



Study on the Implications of Academic Competency Mismatch at the Office of the Regional House of Representatives of Gorontalo Regency (2019-2024 Period)

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ABSTRACT

This study aims to analyze the implications of academic competency mismatch at the Gorontalo Regency DPRD Office in the 2019–2024 period. Competency mismatch occurs when an employee's educational qualifications are not in line with job demands, which has an impact on job performance, satisfaction, and collaboration. Referring to Mayo's theory, individual development and social interaction in the work environment are key factors in achieving optimal performance. Through interview and documentation methods, it was found that education and training are important investments in shaping human resource competencies. However, the mismatch between employees' abilities and the tasks carried out is still an obstacle that can reduce productivity and work motivation. A supportive work environment and attention from superiors have been proven to increase employee morale, while internal conflicts are actually obstacles. This research emphasizes the importance of improving the quality of human resources and adjusting competencies to organizational needs to support the achievement of professional and competitive governance.

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INTRODUCTION

The Government in its vision of Indonesia 2045 and the National Medium-Term Development Plan (RPJMN) 2020-2024, the Government of Indonesia is striving to produce superior human resources (HR) that are cultured and master science and technology. With the existence of quality human resources, it is hoped that the Indonesian economy will grow forward and sustainably and develop more evenly. In addition, there is hope that Indonesia will become an increasingly democratic, strong and clean country. Indonesia's Vision 2045 is an important handle in directing development towards a golden Indonesia.

Based on the Global Human Capital Index (2017), Indonesia is in the 65th position out of 130 countries still lagging behind other Southeast Asian countries, namely Malaysia (ranked 33), Thailand (ranked 44) and Vietnam (ranked 64). The low quality of the workforce and the lack of response to the development of labor market needs is one of the reasons why Indonesia's productivity and competitiveness are still low. This can also be seen from the unemployment rate until February 2021 of 6.26%. The number of open unemployment based on diploma I/II/III education is 6.61% while undergraduate education is 6.97% (BPS, 2021).

According to Sudono and Lingga (2019) on the ILO website, skill mismatch is also one of the causes of the non-absorption of graduates in Indonesia [15]. For this reason, the importance of the role of universities to produce graduates who have adequate qualifications and competencies needed by the business world and the industrial world (DUDI). One way to improve competence is through education and training as a means for developing self-potential to be of quality and can increase competitiveness. Education and

training not only increase knowledge, but also improve job skills. Thus, work productivity will also increase (Muhson et al., 2012).

This educational and employment mismatch occurs because the competencies possessed by workers are not in line with the availability of jobs owned by workers. Educational institutions in building individual character and preparing academic abilities and skills to produce graduate competencies before entering the world of work, need to pay attention to the needs of the job market. Because the competence of these graduates affects the link and match between workers and the needs of the labor market (Akkermans et al., 2013). This means that a person's educational background has an impact on the ability of workers when in their work environment. The occurrence of a mismatch between education and employment shows that the world of education has not been fully able to bridge the needs of the current world of work comprehensively. The quality of education, the needs of life and also the availability of job vacancies are triggers for employees to work not in accordance with their educational background (Uda Awak, 2014). Cedefop (2011) stated that the current educational and employment mismatch is vertical mismatch when a person is employed at a higher level of education than needed, and horizontal mismatch (undereducation) is that a person is employed in a job that has a lower level of education than necessary. On the other hand, Horizontal Mismatch occurs when the type (field) of education or skills that a person has is not suitable for his job. This shows that a person who experiences Horizontal Education Mismatch is doing work that is not related to his or her educational background.

Horizontal Mismatch is a phenomenon that is actually not expected to occur because it can potentially cause losses to a country's economy related to skills that are not used properly when viewed from the perspective of human capital theory (Somers et al., 2019). Horizontal Mismatch in workers is a problem that has been going on for quite a long time in the world of employment. In addition, the phenomenon of mismatch between the background of the field of education studied and the work done is quite often experienced by workers.

If these problems are left unsolved, negative impacts can occur on workers who experience incompatibility with the work they do. This impact is not only experienced by the workers, but it can also cause a domino effect on companies and the country's economy.

This mismatch of education and work is a problem because when employees work in a field of work that is not linear with their educational background, employees must work extra to meet the skills or competencies required by the job (Pamungkas, 2012). Employees have to learn new things, new cultures, new terms, and science that is different from what they learned before and so on, from these things it is not uncommon to make workers feel uncomfortable with their work (Pamungka, 2012). Other impacts experienced by workers who have jobs that are not in accordance with their educational background are low income levels, low job satisfaction, and triggering turnover (Bender and Roche, 2013). The impact of this educational and employment mismatch is not only experienced by workers but also companies as providers of employment and society. The impact experienced by the company is the decrease in productivity and company growth, and subsequently the impact that can occur among the community, namely, unoptimized human resources (HR), higher unemployment, and loss of income tax (PPh) (Rahma, 2017).

