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DEVELOPMENT "SOFT SKILL COMPETENCY" FOR THE OFFICIALS IN THE SUB-DISTRICT OF IMPLEMENTING PATEN TO INCREASE SERVICE QUALITY IN SURABAYA

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Abstract

This study aims to determine the development of "soft skills competency" is needed for officials in the district of implementing PATEN in Surabaya. The research problems preceded the innovation of service in the district called PATENT (Integrated Administrative Service). PATEN is a simple innovation with the concept of "close to the customers. Although it has been doing service innovation, there are still many public complaints related to service in the district, identified from the official website of the city of Surabaya (www.surabaya.go.id), the results of investigation of Ombudsman and the Public Service Commission (KPP). This study was conducted in five districts : Tegalsari (center Surabaya), Semampir (north Surabaya), Sawahan (south Surabaya), Sukomanunggal (west Surabaya), and Tambaksari (east Surabaya). The conclusion from this study is the need to develop soft skills competency for officers districts in the form of (1) intrapersonal skills (positive thinking, control emotions, improve patient) and (2) interpersonal skills (respect for others who applied to be polite, friendly and good communication). While suggestions for the development of "soft skills competency" for the district officials must be implemented soft skills training, especially for front staff.

Introduction: Many Problems Public Service in sub District PATEN

The main task of the government is to provide services to all citizens Demands to provide quality public services become an important agenda for governments. To improve the quality of services at the district level, the Ministry of Home Affairs has made the Regulation No. 4 of 2010 on the District Integrated Administrative Service (PATEN). PATEN is a simple innovation that centralize services in the district. PATEN goal is to improve the quality of service to the concept close to the customers, service closer to the community.

Surabaya is one of the cities that all the sub-district has organized PATEN. Although it has been carrying out PATEN, but there are still many problems that arise in connection with service process in the sub district. Based on data obtained from public complaints of Surabaya that contained on the official website of the Surabaya city (www.surabaya.go.id) many people are disappointed with the service in the sub district. The public complaints could be grouped into 9 types of problems as follows : (1) the officer only gave short answers when questioned, (2) sub-district officers to be indifferent, (3) officer answered questions arbitrarily (4) less friendly personnel and no desire to help (5) the officer did not provide information / explanation satisfactory (6) (6) lack of officer response to the difficulties attendant society, (7) the officer did not give the solution / suggestion satisfactory, (8) the officer did not provide services assurance, and (9) the officer remained relaxed although many people queuing up.

Another problem it connected with the service sub districts PATEN in Surabaya also identified by the Ombudsman. Based on the results of the investigation of the Ombudsman Representatives of East Java during November-December, 2013, all of sub districts in Surabaya get an assessment as a red zone. It is related with the services that still less than optimal due to lack of front office personnel ramahnya districts.

The issue of service in the district in Surabaya also been identified by the Public Service Commission (KPP) of East Java. E-kios facilities of public service is not enabled. E-kios is a machine that looks like "Automatic Teller Machine" (ATM), whose function is to perform public services online. This equipment has three different menus: "Surabaya Single Window" (SSW) specifically for licensing, "e-Health" for health care, and "e-Lampid" for administration of population (births, deaths, moving, and coming). Results of investigation of the KPP said that the sub-district officials did not provide the public with e-kios, but prefer using the manual method. The use of e-kios is still "complicated", requires patience and diligence of officers in helping people use the facility. The investigation found that officials are reluctant to help people who want to use the e-kios.

The problems faced by the sub-district officers in providing public services is seen that actually the officers face the problem of soft skills that require expertise in performing their duties. If related with public complaints to public services in the sub district, officers are still have problems in the art of soft skills that is how officers manage relationships with others (interpersonal skills) such as respect for others, having empathy, being friendly, good communication, will respond to complaints. In addition, the sub-district officers also still have problems in organizing themselves (intrapersonal skills) as they less patient in giving service to the public.

