secretary of village. He is the coordinator of the Technical Executing of Village Budget Management (PTPKD). Village Secretary has an authority to draw up the plan of Village Budget assisted by the Head of Section in charge of preparing the draft budget in accordance with the field. In the process of village budget planning, The village apparatus has sufficient general knowledge, however they do not have special dan characteristic knowledge. Thus, they need more times to fix the draft of Village Budget Planning. As noted in data recap of village regulations evaluation by the Department of Revenue Finance and Asset Management, there are some errors in the arranging of Village Budget Planning. Thus, they have to improve the draft of Village Budget Planning. Then they need to improve their good attitude too, especially in professional, discipline, and work ethics. For example, in the arranging process of Village Budget planning, Head of BPD should exert pressure on the village government to immediately complete its work. Because some other villages have completed such requirement. In other cases, they take another job to fulfill their family needs. Finally, they could not focus on the main job as the apparatus of village government. In work skills, there are no serious problems that can make a work difficult. Although the majority of apparatus do not have computer skills, they pay new employee who has computer skills.

##### 4.2 Implementation

In the implementation of Village Budget, chief of section is a person in charge and he is the executor in the field. However, the head of village and the village treasurer have to know all of about a particular program. Therefore, all of expenses for the implementation of a program should be known by the head of village and village treasurer. The village of Blimbing has three sections, namely section of government, section of development and section of public welfare. Officially they already knew the implementation procedures of Village Budget, however, specifically they did not have the knowledge to support their jobs. they confused on how to manage large Village Budget. Then about the work skills, village apparatus of Blimbing Village were qualified to do their jobs. Although many employees did not have computer skill, it did not cause great impact to conduct the implementation of Village Budget because they have staff of administration who have good computer skill. In work ethics, many employees were indisciplin at work.

##### 4.3 Administration

Administration is the Village Budget accounting process both income and outcome. Administration is conducted by a treasurer of village in charge of their job. Thus, the treasurer of village has two jobs, the first he records all of income that come to village account such as village-owned enterprises, grant, transfer budget from central government and local government. Second, he records all of expenditures that can make expense of village cash, for example: personnel expenditures, operational expenditure, etc. Based on knowledge, the treasurer of the village has good knowledge about procedures of Village Budget administration, because there are technical and operational guidelines. Furthermore, local government provides him with a training about Village Budget administration. However, he did not have knowledges more specific. And in terms of skills, he has the required skills to conduct his job. Especially computer skills such as Microsoft Office application that can support financial administration of Villages. However, in terms of work ethics, village treasurer must be improved, especially on compliance to superiors and willingness to complete a work on time.

##### 4.4 Reporting and accountability

In the end of Villages Budget management process, there are reporting and accountability of Villages Budget realization implemented by village government. The head of village is a person in charge who has the authority to use the Village Budget. Thus, he has to make reports and accountability of Village Budget. The report is periodically submitted 2 times in a year to head of local government (mayor/regent) through the head of district and then the reports are also given to the village deliberative council (BPD). Officially, the report and accountability are submitted by the head of village, however in process of accountability reports organization, it is assisted by all of departements in village government. In terms of knowledge, there were some village officials who did not have the knowledge about procedures of reporting and accountability of Village Budget realization, because there were new regulations and new formats. In terms of skills, the village apparatus had the abilities to use a supporting application for making reporting and accountability, but there were some village officials who were not able to apply the supporting applications. Thus, they needed assistent to finish their jobs. Furthermore, most of village apparatus had good communication skills and good decision making skills. While in terms of work ethics, the village apparatus in reporting and accountability

must be improved. There were many staff doing their job unprofessionally. Based on the recap of data evaluation of the Department of Revenue Finance and Asset Management, Blimbing village is the latest village submitting their reports and accountability. This event occurred because the village apparatus did not have work spirits

## 5. Conclusion

based on the observation and analysis of data interpreted by theories, the research can be inferred that the apparatus of Blimbing Village has not had enough competence to conduct the Village Budget management, especially in terms knowledge and ethics. They just knew about general knowledges such as procedures. However, they did not have specific knowledges needed. Because their education background did not support to do the jobs. All of them were those graduated from senior high school and they did not have any certificates. The work attitudes were not good enough, especially in terms of professional and willingness to finish the job. And then about the skills, they have good skills to conduct the Village Budget although there were many apparatus who did not have computer skills, however they had good teamwork. Thus, they would help each other to cover their weakness.

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