

Strategies for improving Employee's Competency in Bekasi Highways and Water Resources Government Agency

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Abstract

The purpose of this study was to assess and analyze employee competencies and strategies for enhancing employee competence at the Highway and Water Resource Government Agency. The method used in this research is descriptive qualitative. The results showed that the competence of employees at the Highway and Water Resources Government Agency in Bekasi City has not increased, because the competence of motives, characteristics, self-concept is still inadequate, knowledge and skills competencies are very low. Therefore, there are still problems faced related to public services in the administration of government affairs in the field of public works and spatial planning in the sub-affairs of water resources, drainage, roads and construction services in Bekasi City. Researchers found the novelty of the research results, there are dimensions that determine the characteristics of strengths or weaknesses, namely dimensions of employee competency development, empowerment and motivation, the findings of these researchers modify and develop by providing complete or providing reinforcement.

Keywords: Strategy, Competence, Diversification.

INTRODUCTION

The Bekasi City Highways and Water Resources Government Agency is one of the Regional Apparatus Organizations in the Bekasi City Government which is positioned as an assistant element of the Bekasi Mayor in administering Government affairs in the field of public works and spatial planning for the sub-affairs of water resources, drainage, road and construction services. Substantially, the handling of the highways sector (roads) and water resources in Bekasi City must be based on the principle of sustainability development, namely the management and handling of the road and water system sector which is oriented towards the sustainability of future life, besides that it must be sustainable. Continuously evaluating its program which includes evaluation to improve the quality of the structure, evaluation to increase the efficiency and effectiveness the use of the funds and responsiveness to changes and anticipation of the future, in order to achieve good governance. The success of the administration of government affairs as described above, depends on the quality of human resources/employees at the Highways and Water Resources Government Agency.

Potential problems in regional development generally arise from strengths that have not been optimally utilized, weaknesses that have not been overcome, opportunities that have not been exploited, and threats that have not been anticipated. To get an initial picture of how infrastructure problems can be resolved and resolved properly, each problem is also identified the determinants of its success in the future. For this reason, the identification of problems that exist in the Highways and Water Resources Government Agency, there are 4 (four) conditions that are the background for the research in this dissertation and are associated with an initial study of theories related to employee competence, namely (1) Flood problems that often occur every year, (2) Congestion often occurs every day in several locations, (3) The results of inspections by the Investigating Agency which are carried out regularly every year, there are always findings of overpayment of activities that have been carried out, (4) Lack of responsiveness in resolving public complaints. The four phenomena that occur above, theoretically, become interesting to be studied more deeply, associated with the limited ability of human resources, this is an important component in an effort to improve employee competence.

The quality and quantity of human resources need to be designed according to the needs in implementing the authority and duties of the Highways and Water Resources Government Agency, especially in creating the Highways and Water Resources Government Agency as a center of knowledge and organizational learning. Public demand regarding the need to establish good human resources in improving the professionalism of employees of the Highways and Water Resources Government Agency is an urgency in a modern organization. Therefore, a strategy is needed to realize the efforts to improve the quality of competence in encouraging the work quality of employees both individually, in groups and as a whole in response to the demands and needs of an increasingly transparent organization. Based on the

description above, the research objectives are (1) To examine and analyze more deeply the competence of employees at the Bekasi City Highways and Water Resources Government Agency, (2) To examine and analyze in more depth strategies to improve the competence of employees of the Bekasi City Highways and Water Resources Government Agency.

LITERATURE REVIEW

In the literature review, the researcher explores the theory that the researcher does to strengthen, discover and know new things in this research relating to the disciplines of public administration, human resource management to the substance of the research carried out, namely regarding employee competence. The theoretical framework in the basic flow of literature review thinking is divided into three parts, namely Grand Theory, Middle Range Theory and Applied Theory. The grand theory in this research is Public Administration. Referring to the opinion of experts, Public Administration is defined as all activities or efforts to achieve public goals, namely the welfare of the community through efforts in the cooperative executive, legislative and judicial circles and the relationship between the three (Nigro & Nigro, 1983; Presthus, 1975; Pfiffner, 1975; Kasim, 2004). Based on the opinion of these experts regarding the definition of public administration, of course it involves human resources, where in achieving the goals of public administration is strongly influenced by the quality of human resources, so that the role of Human Resource Management is needed in public administration (Silalahi, 2007; Siagian, 2007; Wahyudi, 2003; Heidjrachman, 2006). Thus, Human Resource Management is used as the Middle Range Theory. Success in achieving the goals of an organization or company depends on its human resources. Likewise, in achieving the goals of public administration, it is necessary to have human resources with the required quality. Thus, the competence of human resources (employees) as an Applied Theory (Spencer & Spencer, 1993; Harist, 2002; Palan, 2008).

The change in the paradigm of public administration, from initially being power centered on the state to then now being transferred to the hands of the people, must be accompanied by a balance between the three components, the people, the government and the businessmen. The development of public administration has changed from time to time in accordance with the demands of life and the development of community progress accompanied by a paradigm shift in thinking. Public administration is one part of administrative science which is closely related to the political process, especially its formulation with the formulation of various state policies, so that public administration is well known according to the existence of a political system in a country. Therefore Kasim (2004:8) states "Public administration is very influential not only on the level of policy formulation, but also on policy implementation, because public administration functions is to achieve program objectives that have been determined by political policy makers". Formulation of policies drafted by the executive branch and legislative which will serve as the basis in carrying out activities either by the executive, legislature and as the foundation used by the public and the private sector.

To achieve goals (maximum) with the company, employees and society, it is necessary to do how to manage the relationships and roles of resources (labor) owned by individuals efficiently and effectively, as the opinion expressed by Silalahi (2007: 29) revealed that "Human resource management (HRM) is an art to achieve organizational goals through arranging other people to carry out various jobs that are needed, or in other words not doing the jobs themselves". HRM is part of management science and besides HRM is a process and steps for recruiting, developing, motivating and comprehensively evaluating the HR goals needed by an organization or company to achieve its goals. Human resource management is a process of dealing with various problems within the scope of employees/employees, managers and other workers to be able to support the activities of an organization or company in order to achieve predetermined goals. Wahyudi (2003: 54) states that "Human Resources Management is planning, organizing, directing and supervising the activities of the implementation of procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various goals of individuals, organizations, and society". Human Resource Management must be able to direct human resources to achieve predetermined goals. So that the function of human resource management has the goal of supporting the duties of management (company) running the wheels of the organization to achieve predetermined organizational goals. Human resource development (HR) is primarily intended to increase employee productivity or work output, or in other words, to increase the effectiveness and efficiency of each employee's work.

Competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in their work, (an underlying characteristics of an individual which is causally related to criterion - referenced effective and or superior performance in a job or situation) Underlying Characteristics means that competence is part of a deep and inherent personality and predictable behavior in a variety of situations and job tasks. Causally Related means that competence is something that causes or predicts behavior and performance. Criterion Referenced means that competence actually predicts who is performing well, measured by the criteria or standards used (Spencer & Spencer,

1993:9). Competence can be divided into two categories, namely "Threshold" and "Differentiating" (Spencer & Spencer 1993:15) according to the criteria used to predict the performance of a job. Threshold competencies are the main characteristics, which are usually basic knowledge or skills such as the ability to read that a person must have in order to carry out his job. But this category is not for determining whether a person is a high performer or not. This category is for evaluating only to find out whether they know their duties, they can fill out forms and so on. Meanwhile, Differentiating competencies are the factors that differentiate individuals with performance high and low.

Employees who have or fulfill competency elements in employees will certainly achieve the expected work results, this shows academic intellectual ability, empirical which leads to the ability to think and act proportionally. The professionalism, skills and access as well as the credibility of employees can show ability and reliability in the work process and in producing jobs. Research conducted by Harist (2002:55) shows that there are at least 6 criteria used to measure the level of quality, each of which is: (1) Professionalism and skills of employees, (2) Attitudes and behavior, (3) Accessibility and flexibility, (4) Reliability and trust, (5) recovery or recovery, (6) reputation and credibility. The dimensions above, are dimensions of competence in general that need to be held as the key to determining the abilities and skills of employees where they work. Furthermore, Spencer & Spencer (1993: 10) points out five characteristics of human resource competence or employees, namely:

1. Motives, is something which a person consistently think so that it performs the action. Spencer (1993) adds that motives are "drive, direct and select behavior toward certain actions or goals and away from others ". For example, someone who has motivation achievement consistently develops goals that give a challenge to himself and takes full responsibility for achieving these goals and expects some kind of "feedback" to improve himself.
2. Traits, are characteristics that make people behave or how someone responds to something in a certain way. For example, such as self-confidence, self-control, fortitude or endurance.
3. Self-concept, is the attitude and values that a person has. Attitudes and values are measured through tests for respondents to find out the value a person has and what is attractive for someone to do something
4. Knowledge, is information that a person has for a particular field. Knowledge is a complex competency. Knowledge test measures the ability of the participants to choose the most correct answer but cannot see if someone can do the job based on their knowledge
5. Skills, is the ability to perform a particular task, both physically and mentally. By knowing the level of competence, human resource planning will have better results.

Based on the above explanation, competence motives, treats, self-concept, knowledge, and skills will determine the work results of a job. Furthermore, Spencer & Spencer in Sudarmanto (2014:53) said that motives, traits, self-concept competence are more hidden, deep and different, at the central point of one's personality also tends to be difficult to develop. In training and development programs. Knowledge and expertise competencies tend to be more obvious and relatively different on the surface as one of the characteristics possessed by humans and are easily developed in human resource training and development programs.

Organizations that understand the thought processes behind the various competency approaches are motivated to adopt competency management. Competency management can be defined as identifying, assessing and reporting the competency level of employees to ensure that the organization has adequate human resources to carry out its strategies (Palan, 2008: 25). There are three main approaches to competency management:

1. Competency acquisition: The organization makes a deliberate and planned effort to acquire the competencies necessary for company growth and expansion
2. Competency development: The competency level of existing employees is enhanced through continuous development programs
3. Competency deployment: Employees are placed in various positions in the organization that are best suited to their competencies (best-person position fit).

The Researcher builds a frame work of thinking, which is the logic of a study to facilitate systematic understanding of the flow of research thinking. The framework of this research is based on the phenomenon of problems that arise because the competence of employees has not increased, especially problems related to floods, traffic jams, findings from the results of examinations carried out by the examining agency, complaints from the public are not handled. The phenomenon of problems occurs due to internal factors and external factors that are not optimally utilized and controlled. To solve the problem phenomenon at the Bekasi City Highways and Water Resources Government Agency, it is necessary to deepen the characteristics of employee competencies based on the theory of Spencer & Spencer (1993: 10). Based on the above arguments, the researcher can formulate a flow of research thinking framework as shown in figure 1.