Public Service: Type of Service in the Sub-District

Definition of services given by Grönroos (1990: 27) that is :

"A service is also an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or system of the service provider, which are provided as solutions to customer problems"

Based on the Grönroos definition, characteristics of the service is :

1. This is a series of activities that are not visible
2. The interaction between customers and employees, or other things provided by the service provider
3. Intended to overcome the problems of the consumers / customers.

Definition of the services provided by Zeithaml, Parasuraman and Berry (1990: 15) the following :

"First, services are basically intangible. Because they are performances and experiences rather than objects, precise manufacturing specifications concerning uniform quality can rarely be set. Second, services – especially those with a high labor content – are heterogeneous; their performance often varies from producer to producer, from customer to customer, and from day to day. Third, production and consumption of many services are inseparable."

Based on the explanation Zeithaml, the characteristics of the service are:

1. Service is essentially invisible
2. Services are heterogeneous vary between service providers, service users from time to time
3. Between production and consumption of services inseparable

Furthermore, Philip Kotler (2004: 43) also gives the notion of service as follows :

"service as an activity or an advantage which is given by one party to another party which is basically intangible and can not effect any ownership."

Service is any activity or benefit that may be given one party to another that is essentially intangible and does not result in the ownership of anything anyway and production may or may not be related with a physical product.

From of the three definitions of the services provided by Grönroos, Zeithaml, and Kotler can be seen that the service:

1. Intangible; service can not be seen, touched, or heard before the service process occurs
2. Inseparability; services can not be separated from providers and recipients
3. Variability; services have diverse nature of aspects of the provider and the recipient of the service from time to time
4. Perishability; service is a commodity not durable and can not be kept within a certain period
5. interaction; service is basically the interaction between providers and users

Based on the decision MENPAN No. 63 / KEP / M PAN / 7/2003 and Law No. 25 of 2010 on Public Service, the type of public service activities include:

1. Administrative Services; services that generate various forms of official documents required by the public, such as identity cards Occupation (KTP), certificate Birth, Certificate of Death, Book Owner Vehicle (reg), Driving License (SIM), Certificate of Motor Vehicle (vehicle registration), Permit Building (IMB), passport and so on.
2. Goods services; services that generate various forms or types of goods used by the public, such as the telephone network, electricity supply, water supply and so on.
3. Services; services that generate various forms of services required by the public, such as education, health care, management of transportation, postal and so on.

Types and forms of service in the sub district is the administrative services that require a form of service "direct delivery service". Because of the type of services that require "direct delivery service", then the interaction between the officials and the public will be in the form of service with that required oral communicative interaction. For this reason it is indispensable specific competence of personnel related with the interaction to others. The necessary competence is soft skill competency.

Soft Skill Competency

Soft skills is actually a development of the concept, which is known by the term emotional intelligence (Emotional Intell¹²ce). Emotional Intelligence began bustling discussed after the writing of Daniel Goleman (1996), entitled "Emotional Intelligence: Why It Can Matter More Than IQ" in 1996 studied both from the world of education, industry, and other professional institutions.

Daniel Goleman states the concept of emotional intelligence in his book entitled "Emotional Intelligence" (1996: 35) as follows:

"Emotional intelligence: abilities such as being able to motivate oneself and persist in the face of frustrations, to control impulse and delay gratification, to regulate one's moods and keep distress from swamping the ability to think, to empathize and to hope".

Furthermore, the definition of soft skills given by Dennis E. Coates (2006: 86), states that:

"soft skills are skills a person in touch with other people (interpersonal skills) and skills in organizing themselves (intrapersonal skills) are able to develop to the maximum performance".

Soft skills are one's skills in dealing with others (interpersonal skills) and skills in organizing themselves (intrapersonal skills) were able to develop to the maximum performance. Interpersonal skills are the skills to recognize and respond appropriately feelings, attitudes, and behaviors, motivations, and desires of others. How one is able to build a harmonious relationship to understand and respond to others is part of interpersonal skills.

