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Do Competence, Communication, And Commitment Affect The Civil Servants Performance?

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Abstract: This study aims to examine the influence of competence, communication, and commitment to the performance. This research has been carried out in Department of Environment and Transportation (DET) in Bondowoso, Indonesia. This study used quantitative approach with explanatory method. To analyze the data, the study uses 163 respondents and applies multiple linear regression analysis. The statistical result showed that competence has positive and significant effect on the performance of civil servants in DET Bondowoso. It means if competence of civil servants suits their job, it will increase performance of the civil servants. Communication have positive and significant effect on the performance of civil servants. It indicates that better communication that will increase the performance of civil servants. Commitment has positive and significant effect on the performance of civil servants. It means that higher commitment of civil servants to their office will increase the performance of civil servants in Department of Environment and Transportation in Bondowoso.

Index Terms: Competence, Communication, Commitment, Employee Performance, Regression

1 INTRODUCTION

Civil servant is the driving element of government having a duty and responsibility to serve by providing services to the community. Civil servants are human resources who act as planners, implementers, and controllers in government agencies to achieve the goals that has been set. Based on the Law of the Republic of Indonesia Number 5 year 2014 on State Civil Apparatus, it is described in Articles 3 and 4 that the State Civil Apparatus is based on several principles such as basic values with respect to communication and cooperation, commitment, moral integrity and responsibility for public services, as well as competencies required in the field of duty. A good governance requires civil servants with good performance as well. Patterson et al. (in Bandula and Jayatilake, 2016) states that organizational effectiveness depends on the contribution of the people who work in it which is a key factor of organizational performance. Mathis and Jackson (2006: 65) state that performance is basically what employees do or do not do. Performance and effectiveness of employees in performing the task is determined by the competencies required by the field of work (Untung and Haryanto, 2010). Through the more adequate competence, the employees will be more mastered and able to apply all job tasks in accordance with the job description set practically.

Ley et al. (2006) states that if individual competence is in line with agency competence, then agency objectives can be effectively achieved. Lotunani et al. (2014) said that the competence of civil servants can provide added value, especially to support the performance of civil servants, therefore it is important that the competence of civil servants is enhanced and maintained in accordance with the work plan of the regional apparatus unit. Another factor that affects performance is communication. The operational and management system is driven by communication because every action taken within the organization must be accompanied by communication, and all those who communicate should be encouraged to be good listeners for the good communication (Shonubi and Akintaro, 2016). The quality of a company's management is reflected by its employees' process of communicating (Razi et al., 2010). According to Chmielecki (2015) communication plays a role to build and maintain employee relations. Femi (2014) reveals that effective communication creates a mutual understanding between management and workers that helps in building sincere relationships between the two sides of the organization. Atambo and Momanyi (2016) argue that effective communication will improve employee performance and strong communication systems should be emphasized to ensure communication effectiveness. Agencies should eliminate communication barriers and create efficient, participatory, and transparent communication media to improve employee performance. In addition to competence and communication, commitment also affects the performance of employees. Syauta et al. (2012) says that commitment affects performance. Highly committed employees will provide the best by devoting all of their thoughts, abilities and skills to complete tasks quickly and appropriately. According to Lotunani et al. (2014), civil servants who have affective commitment, normative commitment, and continue commitment are able to strengthen their performance because they have the will and drive to defend themselves in the organization. Employee commitment must be sustained for organizational success. Based on these statements it can be said that agencies can easily achieve their goals with the

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support of employees. The Department of Environment and Transportation (DET) of Bondowoso Regency, Indonesia is a merger between two agencies. In January 2017, the Environment Agency of Bondowoso Regency was merged with Transportation Department of Bondowoso District becoming Department of Environment and Transportation (DET) of Bondowoso Regency. DET of Bondowoso Regency as the executing element of Bondowoso regency government has duty to carry out regional government affair based on regional autonomy principle and duty to assist regional head in formulating policy and coordinating in environmental and transportation matters. The purpose of this study is to examine the influence of competence, communication, and commitment to the performance of civil servants of Department of Environment and Transportation (DET) of Bondowoso District.

