Communication Competence on Apparatus State Civil in the Province Government of Riau

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Abstract

Apparatus State Civil (ASN) serves as an element of the state apparatus that one of whose main duties is to organize a public service to the community. The implementation of optimal public service tasks requires communication competence. This study aims to analyze the elements of ASN communication competence consisting of knowledge, skills, and communication attitudes based on the individual characteristics of personnel. The research strategy used is descriptive explanatory survey method. The population is all employees of ASN who have a structural position in the Riau Provincial Government, with a total sample of 380 participants. Method of sampling used proportional stratified, based on ASN positions consists of executive, supervisory, office administrator, and pratama high leadership. The results of the study found that ASN knowledge, skills, and attitudes differ significantly based on the characteristics of rank, position, training, and education. This shows that ASNs with higher rank, position, training, and education, have better communication competence.

Keywords: communication; communicaton competence; state civil apparatus.

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1. Introduction

Apparatus State Civil (ASN) is a profession for civil servants and government employees with employment agreements that work in government agencies [1]. One of the main tasks of the Civil State Apparatus (ASN) is to carry out professional public services. Implementers of public services must have competencies appropriate to the task field [2]. One of the basic competencies that must be owned by every ASN in providing public services is communication competence. [3] states that the form of public service is customer satisfaction related to the communication competence of employees. Employees who have communication competence will easily build relationships with others [4,5], and adapt to the work environment [6]. Communication competence is also very important to build good relationships between government and society [7,8,9].

The communication competence of ASN employees is a combination of knowledge, skills, and attitudes in communication related to work tasks, so as to achieve effective and appropriate communication. According to [10] communication competence is the ability to produce messages that fit the purpose and can be understood by others, as well as the ability to receive and infer messages from others. Communication knowledge is a scientific knowledge related to self-concept which gives awareness that every employee of ASN is state apparatus and also as public servant. Communication knowledge also relates to how each ASN employee understands and understands the content and context in communication [11]. The preparation of the content of the message (content) of communication in the execution of ASN work tasks required knowledge related to the election and stringing the words into concise sentences, and understanding the terms of government and development.

Communication skills of ASN employees demonstrate their ability to act as encoders and decoders in the communication process associated with the implementation of work tasks. Every communication process undertaken by an ASN employee has a target, be it fellow employees or community as a model of two-way interaction communication proposed by [12]. Communication skills are also related to the ability to use and optimize communications media to access and disseminate information, and support various task executions. [13] found that communication through dialogue using the media could increase transparency and community participation. Related to this, the communication skills using media for ASN employees is of course not limited to its role as a communicator, but also as a communicant.

Knowledge and good communication skills will be able to realize effective communication, that is the similarity of message meaning between communicator and communicant. The role of ASN employees as the state apparatus and public servants, cause effective communication is certainly not enough, because it requires continuity of synergic relationship between fellow pagawai and society. The attitude of communicating as the third element of communication competence is a way to build synergistic communication with the principle of mutual respect and equality [14,15,16]. Attitudes communicate ASN employees in providing public services to the community is often used as the main standard of service satisfaction received by the community. ASN as the state apparatus has the individual characteristics of employment who always attached to themselves. These characteristics are unique, which distinguishes each ASN. Therefore, study on ASN can not be separated from individual characteristics of employment of ASN itself. Based on the background that has been put forward,

then the main problem to be discussed in this study is whether ASN communication competence is significantly different based on individual characteristics of employment?. The purpose of study are to analyze: (a) the communication knowledges of ASN based on the individual characteristics of employment.; (b) the communication skills of ASN based on the individual characteristics of employment.; and (c) the communication attitudes ASN based on the individual characteristics of employment.

2. Materials and Method

2.1. Study Design

This study uses post-positivistic paradigm with a quantitative approach and then strengthened with qualitative. According [17] the post-positivistic paradigm uses deterministic philosophy, that the causative factor is very likely to determine the effect or final outcome. The chosen research strategy is an explanatory descriptive survey method. The purpose of this strategy is to explain the causal relationship between the variables examined through the development of research concepts and information.

2.2. Time and Place of the Study

The research was conducted in Riau Province, Indonesia. The research begins with a preliminary survey conducted from May 2016 to May 2017, aiming to collect the various data and information required in the preparation of the research design. The main research was conducted from July to December 2017.

