

# Determinant Factors of Civil Servants' Performance

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**Abstract**—The purpose of research is for identified the influence of physical environment, competence, verbal communication has influence on employee's performance. at one of the government office in Jakarta. Questionnaires release randomly to 100 employees. Data analysis method using multiple linear regression. Researchers found that the physical environment, competence, verbal communication has influence on employee's performance.

**Keywords:** *physical environment, competence, verbal communication, employee's performance, National Civil Service Agency*

## I. INTRODUCTION

Human resources are important assets to support the success of an organization. As the executor of all organizational policies, HR needs to be equipped with adequate knowledge. The importance of these human resources needs to be realized by all levels of management in a company. The rapid development of technology cannot eliminate the role of humans in the success of an organization. All companies/organizations, including the National Civil Service Agency, must have problems. The agency has several problems related to the work environment, career development, and communication. An employee must have the ability to do a job.

Ability is the capacity of individuals to do work. A person's ability is basically formed from two sets of factors, namely intellectual abilities, and physical abilities. Ability greatly influences one's work performance. The better or higher the ability of employees to work, the better the results of their work, which in turn will lead to good performance.

Another factor that supports employee performance is behavior. An employee must have good behavior in order to work according to the procedure. Good behavior of employees will provide good work results. The better the behavior of an employee, the better the performance. Employee performance is important for companies that want to get improvements in terms of human resources as well as from other fields. This also applies to the National Civil Service Agency. The research shows several factors that can affect the performance of employees of the agency.

The results of the employees' performance indicators of 2015 above, it can be seen that there are some work performance indicators that have low scores (70 - 79%). This means that the quality of the HR in this agency needs to be improved. The Agency then improves their human resources. These improvements will be very helpful and can significantly overcome the problems faced by employees.

TABLE I. NATIONAL CIVIL SERVICE AGENCY EMPLOYEE PERFORMANCE ASSESSMENT

No	Strategic Objectives/ Employee Performance Indicators	Target		Realization		Score (%)	
		Quantity/ Output	Time	Quantity/ Output	Time	Quantity/ Output	Time
1	Making reports on promotions, Human and Culture Development (PMK), and mutation	1411	12 months	1035	12 months	76%	12 months
2	Input data of staff mutation into the manuscript to be stored as an archive	1411	12 months	1127	12 months	79%	12 months
3	Analyze employee data mutation	1411	12 months	1003	12 months	71%	12 months
4	Sort staff mutation data by sorting the NIP	1411	12 months	997	12 months	70%	12 months
5	Record mutation staffing data into the master book, master card and table of contents	1411	12 months	1147	12 months	81%	12 months
6	Make a report	1411	12 months	982	12 months	69%	12 months

Source: Staffing Bureau of National Civil Service Agency

The indicators above show that human resources (employees) in the agency still do not have good performance, so they have not been able to implement activities that are in accordance with the goals and targets that have been set. Based on the observations of researchers, the human resources at the agency have not worked as expected. One of the determinants

of the quality of performance of BKN employees is behavior. Behavior has a big influence in shaping employee performance. There are several things that influence employee behavior, such as the Work Environment, Competency, and Verbal Communication.

The work environment is an important part of the company. The work environment has a direct effect on employee behavior. The work environment is everything that is around the workers who can influence them in carrying out their duties/jobs [1]. A good work environment will provide a sense of comfort and security so that work can be completed on time. Based on the results of the initial survey, the National Civil Service Agency (BKN) has several working environment problems such as cleanliness and lack of lighting.

In addition to the work environment, another factor that determines employee performance is competence. Employees must have competencies in order to be able to deliver results that are in accordance with the set goals, objectives, and standards. Competencies possessed by an individual must be able to support the implementation of organizational strategies and be able to support any changes made by management. Competence consists of hard skills and soft skills. Hard skills include knowledge, technology, and technical skills while soft skills include motivation, behavior, habits, character/attitude, leadership, creativity, communication, honesty, and flexibility. Superior human resources must have hard and soft skills and be based on a positive attitude. As good as any competency someone has will be useless when he/she doesn't have a positive attitude.

