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Motive of Millennial Generation Competency in Public Service Implementation in Sidoarjo District

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ARTICLE INFORMATION

ABSTRACT

In the organization of the One-Stop Investment and Integrated Services Office of Sidoarjo Regency where there is a cultural clash in the organization, the baby boomer generation has a more rigid behavior in bureaucratic activities and is not following the development of ICT. The millennial generation is very flexible with ICT, is fast paced and wants ease in working in organizations, is bored with routine, and prefers to work behind the scenes. The purpose of this research is to uncover the motive of millennial generation competence in the implementation of electronic-based public services. The research method used is qualitative. Informants are employees of the One Stop Investment and Integrated Services Office of Sidoarjo Regency who fall into the millennial generation category of 8 informants. The results of this study that the motive for developing millennial generation competence in the implementation of electronic-based public services is obtained by millennial generation employees in addition to working to meet their basic daily needs, they want to work according to the rules (standard operational procedures) and the applicable system, achievement motives or rewards, and want to develop soft competence and hard competence to be more professional at work

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INTRODUCTION

The development of human resources (PSDM) owned by the government in facing global challenges must be done to describe the millennial generation, especially in order to have independence, in their field. According to Steinberg (1995) divides independence into three types, namely emotional independence (emotional autonomy), behavioral independence (behavioral autonomy), and value independence (values autonomy).

The National Development Planning Agency (Bappenas) said that Indonesia has a large young population of 90 million millennials (aged 20-34 years), total fertility rate (birth rate) 2.28 (per 1,000 people per year), child mortality 24 (per 1,000 births), the old school expectation is still 12.72 years. (www.bappenas.go.id, accessed 27 February 2019).

The proportion based on the age of employees in the government bureaucracy that is Indonesia, which amounted to 4.3 million (data from the State Personnel Agency in 2016), the proportion of employees under the age of 35 is indeed relatively small, namely in the range of 800,000 employees of the total 4.3 million employees. The proportion is only 18% of the total number of employees. In 2018 there are currently at least 250 thousand additional employees who will make the proportion of millennial generation increase to 24% of the total number of civil servants in Indonesia. Even though it is still a minority, millennial groups are believed to be part of Indonesia's bureaucracy which is currently facing increasingly challenges. (www.menpan.go.id, accessed 27 February 2019).

Millennial generation or Y is a child born in the late early 1980 to early 2000. For the previous generation, Generation X (born 1965 - 1979) and baby boomers (born 1946 - 1964). Gen Y dominates the current workforce for the next fifteen years. This generation is unique and different from the previous generation. This generation was formed by adjusting the development of an era in which the planning of information and communication technology (ICT) was so rapid that this generation was synonymous with clever use of information and communication technology.

Sidoarjo Regency Government has implemented PP No. 41/2007 concerning regional apparatus organizations. The quality management system implemented was upgraded to ISO 9001: 2008 in 2010. In addition, to realize public services in the field of sustainable licensing, it is necessary to develop human resources in order to serve the community with satisfaction and quality. It is also inseparable from the role of the younger generation or millennial generation in the field of public service, because millennial generation is considered to be very productive in innovating and being creative.

Based on data from the Bureau of Employment and Investment Services One Stop Integrated Service (DPMPTSP) that employees who are productive or aged less than 37 years are also referred to as millennial generation, namely 7 civil servants and 20 non-civil servants to 27 total employees. In addition, employees who are more than 37 years old are called baby boomers, namely as many as 43 civil servants and non-civil servants, so there are a total of 43 employees. On August 2, 2018 licensing services at DPMPTSP Sidoarjo Regency used an OSS (Online Single Submission) system in accordance with Government Regulation number 24 of 2018 concerning Electronic Single Integrated Business Licensing Services (Online Single Submission), there was a transfer of authorization authority, amendment and dissolution of cooperatives from the Ministry Cooperatives and Micro, Small and Medium Enterprises to the ministries that carry out government affairs in the field of law. The regulation has an impact on service changes in the Sidoarjo Regency DPMPTSP and all millennial generations who are the Online Single Submission (OSS) implementing team.

Researchers want to dig deeper into the phenomenon millennial generation and concepts about competency. The informants involved were millennial generation, because the number of state civil service (ASN) millennial generation was 18% of the total ASN in Indonesia.

