EVALUATION OF WORK PRODUCTIVITY AND EMPLOYEE COMPETENCY IN IMPROVING PUBLIC SERVICES AT THE BAROS DISTRICT OFFICE, SUKABUMI CITY

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Abstract
Employees' work productivity and competence at the Baros District Office, Sukabumi City, must always be evaluated to maximize the public services provided to the community. This study aims to analyze and explain employee competencies and work productivity in improving public services. The research method used is a descriptive method with a qualitative approach. The data collection method was carried out by distributing questionnaires to respondents, namely employees of the Baros District Office, Sukabumi City, which comprised 39 people as a sample in this study. The data analysis technique used is Structural Equation Modeling Partial Least Square (SEM-PLS), which is a statistical analysis used to evaluate the model of linear relationships between variables that cannot be directly observed. The results of the study stated that 1) there was a significant positive influence of employee competence on public services, 2) there was a significant positive influence of employee competence on work productivity, and 3) there was a significant positive influence of work productivity on public services.

Keywords: *Employee competence, Work productivity, Public services, Baros District.*

INTRODUCTION

The development of the era of the Industrial Revolution 4.0 which is marked by fierce business competition and rapid changes in market dynamics, makes service quality the main foundation in maintaining the existence of an organization. In increasing public demands for fast, quality, and satisfactory services, the role of state civil servants as government employees in providing valuable experience for the community has become increasingly crucial. Improving the quality of service is not a task that can be done by itself, but rather the result of the collaboration, commitment, and collective competence of each individual in the organization. By observing, measuring, and analyzing employee performance, organizations can identify points of reinforcement as well as areas of improvement that make it possible to advance the quality of services offered. In addition, improvements are not only made in one division, but a thorough evaluation of employee performance must be carried out. This performance evaluation is beneficial for the sustainability of the organization in providing maximum service.

Good governance is the slogan of government administration from the central to the regions. In the implementation of good governance, in accordance with its principles, community participation, fair law enforcement, transparency, and apprehension in serving are needed. consensus-oriented, effectiveness and efficiency in the use of resources, accountability, having a strategic vision, and interrelated. To fulfill the principle of good governance, of course, it requires many state civil servants (ASN) as the driving force of government agencies with the criteria of being capable in working, disciplined, able to cooperate well, responsive, responsible, and obedient to the rule of law. If this can be

programmed (systemic) well and sustainable, it will be able to improve the performance of government agencies in providing services to the community. Based on Law No. 20 of 2023, especially in article 4 paragraph 2a, which describes the service-oriented code of ethics and code of conduct of ASN, namely "commitment to providing excellent service for community satisfaction by understanding, and meeting the needs of the community, friendly, dexterous, solution, and reliable, and making continuous improvements".

As a relatively dense province that has been established for ± 98 years, West Java continues to strive to implement its governance well, up to the city and district levels. West Java Province, which is strategically located, has the potential to attract people from outside Java to come and find work and settle down. To provide maximum public services to the people of West Java, the state civil apparatus must pay attention to this. The more heterogeneous the society, the more complex the problems that must be handled by the local government. Therefore, professional and reliable ASN is needed. One of the efforts that can be made in order to improve the performance of ASN is by coaching the spirit and corps of civil servants in all government apparatus in West Java Province as well as in every city and regency which includes the Sukabumi City government apparatus. This effort to foster the spirit and corps of civil servants is contained in government regulation No. 53 of 2010 concerning civil servant discipline which explains the obligations and prohibitions that must be complied with by every civil servant. With the existence of this government regulation, it is hoped that ASN, especially ASN of Sukabumi City, will be more motivated to improve their performance or work achievements, as stated in Law No. 20 of 2023 paragraph 2a3, namely "making non-stop improvements". This explains that employee performance evaluations must continue to be carried out.

