

Factors Affecting The Performance Of Civil Servants

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Abstract: The problem of the low level of civil servant discipline is a classic problem in Indonesia. Poor discipline will affect the performance of civil servants and good governance. The purpose of this study was to determine the factors that affect the performance of civil servants. The object of this research is a civil servant at the Department of Agriculture and Food Security, Langkat Regency. The number of respondents in this study was sixty-four civil servants. The data analysis method used in this research is multiple linear regression. The results of data analysis indicate that competence has no significant effect on the performance of civil servants, and the career development variable has a significant effect on employee performance, and the work motivation variable has a significant effect on employee performance.

Keywords: *Performance, Competence, Career Development, Work Motivation*

1. Introduction

The success of an organization in running a business is related to the ability to manage a human resource. Advances in information technology affect competition in the business world and relate to the demands of an organization, a company that is trying to compete to win its business competition.

Human resources are the main assets of the organization because humans have control in the organization, one of which is as a planner and controller of organizational activities. Human resources are a factor that determines the success of developing a region. To create regional prosperity, the organization's activities must be following the vision and mission. One way to complete the organization's vision and mission is the performance of reliable human resources. Meanwhile, to create reliable performance, many factors are needed that support each other. These factors include competence, career development, and work motivation that are of concern to the organization.

The low discipline of civil servants is a classic problem in Indonesia [1]. This condition causes a poor perception from the public of the performance of civil servants. Of course, such performance behavior cannot be tolerated, because good governance requires maximum performance from its employees [2]. Nevertheless, the Indonesian government issued Government Regulation No. 30 of 2019 concerning Performance Assessment of Civil Servants (ASN), to produce professional employee performance.

Competence affects the level of effectiveness and efficiency, along with other variables such as turnover, absenteeism, and quality of public services [3]. Shinnars & Franqueiro's research (2017) found that individual competencies do not benefit the organization much, so management needs to focus on building team competencies to improve performance. Research conducted by Riyanto & Prasetyo, (2021) found that the performance of civil servants in Indonesia is strongly

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influenced by how well the employee motivates himself to work better and is committed to his organization, and carries out the mandate given to him with discipline and responsibility.

Employee motivation is the force that drives employees to achieve organizational goals [5]. Most employees need the motivation to be able to enjoy and work optimally. Some employees are financially motivated and some need recognition and rewards for personal satisfaction. The level of motivation at work has a direct impact on employee productivity. Workers who are motivated and passionate about their work carry out their responsibilities to the best of their ability and as a result have an impact on increasing performance [6]. Employees who are not motivated tend to work not optimally and avoid the workplace as much as possible, they choose the chance to leave the organization. On the other hand, employees who feel motivated to work hard, be creative, produce high performance [6].

Career development programs can improve performance [7] because career development programs help increase productivity, creativity, and long-term organizational effectiveness. According to [8] a good career management and development system in an organization can increase employee motivation and commitment to their work. So career management has many positive impacts on performance.

Based on the background and references above, the research team examined civil servants at the Department of Agriculture and Food Security in Langkat Regency, which is one of the regional public service agencies in Indonesia. The team predicts that the factors that affect the performance of civil servants are Competence, Career Development, and Work Motivation.

2. Name of the section

2.1. Literature Review

Competence and Performance

According to [9] the term competence is the input, or attribute, that a person needs to achieve competent performance.. Each definition has been used to describe individual and organizational competencies. Competence is a collection of knowledge, skills, and behaviors that are used to improve quality performance can perform certain roles (Soetrisno and Gilang: 2018). Competence is a characteristic that causes individuals to produce effective or superior job performance that comes from the nature, motives, skills, aspects of a person's self-image or social role, or the knowledge he has [10]. So competence is determined by the personal aspects of an employee, including professional behavior that supports performance [11]. According to [12]. The formation of individual competencies is the desired and important behavior in completing work, then focusing on tasks and responsibilities. Thus, competence is

needed to achieve the desired performance by the organization.