LITERATURE REVIEW
Motivation Theory

Motivation theories are generally grouped into three theories, namely the theory of needs, the

theory of hope, and the theory of justice. First, According to Mullins (1996), Ivancevich, Konopaske and Matteson (2008) that the hierarchy of needs theory by Abraham Maslow is a theory of content motivation or can also be called a theory of needs motivation. Second, according to Clayton Alderfer about ERG theory (existence, relatedness, growth related to existence, relations and growth). Third, according to Hezberg about two factor theory (two factor theory) and According to David McClelland about achievement motivation theory (Achievement Motivation). According to Hicks and Gullet (1975) Herzberg's theory, namely the theory of hope and justice which is a theory of external motivation while Maslow and Alderfer's theory and McClelland is a description of internal motivation. According to Uno (2008) that motivational bias is measured based on normative measures and can be assessed through existing values in individuals.

Concept of Competency

The concept of competence is very closely related to the development of the movement (evolution) according to the psychology industry organization in the United States, the development of competence began around the 1960s until the early 1970s. Corresponding movements and the development of the concept of competence at the time, a lot of studies and research that shows that the results of the test attitude (attitude) and knowledge (knowledge) , skills (skills) , academic achievement in schools or diploma in the United States do not can show and predict work performance or performance and success in one's individual life (Moeheriono, 2009).

LM Spencer, Jr. & SM Spencer (1993) conducted further in-depth studies of competency variables that predict a person's performance at work by producing unbiased, when viewed from several factors, such as racial, gender, and socioeconomic. The results of this individual competency study, McClelland further developed in his famous book, Testing for Competence Rather Than Intelligence, the contents of what researchers must do are as follows: first, look for other respondents for their high-performance success in work, then compare with an individual's underperforming or unsuccessful in his work. Second, develop the Behavioral Event Interview (BEI) technique, which combines with the previous selection technique the Critical Incident Method

(CIM) into a new technique, which identifies the task element in the job or identifies the characteristics of the human resources who do the job well so that later it will be able to described in more detail. Third, analyze the success of one's individual work by comparing the success or failure of other people in their work, then emphasizing their behavior.

Competence is an underlying characteristic of a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations.

Therefore, with a competency system, the development of human resources can not only be seen as humans with their strengths and uniqueness that need to be developed, but humans must be seen as valuable assets.

According to Spencer (1993) competence has a causal relationship (causally related) if it is related to an employee's performance and competence, which consists of motives , traits , self concepts , and skills , as well as knowledge (knowledge), which is expected to predict a person's behavior so that it can ultimately predict the person's performance. Competence always contains certain intents and purposes is a boost motive or trait (trait) that causes a person's actions to achieve a result.

So, Spencer said that there are five things competence, first , the motives about what someone thinks or thinks and what causes action. Motives direct or choose behavior towards certain actions or goals and stay away from others. Second, physical characteristics and consistent responses to situations or information. Third, self-concept or attitude, values or self-image of a person. Fourth, the knowledge or information a person has in a particular content area. Fifth , the skill or ability to perform certain physical or mental tasks.

The Concept of Public Service

According to Oxford (2000) is defined as " a system that provides something that the public needs, organized by the government or a private company ". Listening to this understanding, the service functions as a system that provides what is needed by the community. While the term public,

which comes from English (public), where there are several meanings that have variations in meaning in the Indonesian language, namely general, community, and country (Nur, 2014).

Decree of the State Minister for Administrative Reform (Meneg PAN) Number 63 / KEP / M.PAN / 7/2003 concerning the General Guidelines for Public Service Operations formulating the definition of public services "namely all service activities carried out by public service providers as an effort to meet the needs of service recipients and implementation the provisions of the legislation". In Kep. The Menpan, the general classification of public services are: (1) Administrative services, (2) Goods services, and (3) Services. Referring to this definition, government administrative services or licensing services can be defined as all forms of services that are in the principle becomes the responsibility and is carried out by Government Agencies at the Central, in the regions, and in the environment of State-Owned Enterprises or Regionally-Owned Enterprises, both in the context of efforts to meet the needs of the community and in the context of implementing the provisions of the laws and regulations, which form of service permit or document (Ratminto & Winarsih, 2010).