Employee performance evaluation is a form of assessment of work results or a follow-up process after getting the results of what is done is going well or not, and in accordance with the set targets or not (Lumentah et al., 2015). In the performance evaluation, the assessment carried out is how the work productivity and competencies of employees can provide maximum service to the community. Work productivity and employee competence in relation to public services are a measure of the efficiency and effectiveness achieved by an organization or individual in carrying out their duties and responsibilities (A. Ardiansyah et al., 2020; Azainil et al., 2021). Meanwhile, employee competence is a combination of knowledge, skills, attitudes, and behaviors that are necessary to achieve optimal performance in carrying out their duties (Setiawan et al., 2022). So with the continuous evaluation of employee performance, it will make it easier for a leader to make good decisions in the future.

The increasing complexity and diversification of people's needs demand that government agencies be able to optimize work productivity and improve the competence of their employees in a sustainable manner. In the context of public services, work productivity and employee competence are the main keys to providing responsive, transparent, and accountable services to the community (Marlapa & Mulyana, 2020). A high level of productivity will enable government agencies to complete their tasks more quickly and precisely, while good employee competence will ensure that the services provided are in

accordance with the set standards (Tung, 2020). With these standards, there will be no more complaints from the public regarding the length of time needed to make electronic ID cards, family cards, birth certificates, and land SPPT. However, in reality, there are still many cities and regencies that have not been able to evaluate employee performance properly, especially in Baros District, Sukabumi City. Where the services carried out in making electronic ID cards, family cards, birth certificates, and land SPPTs, still take a long time, which is more than one month, while the time that should be 2 (two) to 3 (three) weeks, as presented in the table below:

Table 1. Public Services of Baros District, Sukabumi City

No	Type of Service	Normal Time	Length of Manufacturing Time
1	Electronic ID Card (E-KTP)	2 – 3 Weeks	90 days
2	Family Card (KK)	2 – 3 Weeks	2 – 3 Weeks
3	Birth certificate	3 Weeks	> 1 Month
4	Land SPPT	1 – 2 Weeks	2 – 3 Weeks

Based on the results of the observations made, it is known that several factual conditions were found in the field, allegedly as problems or obstacles that occurred at the Baros District Office, Sukabumi City related to employee performance. These problems are an illustration of the daily activities that occur at the Baros District Office, namely 1) employees of the Baros District Office are found to be often late for work from the supposed work entry time, which is 7.30 WIB. In addition, several employees of the Baros District Office play games during working hours, rest early, go home early without the permission of the leadership, there are rarely employees in the office picket room as a *front office* in providing services to the community. Information from this data is provided directly by the community within the Baros District Office, who will make an ID card and family card (KK). 2) Services provided to the community directly or represented through representatives from the village secretary to take care of electronic ID cards (E-KTP), making family cards (KK) and birth certificates seem to be complicated by employees of the Baros District Office, which takes longer. For example, delaying services, requesting required files that are not actually needed, the time needed for processing e-KTP and family cards is up to one and a half months, where the normal time is 2-3 weeks, and there are employees who ask for a certain amount of money as a condition so that the request can be processed faster. This statement is supported by information obtained from the surrounding community who will make birth certificates and E-KTP. 3) Employees of the Baros District Office are considered incompetent. This is shown by the 39 employees of the Baros District Office, there are only 5 employees who master or can operate computers. Where the 5 employees are graduates of public administration, which is in accordance with the basic function of the sub-district, which is to provide excellent service to the community.

Research on work productivity and employee competence in improving public services has been carried out by many previous researchers, but the results obtained have been

different (*research gap*). Research conducted by (Rahim et al., 2022) stated that the work productivity of employees in creating quality public services is quite good, and has increased significantly. Meanwhile, research from (Juarisman et al., 2020; Septian, 2023) stated that work productivity does not have a significant effect, so the resulting public services are not optimal. Research from (I. Ardiansyah, 2021; Eriswanto & Sudarma, 2017) stated that employee competence has a positive effect on improving the quality of public services. But research from (Kalepo et al., 2018; Mahmuda et al., 2022) stated that there was no significant influence of employee competence in improving public services. Based on the phenomenon and the existence of a research gap from the previous research, this study aims to analyze and evaluate work productivity and employee competence in improving public services at the Baros District Office, Sukabumi City.