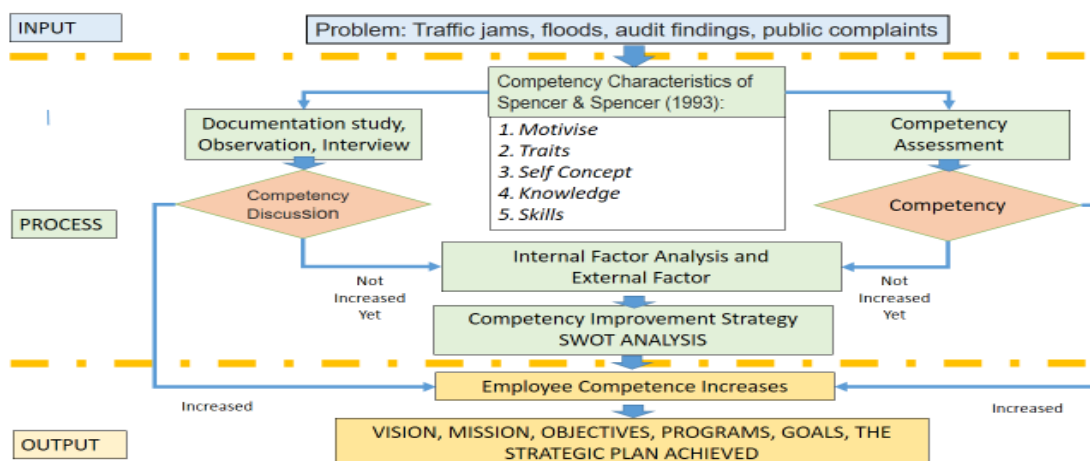


Figure 1 Research Framework

METHOD

Methods that is used was descriptive analysis with a single case study qualitative approach. According to Bungin (2007: 68) argues that: "The qualitative descriptive format is carried out on a grounded theory that focuses research on a particular unit with in-depth research. Furthermore, according to Moleong's opinion (2007:4) defines a qualitative research method as "a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This approach is directed to the background of the individual holistically (intact). So in this case it is not allowed to isolate individuals or organizations into variables or hypotheses, but it is necessary to see them as part of a whole". Then Nasution (2003:5) argues that qualitative research is "observing people in the environment, interacting with them and interpreting their opinions about the world around". According to Sukmadinata (2005:60) states that qualitative research is "a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of people individually or in groups".

The researcher chooses a qualitative approach which aims to reveal what is happening in empirical reality and this research mainly observes and explores the behavior of the object under study. Qualitative research is conducted to find a comprehensive and in-depth picture of the object under study, by departing from an existing phenomenon, this research also does not depart from a theory that is to be tested for truth but theory is used as an approach to research problems. This research is more specifically directed at the use of the case study method. As the opinion of Lincoln and Guba (2010:34) which states that a qualitative approach can also be called a case study or qualitative, namely "in-depth and detailed research on everything related to the research subject". Pujosuwarno (2011: 1) further argues that a case study can be interpreted as "a technique to study an individual in depth to help him get a good adjustment". The advantages of research using qualitative methods according to Lincoln and Guba (2004: 201) are as follows: (1) Case studies can present views of the subject under study, (2) Case studies present a comprehensive description that is similar to what readers experience in everyday life days, (3) Case studies are an effective means of demonstrating the relationship between researchers and informants, (4) Case studies can provide the in-depth description needed for assessment or transferability. Basically, research using qualitative methods with the type of case studies aims to find out about something in depth. So in this study, the researcher will use a single case study method to reveal the strategy for increasing the competence of employees at the Office of Highways and Water Resources of Bekasi City. Data collection techniques to obtain information data about the real situation in the field from each indicator regarding the competence of Bekasi City Highways and Water Resources Office employees are obtained through competency assessment, observation, interviews, and documentation study. Furthermore, the determination of the strategy to increase the competence of the Highways and Water Resources Government Agency staff is carried out through a SWOT analysis.

RESULTS AND DISCUSSION

Competence of Employees at the Bekasi City Highways and Water Resources Government Agency

Highways and Water Resources Government Agency as an assistant element to the Mayor of Bekasi in carrying out government affairs in the field of public works and spatial planning for the sub-affairs of water resources, drainage, road and construction services. The number of employees at the Bekasi City Highways and Water Resources Government

Agency is 180 people, consisting of 136 men and 44 women. Based on educational background, of the 180 people who are in accordance with the educational background required by the Highways and Water Resources Government Agency, 89 people and 91 people who do not match. The number of employees who hold structural positions is 37 people, executive positions are 121 people, and functional positions are 22 people. Employee data by rank / class, and based on structural position, is presented in the table 4.1 1nd table 4.2. Employees who have competence in the field of community development and resources water, besides being needed by the Bekasi City Highways and Water Resources Government Agency, is also needed by other agencies that carry out the same affairs. The other agencies are the Minister of Public Works and Public Housing of the Republic of Indonesia; Agencies in Provincial Governments throughout Indonesia; Agencies in Regency/City Governments throughout Indonesia; State-owned enterprises; Private companies.

Table 1 Number of Employees Based on Rank / Class

No.	Group	Male	Female	Total
1.	I / c	3	0	3
2.	I / d	2	0	2
3.	II / a	4	0	4
4.	II / b	10	1	11
5.	II / c	31	1	32
6.	II / d	5	0	5
7.	III / a	26	22	48
8.	III / b	11	2	13
9.	III / c	27	10	37
10.	III / d	11	2	13
11.	IV / a	5	3	8
12.	IV / b	1	0	1
Amount				180

Source: Highways and Water Resources Government Agency (2020)

Table 2 Number of Employees Based on Structural Position

No.	Echelon Position	Male	Female	Total
1.	II b	1	-	1
2.	III a	1	-	1
3.	III b	3	1	4
4.	IV a	23	8	31
Amount				37

Source: Highways and Water Resources Government Agency (2020)

From the problems previously described, namely problems related to traffic jams, flood problems, findings on examination results, and lack of responsiveness to complaints from the public, this shows that the competence of employees of the Bekasi City Highways and Water Resources Government Agency is still low (not increasing). Furthermore, it was strengthened by the results of the assessment of employees of the Bekasi City Highways and Water Resources Government Agency (HWRGA) which was held on November 20 and 21 2019, that the number of employees who were in accordance with the required competencies was 25.71%, in accordance with 48.57% development, and need further development as much as 25.72%.

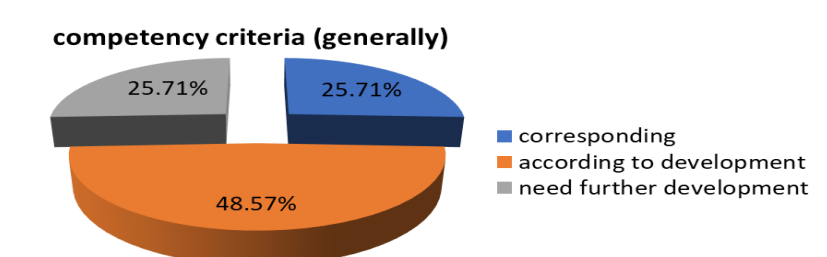


Figure 2 Competencies of Bekasi City HWRGA

A more detailed description of each dimension of the competency of the Bekasi City Highways and Water Resources Government Agency (HWRGA) employees based on the assessment results is presented in table 3.

Table 3 Employee Competencies of Bekasi City HWRGA.

