

## **Creativity and Competence Immigration Policy and its Influence on Employee Performance Tanjung Perak Immigration Office**

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### **Abstract**

Phenomenon The process of applying government policies, creativity and competence of employee is still an issue today because it is associated with the level of employee performance that is not yet optimal, the lack of creativity and work competence of some of the employee is still low which has an impact on the performance of employee which is fluctuating. This study aims to determine and analyze Immigration Policy, Creativity, Work Competence and Their Influence on the Performance of employee Immigration Office Tanjung Perak. The population is employee Immigration Office Tanjung Perak totaling 100 people and sampling technique using survey method or saturated sample. Using a questionnaire to collect primary data after being tested for validity and reliability. Multiple linear regression analysis tool with SPSS Version 25 program followed by classical assumption test. The results of the hypothesis test show that the Immigration Policy has a positive and significant effect on the performance of employee. Creativity and work competence have a positive and significant effect on the performance of employee at the Tanjung Perak Immigration Office. The findings in this study are that applying government policies for employee in charge of serving the community is first provided with briefing so that employee can provide excellent service. In addition, gradually employee is given training in an effort to increase the creativity and competence of employee in charge of serving the community in the field of immigration to improve employee performance.

**Keywords: Policy, Creativity, Competence, Performance.**

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### **INTRODUCTION**

The Republic of Indonesia, with its strategic geographical position, makes Indonesia a very strategic crossroads for shipping and international trade crossings. With such a strategic natural condition, it needs to be built to be used as effectively as possible from the immigration aspect. This means that a policy must be created, especially related to the immigration aspect and its implementation on time and remains targeted by employee who are tasked with providing services to the user community to get added value or value as optimally as possible.

Policy implementation is in principle a way for each policy to achieve its goals. Failure to implement a public policy can occur due to deficiencies involving auxiliary resources, for example those concerning time, costs/funds and human resources, namely the employee who are the spearheads in policy implementation. This means that failure to implement immigration policies will affect the performance of employee Immigration. Creative and innovative human resources have a very large role in organizational effectiveness compared to other resources, especially in an era like now where human resource management demands to be more creative, namely the process of employee's ability to understand gaps or obstacles in their work, formulate new hypotheses, and communicate the results (Conny R Semiawan: 2012). While competent employee is with the ability to utilize thought, imagination ability, various stimulants, and individuals who surround them in producing new products, both for themselves and their environment. Work competence is individual behavior that aims to reach the introduction stage or try to introduce new and useful ideas, processes, products or procedures in work, groups or organizations (Zhao & Shao, 2011). Spencer (1993:15), Wibowo (2007:110) and Law no. 13/2003 concerning Manpower: article 1 (10), Usman (2006:4), states that competence is the ability to complete the work assigned to him based on skills and knowledge and supported by the work attitude (behavior) required by the job so that it has reliable performance. Sedarmayanti (2017: 293) emphasizes that every workforce in the organization must have work competence because in carrying out their work they must be based on competence if they do not want to get low performance in a globalized period which is always associated with optimal employee performance levels. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. According to Robbins (2003) that employee performance is a function of the interaction between ability and motivation. According to Sastrohadiwiryo (2013) that performance depends on innate ability (ability), abilities that can be developed (capacity), assistance for the realization of performance (help). Performance is influenced by innovation and technology, creativity and behavior.

The results of the study, Sudjana S (2013), Jazuli.A (2016), Ndradi A (2019), Meyrin R.R.S.A (2016). Indarti S (2021) explains that immigration policy has a positive and significant effect on ASN performance. However, Riskianto A.P et al (2021) explained his findings that many immigration services were difficult to run during the Covid-19 pandemic, but these services must continue, Hermawati, E (2015) shows that local government policy variables partially have a positive and insignificant effect on employee performance.