LITERATURE REVIEW
Public Service

Public service programs to the community start from the concept of caring for the community which continues to be developed so that currently the service/service program has become one of the main tools in implementing the excellent service strategy by government agencies given to the community (Dewi, 2021). Concern for the community in the context of excellent service is a pattern of the best service provided to the community (Aini & Rahmawaty, 2018). The conformity of the service standards that apply or are owned by the agency is a form of the best service provided to the community, to create satisfaction for the people served (Agarwal & Dhingra, 2023). Service quality is a concern for consumers by providing the best service to facilitate the fulfillment of needs from realizing their satisfaction, to have a positive effect on government agencies (Batalweya et al., 2023).

Public service basically concerns a very broad aspect of life. The implementation of public services is an effort by the state to meet the basic needs and civil rights of every citizen for goods, services, and administrative services provided by public service providers (Rianti, 2019). The success of ministry depends on the alignment of abilities, attitudes, appearances, concerns, actions, and responsibilities in its implementation (Rusmahafi & Wulandari, 2020). To achieve a level of *excellence*, every employee must have certain skills, including mastering the job, whether it is a task related to its part or field or in another part, showing passion for work and always being ready and having the ability to handle public complaints professionally (Khudhair et al., 2019). In addition, the community must be able to maximize the facilities that support existing service activities. Thus, achieving *excellence* is not an easy job, but if it is done, public service agencies will create great benefits to the community (Dick, 2015).

Work Productivity

Work productivity is the comparison between what is produced and what is put in. Work productivity is the ability to produce goods and services from a workforce, machinery, or other factors of production calculated based on the average time of the workforce in the production process (Dhika Mogalana et al., 2020). Company productivity

consists of machine/equipment productivity and labor productivity. Labor productivity is a measure of the success of labor that produces a product in a certain time, while machine productivity is a comparison between output and capital (Rahim et al., 2022). Meanwhile, the output capital varies according to the capital element and the input element (Timothy, 2022). Work productivity is the attitude and behavior of workers in the company towards the regulations and standards that have been determined by the company which have been realized both in the form of behavior and deeds in the organization or the company (Azainil et al., 2021). Private companies and in the government will always strive to improve the performance of their employees or workforce to produce productivity by the company's ideals that are always increasing at all times (Fauzi et al., 2022). The process of increasing work productivity will always be improved by the leadership so that the results of these achievements can be used as a ladder and correction for achievements at the next level (Setiawan et al., 2022).

Employee Competencies

The terms competence, "*competence*" and "*competent*" which in Indonesian are translated as competence, proficiency, and empowerment refer to the state of being able and suitable for quality. The United Kingdom dictionary describes the word "*competence*" as a state of suitability, adequacy, or suitability (Kalepo et al., 2018). Competence is a skill that an individual has to carry out a job correctly and have advantages based on things related to knowledge, expertise and attitude (Eriswanto & Sudarma, 2017). Meanwhile, according to Fachruddin in (Ningsih, 2018) mentioning that a person's qualitative ability is the ability of a person's attitude and deeds which can only be judged by the measure of good and bad. While quantitative ability is a person's ability that can be assessed and measured. Competence is a combination of skills, knowledge, behaviors and abilities that make it easier for employees to work effectively (Supriati et al., 2015). An employee can have many skills but is not necessarily competent. An employee is considered competent if he knows how to use his skills to succeed in his job. When viewed in terms of assessment, competence cannot be assessed. Competence is bound to values that cannot be measured, although there is an assessment, usually the competency assessment is subjective. (Spencer & Spencer, 2017). For example, assessments conducted to see employees' competencies in adapting to the work environment will vary, depending on who sees them.