No	Competency	Level		
		Corresponding	Accordance with Development	Needs Further Development
1	Motives	6.90%	75.90%	17.20%
2	Treats	3.40%	56.90%	39.65%
3	Self-Concept	-	53.45%	46, 55%
4	Knowledge	3.40%	27.55%	70.70%
5	Skills	3.40%	24.10%	74.15%

Source: Bekasi City HWRGA (2019)

Strategies That Can Be Implemented So that Employee Competence at the Bekasi City Highways and Water Resources Government Agency Increased

Employee competency improvement at the Bekasi City Highways and Water Resources Government Agency is carried out based on competency characteristics: (1) Motives, (2) Traits, (3) Self Concept, (4) Knowledge, (5) Skills (Spencer and Spencer; 1993: 10), with results discussion of these characteristics as follows:

1. Characteristics of Competence Motives

Competence is often equated with the ability to do something and mutually influence all aspects of the organization. Without having competence, an organization cannot run well as the goals of the organization. Therefore, with motivation, such as acting to move, direct and choose behavior towards actions or goals and others, the organization can run according to its hopes and goals. Likewise, research on the Strategy for Increasing the Competence of Employees at the Bekasi City Highways and Water Resources Government Agency, employee competence has an important influence in the work environment. Employee competence must go hand in hand with the development of bureaucratic organizations in the regions. The higher the competence of employees in a bureaucratic organization, the higher the development of the bureaucratic organization so that it is easier to achieve its goals. Competence also helps bureaucratic organizations to find out the extent to which employees can contribute in accordance with the established vision and mission of government organizations. Therefore, the Competence of Employees at the Highways and Water Resources Government Agency, as one of the leader for the development sector of Highways infrastructure and water resources in Bekasi City, continues to be motivated so that they are able to provide the best in moving work and actions that are proportional to their respective fields of work and end with plenary service to the people of Bekasi City. The results of the research from the field empirical study proved significantly, that the Highways and Water Resources Government Agency is fully committed to making efforts to improve its performance through various aspects. It is not only infrastructure development that is visible to the naked eye, but also a breakthrough in improving human resources in boosting employee skills and a new paradigm of staffing within the Highways and Water Resources Government Agency. Based on the results of the author's interview with the Mayor of Bekasi, regarding the competence of employees in general at the Bekasi City Government, Rahmat Effendi, said: Bekasi City is committed to increasing the competence of all employees in the Bekasi City Government including the Bekasi City Highways and Water Resources Government Agency, through the declaration of various qualities, in the aspect of qualified, innovative public services, and upholding the principles of integrity, cooperation and partnership with all stakeholders for the development of reliable, sustainable and competitive regional infrastructure. In realizing this model, all personnel in the government of Bekasi City must live the cultural values of hard work, move quickly, act appropriately and have a character that is brave, strong and artistic, as well as the implementation of the principles of good governance.

Activities to improve employee competence within the Bekasi City Highways and Water Resources Government Agency are carried out in a sustainable manner and maintain employee consistency, evaluate those who are deemed insufficient, and develop employee quality towards a better direction. In order to maintain and continue to improve communication relationships to simplify and accelerate the implementation of activities, the development of an integrated network system will continue to be enhanced, both at the level of the Bekasi City Highways and Water Resources Office, as well as with the community and other agencies. Based on the results of interviews with the Head of the Bekasi City Highways and Water Resources Government Agency regarding employee competency, said; "The Government Agency of Highways and Water Resources of Bekasi City as one of the Regional Apparatus Organizations in

the Bekasi City Government which carries out its duties and functions in the administration of government affairs in the field of public works and spatial planning in the sub-affairs of water resources, drainage, roads and construction services, in implementing Its duty is of course that all activities require an intensive evaluation to maintain and continue to improve performance carried out with ethics and behavior that is acceptable both within the Highways and Water Resources Government Agency and by the people of Bekasi City in particular, and generally for people outside Bekasi City. Apart from that, strive to be a role model in carrying out tasks, and continue to develop strategic policy concepts in the application of an attitude of integrity and norms that are in line with the strategic program of the Bekasi City Highways and Water Resources Government Agency”.

Based on the results of the interview with the Head of Office above, it can be seen that to carry out employee competence through the dimension motives by relying on an actual approach in line with the conditions of the organization. The Head of the Bekasi City Highways and Water Resources Government Agency as the leader stimulates the enthusiasm of his subordinates for routine tasks and can say things that can foster subordinates' confidence in their ability to complete tasks and achieve organizational goals. In addition, it tries to make employees face the problems they face to see these problems through new perspectives, while through intellectual stimulation, leaders stimulate the creativity of their subordinates and encourage them to find new approaches to old problems. Therefore, through intellectual stimulation, subordinates are encouraged to think about the relevance of methods, value systems, beliefs, expectations and are encouraged to innovate in solving problems, make innovations in solving problems and be creative to develop personal abilities and are encouraged to set challenging goals or objectives. Demands from work that describe an employee's performance based on motives, namely how an employee directs the work he is doing. Competence in general from the aspects of motives more specific can also be used as a criterion for determining employee job placement. Employees who are placed in certain tasks will know what actions are needed, as well as the paths that must be taken to achieve them by evaluating actions that are in accordance with performance appraisal benchmarks. So that the human resource management system is more focused, employees can be developed to improve their knowledge, skills, expertise, level of competence and performance.

Based on the research results, it is known that employees of the Bekasi City Highways and Water Resources Government Agency have shown the ability to realize all very significant local government programs. This can be seen from the performance of the Highways and Water Resources Government Agency, the graph continues to rise. This means that service quality is able to provide added value to employee competencies which indirectly encourages regional infrastructure development for the success of Bekasi City in the future, besides that based on the results of competency assessment of the competency characteristics of motives, it is found that employees of the Bekasi City Highways and Water Resources Government Agency have shown that they can carry out their duties. In accordance with the official work program, although there is still something that needs to be improved on its competence so that the work program of the Highways and Water Resources Government Agency can be realized so that the goals and objectives in solving existing problems can be resolved. As can be seen in Table 4.3, that the number of Highways and Water Resources Government Agency employees who are already suitable has competency motives and is able to carry out tasks in accordance with the official work program as much as 17.2%, it is appropriate but needs to be developed towards the competence of motives in order to carry out tasks in accordance with the work program 75.9%, and the number of employees who need further development of the competency of motives so that the official work program is realized is 17.2%.

