

# The Influence of Competence and Emotional Intelligence on the Performance of Civil Servant Resources at the Secretariat Office of the DPRD of North Sulawesi Province

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## Abstract

This study aims to analyze the effect of emotional intelligence competence on the performance of civil servants at the Secretariat of the Provincial House of Representatives of North Sulawesi. This study uses a quantitative approach with a correlation method. Data were collected through questionnaires distributed to 65 civil servant respondents and analyzed using multiple linear regression techniques. The results of the study indicate that competence has a positive but insignificant effect on the performance of civil servants, while emotional intelligence has a positive and significant effect. Simultaneous testing shows that competence and emotional intelligence together have a significant effect on the performance of civil servants. These findings indicate that emotional intelligence plays an important role in improving civil servant performance, particularly in coping with work pressure and building harmonious working relationships in a bureaucratic environment. Conversely, competence does not yet have a significant influence, possibly because it has not been fully utilized in work tasks. This study suggests that strengthening emotional intelligence should be a strategic priority in efforts to improve civil servant performance.

**Keywords:** Competence, Emotional Intelligence, Performance, Civil Servants, Regional People's Representative Council Secretariat

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## Introduction

The key to the success of any governmental or non-governmental institution lies in its human resources (Rumenya & Kisimbi, 2020). Essentially, human resources consist of the people employed within an organization as the driving force, thinkers, and planners to achieve its goals. An organization will run smoothly if it has competent human resources in their respective fields, who can carry out the organization's goals, which are based on various visions for the benefit of humans, and implement its mission, which is managed and managed by humans.

Because humans are the primary actors in carrying out all institutional/organizational activities. According to Hameed et al. (2022), given the critical role of human resources in an organization, it is no exaggeration to say that humans (employees) are the most important asset, directly impacting the organization's well-being compared to other resources. The term Human Resource Management has recently become increasingly popular in line with the growing attention from various parties to the quality of human life in accordance with their dignity and worth, which must be recognized and upheld (Wang & Pashmforoosh, 2024).

Yong et al. (2020) said that, human resource management is a crucial area of management that studies the relationships between people within an organization. As an organizational resource, people always play an active role in the organization, as they are the planners, implementers, and determinants of the achievement of organizational goals. According to Ochieng (2023), human resources (HR) are the science and art of managing relationships and roles within the workforce effectively and efficiently, helping to achieve the goals of the company, employees, and the community.

According to Rajest et al. (2023), human resources (HR) are the planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, maintenance, and separation of the workforce in order to achieve organizational goals. The human resources of the Civil Servants (ASN) in the Secretariat of the North Sulawesi Provincial DPRD Office are a crucial asset in achieving the vision and mission of the DPRD Secretariat.

Every employee must possess the competencies to address emerging issues. Competence is a key skill an employee must possess to perform their job (Salman et al., 2020). With competency, employees can complete their work according to predetermined targets. The competency of each human resource is a basic characteristic consisting of the abilities, knowledge, and attributes of each individual. Referring to Arifin (2021), competency is defined as a basic characteristic consisting of abilities, knowledge, and other personal attributes that differentiates a person who performs well from a person who does not.

The essence of competency is actually as a formative tool for predicting a person's work success in a position. Competence always contains intent and purpose, which are the driving motives that lead to action to achieve good performance results (Wijayanto et al., 2021). Competence and emotional intelligence are factors that influence employee performance. Therefore, it is necessary to improve employee performance by developing human resources to enhance their ability to carry out or perform work or tasks based on skills and knowledge, supported by the work attitudes required by the job.

Competency-based employees can increase capacity and build a strong foundation in line with company demands (Lubis et al., 2024). When people working in an organization possess the appropriate competencies to meet the demands of their jobs, they are capable in terms of knowledge, skills, mentality, and attitude (Salman et al., 2020). Emotional intelligence is considered crucial for determining success in life. In the workplace, emotional intelligence is the ability to understand what we know and what others feel when addressing problems (Sembiring et al., 2020).