Hypothesis Development
Employee Competence in Improving Public Services

Employee competence refers to the abilities, knowledge, and skills possessed by employees in carrying out their duties. Studies show that employee competencies play an important role in improving public services (Inzaghi & Rosy, 2022). One of the efforts made to improve employee competence is through training, education, and *job enrichment* (Ardiansyah, 2021). To fulfill the elements of competence, an employee or employee must meet the elements, namely knowledge, expertise, and behavior (Hanitha, 2013). Employee competence has a significant influence on improving the quality of public services. Some

research from (Andayani, 2019; Namirah et al., 2021) It shows that employee competence, namely self-concept, knowledge competence, and skill competence, contributes to improving public services. With the increase in employee competence, it is hoped that public services can be improved (Mufrihah Zain et al., 2022). Therefore, the development of employee competencies is an important step in efforts to improve public services.

H1: There is a significant influence of employee competence in improving public services

Employee Competence in Increasing Work Productivity

Employee competence is the ability, knowledge, and skills possessed by an employee to be able to carry out their duties and responsibilities effectively (Marlapa & Mulyana, 2020). Competent employees will be able to complete work quickly, precisely, and with quality. The higher the competence possessed by employees, the higher the work productivity produced (Wahyudi et al., 2019).

H2: There is a significant influence of employee competence in increasing work productivity

Work Productivity in Improving Public Services

Productivity is generally defined as the relationship between output (goods or services) and inputs (labor, materials, money). Productivity is a comparison between output and input (Rusdia et al., 2021). Inputs are often limited by labor, while outputs are measured in physical, shape, and value units. According to Sutrisno in (Subardjono, 2017) Work productivity indicators are the ability to improve the results achieved, work morale, self-development, quality, and efficiency. Work productivity plays an important role in improving the quality of public services. Research on employee work productivity shows that the level of employee productivity can vary, depending on the level of persistence in carrying out their duties. In addition, the effectiveness of employee performance also plays an important role in improving excellent public services. Several studies highlight the relationship between increasing labor productivity and the quality of public services, such as research from (Meilani & Trisninawati, 2022; Rusdia et al., 2021) which states that good work productivity will produce quality public services, and vice versa. Thus, increasing work productivity can contribute significantly to the improvement of public services in Baros District, Sukabumi City.

H3: There is a significant influence of work productivity in improving public services

METHOD
Types and Objects of Research

The research method used in this study is a descriptive method with a quantitative approach. According to (M. Abdullah, 2015) Explaining descriptive research aims to describe the nature of something that takes place at the time the research is carried out and examine the causes of a particular symptom. In this study, a descriptive method is used to find out and study how the public responds to employee performance in improving services. Quantitative research is a systematic investigation research on phenomena by collecting data

that can be measured by performing statistical techniques (K. Abdullah et al., 2022). The object of this research is work productivity (X1), employee competence (X2), and public service (Y). The location of this research is the Baros District Office, Sukabumi City.

Types and Methods of Data Collection

To find out the results of this study, data is needed to be analyzed and concluded. Data collection uses primary data, namely data obtained directly from respondents, through data collection techniques using questionnaires or questionnaires, which are filled out by respondents. In this study, the respondents in question are all employees of the Baros District Office, Sukabumi City.

Population and Sample

The population in this study is all employees of the Baros District Office, Sukabumi City as many as 39 people. In this study, the population is less than 100 people, so the entire existing population is used as a sample. This is as stated by (Arikunto, 2013:120) If the subjects are less than 100 people, it is better to take them all, so that the research is a population study or also called a "census".

Data Analysis Techniques

Data analysis uses *Structural Equation Modeling Partial Least Square* (SEM-PLS), which is a statistical analysis used to evaluate a model consisting of linear relationships between variables that are usually variables that cannot be directly observed. There are 2 model evaluations, namely the outer model (Convergent Validity, Discriminate Validity, AVE Test, Construct Reliability, Multicollinearity Test, and fit model), and the inner model (Determination Coefficient (R^2), Path Coefficient (Path Coefficient), T-Statistic (Abdillah et al., 2020).