In addition to immigration policy factors, work creativity factors also affect the performance of ASN (Suryana (2014: 66). Creativity is a person's ability to develop ideas and find new ways to solve problems to take advantage of opportunities. This means that an employee must have creativity in carrying out their duties in order to be able to solve if a problem occurs. The results of research by Khalikussabir B.A.Q.Dj (2019), Widiastuti (2018), explain that creativity has a positive and significant effect on employee performance. However, Astri A.A. (2010) explained his findings that creativity has a positive but not significant

effect on the performance of the employees of the South Sangatta District Office, East Kutai Regency.

The work competence factor also has a direct effect on employee performance. (Sedarmayanti, 2017:296), states that workforce competence is the skills, abilities, abilities to carry out their work so that the workforce will have superior performance. Factors of work competence also have a direct effect on the performance of the employee. (Sedarmayanti, 2017:296), states that labor competence as a proficiency, skill, ability to carry out its work so that the workforce will have superior performance. Hanafiah research results . A Soebyakto B.B Saputra A.C (2020), Suardika. E (2020), However, the findings of Nathalia D.P.C Kawiana I.P Trarintya.M.A.P (2021), Sitorus R.A.Y.L.M (2018) did not have a significant influence between competence and motivation on the performance of PT employees. Rotella Persada Independent. Likewise, the findings of Yanti S' Haluddin Rumengan J (2019) explained that the competency variable partially had an insignificant positive effect on the work performance of PT employees. Indonesian Classification Bureau Batam Branch.

The problems that occur related to the Immigration Policy are the demands of tasks with a relatively large work area, a relatively large number of immigration services and high performance demands from employees, work facilities such as work equipment when providing services (Policy in providing services during the Covid-19 Pandemic era), as well as limited work facilities and infrastructure in carrying outservice to the user community.

In terms of creativity, there are several things that are of concern, namely the low creativity of employees in dealing independently if there are problems in providing services to the user community. In terms of Work Competence, there are several problems that occur at the Tanjung Perak Immigration Office, namely the absence of equal opportunities for advancement for all employees, where the institution has not been able to provide situations and conditions of a good working environment, routine and difficult work - easy work that can reduce the level of performance due to mediocre work competencies. While in terms of performance, Tanjung Perak Immigration Office employees currently have no improvement in the quality of work results where work that should be completed in a short time but completed in a longer time, the attitude of employees in providing services is still not excellent, there are employees who do not understand the basic substance of work.

Based on the background of the above problems, the author wants to conduct research on "**Creativity and Competence Immigration Policy and its Influence on Employee Performance Tanjung Perak Immigration Office**"

## **METHOD**

This research is a *causal comparative research*, which is a study that aims to determine the relationship between cause and effect between two or more variables (Sugiyono 2017: 11). This study seeks to explain the Policy of Creativity, Work Competence as an independent variable and its effect on employees Performance as a dependent variable. The population in this study

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were employees of the Tanjung Perak Immigration Office as many as 100 people. Sampling technique, because the population of this study is *finit* and the number of members or elements of the population is 100 people, in this study a census method or *complete enumeration* is used which is also referred to as a saturated sample.

The type of data used is subject data (*self-report data*) in the form of perceptions, attitudes, experiences, or characteristics of a person or group of people who are the subject of research (respondents) obtained directly from the field through interviews with employees of the Tanjung Perak Immigration Office. To collect data using instruments i.e. a list of one questionnaires. In this study, variables were divided into two types, namely *independent variables* and *dependent variables*.

1. *Independent variables* consist of Immigration Policy (KK) , Creativity (K) and Work Competence (KK)
2. The dependent variable is ASN Performance (KA).

