Factors Affecting Employee Performance

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Abstract : Knowing employee performance and the factors that influence performance in a public organization is very important or in other words has very strategic value. Measuring employee performance should be interpreted as an evaluation activity to assess or see the success and failure of implementing the tasks and functions assigned to them. The purpose of this study is to find out factors that influence employee performance.The method of this study is qualitative descriptive. The qualitative data obtained is primary data because it comes from surveys of employees and direct observations at the research location. In this research, there are 40 employees of Deputy for Research and Innovation Facilitation – National Research and Innovation Agency that was being respondents.According to pre survey to the employees, the factors that most influence employee performance include: work environment, work culture, competency, and job satisfaction. Around 85% or 34 employees, chose the work environment as the most influential factor on their performance. The next factors that influence employee performance are work culture which was chosen by 19 respondents, competency which was chosen by 16 respondents, and job satisfaction which was chosen by 10 respondents. These factors should be concerned by the agency to support their employee's performance in accordance to reach agency goals.

Keywords: Employee Performance, work environment, work culture, competency, and job satisfaction

INTRODUCTION

Human resources (HR) are a very important factor that cannot even be separated from an institution or agency. Human resources are also the key that determines the development of an agency. In essence, human resources are

valuable assets that need to be paid attention to and developed well, so that agencies must pay attention to every detail of programs related to human resource development in order to produce employees who are competent and highly competitive. Competent and professional human resources will really help and maximize performance in an agency.

In the process, the agency's achievements or performance experience ups and downs in line with the ups and downs in the performance of the agency's employees. This indicates that there is a positive relationship between agency employees and the agency where they work. Performance is a result achieved by a person in carrying out tasks based on skill, experience and seriousness as well as time according to predetermined standards and criteria. Performance is defined as what employees do or do not do. Employee performance influences how much they contribute to the agency.

The State Civil Servant (ASN) as an element of the state apparatus and public servants, has a role in creating a civil society that is highly moral, democratic, just, prosperous, has a modern civilization and is law-abiding with the aim of being able to provide services fairly and evenly, maintaining unity and integrity the nation, and loyal to Pancasila and the 1945 Constitution. Overall, this is important to achieve the goals aspired to by the nation. In order to be able to carry out these duties, state civil servants are needed who have the ability to carry out their duties honestly, with dedication, high loyalty, professionalism and responsibility in carrying out government duties. However, on the other hand, it will be a potential problem if it cannot be managed properly which will result in a decrease in results.

Human Resources (HR) play an important role, especially in the life of public organizations, because they are the main determinant in improving organizational performance and their role cannot be replaced by anything. This is because its main function is more involved in the areas of regulation, decision making and policy facilities. The quality of State Civil Servant Resources in government agencies is one of the factors for increasing the performance productivity of an organization/government agency. Therefore, human resources are needed who have high professionalism and competence, because this will be able to support improving the performance of Civil Servants (ASN).

Knowing employee performance and the factors that influence performance in a public organization is very important or in other words has very strategic value. Measuring employee performance should be interpreted as an evaluation activity to assess or see the success and failure of implementing the tasks and functions assigned to them [3]. Therefore, the purpose of this studi is to find out factors that influence employee performance, especially at Deputy for Research and Innovation Facilitation, National Research and Innovation Agency.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance

In theory, there are many factors that influence an employee's performance. According to Kasmir (2019:182) performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time, while according to Afandi (2021:83–84) performance is the willingness of a person or group of people to carry out or improve activities. in accordance with their responsibilities with the expected results [4].

According to Kasmir in Yohanis [12] employee performance indicators are as follows:

1) Quality; Performance measurement can be done by looking at the quality (Quality) of the work produced through a certain process.
2) Quantity; To measure performance, it can also be done by looking at the quantity (amount). produced by someone.
3) Time; For certain types of work, a time limit is given to complete the work. This means that there are minimum and maximum work deadlines that must be met (for example 30 minute).
4) Cost Emphasis; The costs incurred for each company activity are already budgeted before activities are carried out. This means that the costs have been budgeted This is a reference so as not to exceed what has been budgeted.
5) Supervision; Basically situations and conditions always change from a good situation   be bad or vice versa
6) Relations between employees; Performance appraisal is often related to collaboration or harmony between employees and between leaders.

Meanwhile according to Sedarmayanti [7], the factors that affecting performance include: 1) Attitude and mentality (work motivation, work discipline, and work ethics), 2) Education, 3) Skills, 4) Leadership management, 5) Level income, 6) Salary and health, 7) Social security, 8) Work climate, 9) Facilities and infrastructure, 10) Technology, and 11) Opportunities for achievement.