RESULTS AND DISCUSSION
Outer Loading

Each latent variable must be able to explain the variant of each indicator by at least 50%. Therefore the absolute correlation between the latent variable and its indicator must > 0.7, the absolute value of the outer standard loadings called outer loadings (Ghozali, 2016:68). Based on the outer loading value of all indicators in each of the research variables, > 0.70. From the results of this estimation, it is proven that the indicator indicators used in this research variable have met convergent validity.
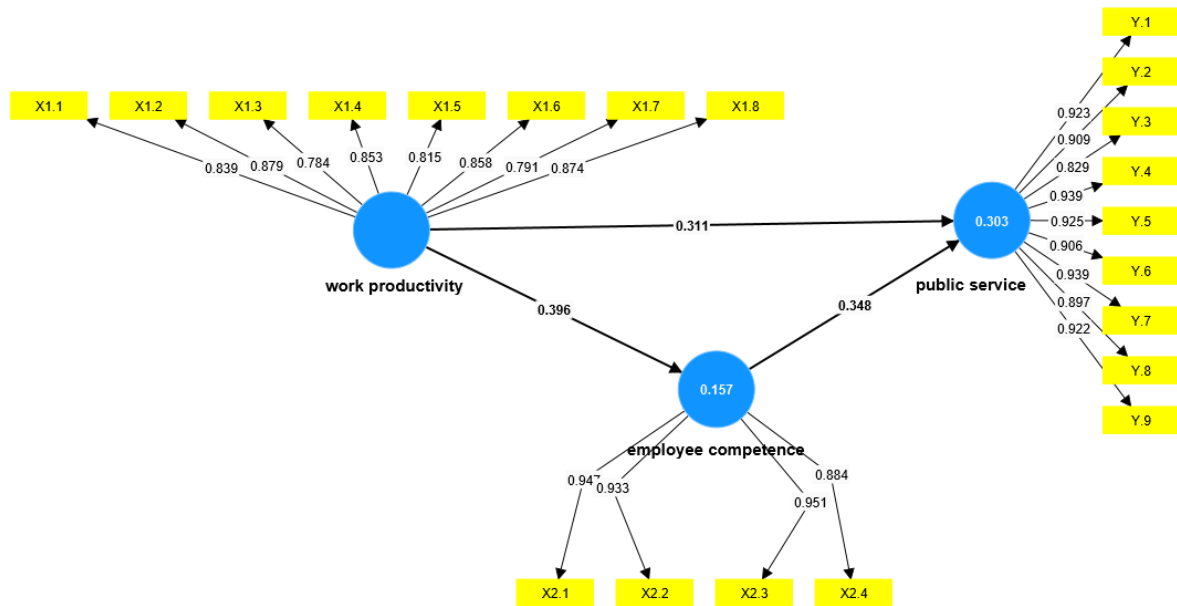
Figure 1. Full Model Algorithme

Table 2. Outer Loading Value

	Employee Competencies	Public Service	Work Productivity
X1.1			0.839
X1.2			0.879
X1.3			0.784
X1.4			0.853
X1.5			0.815
X1.6			0.858
X1.7			0.791
X1.8			0.874
X2.1	0.947		
X2.2	0.933		
X2.3	0.951		
X2.4	0.884		
Y1		0.923	
Y2		0.909	
Y3		0.829	
Y4		0.939	
Y5		0.925	
Y6		0.906	
Y7		0.939	
Y8		0.897	
Y9		0.922	

Discriminant Validity

Discriminant Validity, this value is a cross loading value that is useful for finding out whether the construct has adequate discrimination, namely by comparing the loading value on the intended construct must be greater than the loading value with other constructs (Ghozali, 2021:68).