In this study, there are four variables that are defined conceptually and then operationally each variable is defined along with its indicators as follows:

1. **Immigration Policy (X1)**. is all regulations issued by the government related to the traffic of persons entering or leaving Indonesian Territory and its supervision in order to maintain the establishment of state sovereignty. The Immigration Policy is indicated by five indicators referring to Van Meter and Van Horn in Wahab,( 2004 : 79) which consists of; 1) Clear Policy Objectives (X1.1), 2) Policies do not conflict with other policies (X1.2), 3) Ease of Policy implementation (X1.3), 4) Availability of Policy Implementation Guidelines (X1.4), 5) Clarity of Policy Implementation (X1.5)
2. **Work Creativity (X2)** is the ability of employees to create ideas, ideas, and be creative in solving service problems with spontaneity in carrying out their duties as an employees without deviating from the Immigration policy. Creativity is indicated by 6 (six) indicators referring to Munandar in Hamzah B. Uno and Nurdin Mohamad, (2011: 252) consisting of: 1) Mehas extraordinary curiosity, (X2.1), 2) Mencreates various ideas to solveproblems (X2.1), 3) Often proposes unique responses (X2.3), 4) Dare to take risks (X2.4), 5) Like to try, (X2.5), 6) Sensitive to the beauty and aesthetic aspects of the environment. (X2.6)
3. **Work Competence (X3)** is the ability of Immigration employees to complete their work within a certain period of time both in quantity and quality in accordance with work standards as determined by the organization. Labor Competence consists of six indicators referred to Gordon in Sutrisno E (2011:204) which consists of: **1**) Level of Knowledge (X3.1), 2) Level of Understanding (X3.2), 3), Skill (X3.3), 4). Value (X3.4), 5). Attitude (X3.5), 6). Interests (X3.6)
4. **Employee performance (Y)**, is the result achieved by the employee in the form of goods or services that are used as the basis for evaluating the employee's self in terms of quality, quantity and time of completion in a period. Employee performance is indicated by five indicators referring to Flippo (1984) according to the object of research, namely; 1) Quantity of work, (Y1),

2) Quality of work, (Y2), 3) Punctuality, (Y3), 4) Cooperation, and (Y4), 5) Independence. (Y5)

The data analysis technique used to test hypotheses is multiple linear regression analysis, with first a data instrument test consisting of a validity test and reliability test and continued with the Classical Assumption Test.

## **RESULT AND DISCUSSION**

### **Description of Respondent Characteristics.**

This section will explain the characteristics of the respondents, namely as many as 100 Immigration employees at the Tanjung Perak Immigration Office related to the data; (1) Gender, (2) Age, (3) Level of education (4) Work Experience, as shown in Table 1

Table 1  
Characteristics of Respondents

NO	Characteristic	Description	Freq	Percentage (%)
1	<b>Gender</b>	Male	72	72,00
		Woman	28	28,00
2	<b>Age</b>	21 - 25	6	6,00
		26 - 30	11	11,00
		31 - 35	14	14,00
		36 - 40	19	19,00
		41 - 45	22	22,00
		46 - 50	23	23,00
3	<b>Education</b>	51 and above	5	5,00
		High School	18	18,00
		D3	3	3,00
		S1	69	69,00
4	<b>Work Experience</b>	S2	10	10,00
		1 - 5	7	7,00
		6 - 10	28	28,00
		11 - 15	35	35,00
		16 - 20	30	30,00

Primary Data (2021) processed

In Table 1, it can be seen that the number of respondents who have a male gender is 72 people (72.00%) while women are 28 people (28.00%). The age of respondents between 21 - 25 years as many as 6 people (6.00%), aged 26 - 30 years as many as 11 people (11.00%), aged 31 - 35 as many as 14 people (14.00 %), aged between 36 - 40 years as many as 19 people (19.00%), Aged 41 - 45 as many as 22 people (22.00%), Aged 46 - 50 as many as 23 people (23.00%), aged 51 years and over as many as 5 people (5.00%). Respondents who have high school education are 18 Orang (18.00%), and D3 as many as 3 people (3.00%). Meanwhile, there were 69 S1 graduates (69.00%), 10 S2 graduates (10.00%). The number of respondents who have a working period between 1 to 5 years is 7 people (7.00%), respondents who have a service period between 6 to 10 years as many as 28 people (28.00 %), respondents who have a service period of 11 to 15 years as many as 35 people (35.00 %), respondents who have a service period of 16 to 20 years as many as 30 people (30.00%).