Strengthening the view of Spencer and Spencer (1993: 10) that motives as one of the characteristics of competence predict or cause an effective performance. The results of the analysis show that the competency characteristics of the motives (need for achievement, need for affiliation and need for power) at the Bekasi City Highways and Water Resources Government Agency constitute a synergistic unit that is able to form effective performance. Therefore, to improve the performance of Bekasi City Highways and Water Resources Government Agency employees, the competence of motives employee must be improved as well. Based on this, employees of the Bekasi City Highways and Water Resources Government Agency must have competence motives strong(motives)in working and completing everything that is their responsibility, besides that the organization must also pay attention to and provide things that encourage the emergence of competence motives employee. This must be in line because the motives of these employees must be driven and the organization is the driving force of the motives of the employees themselves, because it is impossible for employees to have motives strong if their needs have not been fulfilled by the organization.

2. Competency Characteristics Traits

A paradigm shift in governance from "rule government" to "good governance" or "from government to governance," from centralized to decentralized, it needs to be addressed and balanced with the competence of employees who have a working character, attention to work. , and responsive at work. The existence of employees in the reform era and the

implementation of regional autonomy currently has a very strategic position, because of the success or failure of the administration of government and public services, it really depends on the competence of employees owned and controlled by state civil apparatus (SCA). The desire to be more successful and be ready to face challenges has also provided sufficient meaning in the desire for employee achievement as part of his attention. So thus it becomes clearer that dimension trait this shows the level of attention of employees at work which is also determined by their good character which can affect employee performance. Results of research on the characteristic of competence traits that can be explained through the indicator character, attention to work and responsiveness in work, has been included into the category quite well. This shows that the nature or character that exists in employees supports the implementation of work, employees have attention to the work done and employees are responsive to problems that exist in work. Based on the results of an interview with the Regional Secretary of Bekasi City, said; "Each employee has a different character in responding to work, this is of course in accordance with the competencies possessed by each different employee. In carrying out tasks to complete work, there are still employees who carry out tasks only to complete obligations, waiting for orders from the leadership. So the mindset for concept development in completing tasks is still monotonous, and is still weak in creativity and innovation".

Based on the results of research on the competency factors of employees of the Bekasi City Highways and Water Resources Office, that in order to determine employee competency standards, at least what an employee must have in carrying out his duties must have the characteristics that underlie the individual by referring to the criteria of effective and / or superior performance in each. Specific work fields. This is as stipulated in the Decree of the Head of the State Civil Service Agency Number 13 of 2011 dated June 28, 2011 concerning Guidelines for the Formulation of Competency Standards for Position. This guideline is a guide for every government agency, both central and regional in compiling competency standards for employees in their respective agencies. Based on the results of interviews with the Head of the Regional Personnel, Education and Training Agency of Bekasi City, said; "In an effort to meet employee competencies, of course, efforts are made to increase employee awareness of the value and importance of duties and work, direct employees to focus on group and organizational goals, not on personal interests, and develop employee potential optimally. This is important to do because as an employee of the State Civil Service what is important is how the government program is carried out properly and the improvement of services to the community can be felt directly".

Based on the results of the interview, it is stated that the traits competence, something that employees constantly think about or want is still quite consistent, so that it becomes a reason to act to move, direct and choose behavior towards actions or goals and others. The employee's character in behaving is still able to respond to something in a certain way to a job. Traits are the characteristics and values that an employee has, assessed and measured through tests to find out the value that an employee has for doing something is still possible to complete a job. Based on the results of the study, it is known that the characteristics of the competence traits of the Bekasi City Highways and Water Resources Government Agency employees are able to carry out tasks in accordance with the official work program. This is evident from the improvement in the performance of the Office of Highways and Water Resources in carrying out administrative tasks for community services and constructive urban infrastructure development. Based on the results of the competency assessment of the competency characteristics traits, it was found that the employees of the Bekasi City Highways and Water Resources Government Agency had shown the ability to carry out tasks in accordance with the official work program although their competence still needed to be improved, so that the goals and objectives in solving existing problems could be resolved. As can be seen in Table 4.3, Competencies of employees of the Highways and Water Resources Government Agency that are appropriate have competence traits and are able to carry out tasks in accordance with the official work program as much as 3.4%, are appropriate but need to be developed for competencies in traits order to carry out tasks in accordance with the official work program 56.9%, and the number employees who need further development of competence in traits order to be able to carry out official work programs are 39.65%.

Spencer & Spencer (1993), who view that trait / personal characteristics as one of the characteristics of competence to predict or cause an effective performance. The results of this analysis mean that the personal characteristics (self-control, self-confidence, flexibility and commitment to the organization) constitute a synergistic unit that is able to form an effective performance. Therefore, to further improve the performance of employees at the Highways and Water Resources Government Agency, the characteristics of the characteristics of employees must be improved as well. Based on this, employees must be able to control themselves in the interactions in the organization, must have confidence in behaving and working, be flexible towards the environment both internal to the organization and external to the organization's external environment and must have a strong commitment to the success and goals of the organization, in order to improve organizational performance. Which in the end the organizational goals can be achieved. Based on the results of research through observation, interviews and competency assessment of competence traits, Highways and Water Resources Government Agency employees have shown character, concern, and responsiveness in cooperation and communication in improving performance to improve performance.