Table 3. Cross Loadings

Discriminant validity – Cross Loadings			
	Employee Competencies	**Public Service**	**Work Productivity**
X1.1	0.194	0.349	0.839
X1.2	0.497	0.476	0.879
X1.3	0.159	0.308	0.784
X1.4	0.310	0.408	0.853
X1.5	0.423	0.423	0.815
X1.6	0.293	0.303	0.858
X1.7	0.324	0.290	0.791
X1.8	0.288	0.357	0.874
X2.1	0.947	0.335	0.381
X2.2	0.933	0.455	0.380
X2.3	0.951	0.517	0.416
X2.4	0.884	0.418	0.281
Y1	0.462	0.923	0.398
Y2	0.312	0.909	0.397
Y3	0.448	0.829	0.305
Y4	0.490	0.939	0.458
Y5	0.354	0.925	0.401
Y6	0.446	0.906	0.345
Y7	0.437	0.939	0.504
Y8	0.412	0.897	0.373
Y9	0.463	0.922	0.458

An indicator is declared valid if it has the highest loading factor to the intended construct compared to the loading factor to other constructs. The table above shows that the loading factor for the X1.1 – X1.8 indicator has a higher loading factor for the Work Productivity variable (X1) than with other constructs. It is proven that the X1.1 – X1.8 indicator is indeed a measure of Work Productivity.

Uji Average Variance Extracted (AVE)

Another way to assess discriminant validity apart from the cross loading value is to look at the average extracted (AVE) value. A good model is required if the AVE of each

construct has a value greater than 0.50. Convergent validity means that a set of indicators represents one latent variable and the underlying latent variable. This representation can be demonstrated through unidimensionality which can be expressed using the average value of the extracted variant (*Average Variance Extracted* / AVE). The AVE value is at least 0.5. This value describes sufficient convergent validity which means that one latent variable is able to explain more than half of the variants of its indicators in the mean.

Table 4. Uji AVE

Construct reliability and validity - Overview	
	Average Variance Extracted (AVE)
Employee Competencies	0.863
Public Service	0.829
Work Productivity	0.701

Construct Reliability

Construct Reliability A variable is said to meet the reliability of the construct in a structural model through Partial Least Square analysis if it has a composite reliability value of > 0.7 and a Cronbach alpha value of > 0.7. Feasibility tests are carried out to prove the accuracy and consistency of a construct. To measure the realism of a construct with formative indicators can be done in two ways, namely by composite reliability and Cronbach alpha. The assessment is commonly used to assess the reliability of a construct and is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 for confirmatory research and 0.60-0.70 is still acceptable for exploratory research or Construct Reliability investigations. A construct is declared reliable if the composite reliability value is greater than 0.7 while some limitations regarding the Cronbach alpha score are greater than 0.7. The results of processing using smartPLS can be seen as follows:

Table 5. Uji AVE

Construct reliability and validity - Overview			
	Cronbach's Alpha	**Composite Reliability (rho_a)**	**Composite Reliability (rho_c)**
Employee Competencies	0.947	0.962	0.962
Public Service	0.074	0.978	0.978
Work Productivity	0.940	0.960	0.949

Inner VIF Values (Multicollinearity Test)

Viewing the value of the inner VIF. If the VIF value > 5, it can indicate the presence of multicollinearity. Some experts use the VIF > 5 limitations in determining the existence of multicollinearity. Experts also use the VIF value more in determining the existence of

multicollinearity in the model than using other parameters and if the value < 5 then there is no multicollinearity.