### Validity and Reliability Test

In this study, the steps taken to test the research instrument were validity and reliability tests.

Table 2  
Reliability Test

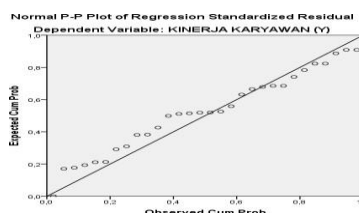
Variabels	Alpha
Immigration Policy (X1)	815
Creativity (X)	816
Work Competence (X3)	756
ASN Performance (Y)	794

Source. Questionnaire Results 2021 (processed)

Based on the processing of data through the help of SPSS, it is known that all statement items from the variables of Immigration Policy (X1), Creativity (X2), Work Competence (X3) and Employees Performance (Y) used in this study can be declared valid and accountable and can be used as a basis for finding facts. Based on reliability tests, it is known that the value of Cronbach's alpha is greater than 0.6 as shown in Table 2. Thus the statement items relating to the Employees Performance variable are declared reliable and can be used to analyze subsequent data.

### Test of Classical Assumptions

The normal distribution will form a diagonal straight line and the plotting of the data will be compared with the normal line. In figure 2 shows that the point of the point follows its diagonal line.



Source : Appendix 4, processed

### Draw 2 Normality Test Graph

### Multicholinerity Test

Based on Table 3, it can be considered that there are no symptoms of multicholinerity between each free variable, namely by looking at the tolerance value for the three free variables greater than 10 percent (0.1) and the VIF (*Variance Inflation Factor*) value of less than 10. (Ghozali, 2013:118)

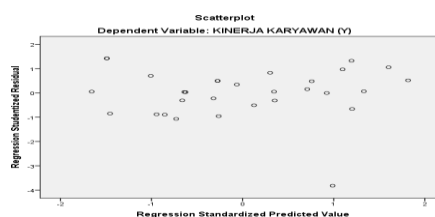
Table 3  
Multicholinerity Test Results

Model	Collinearity Statistics	
	Tolerance	BRIGHT
1 (Constant)		
Immigration Policy	0,880	1,136
Creativeness	0,979	1,021
Work Competence	0,884	1,132

Source : Appendix 4, processed

### Heterochemedasticity Test

To predict the presence or absence of heteroskedasticity in a regression model can be seen from the *scatterplot* image pattern of the model (Ghozali, 2016: 105).



Source : Appendix 4, processed

**Figure 3.**  
**Heterochedasticity Test Graph**

Based on the *scatterplot* above, the scattering between *standardized residual* \*SRESID and *standardized predicted value* \*ZPRED does not form a specific pattern, so the bias is considered residual to have a constant variance (*homoscedasticity*). In conclusion regression is free from cases of heterochedasticity and meets the requirements of classical assumptions about heterochedasticity.

One way to detect the presence or absence of heteroskedasticity is to use the Glejser test with the equation :

$Abs(res) = \beta_1 KK + \beta K + \beta_3 KA$ . The results of the calculation of heteroskedasticity with the Glejser test are as follows

**Table 4**  
**Heteroskedastic Test of Glejser Method**

Variable	Prob	Description
Immigration Policy (KK)	0,942	There Isn't any heteroskedastik
Kreativitas (C)	0,470	There Isn't any heteroskedastik
Work Competence (KK)	0,606	There Isn't any heteroskedastik

Based on Table 4 it is known that the probability values for the three variables are greater than the significant level ( $\alpha$ ) of 0.05, therefore the three variables have no symptoms of heteroskedasticity. So it can be said that the value of variations in data results from the regression of the Immigration Policy (KK), Kreactivity (K) and Work Competence (KK) to homogeneous Employees Performance (no heteroskedastic occurs).