2.3. Population and Sample

The population in this study is all employees of ASN who have a structural position in the Riau Provincial Government. ASN position classification consists of four levels namely executive, supervisory, office administrator, and pratama high leadership. Determination of the number of samples using Slovin formula with a 5% error tolerance limit, which is a number of 380 participants. sampling technique using proportional stratified sampling method.

2.4. Variable and Indicator

This study uses four variables consisting of individual characteristics of employment, communication knowledge, communication attitude, and communication skills. The individual characteristics of using eight indicators, namely rank, position, years of service, training, education, age, and gender, and length of job assignment. Communication knowledge consists of self-concept, content, and context. Communication skills consist of encoding, decoding, and using media. Communication attitudes consist of self-confidence, adaptation, and ethics of communication.

2.5. Data Collection Method

Primary data collection in this research using triangulation technique consisting of questionnaire, depth

interviews, focus group discussions, and field observations. The questionnaire as the main instrument is valid and reliable after a trial to 40 ASN employees outside the research sample, using product moment correlation test and Cronbach's Alpha. The data of the questionnaire and other primary data are further supplemented by secondary data obtained from official government documents, regulations and legislation, and other supporting literature.

2.6. Data Analysis

Quantitative data obtained from questionnaires were processed and analyzed using Ms Excell and Statistical Package for the Social Sciences (SPSS) version 23. Qualitative data obtained from depth interviews, focus group discussions, and field observations, were analyzed using data reduction techniques, resulting in core information and summary that can be used to explain and clarify the results obtained from quantitative data analysis.

3. Result and Discussion

3.1. Communication Knowledges of ASN

Knowledge is the basis of competencies that can be improved through the learning process and the introduction of self-potential. Knowledge communicating as part of communication competence, is at the top on the competence of the iceberg model and the outermost part of the competence of the circle model proposed by [18]. Knowledge communicating according to both models is the most easily developed and fastest element to know from a person. The development and measurement of communication knowledge is considered relatively easy compared to developing and measuring elements of communication skills and attitudes. Communication knowledge begins from one's knowledge of himself. Kleinke in [11] argues that self-awareness is the foundation for all forms and functions of communication. Self-knowledge forms the self-concept that becomes the basis for everyone to position themselves against others. The self-concept of an ASN employee is tied to its duties, functions, and position as the state apparatus who is obliged to carry out governmental and developmental tasks, and to provide public services. Based on the result of Kruskal Wallis difference test in Table 1 it is known that self-concept of ASN employee has very significant difference in the characteristics of rank, position, training, and education. The results of this study indicate that the concept of self is a scientific knowledge that can be developed through the learning process. According to [19] scientific knowledge is also often associated with objectivity, standardization, and generalization.

Knowledge of communication content has significant differences in rank, position, training, and education, and is significant with length of job assignment (Table 1). ASN employees with high rank, position, training, and education know more about the right communication content used in communicating tasks. Knowledge of communication content gets better when ASN employees have a broader scope of tasks and responsibilities, as they are increasingly required to have extensive knowledge in carrying out their work. An employee with a high position also has the task of coordinating a wider with various parties, be it vertical, horizontal, or diagonal communication, so knowledge of communication content is also growing.

Table 1: The Results of Kruskal Wallis Test on Communication Knowledges Based on the Individual Characteristics of Employment

Individual characteristics of employment (X1)		Communication Knowledges (Y1)		
		Self-concept (Y11)	Conten (Y12)	Context (Y13)
Rank (X11)	Low	96.63	97.91	114.67
	Medium	210.76	205.33	203.49
	High	265.13	288.61	266.91
	P *value*	0.000**	0.000**	0.000**
Position (X12)	Low	174.61	168.86	179.55
	Medium	277.75	298.17	216.48
	High	264.47	315.76	316.84
	P *value*	0.000**	0.000**	0.000**
Years of service (X13)	Low	186.00	172.48	190.29
	Medium	184.57	197.12	196.71
	High	208.59	205.40	179.71
	P *value*	0.200	0.052	0.471
Training (X14)	Low	158.10	161.14	163.10
	Medium	198.48	186.82	198.82
	High	261.30	281.32	246.54
	P *value*	0.000**	0.000**	0.000**
Education (X15)	Low	108.90	108,01	125.25
	Medium	213.90	207,50	210.79
	High	253.96	273,92	236.66
	P *value*	0.000**	0.000**	0.000**
Age (X16)	Low	177.91	172.02	182.92
	Medium	197.01	201.16	207.04
	High	194.16	194.33	174.97
	P *value*	0.318	0.083	0.039
Length of job assignment (X17)	Low	173.09	170.82	176.63
	Medium	197.84	204.78	211.94
	High	200.88	197.61	186.71
	P *value*	0.070	0.032*	0.037*