3. Characteristics of Self Concept Competency

Relationship between attitudes and behavior is not easily identifiable, so that the attitude function can enter and determine employee behavior which will be used as the basis for assessing the accuracy in solving problems encountered in the work process is difficult to do. In other words, attitudes can regulate whether a person can accept or reject the stimuli of an object, such as feelings of likes and dislikes, pleasant or unpleasant. Empirically, the attitude towards an object can influence a person's choice of that object, and therefore can determine the direction to be taken by the individual concerned. An employee personally has the energy that influences work results, the workload of each employee and the implementation of work with enthusiasm, and a sense of belief that this is one of the useful lessons. Based on the results of an interview with the Secretary of the Bekasi City Highways and Water Resources Government Agency, said: "There is a new spirit in changing the paradigm that every employee in a government institution is oriented towards public service organizations, so the organizational needs at the output are increasingly important in its implementation which must be widely embraced by the government. Modern Employee performance still receives negative attention from various circles regarding the still poor performance of employees, such as poor service, less productive, waste of state money, lack of discipline, and low performance, as well as the competence of their main employees in facing the era of document digitization in the era of information management. Already using a web base (web-based)".

In the self-development of employees, it is necessary to have the quality of employees through competence for every employee of the Highways and Water Resources Government Agency, with the aim of supporting the performance of the Bekasi City government, who are able to have an attitude at work, and can be useful for development. In addition, the values possessed by employees can support local government programs, and be quick to solve problems so that every development program both from the central and regional levels can be completed quickly on time. Bureaucratic organizations provide opportunities for employee careers, this is also inseparable from the existence of employee competencies who have individual qualities. Likewise, in the body of the Highways and Water Resources Government Agency, selecting employee competencies is inseparable from benchmarks that have become employment standards.

The results of the analysis in the field show that employee competence is nothing but identical with the ability that is supported by an attitude at work, supported by an understanding of the values possessed by the person, as well as the method of solving a problem. This is correlated with the main duties of employees. That is, when an employee is not demanded for his ability to be expert or proficient in matters that are not relevant to his function, then he cannot function properly against the wheels of the bureaucratic organization, and becomes an obstacle to other employees. The educational background of employees also affects the existence of work culture and accuracy in their main tasks and functions to a certain extent. So far it has something to do with problems usually faced in the field of work. Education in the economic field is relevant to tasks in fields and development and is related to tasks in the social and governmental fields, but is not relevant to tasks in the field of education. Education in the field of law is relevant to tasks in the field of justice and is related to duties in the business field, but is not relevant to the field of technology. Based on the results of the competency assessment of the characteristics of the competence self-concept of the Bekasi City Highways and Water Resources Government Agency employees, it needs to be improved as can be seen in Table 4.3, showing that no one has competence self-concept(0%), it is appropriate but needs to be developed for competencies in self-concept order to carry out tasks accordingly with 53.45% official work programs, and the number of employees who need further development of competencies in self-concept order to be able to carry out official work programs is 46.55%.

The view of Spencer and Spencer (1993), which states that self-concept as one of the characteristics of competence predicts or causes an effective performance. The results of the analysis prove that the characteristics of self-concept (the ability to develop others, the ability to direct, teamwork, lead groups and empathy) are a synergistic unit that is able to form effective performance. Therefore, to further improve the performance of employees at the Bekasi City Highways and Water Resources Government Agency, the employee self-concept must be further improved as well. Based on this, employees must be able to provide detailed directions to others, be cooperative and must be able to increase group effectiveness, because no employee is able to work without the support and assistance of other employees. Employees must be able to understand something with full understanding, because it is certain that between one employee and another employee has their own uniqueness and characteristics that are brought from outside and mingled within one organization. Based on the results of research through documentation studies, observations, interviews and competency assessments of competencies self-concept, Highways and Water Resources Government Agency employees already have attitudes, values, and quickly solve problems in public service as the glue of the nation.

4. Characteristics of Knowledge

Competencies Employee competencies with intellectual abilities is the mastery of knowledge broadly to be able to understand the linkages of activities in various aspects such as the ability to understand and implement the organization's vision and mission, organizational goals and understanding of work tasks so that they are aligned with the goals of bureaucratic organizations, especially in the Bekasi City BMSDA Office. This ability and knowledge are becoming increasingly important in the modern era where every sector and dimension of knowledge is increasingly broad. The competence of employees with intellectuals contains a greater element, therefore, the strategy for increasing the competence of employees of the Bekasi City Highways and Water Resources Government Agency must be carried out by showing the desired proportion according to organizational goals, and in balance with the vision and mission of the organization, organizational goals and understanding of tasks and work. Another aspect that needs to be considered in employee competency development is the roles and duties and functions of employees in the organizational environment and the autonomous government system currently practiced in Indonesia. In the regional autonomy system (OTDA), it is required that the implementation of regional government is in accordance with the interests and aspirations of the local community. Based on the results of an interview with the Head of UPTD PJU Area I, the Bekasi City Highways and Water Resources Government Agency, said; "There are still many who have not been able to show their abilities, where there are still many who are oriented towards linear thoughts, resulting in work that is not suitable or not as expected, slow in completing because it is based on habits. Decision-making competence has demonstrated the ability to make good decisions in a timely manner and with self-confidence after considering the precautionary principle, formulated systematically and thoroughly based on various information, alternative solutions to problems and their consequences and being responsible for the decisions taken".

The results of the analysis from the field show that employee competence has an influence on increasing achievement or performance. Employee competence itself consists of a number of key behaviors needed to carry out certain roles to produce satisfactory employee performance or employee performance. High employee competencies such as knowledge, skills, abilities, and attitudes that are in accordance with the tasks they are assigned are always motivated to work effectively and productively. Based on the results of the competency assessment of the characteristics of the competency knowledge employees' of the Bekasi City Highways and Water Resources Government Agency, it needs to be improved as can be seen in Table 4.3, the competence of the Bekasi City Highways and Water Resources Government Agency employees who are appropriate to have competencies knowledge and are able to carry out tasks in accordance with the official work program is only 3.4%, it is appropriate, but it is necessary to develop competencies in knowledge order to carry out tasks in accordance with the official work program of 25.55%, and the number of employees who need further development of competencies in knowledge order to be able to carry out official work programs is 70.70%.