Table 6. Multicollinearity Test

Construct reliability and validity - Overview			
	Employee Competencies	**Public Service**	**Work Productivity**
Employee Competencies		1.186	
Public Service			
Work Productivity	1.000	1.186	

Model Fit Test

For the model to meet the fit model criteria, based on the explanation from the SMARTPLS website, the limitations or criteria of the fit model include SRMR value <0.10 and NFI value > 0.9. The following are the results of the assessment of the fit model in this tutorial:

Table 7. Uji Fit Model

Model Fit		
	Saturated Model	**Estimated Model**
SRMR	0.074	0.074
d_ULS	1.255	1.255
d_G	1.804	1.804
Chi-square	287.206	287.206
NFI	0.743	0.743

In accordance with the fit model table above, the NFI value of 0.743< 0.9 does not meet the fit model criteria in NFI. However, based on the SRMR or Standardized Root Mean Square value, the value is 0.086< 0.10, then the model fits. So it can be concluded that the model fits with the data.

Inner Model
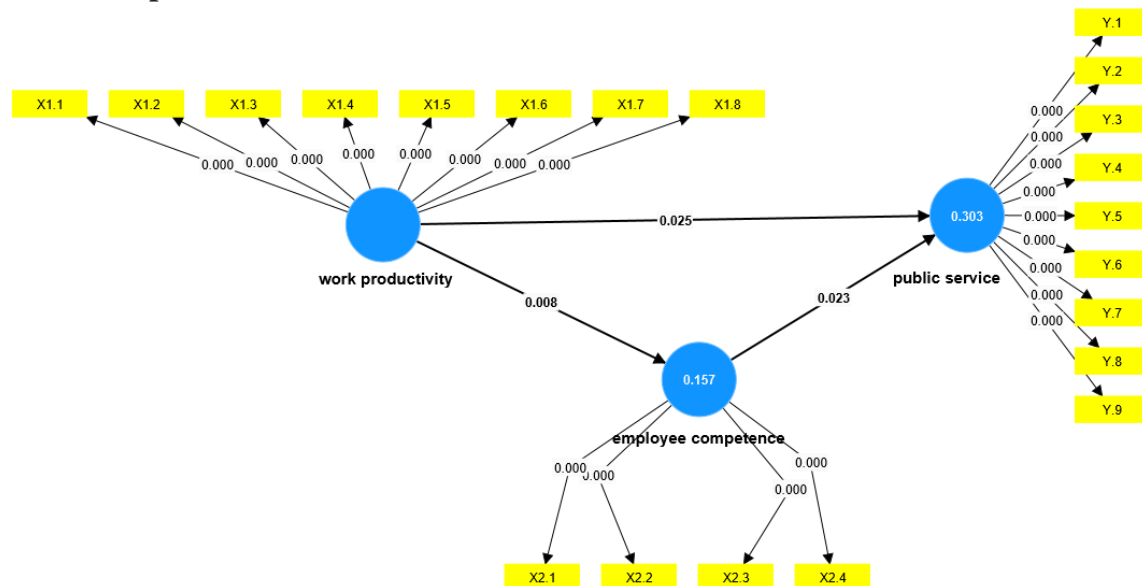**Relationship of Variable Influence**

Figure 2. Path Coefficients

By using bootstrap in PLS we can obtain the result of path coefficients and p-values. Hypothesis testing is tested using a bootstrap resampling method that allows data to be distributed freely, does not require normal distribution assumptions, and does not need a large number of samples. The test was carried out by t-test, the influence between variables in the study was significant if the t-statistical value > t-table (1.96) and *the p-value* <0.05. Path coefficients and p-values, the results are presented as follows:

Table 8. Hypothesis Test

			T Statistic	P Values	Information
Employee Competencies	→	**Public Service**	2.279	0.023	Accepted
Employee Competencies	→	**Work Productivity**	2.660	0.008	Accepted
Work Productivity	→	**Public Service**	2.249	0.025	Accepted

The results of Table 8 above explain:
1. H1: Employee competence towards public services, the statistical T value is 2.279 > 1.96 and the p-value is 0.023 < 0.05, meaning that the hypothesis is accepted, namely that there is a significant influence of employee competence in improving public services.
2. H2: Employee competence on work productivity, the statistical T value is 2.660 > 1.96 and the p-value is 0.008 < 0.05, which means that the hypothesis is accepted, namely

that there is a significant influence of work productivity in improving employee competence.