So, government institutions do not dominate the administration of government. The contribution of community groups outside the government greatly colors the process of carrying out service functions. In addition to the active involvement of community groups, the wheels of government are carried out based on the principles of transparency, accountability and participation. Therefore, in the context of meeting the needs and interests of the public in this service, of course, how public matters are truly placed as joint problems, is no longer an issue that is later claimed by one party, but rather by multi parties, both the state, private and civil society (Nur, 2014).

Millennial Generation Theory

Millennial generation is the current young generation born between 1980 and 2009 and from the age of 18 to 37 years, this generation has the ability to negotiate in complex financial behavior and macroeconomics with environments that are very different from previous generations (Taylor, et al. 2014).

According to Sheahan (2005) further states that there are 10 characteristics of millennial generation (Y) that are common in social life or millennial generation behavior , that is, the Smart Path (Shortcut) : Generation Y survives by living in modern life in the middle urban. This generation has maturity and elasticity in social. This generation is able to live in severe emotions, especially those experiencing disintegration in the family, such as parental divorce, so that this generation can survive. This generation, when entering the workforce, wants to enter the company or organization in their own proactive way. If this generation leaves the organization, the classic reason is bored and not finding personal challenges. This generation is educated and fast learners . This generation is an innovative generation, a generation that loves change, they are easy to get a way out and shortcuts, they live efficiently.

Awareness : This generation has high social awareness, cultural tolerance and the environment. This generation really appreciates the diversity that exists in certain conditions. This generation specifically participates actively in environmental programs and has clear objectives. This generation is open, easy to accept ideas and inclusive, and connected with people around them. Centralized Lifestyle :

This generation has a more centralized lifestyle and dreams of success in life a little in sacrifice. They don't want to be anything and make every effort in the process of achieving their dreams. This generation considers that work is an opportunity to make a difference in life something more than just making money. Independently dependent : Generation Y is driven by the desire to be independent while staying true to security having needs to be fulfilled by others . Generation Y has a high sense of individuality, they don't want to be considered as the same package as other people so they want to be considered an important and special person. Informal : Generation Y prefers to be without formality so they have a more relaxed attitude. How to communicate or approach everything, their attitude is relaxed. Generation Y provides practical and relevant respect and is innovative, creative and passionate people, but their communication skills are low (manners and manners) they don't have it.

Generation of tech savvy, smart in advanced technology : Generation Y has advanced

knowledge of practical applications of technology . This generation sees technology as a solution to the problems facing the world. This generation regards technology as a way to reduce terrorism, cure diseases, increase food production and end the world food crisis. Technology is a way or lifestyle and is considered resourceful and can only filter the information they need. Junkies stimulus generation:

This generation is addicted to pleasure (addicted to excitement). If at work they don't feel pleasure, they will come out with boredom. According to Sheahan (2005) that generation Y is not only the information age, but the entertainment era. An interesting way to learn is through edutainment that is a combination of education and entertainment. This generation gets bored quickly but is very interested in many things and multi-tasking people.

Skeptic generation : This generation always doubts that everything is not easy to believe and values honesty and integrity above all others. The issue circulating among them is a matter of trust. Generation Y is the generation that is easily confused, optimistic about the peculiarities of exposure and does not know what to do, but then they are able to focus and look for something that can be trusted. Impatient and intolerant : This generation wants everything immediately available. They don't have the concept of time, everything has to be instant, if not then they think it's not good enough.

Has its own desires and ways of working in accordance with the situations and conditions it faces as a generation Y, namely: Jobs that are truly fully involved, Responsibility , Mop promotion money or career path, Fair compensation, Looking for development, Opportunities to display individuality and creativity, Flexibility, Ethical and Cheerful , Feeling owned and involved , Modern and as you wish, Passion and optimism.

METHOD
Types of research

This study uses a qualitative method with an emphasis on the phenomenological perspective, which is used to investigate carefully in the implementation of electronic-based public services which include types of e-government , events, the process of applying public service innovations, their impacts, and various matters related to them.

by millennials who have competence, independence, and innovation (Denzin, 2009).