From the series of theories above, the hypotheses formed are:

H1: Competence has a positive and significant effect on performance

Career Development and Performance

A career is a combination of job roles performed by individuals in organizations consisting of various job roles [13]. Career development is the process of meeting the growing needs of an organization's human resources [14]. According to Lee & Lee, (2018) career development is the process of clarifying self-concept and engaging in personal development during one's lifetime. In the hybrid career development theory written by Clarke, (2013) career development emphasizes a balanced view between organizations and individuals. According to this theory, individual careers must be managed jointly by organizations and individuals, and career development must meet the needs of both [17]

Career development is a process of increasing knowledge, skills, and behaviors that improve employee competencies so that organizations can meet changes in job technology and the demands of clients and customers (Fahmi: 2012). Career development is a process of increasing individual performance abilities that encourage increased performance to achieve the desired career (Balbed and Sintasih 2019). From research conducted by [15] individual and organizational factors influence the relationship between career development and job performance improvement.

Based on these references, the second hypothesis is:

H2: Career development has a positive and significant effect on performance.

Work motivation

Motivation is the willingness to give the best effort to achieve organizational goals and the effort given is to meet individual needs [18]. The motivational factors are: salary, career advancement, work safety, work contract, working conditions, organizational culture, leadership in organizational work, level of responsibility at work (degrees), incentives, etc. [19]

Work motivation is an impulse from oneself that affects individual behavior to achieve certain goals (Susita, et al: 2020). Performance is a description of the level of achievement. Performance is carrying out an activity or program to achieve goals. Performance and motivation have a strong relationship because individual performance is determined by their abilities and motivation in carrying out work[1]

Motivation is an impulse that causes individuals to mobilize skills, energy, and time to complete various activities that are their responsibility and achieve organizational goals [20]. Motivation is an important thing that employees need to work well to achieve the desired goals (Widhianingrum: 2017). So that the optimal performance of individuals is influenced by the high and low of their work motivation.

From some of the references mentioned above, the third hypothesis is as follows:

H3: Motivation has a positive and significant effect on performance.

Conceptual Framework

The conceptual framework in this study is as follows:

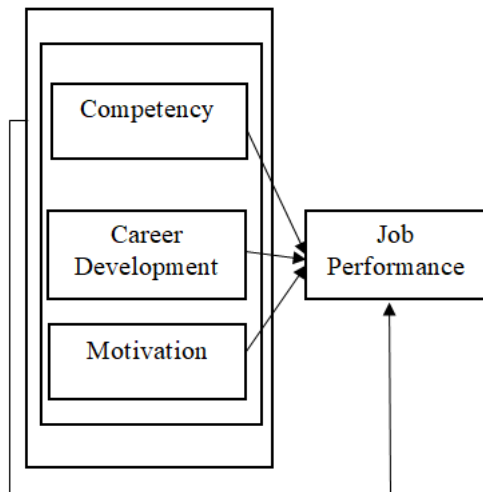


Figure 1. Conceptual Framework

Method

The population in this study were all employees of the Department of Agriculture and Food Security in Langkat Regency, totaling sixty-four employees. All civil servants in the agency became respondents. This study uses a questionnaire, with a Likert scale of 1-5. Sixty-four research respondents filled out the questionnaire completely.

This study uses validity and reliability tests because it uses a modified questionnaire. Validity test is a statistical test that aims to analyze how the instrument can measure what it wants to measure [21]. The validity criteria of this research questionnaire are to use a calculated r score that is greater than the r table [22]

The reliability test is the second test in the instrument test. The indicator used in this study is the Cronbach alpha method. The reliable criterion is the Cronbach alpha value greater than 0.6 (Imam Ghazali, 2003).

While testing the hypothesis using a partial significance test, simultaneous and coefficient of determination. The level of significance used is equal to 0.05

2.2. Result

Validity and Reliability Test

The results of the reliability test can be seen in the following table:

Table 1. Reliability Test Results

Variable	Cronbach's alpha	Status
Competency	0,913	Reliabel
Career Development	0,613	Reliabel
Motivation	0,932	Reliabel
Performance	0,788	Reliabel

Primary data source processed (2021)

The results of the validity test in this study also showed that all questions in the questionnaire had a score of r count greater than r table.