The definition of soft skills is also given by Gabriele Peter Kuhlinger and Friedel John (2012: 7):

“Soft Skills heißt übersetzt „weiche Fähigkeiten“. Dahinter verbirgt sich Ihr Potenzial, gut mit Menschen und deren Handlungsweisen, aber auch gut mit sich selbst umzugehen. Früher wurden Soft Skills als soziale Kompetenzen bezeichnet. Darunter versteht man auch heute noch Faktoren wie Zusammenarbeit, Kommunikation, Konfliktfähigkeit usw. Bis in die 90er Jahre reichte es allerdings aus, in Bewerbungsv oder Mitarbeitergesprächen beispielhaft diese soziale Kompetenz darzulegen.”

Soft Skills is the hidden potential of a person to work well. Soft skills are also called social skills, as indicated by the behavior. It is understood as a factor of cooperation, communication, and conflict management.

More detail, Gabriele Peter Kuhliger and Friedel John (2012: 7-8) explains that people who have high levels of soft skills, considered to be emotionally intelligent. Emotional intelligence is a person's wealth. With emotional intelligence that he will be able to manage personal emotions and others well.

“Menschen, die über ein hohes Maß an Soft Skills verfügen, gelten als emotional intelligent. Emotionale Intelligenz beschreibt Ihr Vermögen, mit eigenen Gefühlen und denen anderer richtig umzugehen”. (2012 : 7)

“Emotional intelligente Menschen verfügen über folgende wesentliche Kompetenzen: Sie (1) können sich selbst gut beobachten und wahrnehmen,(2) besitzen hohe Motivation,(3) verfügen über Einfühlungsvermögen sowie, (4) gute kommunikative Fähigkeiten.”(2012 : 8)

Emotionally intelligent people who have skills, namely (1) can see themselves with good, (2) have a high motivation, (3) have empathy, and (4) are able to communicate well.

According to Peter Gabriel and John Friedel (2012: 8), Soft skills are innate, thus intelligence soft skills given by God to anyone.

“Die gute Nachricht: Emotionale Intelligenz ist angeboren, also jedem gegeben! Nur: Was man daraus macht, ist jedem selbst überlassen.”

Just what will be obtained from the soft skills obtained, depending on each individual in applying. Soft skills can be developed with the exercises as often as possible. Train yourself to smile to others, communicate well, understand the feelings of others, and others. Someone who wants to develop their soft skills should be minded that he did not want to seem nosy or interfere with another person, but as a person who is friendly and helpful. Without soft skills, someone does not have any advantages. This is consistent with the description Kuhliger Gabriele Peter and John Friedel (2012: 8) the following:

Der Einfluss des Intelligenzquotienten auf den beruflichen Erfolg beträgt Untersuchungen zufolge derzeit nur etwa 25 bis 30 %, bei Führungskräften sind es sogar nur etwa 15 %. Damit wird deutlich, dass harte und weiche Faktoren aus der Sicht von Personalverantwortlichen und Vorgesetzten zuv Sammengehören.”

For someone who is classified as a professional, the influence of IQ (success of the study) was only about 25 to 30% to achieve success in the work; whereas for executives, it takes only about 15%. It reinforces that soft skills are very influential factor in the job.

According to Daniel Goleman (2005: 42-43), emotional skills framework consists of two things: Personal Competence and Social Competence. Personal Competence is the skill associated with oneself (self), while the Social Competence is the skill associated with another person (other).

Personal Competence is a skill that determines how individuals know themselves. To assess the Personal Competence There are two (2) of the following:

1. Self Awareness; determine the condition themselves. To assess the Self Awareness, can be used the following parameters (2005: 83-187):

- Awareness of emotions: recognizing emotions themselves and their effects.
- Self-assessment carefully: know the strengths and limits of themselves.
- Confidence: self-esteem and confidence about their own abilities.

2. Self Management; manage the conditions and resources themselves (2005: 130-151):

- Self-control: managing emotions and urgings that damage.
- Trustworthy nature: maintaining the norms of honesty and integrity.
- Adaptability: flexibility in the face of change.

While Social Competence is a skill that determines how individuals handle a relationship with another individual. To conduct an assessment of the Social Competence, there are two things:

1. Social Awareness (social awareness); awareness of the feelings, needs and interests of others (2005: 220-234):

- Understanding others: to perceive the feelings and perspectives of others, and demonstrate an active interest to their interests.
- Orientation services: trying to meet community needs.