Research sites

This research was conducted at the One-stop Integrated Investment and Services Office at Jalan Pahlawan number 141, Sidoarjo postal code 61211. Related to the meaning of millennial generation who have the competence, independence, and innovation in implementing electronic-based services. The choice of the One Stop Sidoarjo Investment and Integrated Service Office as a research location is linked to the implementation of electronic-based licensing services, which are dominated by millennials and boomer generations. Indicators as a guide to the research location are several millennial generation groups in the Sidoarjo One-Stop Investment and Integrated Services Office that runs online licensing services .

Subjects and Informants

The subjects of this study were employees of the apparatus at the Office of Investment and Integrated Services of One Door Sidoarjo who were less than 37 years old (millennial generation) as many as 8 informants. They are millennials who can and are able to develop human resources through increased competence, independence, and soft skills by taking into account the characteristics of the meillenial generation.

Data collection technique

This method is carried out by researchers to understand more deeply the life of the subject which is the object under study. Based on direct interviews with informants, it functions as a comparison of the results of observations with the results of direct interviews conducted by researchers since the initial observation, and carried out throughout the study when information data is obtained from informants.

Data collection procedures as in qualitative research, focused on several things, namely observation, interviews, and documentation.

Data Processing and Analysis Techniques

Data processing is a data analysis process with several stages or steps. It starts by examining the data available from various sources, namely interviews, and documentation in the form of notes, documents, drawings, and others. The first step is to

conduct data reduction which is done by making abstractions. The second step is to arrange in units. The third step, is categorical. The categories are carried out while making the marking (coding) which finally conducts a validity check up to the data interpretation stage.

According to Huberman and Miles that qualitative data analysis in this study was carried out by referring to the interactive model of data collection or data collection by data analysis according to in Bungin (2003).

Data Validity Check

Checking the validity of the data is done by testing the credibility, transferability, and confirmability. The validity of qualitative research data also requires an audit process, both the criteria and the technical examination, so that an acceptable level of validity is obtained.

RESULTS AND DISCUSSION
Millennial Generation Competence in Working at DPMPTSP Sidoarjo

An interview to get information about millennial generation competencies in working in Sidoarjo DPMPTSP obtained by ASM informants said that being broad-minded and always open to changes is a millennial generation competency in working in Sidoarjo DPMPTSP. The following are excerpts of the interview "broad-minded and always open to changes" (interview with ASM).

The ARM informant said that the competence in the field of technology that was superior was the competency possessed by millennial generation. The following excerpts of the interview are "superior competence in technology" (interview with ARM).

The RPP informant said that the millennial generation is quite competent because they still want to develop. The same thing was expressed by ARM and DN

"Competent enough because they still want to develop" (interview with ARM). Meanwhile according to DN that: "the competence of the current millennial generation is quite a lot of development" (interview with DN).

DBM informants stated different things. According to him, all competencies start from the direction given by seniors. The following excerpt of

the interview is "all competencies in my opinion start with the direction given by the senior" (interview with DBM).

The NAP informant said that millennial generation competencies were okay, because they could be developed. The same thing was expressed by the informant DR. As an interview excerpt as follows: "In my opinion it is good because this competency can be developed" (interview with NAP). The same thing was conveyed by the DR informant that: "his competency is good according to his field" (interview with DR).

AW informants gave the opinion that if they were competently qualified they were above average, if there were those with poor electability, there would probably be an evaluation.

"If they are competently qualified, mas , their abilities are above average, if there is anyone with poor electability, there may be an evaluation" (interview with AW).

Based on information on millennial generation competencies, information is obtained that is quite competent with broad knowledge and mastery of IT.

Millennial Generation Competence Formed

Information on how millennial generation competencies were formed, it was found that ASM informants said competencies were formed from the intensity of meetings attended from the work environment. The following are excerpts of the interview "from the intensity of the meeting attended from the work environment" (interview with ASM).

An ARM informant said that the competence of this generation generation was already quite good from the results of his work. The following interview excerpts that "the competence of this generation generation is already pretty good" (interview with ARM).

The RPP informant gave different information, he said that competencies were formed following the existing conditions. The following are excerpts of the interview "formed following the circumstances" (interview with the CSP).