METHODS

Qualitative descriptive method is used in this research, which is based on qualitative data, meaning data that has no form numbers or figures so that they only take the form of questions or sentence [9]. The qualitative data obtained is primary data because it comes from surveys of employees and direct observations at the research location. Respondents of this survey are Employees of Deputy for Research and Innovation Facilitation – National Research and Innovation Agency.

RESULT AND DISCUSSION

In this research, there are 40 employees of Deputy for Research and Innovation Facilitation – National Research and Innovation Agency that was being respondents. As many as 24 people or 60% of the respondents were female employees, and 16 people or 40% of the respondents were male employees. The respondents data is shown in Figure 1 belows :
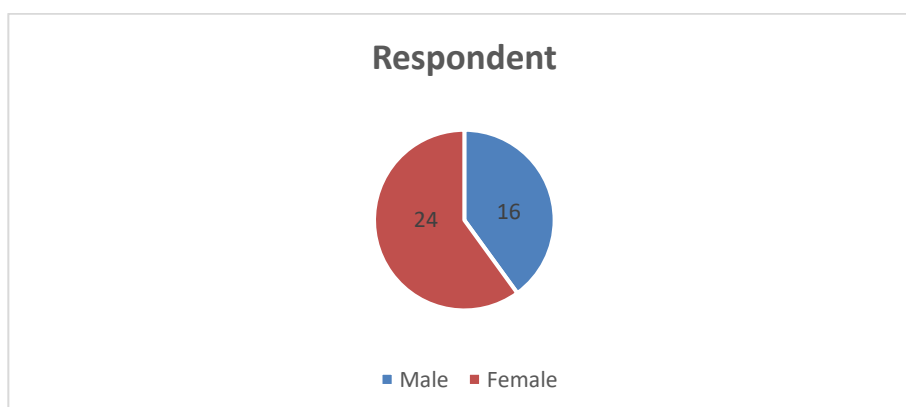
Figure 1. Number of Respondents

In the pre-survey which was carried out on 40 employees at the Deputy for Research and Innovation Facilitation, the employees were asked questions regarding what factors according to the employees influenced their performance. The pre-survey results show the 4 highest factors chosen by respondents that influence their performance, as shown in Table 1 below.

No.	Factors that influence employee performance	Number of Respondents	Percentage (%)
1	Work Environment	34	85
2	Work Culture	19	47,5
3	Competency	16	40
4	Job Satisfaction	10	25

Table 1. Factors that influence employee performance

Based on the table above, the results of a pre-survey conducted on 40 employees at the Deputy for Research and Innovation Facilitation show that the majority of respondents, namely around 85% or 34 employees, chose the work environment as the most influential factor on their performance. The next factors that influence employee performance are work culture which was chosen by 19 respondents, competency which was chosen by 16 respondents, and job satisfaction which was chosen by 10 respondents.

The work environment is one of the things that influences employee performance and morale. Without a good work environment, employees will easily get bored and not like working there. The work environment is a very important factor and has a very big role in improving employee performance, because a good work environment can support work implementation so that employees have enthusiasm for work and improve employee performance.

According to Sedarmayanti [7], the types of work environments are divided into 2, namely physical work environment and non-physical work environment. The physical work environment is all physical conditions that are around the workplace and can affect employee performance. The physical work environment can be classified into two, namely direct and indirect work environments. Examples of physical environments that are directly related are tables, chairs, photocopiers, and so on. Meanwhile, the physical work environment that is not directly related or requires an intermediary is humidity, temperature, air circulation, lighting and room aroma. Meanwhile, the non-physical work environment is all relationships that are included in work matters, such as employee relationships with leaders and employee relationships with other employees. The type of non-physical work environment also has a major influence on employee performance. Therefore, agencies should be obliged to create a non-physical work environment that supports collaboration between all elements within the agency. The non-physical work environment must at least be open and supportive so that employees feel appreciated and supported. If the non-physical work environment is not good, performance will be disrupted.

A work environment that is less safe and comfortable will have a negative impact on the agency and employees. The negative impact is in the form of a decrease in employee performance which will also have an impact on the agency.