### Multiple Linear Regression Analysis

The results of the analysis of the influence of Immigration Policy, Creativity, and Work Competence on Employees Performance can be selected in the table below

**Table 5  
Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	,347	,161	
Immigration Policy (KK)	,618	,197	,545
Creativity (K)	,336	,149	,403
Work Competence (KK)	,431	,154	,410

Source : Appendix 4, processed

Based on the SPSS output in Table 5 mentioned above, the regression equation can be formulated as follows:

$$Y = 0,347 + 0,618 X_1 + 0,336 X_2 + 0,431 X_3 + \varepsilon_r$$

Where:

Y : Employee Performance

X<sub>1</sub> : Immigration Policy

X<sub>2</sub> : Creativity

X<sub>3</sub> : Work Competence

From the aforementioned equations can be explained as follows :

1. Based on the value of obtaining the equation of the multiple linear regression model, it is known that the variables consisting of the Immigration Policy (KK), Creativity (K), Work Competence (KK) show the value of the positive regression coefficient, it shows an influence in a positive direction or a unidirectional relationship of variables consisting of The Policy of Immigration (KK), Creativity (K), Work Competence (KK) on Employee Performance
2. The constant of 0.347 shows the magnitude of the influence of the Immigration Policy (KK), Creativity (K), and work motivation (MK) on employee performance (KA), if the free variable does not change, then it is predicted that asn performance will be 0.347 units. by 0.618, meaning that if the Immigration Policy (KK) increases by 1 unit, then the performance of the Employee (KA) will increase by 0.618 units, assuming that other free variables remain.
3. The regression coefficient for Creativity (K) is 0.336, meaning that if Creativity (K) increases by 1 unit, then the performance of ASN (KA) will increase by 0.336 units, assuming that other free variables remain.
4. The regression coefficient for Work Competencies (KK) is 0.431, meaning that if the Work Competency (KK) increases by 1 unit, then the performance of the Employee (KA) will increase by 0.431 units, assuming that other free variables remain.

### **Model Feasibility Test**

#### **Test F**

The F test shows whether the free vriabels included in the model have a simultaneous influence on the bound variables. Tested with the F. test (Ghozali, 2011). The F test is used to test the feasibility of the resulting model. In this study, taaf significance was used by 0.05 (5%) and used krteria as follows:



- a. If the significance value of the  $> 0.05$ , then the model used in this study is not feasible or cannot be used for subsequent analysis.
- b. If the significance value of  $< 0.05$ , then the model used in this study is feasible or can be used for subsequent analysis.

The results of the F test processing can be seen in Table 6 below

**Table 6 Test F**

Model	Sum of Squares	df	Mean Square	F	Itself.
1 Regression	6,936	3	2,3120	28,264	,000 <sup>b</sup>
Residual	2,127	26	0,0818		
Total	9,063	29			

Source : Processed Data, appendix 4

Table 6 above shows that the calculated  $F_{\text{value}} = 28.264$  at the  $p\text{-value}$  of  $0.000 <$  the signification level of  $0.05$  which shows that the Immigration Policy (KK), Kreactivity (K) and Work Competence (KK) have a simultaneous effect on Employee Performance.

### Multiple Coefficient of Determination Test ( $R^2$ )

Used to measure the degree of influence of secura free variables together with the bound variables (Ghozali, 2016). Criteria for testing multiple coefficients of determination:

- a. If  $R^2$  approaches 1 (the greater  $R^2$ ) indicates that the contribution or contribution of the free variable to the bound variable is jointly equally strong (the model used is close to the truth).
- b. If  $R^2$  is close to 0 (the smaller  $R^2$ ) indicates that the contribution or contribution of the free variable to the bound variable together is the weaker (the model used is less precise).