The impact of the mismatch that occurred in the office of the Regional House of Representatives of Gorontalo district also occurred in Sumedang regency, West Java, where the desired bureaucratic profile was able to face global competition, which is actually a bureaucracy that has superior values compared to other political and social institutions. This excellence is shown by the attitude of behavior and service that he performs (Dwiyanto, 2011). Efforts to realize this through the ability to provide added value to the community's socio-economic activities. In this regard, strategic changes are an important part that must be carried out which leads to bureaucratic reform (Prasojo, 2014). This is a momentum for the Indonesian nation towards the creation of a "World-Class Government" (Presidential Decree No. 81 of 2010).

The poor management system of ASN (Bureaucracy) not only has implications for poor service quality, but also causes corrupt behavior among bureaucrats or known as psycho-bureaupathology (Dwiyanto, 2011). In another part, the problem of apparatus resource management is also shown by mismatch that causes the expected figure of civil servants not to be in accordance with the demands of the competence of their field of duty. The current condition of bureaucrats is shown by the uneven distribution of civil servants, the qualifications and competencies of civil servants are not in accordance with needs, placement and appointment in positions are not competency-based, position promotions are still closed, remuneration is still not related to performance achievements, proportionalism and performance of civil servants is still low, civil servants have not been considered as a profession, decentralization of civil servant procurement nourishes the spirit of the region and weakens the Republic of Indonesia, political intervention in the management of civil servants (Sofian Effendi, 2016).

The absence of performance evaluation in an organization, including in the Gorontalo Regency DPRD office, can have a negative impact on improving the quality and efficiency of employee work. If the evaluation of employee performance is not Done on a regular basis, organizations lose the opportunity to recognize problems that employees may face, be it in skills, knowledge or work behavior.

If there is no performance evaluation, employees tend not to know where they stand in terms of achievements or shortcomings, so they also cannot get clear guidance to improve certain aspects of the work. In addition, this ignorance can cause employees to feel underappreciated and lose motivation because there is no recognition for their efforts. Without evaluation, they may also not have the opportunity to develop new skills or adjust to changing job needs.

RESEARCH METHODS

In this study, a qualitative approach has been used to understand in depth the implications of academic competency mismatch in the Gorontalo Regional House of Representatives Office. The results show that the qualitative approach allows the exploration of social phenomena in their natural context, thus providing in-depth insights into individual experiences and perspectives. Using a qualitative descriptive method, this study succeeded in describing in detail the practice and implications of mismatch of employees' academic competence through data collection techniques such as in-depth interviews, observations, and documentation studies. In accordance with the view of Creswell (2014), this approach provides a more holistic and contextual understanding of the phenomenon, which cannot be explained quantitatively alone.

This research has been carried out in Gorontalo Regency, especially at the Office of the Regional House of Representatives of Gorontalo Regency with the consideration that the problem is related to Mismatch Kompetensi. Research will be held for 2 months, starting from November 2024 to January 2024.

Secondary Data Sources

Secondary data was obtained from official documents of the Gorontalo Regency DPRD, such as personnel policies, recruitment, and performance evaluation, which were analyzed to understand the regulations and their implications on employee competence.

Data Analysis

In this study, data analysis was carried out using an interactive qualitative analysis model developed by Miles, Huberman, and Saldana (2014). The procedures applied include data condensation, data presentation, and drawing conclusions or verification. This model has proven to be effective in organizing and analyzing data systematically, resulting in valid and in-depth findings regarding the implications of academic competency mismatch at the Gorontalo Regency DPRD Office.

RESULTS AND DISCUSSION

In this study, the main focus of the problem is obtained through the results of initial observation and is outlined in the problem identification sub-section, namely:

Incompatibility between disciplines and duties in the office 2).incompetence of employees due to incompatibility of majors with work 3). There is no performance evaluation in correcting the shortcomings that occur.

This study aims to find out the implication study of academic competency mismatch in the office of the Gorontalo district people's representative council (2019-2024 period), which is outlined in the research study and combined with human capital theory which consists of 4 indicators, namely 1) individual ability 2) individual motivation 3) organizational atmosphere 4) work group effectiveness.

Individual abilities

Belbin emphasizes that individual abilities are used to fill different roles in a team. Each individual has specific strengths and skills that allow them to contribute effectively within the team. By making optimal use of individual abilities, teams can work more efficiently and effectively

(Deci & Ryan, 1985)Individual abilities are used to meet basic psychological needs, such as competence, which play a role in increasing intrinsic motivation. When individuals feel competent in their jobs, they are more likely to work with passion and contribute to the organization's goals to the fullest.

