

# Artikel 16

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# Employee Performance Model in the Department of Public Works and Spatial Planning Office in West Sumatra Province

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## ABSTRACT

This research aimed to reveal the effects of work accuracy, experience, work involvement, and motivation on employee performance, partially and simultaneously. Data was collected through survey and questionnaire distribution, with 81 respondents of the Department of Public Works and Spatial Planning Office in West Sumatera Province as samples. Based on the results of this research, there is a positive and significant effect of work accuracy ( $X_1$ ) on employee performance ( $Y$ ), there is a positive and significant effect of experience ( $X_2$ ) on employee performance ( $Y$ ), there is a positive and significant effect of motivation ( $X_4$ ) on employee performance ( $Y$ ), there is a significant effect of work accuracy ( $X_1$ ), experience ( $X_2$ ), work involvement ( $X_3$ ), and motivation ( $X_4$ ) simultaneously on employee performance ( $Y$ ).

**Keywords:** Work Accuracy, Experience, Work Involvement, Motivation, Employee Performance

## 1. INTRODUCTION

Human resource management is inseparable from the factors of employees who are expected to excel that should be in accordance with the objectives of government organizations. Human Resources (HR) according to [1] is the main capital for the organization or company to achieve the expected goals. Civil Servants are human resources who are the government-implementing agents. Every organization always tries to improve employee performance, with the hope that the organization's goals will be achieved. Work competency program between competency, motivation, and opportunity. Performance is the result of work approved by a person or group of people by a company or organization according to their respective authority and responsibilities. The factors that affect performance according to [2] are the level of ability and work motivation. According [3], the placement of employees represents matching or comparing qualifications that meet job requirements while providing assignments, jobs for prospective employees to carry out. Employee performance that is not optimal, will affect the employee performance in carrying out the tasks and employee responsibilities in carrying out the work given. In addition, successful placement, experience, assessment, and support of human resources cannot be completed effectively and efficiently, when it is related to the quality of work that has not been excessive, achievements that are not successful, the lack of responsibility, ineffective work processes, and the placements that are not in accordance with organizational goals. [4] For this reason, the organization must make changes to its employees to the maximum extent possible by means of effective assistance, more than just a sense of wanting to help among the employees. In other

word, developing employees, placing employees in the right position or place, and encouraging employees to help groups/people, can effectively and efficiently achieve the targets of the organization.

## 2. LITERATURE REVIEW

Nowadays, Indonesian people are heading towards a work-oriented society. They view the work as something noble, so that the human resource factor in carrying out the work should not be ignored. Increasing competition in the workplace spurs the agencies to continue to improve performance. According to [5], performance is the result of the work achieved by employees in carrying out the tasks that come from the organization. According to [5], employee placement is to allocate employees to certain work positions, of which this is especially true for new employees. According to [6], experience is a learning process and additional development potential for behavior, both from formal and non-formal education, or can also be interpreted as a process that brings someone to a higher behavioral pattern. According to [7], work involvement can be defined as the degree to which a person psychologically interprets him/herself with the work and considers the level of performance as important for self-esteem. According to [8], motivation is the strength within someone that encourages his/her behavior to take action. According to [5], work motivation is the behaviors and factors that influence the employees to behave towards their work.

### 3. RESEARCH METHOD

This study examined the effects of work accuracy, experience, work involvement, and motivation on employee performance in the Department of Public Works and Spatial Planning Office in West Sumatra Province. Data was obtained through questionnaires distributed to 81 employees based on the Slovin formula [9]. In this study, there are four independent variables, namely the Work Accuracy, Experience, Work Involvement, and Motivation, and the dependent variable is Employee Performance.