Emotional intelligence is a crucial element in determining work outcomes. Without well-managed emotional stability, individual activities are likely to be delayed. Employee performance is not solely determined by the ability to control emotions, but also by how well employees manage their emotions. This allows them to think clearly under pressure and act ethically. We know that the DPRD Secretariat is a Regional Work Unit (SKPD) that is crucial for carrying out the DPRD's duties and functions, ensuring good governance.

Implementing programs at the DPRD Secretariat requires organizational structure, competence, and emotional intelligence, as well as capacity building for human resources, specifically civil servants, to achieve optimal performance at the North Sulawesi Provincial DPRD Secretariat. Civil Servants (ASN), specifically employees at the North Sulawesi DPRD Secretariat, are tasked with administering secretarial and financial administration, supporting

the implementation of the DPRD's duties and functions, and providing and coordinating the expertise required by the DPRD to exercise its rights and functions as needed.

Research shows that competence and emotional intelligence play a crucial role in shaping the professional and productive performance of ASN. Competent ASN possess the technical and conceptual skills to carry out their duties efficiently, while emotional intelligence helps them manage stress, establish effective communication, and work collaboratively in teams. The combination of these two elements enables ASN not only to complete their tasks effectively but also to foster a superior work ethic and service culture.

Competence is a crucial aspect in improving the performance of civil servants (ASN) because with the right competencies, civil servants are able to effectively understand their duties, make appropriate decisions, and achieve expected performance targets. Improving civil servant competency is urgent given the increasingly complex demands of bureaucratic work and its responsiveness to public needs (Tauhid et al., 2023). Real-world conditions at the North Sulawesi Provincial DPRD Secretariat continue to challenge the optimization of civil servant (ASN) performance, such as a lack of initiative, poor adaptability to change, and weak cross-departmental communication.

Some ASN appear to have not fully mastered their core duties and functions (tupoksi) and struggle to cope with work pressure, especially when faced with dynamic political agendas. This indicates the need to improve competency and strengthen emotional intelligence to optimize their performance and support the smooth running of the DPRD secretariat's duties. Several factors are related to the performance demonstrated by ASN. Competence directly influences ASN performance because it reflects an individual's ability to carry out tasks effectively and efficiently.

Highly competent ASN are able to understand their work well, make appropriate decisions, and complete tasks according to established standards, thus positively impacting overall performance improvement (Tahir & Hasniaty, 2024). Likewise, emotional intelligence influences ASN performance because the ability to manage emotions, understand the feelings of others, and maintain harmonious working relationships is crucial in a bureaucratic environment (Supramaniam, 2020).

Civil servants with good emotional intelligence tend to be more patient, collaborative, and able to handle work pressure, resulting in more stable and productive performance. Based on the aforementioned considerations, the researcher is interested in conducting a study on the influence of competency and emotional intelligence on civil servant performance at the North Sulawesi Provincial DPRD Secretariat.

## Methods

This study used a quantitative approach with a correlational method to determine the influence of competence and emotional intelligence on the performance of State Civil Apparatus (ASN). This approach is based on a positivistic paradigm, where numerical data is used to test hypotheses through statistical analysis. The population in this study was all 72 ASN working at the North Sulawesi Provincial DPRD Secretariat Office. The sampling technique used was two-stage random sampling, resulting in a sample size of 65 ASN. This study consisted of two independent variables and one dependent variable: Competence ( $X_1$ ), which consists of indicators of knowledge, skills, and attitudes; Emotional Intelligence ( $X_2$ ), which encompasses self-awareness of emotions, emotional management, empathy, and the ability to foster social relationships; and Performance (Y), which is measured by work quantity, work quality, and

responsibility. The instrument used was a closed-ended questionnaire structured based on indicators for each variable. Prior to use, the instrument was tested for validity and reliability using SPSS version 25. Data analysis was performed using multiple linear regression to determine the simultaneous and partial effects of the independent variables on the dependent variable. Prior to the regression test, classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were performed to ensure model feasibility.

## Results and Discussion

This study examines the influence of competence and emotional intelligence on the performance of civil servants (ASN) at the North Sulawesi Provincial DPRD Secretariat Office. Based on data analysis using a quantitative approach through multiple linear regression, it was found that both independent variables, competence and emotional intelligence, simultaneously had a significant effect on ASN performance. However, partially, only emotional intelligence showed a significant effect, while competence did not.