Note: [**] very significant at $\alpha = 0.01$; [*] significant at $\alpha = 0.05$

Mastery of communication content within the scope of governmental agencies is not only required in oral communication, but is also indispensable in written communication, especially in the preparation of the official script. Every ASN employee requires knowledge of the communication content, because the scope of its task is always related to government administration and development. According to [20] the official script as part of government administration has several principles, such as effective and efficient. The principle of effective and efficient one of the intentions is the preparation of the official script using the Indonesian language is good, true,

and straightforward. The principle of other official manuscripts is the standardization which means that the preparation of the official texts follows the standardized procedures and forms, and also uses standardized government terms. Associated with this, increased knowledge of communication for ASN employees can also be done by organizing training and improving education. This method has a strategic value because it can be carefully planned and unrelated to the system of rank and position, so that all ASN employees can get involved. Knowledge of communication content can not stand alone, and always tied to the communication context. Content and communication context is one package, which functions complementary. Based on the results of Kruskal Wallis test in Table 1, it is known that the knowledge of the communication context differed significantly on the characteristic of rank, position, training, and education, as well as significant with length of job assignment. These results of the analysis are similar to the results of the analysis on the communication content. This finding further reinforce that content and communication contexts are an integral whole. Based on Mann Whitney test results in Table 2 it is known that ASN employee self-concept has significant differences between male and female employees. Male employees have better self-concept than women. This difference is understandable because male employees have higher rank, training, and education than female employees. Related to this results of the study, the development of self-concept for female employees can be done by improving training and education. The results also show that there is no significant difference in the level of content knowledge and communication context, between male and female employees

Table 2: The Results of Mann Whitney Test on Communication Knowledges Based on Gender

Individual characteristics of employment (X1)		Communication Knowledges (Y1)		
		Self-concept (Y11)	Conten (Y12)	Context (Y13)
Gender (X18)	Male	201.87	198.98	197.56
	Female	177.18	180.57	182.23
	Z Value	0.024*	0.097	0.168

Note: *significant at α= 0.05

3.2. Communication Skills of ASN

According [18], The skill in the iceberg model of competencies, is at the very top, as an element of competence most easily known by others. One of the skills that every employee always needs in all organizational spheres is communication skills. ASN communication skills include the ability to compose and send messages (encoding), receive and translate messages (decoding), and use communication media. The most common encoding skills to benchmark one's ability to communicate is the speaking skill. A person who is skillful speaks is not measured in many and fluent speech, but is based on effective speech. Encoding skills in addition to speaking is writing. Writing skills for ASN employees is one of the important needs associated with the implementation of work tasks. Written communication within the scope of government organization by ASN is the writing of the official script. According to [20] the objective of determining the guidelines for writing and preparing the official texts

are: (a) to achieve common understanding in the administration of the official script in all government institutions; (b) realization of the integrity of the administration of the official script with other elements within the scope of general administration; (c) the realization of ease and fluency in written communication; (d) to achieve the effectiveness and efficiency of the administration of the official script; and (e) reduced overlaps and wasteful administration of the official script.

Table 3: The Results of Kruskal Wallis Test on Communication Skills Based on the Individual Characteristics of Employment

Individual characteristics of employment (X1)		Communication Skills (Y2)		
		Encoding (Y21)	Decoding (Y22)	Using media (Y23)
Rank (X11)	Low	106.51	92.30	92.06
	Medium	203.81	213.14	209.13
	High	280.15	262.45	281.49
	P *value*	0.000**	0.000**	0.000**
Position (X12)	Low	170.40	178.15	172.85
	Medium	291.76	240.93	268.48
	High	304.16	286.34	314.50
	P *value*	0.000**	0.000**	0.000**
Years of service (X13)	Low	173.70	186.27	188.98
	Medium	198.83	196.47	192.08
	High	200.31	185.63	189.83
	P *value*	0.089	0.634	0.968
Training (X14)	Low	158.57	159.37	154.39
	Medium	191.57	199.46	203.31
	High	276.86	255.37	259.84
	P *value*	0.000**	0.000**	0.000**
Education (X15)	Low	114.27	110.25	103.74
	Medium	203.57	215.43	209.56
	High	275.24	247.33	274.81
	P *value*	0.000**	0.000**	0.000**
Age (X16)	Low	172.23	174.29	175.54
	Medium	201.59	204.55	207.79
	High	193.51	187.25	181.42
	P *value*	0.084	0.063	0.030*
Length of job assignment (X17)	Low	178.13	172.47	180.21
	Medium	199.61	204.94	203.36
	High	194.87	195.96	190.05
	P *value*	0.259	0.045*	0.254