### 4. RESULT AND DISCUSSION

The results of this study were acquired through several analyzes, namely Multiple Regression Analysis, t-Test, and F-Test. The development of these results was

strengthened by the theory of [10] stating that multiple linear regression analysis is needed to determine the regression coefficients and significance, so that they can be used to accept the hypothesis. In general, the formulation of multiple linear regression can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e \quad (1)$$

Description:

- Y = Employee Performance
- X<sub>1</sub> = Work Accuracy
- X<sub>2</sub> = Experience
- X<sub>3</sub> = Work Involvement
- X<sub>4</sub> = Motivation
- a = Constant
- b = Regression Coefficient
- e = Error

**Table 1**  
Multiple Regression Analysis: Work Accuracy, Experience, Work Involvement, Motivation, and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.578	3.232		.179	.859
	Work Accuracy	.234	.056	.349	4.161	.000
	Experience	.294	.075	.318	3.930	.000
	Work Involvement	.071	.080	.071	.890	.376
	Motivation	.290	.070	.353	4.130	.000

a. Dependent Variable: Employee Performance  
Source: SPSS Processing Results version 23.2017

Based on Table 1 above, it can be seen that the regression equation is:  
 $Y = 0.578 + 0.234 X_1 + 0.294 X_2 + 0.071 X_3 + 0.290 X_4$

The interpretations based on this equation are as follows:

1. A constant of 0.578 means that if the Work Accuracy, Experience, Work Involvement, and Motivation is absent, the Employee Performance remains constant at 0.578 unit.
2. The regression coefficient of Work Accuracy of 0.234 means that, if the Work Accuracy increases by one unit of weight, assuming Experience, Work Engagement, and Motivation are constant, then the Employee Performance will increase by 0.234 unit.
3. The regression coefficient of Experience of 0.294 means that, if the Experience increases by one unit of weight, assuming Work Accuracy, Work Involvement, and Motivation are constant, then the Employee Performance will increase by 0.294 unit.
4. The regression coefficient of Work Involvement of 0.071 means that, if Work Involvement increases by one unit of weight, assuming Work Accuracy, Experience, and Motivation is constant, then the Employee Performance will increase by 0.071 unit.
5. The regression coefficient of Motivation of 0.290 means that, if Motivation increases by one unit of weight,

assuming Work Accuracy, Experience, and Work Involvement is constant, then the Employee Performance will increase by 0.290 unit.

#### 4.1 Coefficient of Determination Analysis (R<sup>2</sup>)

The Coefficient of Determination analysis in multiple linear regression is used to determine the percentage contribution of the effects of the independent variables consisting of Work Accuracy (X<sub>1</sub>), Experience (X<sub>2</sub>), Work Involvement (X<sub>3</sub>), and Motivation (X<sub>4</sub>) has significant effects on Employee Performance (Y). The Coefficient of Determination result can be seen in Table 2 as follow:

**Table 2**  
Coefficient of Determination: Work Placement (X<sub>1</sub>), Experience (X<sub>2</sub>), Work Involvement (X<sub>3</sub>) and Motivation (X<sub>4</sub>) Variables

Model	Model Summary			Std. Error of Estimate
	R	R Square	Adjusted R Square	
1	.729 <sup>a</sup>	.531	.507	2.550

Source: Data Analysis, 2017

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Based on Table 2, the Adjusted R-Square value of 0.507 shows that the contribution of Work Accuracy, Experience, Work Involvement, and Motivation to Employee Performance is 0.507 or 50.7%, while the remaining 49.3% the variation in Employee Performance is influenced by other variables not included in this study.

## 5. CONCLUSION

In an effort to improve employee performance at the Department of Public Works and Spatial Planning Office in West Sumatra Province, it is expected that management can improve the Work Accuracy, because it has been proven to be influential, by paying more attention to education levels, years of work, work experience, work skills, and promotions. Work Accuracy ( $X_1$ ), has a positive and significant effect on Employee Performance ( $Y$ ) in the Department of Public Works and Spatial Planning Office in West Sumatra Province. Partially, there is a positive and significant effect of Work Accuracy on Employee Performance. Thus,  $H_1$  was accepted.

Experience ( $X_2$ ) has a positive and significant effect on Employee Performance ( $Y$ ) in the Department of Public Works and Spatial Planning Office in West Sumatra Province. Partially, there is a positive and significant effect of Experience on Employee Performance. Thus,  $H_2$  was accepted.

Work Involvement ( $X_3$ ) has a positive but not significant effect on Employee Performance ( $Y$ ) in the Department of Public Works and Spatial Planning Office in West Sumatra Province. The t-statistic is less than 1.96, thus it can be concluded that Work Involvement can have a positive but not insignificant effect on Employee Performance in the Department of Public Works and Spatial Planning Office in West Sumatra Province. Thus,  $H_3$  was rejected.