The results of this study show that individual abilities in the Gorontalo district DPRD secretariat still face challenges in the form of mismatch between employee skills and job demands. This phenomenon shows that there is a competency gap that must be overcome immediately.

The opinion of the secretary of the Council and the Head of Sub-Divisions of TU shows that a collaborative approach, such as mentoring by more expert peers, as well as the implementation of technical guidance (technical guidance), is the main solution. Peer mentoring strengthens the concept of knowledge sharing in the work environment, where employees learn from each other and share skills.

These findings are in line with human resource development theory, which states that employee training and development are key elements to increase individual capacity (Amstrong, 2014). By reducing mismatches, organizations can increase productivity and ensure that the tasks assigned to employees are completed effectively. However, this step requires consistency and commitment from management.

Organizations should actively evaluate the suitability of individual abilities for job demands and develop relevant training plans.

Individual Motivation

The motivation of employees at the Gorontalo Regency DPRD secretariat is influenced by various factors, including work culture, awarding by various factors including work culture, rewarding, the application of sanctions (punishment), and consistency in the application of discipline. The Secretary of the Board emphasized the importance of a fun work culture, where employees love their work. This reflects the concept of intrinsic motivation, where employees are motivated by satisfaction and pleasure in carrying out their duties, not solely because of external rewards. On the other hand, the opinion of the legislation staff that emphasizes the combination of reward and punishment reinforces the importance of extrinsic motivation in maintaining discipline and improving performance.

This research supports Herzberg's (1959) theory of motivation, which divides motivation into two factors: motivators (intrinsic) and hygiene factors (extrinsic). To keep employees motivated, organizations need to create a balance between these two factors. In addition, aligning the vision and mission of employees with the organization's strategic goals, such as the RPJMD, helps create a sense of belonging and attachment of employees to the organization.

This strategic combination shows that employee motivation can be increased not only through material incentives, but also through an approach oriented towards achieving common goals.

Organizational Atmosphere

The results of the study show that a harmonious organizational atmosphere is an important element to create work comfort, increase motivation, and support employee performance. Disharmony, such as conflict between employees or mismatches, can disrupt the work atmosphere and reduce productivity.

Employee and stakeholder opinions show that a supportive work atmosphere can be created through communication, coordination, and training, such as technical guidance or workshops. This approach helps to integrate the team and provides a common understanding of the organization's tasks, responsibilities, and goals.

This is in line with the theory of organizational climate (Schneider, 2000), which states that a positive work atmosphere can increase employee attachment to the organization and support the achievement of common goals. For this reason, it is important for management at the DPRD secretariat to continue to maintain a harmonious work atmosphere through effective conflict resolution, fair accountability, and increased collaboration between employees.

The Effectiveness of the Working Group

The effectiveness of work groups in the organization is greatly influenced by the stage of team development as explained by Tuckman (1965). In the flowing stage, skill mismatches can cause conflicts that hinder the team's development towards the performing stage.

Based on interviews, Measures such as Building collaborative teamwork and providing customized training can help integrate team members with different backgrounds. Good communication, coordination and synchronization are also key to preventing conflicts due to mismatches. The results of the study show that the implementation of this strategy is able to create a harmonious and effective team, despite the differences in skills among the members.

CONCLUSION

Based on the results of the research, it can be concluded that employees of the Gorontalo Regency DPRD Secretariat still face challenges in adapting skills to the demands of the job, especially in the use of technology and understanding of regulations. Technical guidance has helped improve employee competence, but more specific ongoing training is still needed to improve work productivity.

Employee motivation is influenced by the organizational culture, fair reward and punishment system, and the relationship between work and the organization's vision and mission. Appreciation for performance and synchronization of strategic goals in the RPJMD can increase employee involvement in achieving organizational goals.

A harmonious work environment plays an important role in improving employee comfort and performance. Conflicts due to lack of communication and coordination can have a negative impact, so strategies such as conflict management training and improved internal communication are needed.

The effectiveness of teamwork depends on the ability to manage differences in skills and resolve conflicts. Good collaboration, mentoring systems, and discussion forums can strengthen team synergy and improve organizational performance.

SUGGESTION

The DPRD Secretariat needs to increase the frequency and quality of technical guidance (bimtek) and other training to reduce the mismatch between employee skills and job demands and hold structured career development programs to help employees achieve higher and more targeted competencies.

Create a harmonious work environment by improving communication and coordination between employees to reduce potential conflicts, and holding activities that can strengthen relationships between employees, such as team building or workshops.

Optimize team effectiveness, integrating team members with diverse backgrounds through active collaboration and diverse knowledge

Measure the results of the strategy by conducting periodic evaluations of the effectiveness of the training and motivation programs that have been implemented.

By implementing these suggestions, it is hoped that the Gorontalo Regency DPRD secretariat can improve the quality of the organization's overall performance and provide better services to the community.

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