DN informants said that competence was formed due to work demands and circumstances. The same was expressed by DN and DBM informants that: "in my opinion everything was formed due to demands and circumstances" (interview with DN). Whereas DBM said that:

"because of the existing environment" (interview with DBM).

NAP informants gave different opinions. He said that competence was formed from education that was taken by someone. The following are excerpts of the interview "formed from the education we have obtained" (interview with NAP).

AW informant also gave a different statement, he said that millennial generation competencies were formed because of the influence of IT. The following interview excerpts that "we are friends with IT so that on average we are influenced by IT" (interview with AW).

The DR informant stated that the competence was formed because of understanding information and understanding archiving. The following excerpts from the interview are "formed because of understanding information and understanding archiving" (interview with DR).

Based on the interview above, it can be concluded that the formation of competence comes from the influence of IT, information and understanding of records, work environment and intensity of attending work meetings.

Establishment of Millennial Generation Competence in the Workplace

An interview to obtain information about what influences the formation of millennial generation competencies in the workplace obtained ASM informants said that the work environment, types of applicants, the length of time the licensing procedure became a factor that influenced the formation of millennial generation competencies. The same thing was stated by the RPP and NAP informants.

"Work environment, types of applicants, length of time of licensing procedures" (interview with ASM). "The environment influences the formation of millennial generation" (interview with RPP). "The things that influence are around, the environment, family, friends and coworkers" (interview with NAP).

ARM informants said that what influenced the formation of competencies was partly because of the changing times. The same was said by the DN informant.

"Because the times are constantly demanding mas" (interview with ARM). "Well that was before, demands and circumstances always influence and accompany the competence of this generation of mileniall" (interview with DN).

Informant Budi said that the attitudes and behavior of friends at work today are factors that influence the formation of millennial generation competencies. The following excerpts from the interview are "one of them is the attitude and behavior of friends at work now" (interview with DBM).

A different matter was expressed by AW informants who stated that competence was influenced by Bureaucratic Reform Demands and policy formation. The following are excerpts of his interview, "Demands for Bureaucracy Reform, Policy Formation" (interview with AW).

The DR informant said that the environment and daily habits are factors that influence the formation of millennial generation competencies. The following are excerpts of the interview "environment and daily habits" (interview with DR).

Based on interviews with informants, the things that can influence the formation of competencies are the work environment, demands, attitudes and behavior are the most important factors in forming the competencies of the millennial generation.

Forms of Millennial Generation Competence at Work

Information on forms of millennial generation competencies in the workplace obtained by ASM informants revealed that the forms of competency included responsive and service oriented. The following excerpts from the interview are "responsive and service oriented" (interview with ASM).

The ARM informant said that the form of competence was in terms of technology, where someone had to be more responsive in overcoming technical issues. The following interview excerpts that is "technology, we must be more responsive in overcoming technical problems" (interview with ARM).

The RPP informant said that Education and training is one form of millennial generation competencies. The following are excerpts of the interview, "Education and training in one of its forms" (interview with the CSP).

DN informants said that the form of competence undertaken by millennial generation included the formation of competent and responsive attitudes. The following are excerpts of the

interview: "One of them helps with competence and responsiveness" (interview with DN).

The DBM informant said that the form of millennial generation competence is the attitude of coworkers who until now have become an example for their own theme. As an interview excerpt as follows: "One form is the attitude of a colleague who until now has become an example for his own theme" (interview with DBM).

NAP informants have different opinions. he said that one form of competence was the polite and polite way of conveying and an electronic explanation. As the interview excerpts follows: "One of its forms is a polite and polite way of conveying and an electronic explanation" (interview with NAP).

AW informants said that mastering IT was a form of millennial generation competence. The following is the interview excerpt: "They have mastered IT, in my opinion" (interview with AW).

DR informants expressed different opinions. he said that being able to understand archiving was one form of millennial generation competence.

Based on interviews about forms of competence, it is found that understanding of archives, IT mastery, attitudes, education and training as well as responsive and service oriented are forms of millennial generation competence.