3. H3: Work productivity on public services, the statistical T value is 2.249 > 1.96 and the p-value is 0.025 < 0.05, which means that the hypothesis is accepted, namely that there is a significant influence of work productivity in improving public services.

R Square (R^2)

Inner model evaluation: Evaluation of the structural equation model or inner model is carried out to explain the influence of exogenous variables on endogenous variables which is carried out through two stages, as follows (Ghozali, 2014): Determination Coefficient R2: This test will be used to measure the degree of variation in the change of the Independent variable to the dependent variable. The higher the R2 value, the better the prediction model of the proposed research model has an R-Square value of > 0.7 (strong model), 0.67 (substantial), 0.33 (moderate), and weak (0.19) (Ghozali, 2014).

The goodness of fit model was measured using *the r-square* latent dependent variable with the same interpretation as the regression. R-Square predictive relevance for structural models, measuring how well the observation values are generated by the model as well as estimating its parameters. An R-square value of > 0 indicates that the model has predictive *relevance*.

The magnitude of the influence of the work productivity variable on employee competence (z) is 0.157 (15.7%), which means that the (weak) model < 0.19. Meanwhile, work productivity and employee competence towards public services are 0.303 (30.3%), which means the model >0.67 (substantial).

Table 9. R-Square

	R-square	R-square adjusted
Employee Competencies	0.157	0.134
Public Service	0.303	0.264

Employee competence towards public services

Based on statistical tests, it is stated that employee competence has a significant positive influence on improving public services, where the p-value *is 0.023 < 0.05*. This result is in line with research conducted by Inzaghi & Rosy (2022) and Puspitawaty (2020), which stated that there is a significant influence of employee competence on public services.

In realizing good governance and increasing public trust in government agencies, good competence is needed from all employees so that they will be able to improve public services provided to the community, especially at the Baros District Office, Sukabumi City.

Employee competence on work productivity

The statistical test states that employee competence has a significant positive influence in increasing employee work productivity at the Baros District Office, Sukabumi City, where the p-value is $0.008 < 0.05$. This result is in line with research from Suprianto et al., (2023), namely the significant positive influence of employee competence on work productivity.

Employee competence is an important factor that affects work productivity in an organization. Organizations that are able to develop the competencies of their employees will have a competitive advantage and can achieve organizational goals more effectively, especially at the Baros District Office, Sukabumi City.

Work productivity for public services

The statistical test stated that there was a significant positive influence of work productivity on public services at the Baros District Office, Sukabumi City, where the p-value was $0.025 < 0.05$. This result is in line with research from Azemi et al., (2016) which stated that there is a significant influence of work productivity on public services.

Work productivity refers to the ability of employees to produce optimal output by using available resources efficiently. Increasing work productivity will have a positive impact on improving the quality of public services. Organizations that are able to encourage the productivity of their employees will gain better trust and satisfaction from the public.

CONCLUSIONS

Based on the results and discussions, it can be concluded that: 1) Employee competence has a significant positive influence on public services. This shows that the better and more appropriate the competencies that employees have, the better the public services will be provided. 2) Employee competence has a significant positive influence on work productivity. This indicates how important the competencies possessed by employees are in producing work productivity. The better the competencies that employees have, the higher the maximum work productivity. 3) Work productivity has a significant positive influence on public services. This indicates a maximum work productivity, will improve public services in the community. Suggestions for the Baros District Office of Sukabumi City, to improve and adjust the competence of existing employees, so that the public services provided to the community are maximized. Recommendations for further research can add other variables that support to increase work productivity and public services that are not discussed in this study. Furthermore, research is carried out in other agencies in order to obtain a broader picture, and increase the number of existing samples so that the results can be generalized and can be used as comparative material in terms of the number of respondents selected.

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