This happened to employees at the Deputy for Research and Innovation Facilitation, and was confirmed by the results of a pre-survey of 34 employees who chose the type of work environment that could influence their performance. It is shown in Table 2 belows :

No.	Work Environment Type	Number of Respondents	Percentage (%)
1	Physical Environment	23	67,64
2	Non Physical Environment	11	32,36

Table 2. Type of Work Environment that influence Employee Performance

Based on the table above, it can be seen that the performance of employees at the Deputy for Research and Innovation Facilitation is greatly influenced by the work environment, where 67.64% or 23 respondents chose the non-physical work environment as the factor that most influences employee performance, while those who choosing the type of physical work environment was 32.36% or 11 respondents.

The type of physical and non-physical work environment greatly influences employee performance. When employees are in an environment that really supports their creative ideas, they will work more effectively and produce maximum work. On the other hand, if the work environment does not support employees and overall work operations, it will be difficult to obtain an efficient and effective work system. A poor work environment can require more labor and time and does not support the design of an efficient work system.

The next factor that influences employee performance at DFRI is work culture. In organizations, ASN has quite an important role and function, namely as a planner, actor and determinant of the realization of organizational goals. Organizational goals may not be realized or achieved well and purposefully if the role of ASN is weak. On the other hand, the goals of a bureaucratic organization can be easily realized if the role of ASN is strong, superior, intelligent, innovative, creative and efficient.

The State Civil Servant (ASN) now has Core Values to become a driving force or encouragement for all ASN both at the central and regional levels so that they continue to have high enthusiasm and ability in providing the best and good quality services as state servants, government servants and as public servants.

In connection with their strategic duties and functions for the progress of bureaucratic organizations, the core values or basic values of ASN BerAKHLAK will become pillars for ASNs to behave in accordance with the expectations of bureaucratic organizations. The basic values or what is known as the ASN Core Values "BerAKHLAK" is an acronym for Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative and was launched with the aim of standardizing the basic values of ASN in Indonesia.

According to Makmur [5] work culture is a system of values that is adopted or developed by an organization so that it becomes rules that are used as guidelines for thinking and acting in order to achieve organizational goals. Meanwhile, according to Triguno in Arwildayanto [2] work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization which is reflected in attitudes into behavior, beliefs. , ideals, opinions and actions that manifest as work or working.

Based on the results of the pre-survey that was conducted, there were 19 of DFRI employees who chose work culture factors that could influence their performance, as shown in Table 3 They are of the opinion that work culture such as professionalism, responsibility, openness, mutual respect for fellow colleagues, exemplary and integrity are very important things to be done together and with full awareness by all employees so that the performance targets that have been set for each the functions of each directorate can be achieved and carried out well.

No.	Work Culture Type	Number of Respondents	Percentage (%)
1	Responsibility	8	42,11
2	Openness	5	26,31
3	Exemplary	4	21,05
4	Mutual Respect	5	26,31
5	Integrity	4	21,05
6	Professionalism	7	36,84

Table 3. Types of work culture that influence employee performance at the Deputy for Research and Innovation Facilitation

Based on the results of the pre-survey conducted, the third factor that influenced employee performance was obtained, namely competency. Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job [11]. Meanwhile, according to Sutrisno [10] competency is an ability possessed by an employee which is based on knowledge, expertise, skills, supported by attitudes and behavior in carrying out tasks for which he is responsible professionally, effectively and efficiently in an agency or organization.

At the Deputy For Research and Innovation Facilitation, the educational background of employees, the need for appropriate training to support their work, as well as the skills or expertise and sufficient knowledge related to the work given to each employee were felt to be less than the required competencies. There are jobs that do not require special competencies to do them, but there are also certain jobs that require appropriate competencies and skills so that the job can be completed well.

Based on the pre-survey results as in Figure 2. shows the expectations of employees at DFRI regarding what factors of employee competency are needed to support their work, so that the performance targets that have been set for each employee can be achieved.