In addition to competence and work environment, employees must also have good communication skills. Good communication is needed to establish relationships that are mutually respectful and tolerant to be able to do a good job. Communication is also used by organizations to obtain and process constructive ideas from employees. Communication in work is categorized into individual communication, group communication, and organizational communication. This means that all human resources are required to be communicative and have information to be conveyed to others. Good communication can improve employee performance.

From the initial survey, the researcher found that the employees of the National Civil Service Agency Jakarta still had communication constraints, both communication between employees and between employees and superiors, giving rise to misunderstandings in communication. Employee performance is one of the benchmarks of organizational success. Good performance will increase the productivity of employees and organizations.

TABLE II. RESULTS OF THE PERFORMANCE TARGET MEASUREMENT IN 2014

No	Results of Employee Performance Target Measurement	Performance Score Range %	Rank
1	<i>Outstanding</i>	75	B
2	<i>Exceeds Requirements</i>	70	B
3	<i>Meet Requirements</i>	80	A
4	<i>Need Improvement</i>	70	B
5	<i>Marginal</i>	70	B

Source: Staffing Bureau of National Civil Service Agency

Employee Performance Target Measurement is the result of a combination of the results of measuring employee performance targets and employee self-development programs conducted by the National Civil Service Agency, Jakarta. The data above shows that the results of Employee Performance

Target Measurement are not in accordance with the organization's targets.

There are several indicators that get a value of 70% and no one gets a value of 100%. This is related to a less comfortable work environment. An uncomfortable work environment makes employees unable to concentrate so that they cannot carry out their work to the fullest. Communication also affects employee performance. Lack of communication, both between employees or between employees and superiors can cause misinterpretation in receiving orders from superiors. Table 1 shows that the National Civil Service Agency in Jakarta needs to improve the performance of its employees. Performance includes factors that influence the effectiveness of an organization in achieving its intended goals. The quality of employee performance can be influenced by the level of difficulty of work, comparable rewards, supportive work, supportive coworkers, salary, benefits, and cooperation.

## II. LITERATURE REVIEW

### A. Physical Work Environment

The work environment determines employee performance. The work environment has a direct effect on the ability of employees to carry out work which will ultimately improve organizational performance. "Work environment is an environment where employees do their work every day. A conducive work environment provides a sense of security and allows employees to work optimally" [2]. The work environment can affect employee emotions. A comfortable work environment will improve the effectiveness and work performance of employees.

The work environment includes work relations between everyone in an organization. The physical work environment is all physical things in the workplace which, directly or indirectly, affect employees [3]. "Physical work environment is a place where employees carry out their activities" [4].

The physical work environment influences the morale and emotions of the work of the employees. These physical factors include temperature, workspace size, noise, density, and tightness. These physical factors greatly affect human behavior. Based on these definitions, the physical work environment is anything that is around the workplace in the form of objects and situations that can affect employees in carrying out their duties. It is necessary to regulate and restructure physical work environment factors in organizing organizational activities.

### B. Competence

Competence is a basic characteristic required by individuals to occupy certain job positions [5]. Competence consists of 5 types of characteristics, namely motives (willingness that triggers action), innate factors (character and consistent response), self-concept (self-image), knowledge (information in certain fields), and skills (ability to carry out tasks). Competencies are divided into two categories: Threshold and differentiating competencies. Threshold competencies are the main characteristics, which are usually in the form of knowledge or expertise in a particular field, while

differentiating competencies are competencies that determine one's strength over others.

Competency can be interpreted as skills, abilities, and authority. Competence can also be interpreted as skill, ability, and agility. The definition of this competence is in accordance with the notion of competence according to Robbin who stated that competence is a person's ability or capacity to do a task or work, where this ability is determined by two factors namely intellectual ability and physical ability [6]. Competence can be interpreted as the ability to carry out tasks, roles, integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning carried out.