Note: **very significant at $\alpha = 0.01$; *significant at $\alpha = 0.05$

Based on the result of Kruskal Wallis difference test in Table 3 it is known that ASN encoding skill has a very

significant influence on the characteristics of rank, position, training, and education. High-ranking employees are often assigned as coordinators in various activities undertaken by agencies. The task as a coordinator is indirectly a means of training in improving the skills of speaking and writing. Speech skills are needed to coordinate during meetings and in every process of the activity, while writing skills start from responsibility in preparing an activity plan until the writing of the activity report. An ASN who has higher education also has better speaking and writing skills because they are supported by their communication knowledges and scientific insights. The decoding skill of ASN employees very differs significant in rank, position, training, and education, as well as differ significant at length of job assignment (Table 3). ASN who have the high of the rank, position, training and education have better reading and listening skills. One of the duties of high-ranking officers is being able to listen to the expectations and criticisms of their subordinates. On the ASN who have a college education does not have difficulty in using the skills to read that related to the implementation of work tasks. Similarly, ASN who have often attended various training, skills of reading and listening will be easy to honed. Good speaking and writing skills (encoding) are obtained from good reading and listening (decoding) skills as well.

In contrast to the encoding skills, on decoding skills, there are significant differences based on length of job assignment. ASNs with longer placement periods have better reading and listening skills. ASN reading skills are measured by the ability to understand the official script and the various laws and regulations related to its work assignment. ASNs with longer placement periods of time will have a better chance in developing their reading skills related to tasks appropriate to the work field and the institution. On listening skills, ASN which has long been assigned in a field of work, also has a better ability to understand the purpose of the discussion within the scope of work tasks, because it is accustomed to be involved in the implementation of work tasks referred. The skills of using the communication media of ASN have a very significant difference based on the characteristics of rank, position, training, and education, as well as significant in the age of employees (Table 3). The use of communication media for ASN employees includes skills in using computers and the Internet to support the implementation of work tasks. High rank officers are usually equipped with the availability of adequate communication media so that it is more familiar to use it. ASN who actively develop themselves through training, also have skills to use better communication media, as they are accustomed to utilizing computers and the internet in learning activities, especially for performing various training tasks.

Table 4: The Results of Mann Whitney Test on Communication Skills Based on Gender

Individual characteristics of employment (X1)		Communication Skills (Y2)		
		Encoding (Y21)	Decoding (Y22)	Using media (Y23)
Gender (X18)	Male	196.63	192.49	203.39
	Female	183.32	188.17	175.40
	Z Value	0.232	0.692	0.012*

Note: *significant at α= 0.05

ASN with higher education proved to have the ability to use better communication media, because it has been accustomed to use it for various academic tasks. In this study found also that employees with older age have the ability to use a better communication media. This condition is caused because the age of employees is highly correlated with rank, position, training, and education which can also mean that employees who have older age have rank, position, training, and higher education as well. Based on Mann Whitney test results in Table 4 it is known that the skills of using communication media also differ between male and female employees. Male employees have better skills in using computer and internet, because male employees are more active in training and have higher education than female employees.

3.3. Communication Attitudes of ASN

Each ASN has various obligations, one of which is showing integrity and exemplary in attitude, behavior, speech and action to everyone, both inside and outside the service as set out in [1]. ASN as public servants also have a code of ethics that governs them to provide service with respect and courtesy. This indicates that each ASN is obliged to always maintain its communication attitude in carrying out its various duties and functions as state apparatus. According to [11] attitude is a tendency to behave in a way that is based on principles and beliefs that are believed. In the competence of the circle model, attitude is the second layer after knowledge and skill, as an element of competence that is more difficult to develop, because of the principles and beliefs it believes. Communication attitudes can be assumed to be the packaging that a person displays in the communication process, such as the opinion [21] which states that attitudes reflect a person's self-image. Communication attitudes can also be analogous as the key to building synergistic relationships in every communication process.