2. Relationship Management (social skills): proficiency in managing interactions with other people (2005: 280-286)

- Communications: send a message that is clear and convincing.
- Conflict management: negotiation and problem solving.

From the various definitions and 3 dimensions of the aforementioned soft skills, soft skills in this research is a skill possessed by a person in dealing with others (interpersonal skills) and including himself (intrapersonal skills) to be able to do the development work optimally. Collaborate with the opinion of Daniel Goleman, the intrapersonal skills include self-awareness and self-management, interpersonal skills while covering Social Awareness and Relationship Management. Soft skills can be developed through practice and learning.

Soft Skill Competency owned by the sub District Officials

Has conducted research in five sub district PATEN in Surabaya, sub district of Tegalsari, Semampir, Sawahan, Tambaksari, and Sukomanunggal. Each sub district represents the area of Surabaya central, north, south, east, and west.

Soft Skill competency in the form of interpersonal skills possessed by the officials is as follows:

- a. Self awareness owned officials is still less than optimal. This is influenced by the lack of skill and attitude officials. Lack of personnel skills can be identified when there is a problem during the service process, the officials have not been able to finish well. Officials often still emotional and submit the settlement to the leadership. While the lack of attitude officials, can be identified when the officials is still often feel offended dignity because people's behavior that triggers emotions.
- b. Self management possessed sufficient forces optimal. This is influenced by knowledge, skill, and attitude officials good enough. Officials realize that their duty as a public servant who must work well and obey the rules, so if there is a change of tasks such as the service at the night, they will be doing a good job. In addition, a good attitude of the officials in their duties also strongly supports optimal self-management, in which the officials being that they should be patient, do not favor some people, do not accept bribes, and are willing to accept the assignment change is the main capital of the officials.

While soft skills competency in the form of interpersonal skills possessed officials is as follows:

- a. Social awareness owned officials is quite optimal. This is influenced by knowledge, skill, and attitude apparatus pretty good. From the aspect of knowledge, the authorities realized that the things behind people's emotions more because they really need the document as it will be used for an urgent need. In addition, officials also understand that their main task is to provide services to the community. From the aspect of skill officials capable of providing a good service with the appropriate

rules and regulations. Further, from the aspect of attitude, the authorities have made clear that they do not always understand the society if they do not obey the rules, the statement further emphasized again that the authorities must provide optimum service to the public but must not violate the rules.

b. Relationship management owned officials is still less than optimal. This is influenced by knowledge, skill, and attitude officials are still lacking. From the aspect of knowledge, authorities made little effort communication with the public when there are problems. Even then done with moderation, because the authorities considered that the services in the district do not require lengthy explanation. From the aspect of skill, the authorities only provide just enough explanation to the public on the grounds there are many other people who should be given the service. However, the authorities still want to try searching for the cause of the problems in the service process and willing to listen to reason society. Further, from the aspect of attitude or the attitude of authorities give a statement that they do not need to speak a lot in providing services because of the type of service in the district does not require lengthy explanations because already there are clear rules that can be used as a reference.

Development of Soft Skill Competency Required

Soft Skill competency in the form of intrapersonal skills need to be developed for the officials is as follows:

- a. Self-awareness; positive thinking
- b. Self management; control emotions and improve patience

While soft skills competency in the form of interpersonal skills need to be developed for the officials is as follows:

- a. Social awareness; respect for others who applied to be polite and friendly
- a. Relationship management: good communication

Recommendation

9 To improve the quality of service on the sub district PATEN in Surabaya, necessary for the development of soft skills competency officials especially the front office staff in performing their duties to deal directly with the public. Therefore, the necessary training and guidance on the basics of treating others well in the public service. Training can be conducted internally by the sub districts. This can be done because the status of the sub district that has become SKPD, thus had a budget that could be used to carry out the activities as needed. Training should also be done by the Agency for Employment and Training of Surabaya as the official agencies that handle development of officials

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