Government Regulation (PP) No. 23 of 2004, concerning the National Professional Certification Agency (BNSP) explains that work competency certification is the process of providing competency certificates carried out systematically and objectively through competency tests that refer to Indonesian and / or international national work competency standards. According to the Decree of the Head of the Civil Service Agency Number: 46A, 2003, competence is the ability and characteristics in the form of knowledge, skills, and attitudes / behaviors needed in carrying out tasks professionally, effectively and efficiently.

From the definition above, it can be concluded that competence is the nature of possessed or part of the personality that is inherent in a person and the drive to have achievements and desires to carry out tasks effectively. The limitations of competencies and special competencies are guidelines in personal selection, succession planning, appraisal performance, and development.

In other words, competence is mastery of a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession. Furthermore, competence is the ability to carry out or do a job or task based on work skills and knowledge [7]. Thus, competency shows skills or knowledge characterized by professionalism in a particular field. As a person's characteristics, competence is related to the effectiveness of performance in a job or situation.

From the definition of competence above, the focus of competency is to utilize one's knowledge and work skills to achieve optimal performance. Thus competence is everything that is owned by someone (knowledge, skills, and other internal factors of an individual) to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual.

Employee competency is needed by every organization especially to improve performance. The benefits of competence are [8]:

- Predictors of work success. An accurate competency model can determine exactly what knowledge and skills are needed to succeed in a job. Conformity between competence and work will increase the level of success.
- Recruit reliable employees. When a company/ organization has determined what competencies are

needed in a particular position, then these competencies can be used as basic criteria in recruiting new employees.

- Basic employee assessment and development. Accurate identification of competencies can also be used as a measure of one's ability. Thus, organizations can provide training and coaching, or move/transfer an employee to another part that is in accordance with their competence.

### C. Communication

Communication is symbols or words that are verbally stated or written [9]. Verbal communication is communication that is considered firm and clear. Orders can be delivered through oral or written. An order is misunderstand and misinterpretation can result in work errors and failures. Verbal communication consists of two parts, namely in writing and verbally [10].

Bangun stated that oral communication is communication that is delivered orally [11]. Some information can be communicated verbally. Oral communication can be done face-to-face. Most communication processes are carried out verbally. Submission of ideas or decisions is more easily conveyed verbally than non-verbal.

### D. Theoretical Perspective and Hypothesis Development

Physical work environment is closely related to employee performance. Physical environment is everything that exists around employees that affects employee performance [1]. In indirect terms, a bad physical work environment can reduce the performance of employees in carrying out the tasks assigned to him. On the other hand, a good physical work environment will improve employee performance [12].

Hypothesis 1.1: Physical work environment influence the employee performance

Competence has a positive effect on employee performance. The results of this study are in line with the theory stated by Kaswan [13] which stated that competence is ownership and utilization of the ability to interact thoughts, feelings, and behaviors to achieve valuable tasks and results in the context of large cultural groups [14].

Hypothesis 1.2: Competence influence the employee performance

Good communication that is oriented towards maintaining employee motivation can be done by explaining the details of their duties, appreciating and correcting the work results of employees, and explaining steps to improve performance [6]. Kiswanto stated that communication has a positive and significant effect on employee performance [15].

Hypothesis 1.3: Communication influence the employee performance

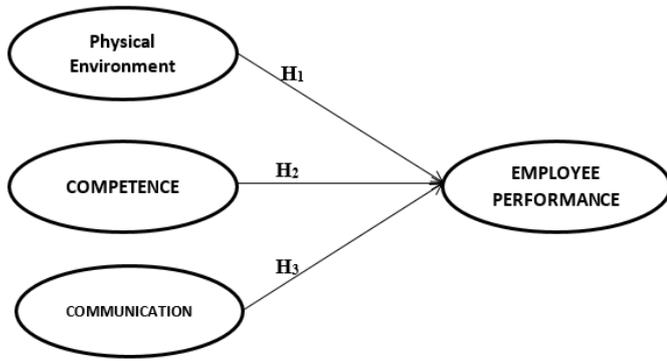


Fig. 1. Framework.