Self confidence is one of the communicating attitudes a person can show in the communication process. Based on the results of Kruskal Wallis test in Table 5 it is known that the attitude of confidence has a very significant difference on the characteristics of rank, position, training, and education, as well as significant on age. ASN who has a high rank and position have high confidence in communicating, because of his position as a leader in the work environment. [22] mentions that a person's attitude is influenced by the surrounding environment. The same opinion is expressed by Harding in [22] which states that one's attitude is socially mediated. ASN who has a high position in government agencies, has a variety of work experience. In government bureaucracies, to achieve high position, they have to undergo a career gradually. Factors of experience working in various fields of work and institutions, giving spirit to employees become a more confident person in communicating. ASNs who have high rank and position tend to have the courage to express their thoughts and opinions, this can happen because of hierarchy factor of rank level and position in government institution. Confidence in an employee can also be known from nonverbal communication. In high-ranking employees, the use of nonverbal communication as a leader is more frequent and prominent to reinforce the message it conveys, especially during meetings and other formal activities.

Nonverbal communication in the communication process is influenced by organizational culture [23] and is not universal [11]. One's nonverbal communication can show the self-image and the level of self-confidence in communicating in a particular environment. A person who has the highest position in a group will tend to walk

the front, as well as when sitting is always at the forefront. On process of communicating during meetings and other official activities, a high-position official tends to speak more calmly and not in a hurry to provide direction, because they know they have authority. ASNs who have high positions also commonly use nonverbal communication, both on and off-duty, when they communicate with their subordinates. [11] mentions that one of the functions of nonverbal communication is as a regulator ie nonverbal behavior to organize, maintain, and control the conversation of others. The function of the regulator in nonverbal communication is used by employees who have high positions to show their confidence as someone who is able to lead.

Table 5: The Results of Kruskal Wallis Test on Communication Attitudes Based on the Individual Characteristics of Employment

Individual characteristics of employment (X1)		Communication Attitudes (Y3)		
		Self confodence (Y31)	Adaptation (Y32)	Ethics (Y33)
Rank (X11)	Low	96.89	102.16	159.77
	Medium	204.43	207.64	190.96
	High	294.66	268.01	243.81
	P *value*	0.000**	0.000**	0.000**
Position (X12)	Low	173.95	178.57	173.88
	Medium	251.14	222.37	276.79
	High	334.24	312.05	278.76
	P *value*	0.000**	0.000**	0.000**
Years of service (X13)	Low	169.16	183.60	176.80
	Medium	203.97	196.78	193.86
	High	197.48	186.88	205.01
	P *value*	0.019	0.555	0.125
Training (X14)	Low	151.09	154.52	190.96
	Medium	196.01	204.91	173.93
	High	286.86	251.89	229.68
	P *value*	0.000**	0.000**	0.002*
Education (X15)	Low	106.89	115.44	159.82
	Medium	212.62	215.69	187.30
	High	260.90	236.15	249.14
	P *value*	0.000**	0.000**	0.000**
Age (X16)	Low	162.74	182.23	179.17
	Medium	208.75	194.53	192.16
	High	193.11	191.58	199.70
	P *value*	0.003*	0.643	0.321
Length of job assignment (X17)	Low	173.82	179.56	180.95
	Medium	199.00	203.78	202.28
	High	199.32	188.97	190.20
	P *value*	0.096	0.222	0.283

Note: **very significant at $\alpha = 0.01$; *significant at $\alpha = 0.05$

ASN who has higher education and has attended various trainings, has a better confidence in communicating.

This is because education and training is one indicator of the characteristics that determine the position of an employee in the workplace. Highly educated employees are accustomed to critical thinking and analytical skills, so they are often involved in organizational committees activities and decision-making for institution work program. Employees who have attended various trainings also have better work skills, because they have a working comply to suit their job duties. Some of these factors provide encouragement and confidence to employees who have high levels of education and training, to show confidence, because they feel needed and become part of the institution's progress.

The element of the next communication attitude is adaptation. The ability to adapt a person in communicating shows the willingness and ability of self in adjusting to others and the environment. Based on Kruskal Wallis test results in Table 5, the attitude of adaptation of ASN employees has very significant differences on the characteristics of rank, position, training and education. In contrast to confidence, adaptability does not differ significantly in the characteristics of employee age. Older employees in structural scope are often referred to as senior employees even though they have no position. Senior employees are often asked for opinions and suggestions related to the experience of work tasks by employees who are relatively younger, so they have a good confidence in communicating. This condition can occur because of the attitude of respect for older employees.