The view of Spencer & Spencer (1993) is that knowledge is a basic characteristic possessed by an individual who is causally related in fulfilling the criteria needed to occupy a position. The results of this analysis prove that the characteristics of knowledge (analytical thinking, conceptual thinking, and work knowledge) are an integrated and synergistic unit capable of forming an effective performance. Therefore, to improve employee performance, employee knowledge at the Bekasi City Highways and Water Resources Government Agency must also be improved. Therefore, an employee must have sufficient knowledge of his / her field of work in order to perform well and in an organization the division of duties must be clear, who does what must be clear. Based on the results of research through observation, interviews and competency assessment of competencies Knowledge, Highways and Water Resources Government Agency employees still do not understand the vision and mission of the organization, organizational goals, and organizational understanding of work tasks so that the performance of Highways and Water Resources Government Agency employees is not optimal.

5. Characteristics of Competence Skills

Skills are abilities or expertise owned by employees in doing and completing a job. Skills, creativity and innovating as well as communicating and even using information technology are very important things in an organization. The results of the research proved to be very significant, that the competence of Skills can improve the ability of employees according to their respective fields and duties. Work skills are very important for employees, whether they want to stay in a certain career, to develop a career, even to reach the highest career ladder. Without the skills they have at work, it is impossible for employees to get high work performance which will have an impact on career advancement, where employees who are successful in their careers are those who have creativity at work. Skills have many benefits, for example career development and professional ethics, from an organizational, perspective skills have an impact on total management quality, institutional effectiveness and innovation synergy. The essence of skills is opportunity, and success in a job depends not only on the ratio and logic of the individual but also on his human capacity. Empirically, when the organization needs employees, the results of the recruitment based on psychology tests and in-depth interviews will be

used by the organization to place employees in the right positions. Based on the results of interviews with the Regional Secretary of Bekasi City, it was found that in reality in the Bekasi City Highways and Water Resources Government Agency environment in particular that the test results had not been fully used as guidelines. As it is known theoretically that a person's success at work is usually more determined by better skills. It is necessary to note that skills are not something that is stagnant. Basically the performance of employees is an individual matter because each employee has a different level of ability. Although in general competence uses Threshold Competency, and differentiating Competency. However, what must be assessed against employees is the result of their work.

The results showed that the employees of the Bekasi City Highways and Water Resources Government Agency in the aspect of competency skills, were flexibility, the ability to change the structure and managerial processes. Interpersonal understanding Interpersonal understanding, the ability to understand the value of various types of people. Empowering, the ability to share information, convey ideas by subordinates, develop employees and delegate responsibilities, provide feedback, say positive expectations for subordinates and provide rewards for performance improvement. Effective employee management through improving skills and expertise and technology in an organizational climate can provide opportunities for employees to be able to improve work performance and develop more progressively. If the competence and organizational climate are provided appropriately and competency improvement is adjusted to the education possessed by employees, it is hoped that employees can do their job well, work productivity is binding and provides the best service to the community. Based on the results of interviews with the Head of the Planning and Control Division of the Bekasi City Highways and Water Resources Government Agency regarding the competence of employees in the bureaucracy, said; "Employee competence is related to skills in a bureaucratic climate and interrelated performance. This must be considered because there is a mutually influencing relationship between the three. On the one hand, the competence of employees and the bureaucratic climate can improve performance. So that the development of competence and good motivation can improve employee performance.

The performance improvement efforts made by each organization have different perspectives. These efforts are in the form of improving the quality of existing resources, for example determining the competence of each staff, balancing the amount of work with the workload, fulfilling physical facilities, improving the management system and paying attention to all staff as well as creating a conducive working climate for the organization. This is similar to the performance within the Bekasi City Highways and Water Resources Government Agency, that the employee competencies built so far have had a significant impact on the regional development of Bekasi City. Based on this, as explained by various interview results, that these skills can be honed and improved along with one's experience. There are many ways that can be done to improve skills, the most famous is learning by doing. Attending various trainings and seminars can also improve skills. However, beyond all that, there is one most effective way to improve skills, namely by interacting and doing activities with other people more often. Given the importance of skills in the work environment, increasing the ability continues to be a reference for every organization in achieving its goals. In this reformation era, competition among employees in the work environment was very tight, even the competition did not include hard skills but soft skills played an important role here. Based on the results of the assessment of competence on the characteristics of competency skills Bekasi City BMSDA Service employee needs to be improved as can be seen in Table 4.3, competency skills Highways and Water Resources Government Agency employee Bekasi was appropriate competency skills and able to carry out duties in accordance with the work program office only 3.4% , it is appropriate, but it is necessary to develop competency skills in order to carry out tasks in accordance with the official work program of 24.10%, and the number of employees who need further development of competency skills in order to be able to carry out official work programs is 74.15%.

The results of the analysis relate to the theory of Spencer & Spencer (1993) that the characteristics of skills (the ability to seek information, be proactive, attention to task clarity, quality and work accuracy, and the ability to influence are a synergistic unit that is able to form effective performance. to improve employee performance, employee skills must be improved as well. Based on this, employees must improve their skills, especially regarding the skills in their field of work by looking for information about their work, paying attention to the rules and clarity of their duties and innovating in completing tasks for which they are responsible. Competency skills, employees of the Highways and Water Resources Government Agency are still lacking in expertise, mastery of technology, and work creativity so that effective decision making is not achieved.

Based on the results of analysis, observation and interviews, competence the staffing capacity of the Bekasi City Highways and Water Resources Government Agency is strongly influenced by internal and external factors, so that in formulating a strategy to increase the competency of employees of the Bekasi City Highways and Water Resources Government Agency, SWOT analysis is used. Factors in a SWOT Analysis consisting of (1) internal factors, namely strengths (strengths) and weaknesses (weaknesses). (2) External factors, namely opportunities (opportunities) and

threats (threats). The results of the analysis of internal factors (strengths, weaknesses) and external factors (opportunities, threats), are obtained as in table 4.