**III. METHODOLOGY**

In the inferential analysis method, the researcher tested and hypothesized the independent variables (Physical Work Environment, Competence, and Verbal Communication) and performance as the dependent variable. The sampling technique from this population is carried out randomly. This study involved 100 respondents. The respondent’s assessment of the work environment, competence and communication items was obtained based on a 5-point Likert-type scale.

**IV. ANALYSIS AND RESULT**

From a population of 179 people, a sample of 100 people was taken by random sampling with an error rate of 5%. Characteristics of respondents based on age, recent education and length of employment. And it was found that as many as 38% of respondents aged 26-35 years, 25% of respondents aged 35-45 years, 22% of respondents aged over 45 years and 15% of respondents aged between 18-25 years. Education owned by respondents is 37% of respondents with S1 education, 32% of D3 respondents, 20% of high school respondents and only 11% of respondents hold S2 / S3 degrees. While for the length of work 33% of respondents have worked for 1-5 years, 30% of respondents work for 6-10 years, 24% of respondents work more than 10 years and 16% of respondents work less than 1 year.

The results of the descriptive statistical test are as follows:

- The total mean of the Physical Work Environment is 3.82. The highest mean is in the lighting indicator with a value of 3.95, while the lowest mean is found in the noise indicator of 3.71.
- The total mean of Competence is 3.77. The highest mean is found in the knowledge indicator with 3.92, while the lowest mean is in the confidence indicator of 3.61.
- The total mean of Verbal Communication is 3.80. The highest mean is found in language indicators with a value of 4.02 and the lowest mean is in the indicator of intonation with 3.62.
- The total mean of Performance is 3.75. The highest mean is in the quality indicator with a value of 3.96 and the lowest mean found in the quantity indicator of 3.57.

Validity Test Results as follows:

- The Physical Work Environment has the smallest r-count of 0.692 and the largest of 0.809
- Competence has the smallest r-count of 0.599 and the largest of 0.800
- Verbal communication has the smallest r-count of 0.608 and the largest is 0.758
- Employee Performance has the smallest r-count of 0.457 and the largest is 0.746

The normality test carried out by the Kolmogorov-Smirnov test shows a Sig value of 0.062 (normal distribution data). The multicollinearity test can be seen from the Variance Inflation Factor (VIF) value <10 and tolerance value > 0.10.

- Physical work environment: VIF value 1.025 and tolerance value 0.975
- Competence: VIF value 1.677 and tolerance value 0.596
- Verbal communication: VIF value 1.645 and tolerance value 0.608

The result of the Durbin Watson (DW) value is 2.185. The value can be seen in the Durbin Watson table, n = 100, k = 3, then a du value of 1.7364 is obtained. If DW is located between du and 4 - du, it means that if 2.2636 is located between 1.6131 and 2.185 (4- 1.7364) then autocorrelation will not occur.

TABLE III. TABULATION OF INSTRUMENT RELIABILITY TEST

No.	Instrument	Cronbach's alpha	Cronbach's alpha standart	Description
1.	Physical Work Environment	0,914	0,7	Reliable
2.	Competence	0,867	0,7	Reliable
3.	Verbal Communication	0,874	0,7	Reliable
4.	Employee Performance	0,848	0,7	Reliable

Source: Questionnaire data processing

The physical work environment has a significance of 0.187, competence has a significance of 0.151, and verbal communication has a significance of 0.180. From the sig value (> 0.05), it can be concluded that there is no heteroscedacity in the regression model. The linear regression equation is as follows:

$$Y = 0,896 + 0,123 X_1 + 0,266 X_2 + 0,556 X_3$$

Explanation:

- Constants of 0.896 means if the Physical Work Environment (X1), Competence (X2), Verbal Communication (X3) the value is 0, then the employee's performance (Y) is 0.896.
- Physical Work Environment regression coefficient (X1) of 0.123 means that if other independent variables have

fixed values and Physical Work Environment has a 1 unit increase, employee performance (Y) will increase by 0.123 or 12.3%. The coefficient is positive, meaning that there is a positive influence between the Physical Work Environment on employee performance, the better the value of the Work Environment; the more it improves employee performance.