Motivation ( $X_4$ ) has a positive and significant effect on Employee Performance ( $Y$ ) in the Department of Public Works and Spatial Planning in West Sumatra Province, due to having the p-value less than 0.05. Thus,  $H_4$  was accepted.

### 5.1 Implication of the Study

From the results of this research, the implications can be developed as follows:

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#### 5.1.1 The Effect of Work Accuracy on Employee Performance

Based on the result of the first hypothesis ( $H_1$ ) test, it is found that the Work Accuracy partially has a positive and significant effect on the Performance of Employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province. This result is in line with the research by [11] concluding that there is a positive and significant effect of work accuracy on employee performance. According to [12], the placement of

employees is matching or comparing the qualifications they have with job requirements, as well as assigning tasks and works to prospective employees to be carried out. From this perspective, a recommendation can be given, that the performance of employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province will improve, if the management is able to increase the Work Accuracy through:

1. Education Level  
Assisting the employees of the Department of Public Works and Spatial Planning Office in West Sumatra Province, in adjusting the level of education needed by a position to be filled or placed.
2. Working Period  
Assisting the employees of the Department of Public Works and Spatial Planning Office in West Sumatra Province, in comparing the length of service needed to place an employee in a position in a required field.
3. Work Experience  
Work experience is needed to improve work performance, because with good experience, it can facilitate the employees of the Department of Public Works and Spatial Planning Office in West Sumatra Province in completing a given job and task.

#### 5.1.2 The Effect of Experience on Employee Performance

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The result of this research is in line with the research by [11] concluding that there is a positive and significant effect of work experience on employee performance. According to [13], work experience is a measure of the length of time or years of work, that someone has taken in understanding the duties of a job and has done it well. From this perspective, a recommendation can be given that the performance of employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province will increase, if the management is able to improve the employee experience through:

1. The length of time / working period  
Assisting the employees of the Department of Public Works and Spatial Planning Office in West Sumatra Province, in comparing the length of service needed to place an employee in a position in a required field.
2. The level of knowledge and skills possessed  
Assisting employees of the Department of Public Works and Spatial Planning Office in West Sumatra Province, in measuring the level of knowledge and skills possessed by each employee.

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#### 5.1.3 The Effect of Work Involvement on Employee Performance

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The result of this research is in line with research by [1] concluding that there is a positive but not significant influence of work involvement on employee performance. [14] defined work involvement as the degree to which the

individual identifies him/herself with the work, actively participates in it, and considers the performance the individual does for his/her worth. From this perspective, it can be recommended that the performance of employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province will improve, if the management is able to increase Work Involvement through:

1. Actively participating in work  
Fostering the interest of employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province in doing their work and carrying out other activities related to the Office.
2. Work is important  
Fostering a sense of belonging to the employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province to complete their work, so that employees will consider the work as something that is important to them.

#### *5.1.4 Effect of Motivation on Employee Performance*

From this perspective, a recommendation can be given that the performance of employees in the Department of Public Works and Spatial Planning Office in West Sumatra Province will increase, if the management is able to increase their motivation through:

1. Physiological needs  
This is the most basic needs, such as getting food, water, air, rest, and sexual relations. This basic need arises first, before the desire at the second level, namely the need for security.
2. The need for security  
In the workplace, this need is reflected in job security. There are certain types of work that can be covered by medical assurance, life assurance, old-age insurance, work safety guarantee, and the facility of retirement at old age.
3. The need to be liked  
This is the need to be liked in good terms with other employees, in order to create a good work environment.

#### *5.1.5 There is a positive and significant effect of Work Accuracy, Experience, Work Involvement, and Motivation on Employee Performance Simultaneously*

If the work accuracy, experience, work involvement, and motivation are improved together, then employee performance will also improve. From this perspective, to improve the performance of employees of the Department of Public Works and Spatial Planning Office in West Sumatra Province, it can be done through:

1. Target  
Carry out the work in accordance with a predetermined time.

2. Quality  
Employees take the initiative to find the best way to improve the quality of work.
3. Time  
Trying to complete the tasks given in accordance with the specified time-target.

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