**Table 7**  
**Coefficient of Determination Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 <sup>a</sup>	.765	.738	.286

Source : Appendix 4, processed

Table 7 shows that  $R\text{ Square}$  of  $0.765$  means that the Policy on Immigration, Creativity, and Work Competence affects the performance of ASN by  $76.5\%$  while the remaining  $23.5\%$  is influenced by other unknown variables and is not included in this regression analysis.

### Hypothesis Test (t Test)

This test intends to partially determine the magnitude of the influence of the free variables of the Immigration Policy, Creativity, and Work Competence on the Performance of ASN partially.

Hypothesis testing decision making is as follows:

- a. If the significant value of  $> 0.05$  then  $H_0$  is accepted and  $H_1$  is rejected, which means that the Policy of Immigration, Creativity, and Work Competence does not affect the performance of asn.

- b. If the significant value of  $< 0.05$  then  $H_0$  is accepted and  $H_1$  is rejected, which means that the Policy of Immigration, Creativity, and Work Competence affects the performance of asn

c.

**Table 8**  
**Test Results t**

Model	Unstandardized Coefficients		Itself.	Itself
	B	Std. Error		
Immigration Policy	0,618	0,197	0,004	0,02
Creativeness	0,336	0,149	0,033	0,02
Work Competence	0,431	0,154	0,009	0,02

Based on Table 8 above, it can be explained as follows:

- a. Testing Hypothesis 1: Immigration Policy has a significant effect on the performance of Tanjung Perak Immigration Office employees.

Based on the results of hypothesis testing above, the Immigration Policy affects employee performance resulting in a positive regression coefficient of 0.618 and a sig. 0.004  $<$  the level of significance ( $\alpha$ ), meaning that the Immigration Policy has a positive effect on employee performance. Thus, the first hypothesis stating that the Keimmigrasin Policy has an effect on asn performance is accepted.

- b. Testing Hypothesis 2: Creativity has a significant effect on the performance of Tanjung Perak Immigration Office employees.

Based on the results of testing the research hypothesis that Creativity affects employee performance, it produces a positive regression coefficient of 0.336 and a sig. 0.033  $<$  a degree of significance ( $\alpha$ ), meaning Creativity has a positive effect on employee performance. Thus, the second hypothesis stating that Creativity affects employee performance is accepted.

- c. Testing Hypothesis 3: Work Competence has a significant effect on the performance of Tanjung Perak Immigration Office employees.

Based on the results of testing the research hypothesis that Work Competence affects employee performance, it produces a positive regression coefficient of 0.431 and sig. 0.009  $<$  the level of significance ( $\alpha$ ), meaning that Work Competence has a positive effect on employee performance. Thus, the third hypothesis stating that Work Competence affects the Performance of Employee is accepted.

## **Discussion**

### **The Effect of Immigration Policy on Employee Performance**

The results of the study indicate that the Immigration Policy has a positive and significant effect on the performance of Tanjung Perak Immigration Office employees. The results of this study support the results of the study; Hermawati, Ema (2015), Sudjana S (2020), Jazuli.A (2016). Ndradi A (2019), Meyrin R.R.S.A (2016),. Riskianto A.P, Listiantoro R.A, Makandolu S.M (2021). Indarti S (2021), However, the results of this study are not in line with the findings of Hermawati, Ema (2015) which explained that the variables of local government

policies partially do not have a positive and significant effect on employee performance.