Motive for Millennial Generation Competence

Based on information on millennial generation competencies, information is obtained that has quite good competency. According to the psychology industry organization in the United States, the history of competence began around the 1960s until the early 1970s. Corresponding movements and the development of the concept of competence at the time, a lot of studies and research that shows that the results of the test attitude (attitude) and knowledge (knowledge) , skills (skills) , academic achievement in schools or diploma in the United States do not can show and predict work performance or performance and success in one's individual life (Moeheriono, 2009).

Research conducted by LM Spencer, Jr. & SM Spencer (1993), further in-depth studies of competency variables are thought to be able to predict the performance of someone who results in an unbiased or ambiguous meaning, when viewed from several factors, such as racial, gender, and social the economy.

Competence according to Spencer (1993) that the underlying characteristics of a person are related to the effectiveness of an individual's performance in his work or the basic characteristics of an individual who has a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance at work or in situations and in a certain environment.

Some of the meanings contained therein are as follows: a) The basic characteristics (underlying characteristics) of competence are part of a deep personality and are inherent in a person and have predictable behavior in various circumstances of work assignments; b) Causally related means that competence can cause or be used to predict a person's performance, meaning that if they have high competence, they will have high performance (as a result); c) Criteria (criteria referenced) that is used as a reference, that competence will clearly predict someone can work well, must be measurable and specific or standardized, for example the criteria for sales volume that can be produced by a salesman of one thousand pieces / month or financial managers can get one billion annual profits in Spencer (1993).

Competence is a basic characteristic of someone who identifies methods of thinking, acting and acting and drawing conclusions that can be done and maintained by someone at a certain period of time. According to Spencer, competence lies in the interior of every human being and forever exists in the personality of a person who can predict behavior and performance widely in all situations and job tasks or job tasks. Meanwhile, according to Armstrong, competence is an action dimension of a task, where the action is used by employees to complete their work tasks satisfactorily and what is given by employees in different forms and levels of work. However, McClelland said that competence is a basic characteristic of personnel which is a determining factor for success of a person in doing a job or in a particular situation. So, in general, competency as a basic characteristic consisting of skills (skills) , knowledge (knowledge) , as well as other personal attributes that are able to differentiate someone in only those who do and do not do so that this is the main system or model of competence is actually as a determining tool to

predict the success of one's work in a certain position (Moeheriono, 2009).

The basic framework for determining competence refers to steps called FAC, which stands for function then activities or processes, then competency. How to determine the competencies needed in a particular job position. First, it is necessary to determine the specific functions of a position (fuction of jobs) first. Second, learn specifically how activities in the process of doing the work (activities or processes) can be carried out. Third, determine what competencies are needed (competency) in the position (Moeheriono, 2009).

The basic concepts of competency as revealed by Spencer in his book entitled The Competence Handbook , there are some basic guidelines for developing a competency system that is explained in more detail.

The following explanations include the following: a) identify jobs in key positions from the job description that will later be made as competency models; b) Conduct a more in-depth job analysis of work processes, that is, work methods, working hours, work relationships, work relationships, responsibilities in these key positions; c) Conduct a survey of what competencies are needed in order to successfully carry out the work later; d) If needed, conduct a survey of required competencies by reflecting on the culprit and input from his direct supervisor. Next; e) From all the inputs and conclusions available, then make a list of what types of competencies are needed in certain positions; f) Describe the meaning of each type of competency that has been concluded.

CONCLUSION

Millennial generation competence in the implementation of electronic-based services at the Department of Investment and One Stop Integrated Service of Sidoarjo Regency can be explained that the millennial generation competence obtained information that is quite competent with broad insight and mastering IT. The formation of competencies derived from the influence of IT, information and understanding of archives, work environment and the intensity of attending work meetings, work environment, demands, attitudes and behavior are the most important factors in forming the competency of the millennial generation. The construction of competencies formed in the millennial generation with the status

of a Civil Servant (PNS) in electronic-based public services is from daily routines such as the intensity of meetings attended from the work environment. In addition, the competence of the generation of civil servants with the status of civil servants is already good in terms of their work. Work demand factors and circumstances also affect competency construction. Competencies that are formed in the millennial generation with the status of Non-Civil Servants (Non-Civil Servants) in electronic-based public services are formed from education carried on by someone and also because of the influence of IT. In addition, the understanding of information and archiving factors also contributes to the competence of millennials.

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