ASNs that have longer service periods and longer assignment periods are not significantly different from newer employees for their adaptability. This is because the attitude of adapt not only requires the ability to do so but also the will. Employees who have a longer service period and longer assignment period tend to be static in communicating, and even newer employees are expected to be active to adapt to older employees. In employees with high rank and position, the attitude of adaptation in communication is needed, because it has a bigger chance to be transferred and promoted in the field of work and new institutions. ASN who have a higher education, proved to have an adapt attitude in communicating better. This is because they are often involved in various official activities whose implementation requires cooperation with many parties. Highly educated ASN also have a wider communication network, due to the need for self-actualization. Extensive network is also owned by employees who are active in training. Each training is followed, participants not only acquire new knowledge but also can add friendship. Along with the development of social media today, friendship can be maintained even though rarely or not meet physically.

Adaptation in communicating can be convergence and divergence [22]. Convergence is a strategy used to adapt to the behavior of other people's communication is done selectively. Someone who chooses convergence will adjust to the speed of speech, expression and other verbal and nonverbal communication behavior of the other person. Divergences is a strategy used to highlight verbal and nonverbal differences between actors of communication, so the differences become more apparent in the communication process. Further [22] states that a person performs a divergence with regards to power and status differences. Ethics communicates as a way to realize communication that is approtiate, strongly tied to organizational culture. The ethics of communicating ASN employees relates to the basic values and codes of conduct of the state apparatus. In Table 5 it is known that communicating ethics has a very significant difference in the characteristics of rank, position, and education, as well as significant on training. Employees who have high rank and position in government

agencies are not only based on their qualifications and work competence, but also their behavior in communicating.

Along with the increase of one's education level, then the status as an educated person always attached to him. Employees with higher education tend to have a better ethical attitude to communicate, this is due to the knowledge and stigma of being an educated person to always maintain his attitude. Employees who have participated actively in training also have good communication ethics, due to knowledge, awareness, and seriousness to develop an ethical communication attitude. In principle, the ethics of communicating a person is highly dependent of himself either as an encoder or decoder.

Table 6: The Results of Mann Whitney Test on Communication Attitudes Based on Gender

Individual characteristics of employment (X1)		Communication Attitudes (Y3)		
		Self confodence (Y31)	Adaptation (Y32)	Ethics (Y33)
Gender (X18)	Male	202.96	198.06	185.18
	Female	175.90	180.51	196.73
	Z Value	0.015*	0.114	0.278

Note: *significant at α= 0.05

Adaptation attitudes and communication ethics between male and female employees is not significantly different (Table 6). Mann Whitney test results in Table 6 it is known that only confidence alone is significantly different. Male employees have better self confidence than women. Based on the results of interviews in this study obtained information that male employees are more likely to be open and courageous to express opinions in meetings and official activities. Male employees are also more daring to express themselves because they think of it as something natural. According to [11] self-disclosure is a form of communication that informs about himself that is usually hidden from others.

4. Conclusion

Knowledge, skills and communication attitude of ASN , differ significantly on the characteristics of rank, position, training, and education. ASN who have high rank, position, training, and education, proved to have better communication competence. Characteristics of individual employment other is the placement of tasks, that only differ significantly on the aspects of content, context and decoding, while the age of employees is significantly different only on the aspect of media skills and confidence. The characteristics of gender differ only significantly on aspects of self-concept, media use skills, and self-confidence. The only characteristic of individuals who are not significantly different from the communication competence is years of service.

5. Recommendation

Based on the research results, here are some recommendations that can be done by various parties in order to improve the communication competence of ASN, they are:

5.1. ASN as individual

Each ASN can improve they knowledge, skills, and communication attitude independently, by continuing his education to a higher level, and following various trainings in the field of communication and other technical training in accordance with his work assignment.

5.2. Institutions

Institutions should identify any qualified ASNs to be promoted to higher levels of rank and position, thereby encouraging the increased competence of ASN communications in question. Institutions also need to cooperate with the authorities to organize education and training that encourage the improvement of ASN communication competence. The characteristics of the individual personnel who need to be given special attention are age, gender, length of service, and length of job assignment. This is very important in determining the decisions and policies of institutions in order to improve the communication competence of ASN.

5.3. Government

Considering the importance of communication competence to carry out the public service tasks undertaken by ASN, the government should establish communication competency as the basic competence that must be owned by every ASN, so that public service function performed by ASN can be done more optimally.

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