Based on the results of the respondents' responses, it shows that employees at the Tanjung Perak Immigration Office strongly agrees that there are no obstacles in providing Immigration services to the user community because sasaran kebiigrasian policy jelas, the Immigration Policy issued has a clear purpose, how to implement each policy is self-explanatory. The majority of employees are of the opinion that Immigration policies greatly affect employee performance. Therefore, to maintain the performance of employees in accordance with their respective main duties, it is necessary to conduct a study of a work area that is not too wide, a proportional number of immigration services, completeness of work facilities such as work equipment when providing services (Policy in providing services in the era of the Covid-19 Pandemic),

According to Desai (2003:139) all policies are implemented through employees whose duty is to serve the user community in the hope of bringing results as expected (Gaffar A, (2009: 295). Mazmanian D.A. and Sabatier. P . A in Wahab S.A, (2005: 64) explains the meaning of this implementation by saying that: understanding what should happen after a policy program is declared in force or formulated is the focus of attention to policy implementation, namely events and activities that arise after the ratification of state policy guidelines, which include both efforts to administer it and to have a real impact on society or incidents both experienced by the employees who provide services and the communities served. This means that failure to implement immigration policies will affect the performance of Immigration employees. The implementation of an immigration policy will be very difficult if the implementation is not enough support for the implementation of the policy. Because the musabab related to the failure of the implementation of a policy is also determined by the aspect of sharing potential among the actors involved in the implementation of the policy concerned.

### **The Effect of Creativity on Employee Performance**

The results showed that creativity had a positive and significant effect on the performance of Tanjung Perak Immigration Office employees. Based on respondents' responses that employee strongly agrees in improving their performance to provide services to people who want to use immigration services, one of which is through creativity, namely by means of, having an extraordinary curiosity how to increase their work creativity, employee always strives to create various ideas to solve work problems, employee often asks unique responses to questions colleagues, in order to be smooth in providing services to the community, employee dare to take risks, employee like to try their ideas as long as they do not cause work problems. Employee has a sensitivity to the beauty and aesthetic aspects of the work environment, employee has an extraordinary curiosity how to increase their work creativity.

The results of this study are in line with the findings of Khalikussabir B.A.Q.Dj (2019) Simatupang T.H (2016) which states that creativity affects employee performance. Astri Aisyah Azzahra (2010) explained her findings that Employee Development was positive and significant towards employee

performance. However, creativity has an insignificant even though positive influence on the performance of employees of the Sangatta Selatan Sub-district Office, East Kutai Regency.

One way to improve asn performance is through creativity. Because according to Suryana (2014:66), creativity is the ability of a workforce to be able to think about and develop new ideas, new ways of seeing problems and opportunities so that creative solutions arise. In the task of applying the immigration policy, it does not always run smoothly even though the policy is relatively clear. But there is often also a problem for the community of users of the policy to be misunderstood. To overcome this, the asn of immigration must be able to overcome it by thinking creatively without overriding the main objectives of the policy. This means that an employee must have creativity in carrying out his duties in order to be able to solve if a problem occurs.

Semiawan C.R (2009: 44), the essence of creativity is the ability of labor in modifying something that already exists into a new concept, for example, if an employee person who is in charge of immigration services must be able to provide services for the user community where they have character and limited understanding. This means that in providing immigration services for people with different levels of knowledge and limitations, in serving it, asns must be able to be more creative in providing an understanding of the meaning of a policy that must be carried out by people who use immigration services. Therefore, there are several things that are of concern in every organization, especially those that provide immigration services, namely the need to be given opportunities for each ASN to improve their creativity both through formal and non-formal education (Semiawan C.R (2009: 44). In addition to non-formal or formal education, Zularnain in Munandar (2002) stated that factors that affect creativity can be in the form of thinking ability and personality traits that interact with certain environments. The thinking ability factor consists of intelligence (intelligence) and enrichment of thinking materials in the form of experience and skills. Meanwhile, personality factors consist of curiosity, self-esteem and self-confidence, independent traits, daring to take risks and assertive traits (Kuwato, in Zulkarnain, 2002).

#### **The Effect of Work Competence on Employee Performance.**

The results showed that work competence had a positive and significant effect on the performance of Tanjung Perak Immigration Office employees. This shows that if an organization wants to improve the performance of its employees, it can be done through increasing competence. The better the competence of a worker, the more efficient and productive it will be in carrying out their work. (Spenser, 1993:76), Sedarmayanti (2017:245).