- Competence regression coefficient (X2) of 0.266 means that if the other independent variables are fixed and Competence increases 1 unit then employee performance (Y) will increase by 0.266 or 26.6%. Positive coefficient means that there is a positive influence between Competences on Employee Performance, the higher a Competency the more it increases Employee Performance.
- Verbal Communication regression coefficient (X3) of 0.557 means that if the other independent variables are fixed values and Verbal Communication increases 1 unit then Employee Performance (Y) will increase by 0.557 or 55.7%. The coefficient is positive, meaning there is a positive influence between Verbal Communication on Employee Performance, the higher the Verbal Communication, the more it increases Employee Performance.

The Multiple Correlation Analysis is as follows:

TABLE IV. INTER VARIABLE CORRELATION

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.774 <sup>a</sup>	.600	.587	3.149	2.185

<sup>a</sup> Predictors: (Constant), Verbal Communication, Physical Work Environment, Competence

<sup>b</sup> Dependent Variable: Performance

The multiple correlation coefficient / Adjusted R Square is 0.578. This shows that the Physical Work Environment variable (X1), Competence (X2), Verbal Communication (X3) on Employee Performance (Y) has a strong influence.

The coefficient of determination analysis (R<sup>2</sup>) 0.600 shows that 60% of Employee Performance is influenced by Physical Work Environment, Verbal Competence and Communication While the rest (40%) is influenced by other factors that are not the focus of this research. There is a strong influence between the independent variable and the dependent variable.

TABLE V. T-TEST

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.896	2.096		.428	.670		
	Physical Work Environment	.123	.059	.135	2.068	.041	.975	1.025
	Competence	.266	.094	.236	2.820	.006	.596	1.677
	Verbal Communication	.557	.079	.582	7.023	.000	.608	1.645

<sup>a</sup> Dependent Variable: performance

Source: Questionnaire data processing

The results of the t-test are as follows:

- The significance level of 0.041 shows that the Physical Work Environment partially has a positive and significant effect on Employee Performance
- The significance level of 0.006 shows that Competence partially has a positive and significant effect on Employee Performance
- The significance level of 0.000 means that Verbal Communication partially has a positive and significant effect on Employee Performance

V. CONCLUSION

- The results of testing the hypothesis on the analysis show that the Physical Work Environment has a positive and significant effect on employee performance. Physical work environment and employee performance have a close relationship, because the physical environment can affect employees in carrying out the tasks assigned [1]. In addition, the results of this study are in accordance with the results of previous

studies conducted by Aribowo which stated that the physical work environment has a positive and significant effect on employee performance [12].

- The results of testing the hypothesis on the analysis show that Competence partially has a positive and significant effect on Employee Performance. Competence is ownership and use of the ability to interact thoughts, feelings and behaviors to achieve valuable tasks and results in the context of large cultural groups [13]. According to Sriwidodo, competence has a positive effect on employee performance [14].
- The results of testing the hypothesis on the analysis show that Verbal Communication partially has a positive and significant effect on Employee Performance. With good communication, it is hoped that the work can run smoothly and be resolved properly. Good communication that is oriented towards maintaining employee motivation can be done by explaining the details of their assignments, appreciating and correcting the work results of employees, and explaining steps to improve performance [6]. Kiswanto

stated that communication has a positive and significant effect on employee performance [15].

#### VI. LIMITATIONS AND FUTURE RESEARCH

This research was conducted at the employees of the Headquarters of the State Civil Service Agency in Jakarta. Physical work environment, verbal communication has a pretty good influence on employee performance in the environment, but should be improved again so that the direction of the work management process is effective so as to provide potential benefits for the organization. The competency system requires more serious handling, because this will give results that are in accordance with the goals and objectives of the organization. Competencies possessed by employees individually should support the implementation of organizational strategies and support any changes made by management. Changes to the competency system will change organizational performance for the better.

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