Table 4 SWOT Analysis

No	SWOT	DESCRIPTION
1	STRENGTH	<ol style="list-style-type: none"> 1. Has the authority in managing the budget in accordance with the Strategic Plan and Work Plan of DBMSDA. 2. Has the authority to serve the community. 3. Has office facilities and infrastructure to support office operations. 4. There is a DBMSDA Organizational Structure that describes the main tasks of each work unit. 5. The community needs DBMSDA organization.
2	WEAKNESSES	<ol style="list-style-type: none"> 1. Leaders seem to have not adequately identified the needs of developing their work team. In addition, there has not yet been an independent effort to develop the potential of subordinates and the necessary learning methodologies. 2. Has not shown an innovation or development to improve work results. 3. It is not enough to show enough effort to direct, motivate and educate subordinates to be ready to face changes, including mitigating risks that may occur. 4. Has not shown a solution that can solve problems in the long term and is not effective enough in minimizing risk without harming other parties. 5. There is a mismatch in educational background.
3	OPPORTUNITIES	<ol style="list-style-type: none"> 1. There are regulations that allow recruiting experts as needed. 2. Reward and punishment enforcement for employees. 3. Availability of references / materials to improve employee competency (Internet, books, papers from other agencies). 4. Implementation of education, training, coaching and mentoring carried out by the BKPPD Kota Bekasi and other agencies. 5. There are employees required according to competence by DBMSDA at Other OPDs.
4	THREAT	<ol style="list-style-type: none"> 1. Deviation of duties both inside and outside the office during working hours. 2. The influence of the environment outside the office on efforts to reduce the spirit of increasing competence. 3. His internal resistance to increased competence. 4. There is motivation to increase employee competence towards personal interests for business development outside of the official service. 5. The possibility of employees being transferred outside the DBMSDA.

Source: 2020 Research Results

Based on the results of the SWOT analysis through IFAS and EFAS, strategy was produced diversification, namely a strategy to increase the competence of employees of the Bekasi City Highways and Water Resources Government Agency by using internal factors on enormous strength to overcome threats, and with great strength it is also used to take advantage of opportunities as well as to overcome weaknesses, so that efforts to improve employee competence can be carried out. Opportunities that will be exploited are: (1) developing the competence of employees of the Bekasi City Highways and Water Resources Government Agency through employee recruitment according to the required competencies, developing competencies through education and training, distributing competencies in each work unit according to the competencies needed, (2), give the widest possible authority to subordinates through empowerment but still controlled, (3) provide motivation in the form of income that is adjusted to their competencies and provide additional income for high achievers.

Based on the discussion of the research results as described above on the competency characteristics of the motives, traits, self-concept, knowledge, skills, according to the researchers' thinking that the competency characteristics expressed by Spencer and Spencer (1993:10) actually have no very basic weaknesses but are needed. a deeper understanding for employees of the Bekasi City Highways and Water Resources Government Agency about the importance of employee competence starting from understanding the motives, traits, self-concept, knowledge, skills, so that the elements in the above competencies show that employee competence will increase if they have or fulfill the elements Competency elements in employees, so that work processes and work results that are expected to be realized, but in practice employee competence has not increased, namely competences for motives, traits, and self-concepts that are appropriate but still need to be improved, competence in knowledge and skills is very low, so there

are still problems faced related to improving employee competence at the Bekasi City Highways and Water Resources Government Agency. This of course also has not been able to provide the best way in providing public services in the administration of government affairs in the field of public works and spatial planning for the sub-affairs of water resources, drainage, roads and construction services in Bekasi City. Therefore, the researcher's attitude towards the Spencer-Spencer (1993) theory needs to modify or complement the existing theory with other dimensions to improve the competence of the Bekasi City Highways and Water Resources Government Agency employees, namely with the competency dimensions: 1). Development, is the ability to formulate current and future competency development, both for recruitment, competency development through education and training, as well as the ability to distribute competencies in each work unit according to the competencies required by the work unit at this time and future. 2). Empowerment, is the ability to empower all employees in determining policies for implementing their duties. 3). Motivation, is the ability to provide motivation in the form of fulfilling the needs of employees, especially income that is adjusted to their competence, as well as the ability to formulate additional income for high-performing employees.

CONCLUSION

The competence of employees at the Bekasi City Highways and Water Resources Government Agency has not increased. This means that the competency of existing employees has not fully contributed to the improvement of employee performance at the Bekasi City Highways and Water Resources Government Agency. Therefore, there are still problems faced with regard to public services in administering government affairs in the field of public works and spatial planning for the sub-affairs of water resources, drainage, roads and construction services in Bekasi City.

There is a strategy to improve employee competence at the Bekasi City Highways and Water Resources Government Agency based on the theory of Spencer and Spencer (1993:10), namely the characteristics of the competence of Motives, Traits, Self-Concept, Knowledge and Skills, which carried out through a SWOT analysis. However, in its implementation there are still things that are not in accordance with the expected competencies, especially in the competency of knowledge and skills that need further development.

Internal factors (strengths and weaknesses) and external factors (opportunities and threats) greatly influence the improvement of employee competence, so that in the strategy to increase the competence of employees of the Bekasi City Highways and Water Resources Government Agency, a SWOT analysis is used. Based on the SWOT analysis, it produces a diversification strategy, which is to take advantage of existing strengths and take advantage of existing opportunities to overcome threats so that the competence of employees of the Bekasi City Highways and Water Resources Government Agency increases.

The concept of competency theory used by researchers, namely (1) Motive, (2) Trait, (3) Self Concept, (4) Knowledge, (5) Skill, the arrangement is not ordinal but has the same level of importance, where the top number sequence does not show more importance than the number from the bottom, but each has the same strength and each has slices of the other.

Employee competency characteristics expressed by Spencer and Spencer (1993: 10) include: 1) Motives, 2) traits, 3) Self-Concept, 4) Knowledge, 5) Skills, there are dimensions found by researchers to participate in strengthening employee competency characteristics in The Bekasi City Highways and Water Resources Government Agency includes the dimensions of development, empowerment and motivation. These findings, the researchers also convinced strongly determine the strength or weakness of the competence of employees at the Highways and Water Resources Government Agency of Bekasi City Office in producing superior performance.

The findings of researchers from the research results of competency improvement strategies for employees of the Bekasi City Highways and Water Resources Government Agency, their attitudes are only modifying and developing by providing completeness or providing reinforcement of the competency characteristics expressed by Spencer & Spencer (1993:10). The theory that the researchers put forward is an integrated competency improvement theory, which is that employee competency improvement is determined by motives, treats, self-concept, knowledge, skills, development, empowerment, motivation.

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