Based on the results of the study, respondents' responses can be seen that to create superior performance, the workforce must have reliable work competencies. Respondents strongly agree that competently the superior employee does not experience obstacles in providing immigration services to users of immigration services, employee does not encounter obstacles in providing immigration services because employee has technical skills in providing Immigration services for the user community, employee has an

understanding of how to provide excellent service to the community in accordance with the value of the agency, that in providing services to the community of employee service users behave professionally, that in providing Immigration services to the community employee users do not feel burdened because this work is in accordance with the interests of ASN. Thus, to maintain optimal performance, the organization must provide equal opportunities to advance for all Employee, where institutions must be able to create situations and conditions of a good working environment, routine and difficult work - the ease of work that can reduce the level of employees performance due to the appropriate work competencies needs to be addressed as well as possible. In terms of performance, employee in working must be able to improve the quality of work results where work that should be able to be completed in a short time does not need to be completed in a longer time, asn's attitude in providing services must be excellent, the existence of employees who do not understand the basic substance of work, low work ethic, and the physical condition of the workplace that is less conducive should need special attention to prevent a decrease in performance the employee.

With the competence of the workforce will have performance. Sedarmayanti (2017: 296) states that labor competence as a skill, skill, ability to carry out its work so that the workforce will have superior performance. Furthermore, according to Dubois D.D, & Rothwell,W.J. (2014:115) what is meant by labor competence is, the ability of the workforce to apply or use a set of knowledge, skills, that a workforce needs to complete its work on time and on target. Wibowo (2007: 110) states that competence is an ability to complete the work charged to him which is based on skills (*skills*) and knowledge (*knowledge*) and supported by work attitudes (*behavior*) required by the work. This means that to ensure optimal performance, employee must have work competencies in accordance with the characteristics of the main tasks and functions of each workforce. According to Spencer (1993:95) that competence is closely related to performance. This means that the more competent an employee, the more efficient and effective it will be in carrying out its work indicated by superior performance. According to Brockbank.W. (1999) that each organization will be able to achieve its success if the workforce has competence in carrying out their respective jobs. According to Brockbank.W. (1999) that each organization will be able to achieve its success if the workforce has competence in carrying out their respective jobs. Sedarmayanti (2017: 238) emphasized that the assessment of labor competencies in each company needs to be carried out periodically to find out the level of competence of each workforce before there is a decline in performance. Therefore, the method of assessing labor competence between one company and another is not the same but what is certain is that the purpose is the same.

## **CONCLUSION**

Based on the results of the analysis and discussion, the conclusions from the results of this study are First. Immigration Policy has a positive and significant effect on the performance of Tanjung Perak Immigration Office employees. Second, creativity has a positive and significant effect on the performance of Tanjung Perak Immigration Office employees. The three Work Competencies



have a positive and significant effect on the performance of Tanjung Perak Immigration Office employees.

### **Suggestion**

In determining the work area so that it is properly calculated in accordance with the capabilities of the employee, reducing the number of large immigration services and high performance demands from the employee, completing work facilities such as work equipment when providing services (Policy in providing services in the era of the Covid-19 Pandemic), adding work facilities and infrastructure in carrying out services to the user community.

There is a need for a program to increase creativity, to overcome the low creativity of employee in handling problems independently if there are problems in providing services for the user community.

There needs to be a program that provides equal opportunities to advance for all employee, where institutions create good working environment situations and conditions, routine and difficult work - easy work that can reduce the level of performance due to paspasan work competencies.

There needs to be a way to improve the quality of work results where work that should be completed in a short time but completed in a longer time, so that the attitude of the employee in providing excellent service, providing motivation for employee who do not understand the basic substance of work, low work ethic, and the physical condition of the workplace that is less conducive can be utilized as optimally as possible.

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