Normality Test

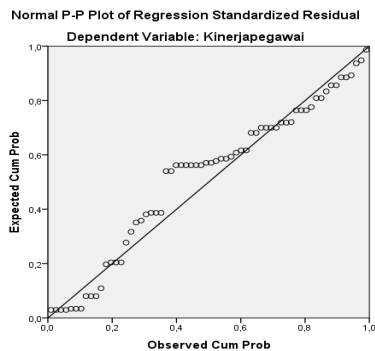
The normality test aims to determine the level of normality of a dependent and independent variable. One technique to determine the normality of the data is to observe the spread of the data on the scatterplot below.

The result is that the data spread along the regression line so that the data can be processed using multiple regression analysis [22]

Multiple Linear Regression Test

This study uses SPSS version 24. The results of the multiple linear regression analysis are as follows:

Figure 2. Normality Test



Linear Regression Analysis

	Std. Error	Beta	t	Sig.
Competency	,117	-,030	-,385	,702
Career Development	,096	,388	3,731	,000
Motivation	,075	,635	8,403	,000

Primary data source processed (2021)

From the table above, it shows that the t value for competence is -0.385, career development is 3.371, and work motivation is 8.403. With a significant level of 5% or 0.05. So this result explains that:

1. The results of the t-test on the competency variable show that the t sig value is 0.702 > 0.05, which means the hypothesis is rejected. The meaning of this value is competence has no significant partial effect on employee performance at the Department of Agriculture and Food Security, Langkat Regency. The results of this study are inconsistent with research conducted by [23], [24] which states that individual competence affects performance.
2. The results of the t-test on the career development variable show that the t-sig value is 0.000 < 0.05. The conclusion from these results is that the hypothesis is accepted. The meaning of these indicators is that career development has a

significant effect on employee performance at the Langkat Regency Agriculture and Food Security Service. These results are well-systematic career development can improve performance.

3. The result of the t-test on the motivation variable is the t sig value of 0.000 < 0.05, so the hypothesis decision is accepted. The conclusion from these results is that work motivation has a partial and significant effect on the performance of employees at the Department of Agriculture and Food Security in Langkat Regency. These results are consistent with the research Jumady & Lilla, (2021); Marewo et al., (2020) that high motivation in individuals towards their work will affect performance.

F test results from data processing using SPSS are in the table below:

Table 3. F Test

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	973,017	3	324,339	591,138	,000 ^b
	Residual	32,920	60	,549		
	Total	1005,938	63			

- a. a. Dependent Variable: Kinerja pegawai
- b. b. Predictors: (Constant), Motivasi kerja, Kompetensi, Pengembangan karir

Based on the table above, the results show that the f test value is 0.000 < 0.05. So the decision is accepted hypothesis, which means simultaneously that competence, career development, and work motivation simultaneously have a significant effect

on employee performance at the agriculture and food security department of Langkat Regency.

The value of the coefficient of determination (Adjusted R Square) in this study is 0.966. This means that 96% of the performance of employees at

the Department of Agriculture and Food Security in Langkat Regency is influenced by the variables of competence, career development, and work motivation. And the remaining 3.4% is influenced by other variables in this study such as education level and work discipline.

3. Conclusion

Competence has no significant effect on employee performance at the Department of Agriculture and Food Security, Langkat Regency. The career development variable has a significant effect on employee performance at the Langkat Regency Agriculture and Food Security Service, while the work motivation variable has a significant impact on Employee Performance at the Langkat Regency Agriculture and Food Security Service.

The results of the coefficient of determination (R²) show the Adjusted R Square value of 0.532, meaning that the performance of employees at the Department of Agriculture and food security is influenced by the variables of competence, career development, and work motivation by 53.2% and the remaining 46.8% is influenced by other variables, outside this research such as education level and work discipline

The government needs to pay attention to aspects of motivation and career development systems for civil servants, motivation is not only from the financial aspect but from leaders who can move individuals in the organization. In addition, transparency regarding the career development process needs attention, so that every individual who has good performance can be allowed to improve his career

4. Reference

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