These results provide an interesting insight into the context of human resource management in the bureaucracy. Emotional intelligence has been shown to play a very dominant role in influencing ASN performance. This finding aligns with the emotional intelligence theory proposed by Goleman (2015), which states that emotional intelligence encompasses the ability to recognize and manage one's own emotions, understand the emotions of others, and build harmonious social relationships. In a dynamic government work environment that frequently faces pressure and high demands for public service, the ability of ASN to manage emotions and foster cooperation is a crucial factor influencing work success.

Meanwhile, the results of the study indicate that competence, although positively influencing performance, did not have a statistically significant effect. This indicates that competence has not been fully utilized or optimally implemented in the implementation of ASN duties and functions. Even if a civil servant possesses the knowledge, skills, and attitudes appropriate to the demands of their job, this may not necessarily lead to optimal performance without motivation, organizational support, and effective work management.

Several possible explanations for the weak influence of competency on civil servant performance are discussed. First, there is a gap between existing competencies and actual needs in the field. In bureaucracies, it's common to find that employees are placed inappropriately based on their expertise, or that training systems are not strategically directed to support core competencies. Second, the absence of a regular competency monitoring and evaluation system leads to weak accountability and the lack of dynamic employee competency development. Third, a rigid bureaucratic work environment with minimal innovation can stifle the potential of employees' true competencies.

Furthermore, this study highlights the importance of building a work environment that simultaneously supports the actualization of competencies and emotional intelligence. Civil servant performance is determined not only by individual capacity but also by the organizational structure, work culture, and the prevailing reward system. In many cases, even competent employees will struggle to demonstrate optimal performance if they are not in a conducive work environment, lack clarity of duties, or receive minimal recognition for work achievements.

Theoretically, the results of this study reinforce the concept of human capital in human resource management, which places emotional intelligence as an integral part of human capital. According to Mayer & Salovey (1997), emotional intelligence plays a role in helping

individuals adapt to their social environment, resolve conflicts, and maintain emotional balance that supports work productivity. This is increasingly relevant in public sector organizations, which are heavily influenced by social interactions, team dynamics, and the complexity of inter-institutional relationships.

The practical implication of these findings is the need to formulate civil servant development policies that focus not only on improving technical competency but also emphasize strengthening the emotional and interpersonal capacities of civil servants. Holistic training programs, including soft skills training such as communication, conflict management, empathy, and stress management, need to be integrated into civil servant career development systems.

This research also supports the view that performance is determined not only by "knowing" but also by "being and doing." A balance between competency and emotional intelligence is a crucial element in creating an adaptive, responsive, and service-oriented civil servant (ASN) that is focused on quality public service.

In the context of the North Sulawesi Provincial DPRD Secretariat Office, these findings provide a tangible contribution to formulating strategies to improve civil servant performance. Strengthening the competency-based recruitment system, enhancing training programs based on real needs, and creating a work culture that values the balance between technical performance and social behavior are all potential strategic steps.

## Conclusion

The results of this study indicate that competency has a positive but insignificant influence on the performance of State Civil Apparatus (ASN) at the North Sulawesi Provincial DPRD Secretariat Office. Although competency, which encompasses knowledge, skills, and work attitudes, contributes to task implementation, its effect on performance improvement is not statistically strong enough. This indicates that ASN competencies have not been fully implemented optimally in daily work practices. On the other hand, emotional intelligence has been shown to have a positive and significant influence on ASN performance. ASN's ability to recognize and manage emotions, establish good social relationships, and adapt to work pressure significantly contributes to increasing work effectiveness and productivity. Simultaneously, competency and emotional intelligence significantly influence ASN performance, but emotional intelligence demonstrates a more dominant influence. Therefore, improving ASN performance in the bureaucratic environment depends not only on technical competency but is also significantly influenced by employees' emotional and interpersonal skills. These findings underscore the importance of a holistic approach to human resource development in the public sector, balancing professional capacity building with emotional character development.

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