From the figure below, it can be seen that as many as 62.5% of respondents stated that sufficient skills or knowledge related to their work was the most needed factor in achieving employee performance. The next factor related to competency is appropriate training to support the employee's work, and finally, the educational background is expected to be appropriate to the type of work.
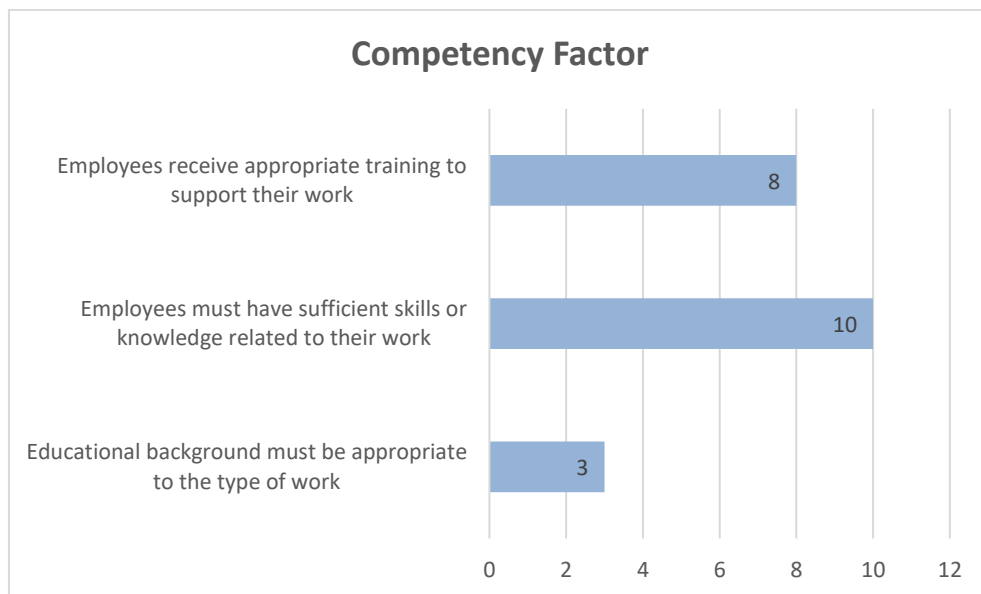

Figure 2. Competency Factor

The next factor that influences employee performance at DFRI is job satisfaction. Job satisfaction can determine high or low levels of employee performance. It is hoped that the level of job satisfaction can improve employee performance so that they can achieve the goals expected by the agency in obtaining good work results and producing good productivity. Job satisfaction is not how hard or how well someone works, but rather how much someone likes a particular job. Job satisfaction is related to a person's feelings or attitudes regarding the job itself.

According to Sudaryo [8], job satisfaction is a feeling of pleasant or unpleasant feelings about work based on expectations and rewards provided by the agency. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. Meanwhile, according to Afandi [1], job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values.

Mangkunegara [6] divides two factors that influence job satisfaction, namely employee factors and job factors. Employee factors are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, length of service, personality, emotions, way of thinking, perception and work attitudes. Job factors are type of work, agency structure, rank (class), position, quality of supervision, financial security, opportunities for promotion, social interactions and work relationships. An employee certainly wants to get job satisfaction in their work and each employee certainly has different job satisfaction. Differences in employee needs certainly become a challenge for the management of an agency

to meet the main needs that support employee performance in carrying out their duties.

This happened to employees at the Deputy for Research and Innovation Facilitation, and was confirmed by the results of a pre-survey of 40 employees, where 10 employees chose the job satisfaction factor as one that could influence their performance. It is shown in Table 4 belows.

No.	Job satisfaction Factor	Number of Respondents
1	Employee factor	1
2	Job factor	4
3	Employee factor and job factor	5

Tabel 4. Job Satisfaction Which Influence Employee Performance

Based on the table above, it can be seen that the performance of employees at the Deputy for Research and Innovation Facilitation is also influenced by job satisfaction. From the pre-survey results, it can be seen that of the 10 people who chose job satisfaction as a factor that influences employee performance, 1 person chose the job factor in job satisfaction to be the factor that most influences employee performance, and employee factors in job satisfaction were chosen by 4 employees. Meanwhile, 5 employees chose job factors and employee factors in job satisfaction. This means that 50% of employees who chose job satisfaction stated that employee factors and job factors both influence job satisfaction which will have an impact on employee performance.

With a sense of satisfaction at work, employees will try to display a good personality in the agency, positive performance that satisfies the agency and there will be a willingness to try to increase high work productivity for the benefit of the agency, as well as facilitate the achievement of agency goals. Job satisfaction can determine high or low levels of employee performance. It is hoped that the level of job satisfaction can improve employee performance so that they can achieve mutually agreed agency performance targets.

CONCLUSIONS

There are various factors that influence employee performance. According to pre survey at the Deputy for Research and Innovation Facilitation, National Research and Innovation Agency, the factors that most influence employee performance include: work environment, work culture, competency, and job satisfaction. These factors should be concerned by the agency to support their employee's performance in accordance to reach agency goals.

To find out more about how much these factors has influence to employee performance, it is necessary to carry out further research regarding the

relationship between these factors and the performance of employees at the Deputy for Research and Innovation Facilitation.

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