2 LITERATURE REVIEW

2.1 The Relationship between Competence and Performance

Kennedy and Dresser (2005) defined competencies as anything employees have or acquire that contributes to organizational success. Woodruffe (1992) defines a competency as the set of behavior patterns that the incumbent needs to bring to a position in order to perform its tasks and functions with competence. Employee competencies are characteristics associated with successful performance. These characteristics should manifest themselves in observable behavioral patterns that make a positive difference. Every employee is definitely required to have a certain competence on the job or position he does. According to Spencer and Spencer (1993:9), the indicators of the competency are: (1) Helping and Human Services; (2) Interpersonal Understanding; (3) Leadership; (4) Managerial ability. A number of researches has investigated the relationship between competency and employee performance (Zaim et al., 2013; Liang et al., 2013, Lotunani et al., 2014). Zaim et al., (2013) found that core competencies had utmost significant effect on individual performance than their other variables used. Ahadzie et al.'s (2009) study demonstrated the suitability and potential usefulness of their competency-based model that reflects elements of both performance behaviors and outcomes in predicting the performance.

Hypothesis 1: Competence has a positive and significant effect on civil servants performance.

2.1 The Relationship between Communication and Performance

Communication is a process that contains expressing, listening and understanding (Banerji and Dayal, 2005). Price (1997) stated that organizational communication is the degree to which information about the job is transmitted by an organization to its members and among members of the organization. DeVito (1986: 263) revealed that the indicators of commitment are openness, positiveness, equality, empathy, and supportiveness. Femi (2014) examined the relationship of effective communication and employee performance in Nigeria and found positive relationship. Nebo et al. (2015) and Shonubi and Akintaro (2016) also found similar evidence. Ayatse (2005) in his study observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they

possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job.

Hypothesis 2: Communication has a positive and significant effect on civil servants performance.

2.1 The Relationship between Commitment and Performance

Ongori (2007) described employee commitment as an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Akintayo (2010) stated that employee commitment is the degree to which the employee feels devoted to their organization. Commitment is a mental relationship between an employee and organization that decreases the possibility of his voluntary departure from organization (Allen and Meyer, 1993). This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Commitment can be experienced in different ways (i.e., can be accompanied by different mindsets), including: an affective attachment and involvement with the target, a felt obligation to the target, and an awareness of the costs associated with discontinuing involvement with the target. These mindsets are referred to as affective, normative, and continuance commitment. Irefin and Mechanic (2014) investigated how commitment affects the employee performance in Coca Cola Nigeria and found positive and significant effect. Memari et al. (2013) and Zeveiti and Mohamad (2017) also found the same evidence. Folorunso et al. (2014)'s proved that the three dimensions of organizational commitment; affective, normative, and continuance organizational commitment jointly, and independently, influence employees' performance

Hypothesis 3: Commitment has a positive and significant effect on civil servants performance.

3 METHODOLOGY

This study can be classified as explanatory research. The population of this research is all civil servants of DET of Bondowoso Regency amounting to 275 people. The data was gathered by distributing questionnaires to 163 respondents after obtaining proportionate stratified random sampling. The analytical tool used was multiple linear regression analysis and the hypotheses were tested using t-test. The independent variables are competence (X1), communication (X2), and commitment (X3) and the dependent variable was performance (Y).

4 RESULT AND DISCUSSIONS

4.1 Results

Characteristics of Respondents

Characteristics of respondents describe the composition of age, sex, and length of work of the respondents. The division of its characteristics are as follows:

Table 1.
Characteristics of Respondents based on Age

Age (years old)	Frequency	Percentage %
< 30	2	1.2
31 – 40	39	23.9
41 – 50	86	52.8
> 50	36	22.1
Total	163	100

Source: processed data, 2017

Table 1 shows that out of 163 respondents, 2 persons or 1.2% were less than 30 years old, 39 people or 23.9% were 31-40 years old, 86 people or 52.8% were 41-50 years old, and 36 people or 22.1% were more than 50 years old. These data indicate that the majority of civil servants in DET Bondowoso District are 41-50 years old.

Table 2.
Characteristics of Respondents based on Sex

Sex	Frequency	Percentage%
Male	147	90,2
Female	16	9,8
Total	163	100

Source: processed data, 2017

Table 2 shows that out of 163 respondents, 147 people or 90.2% are male and 16 or 9.8% are female. The data shows that the majority of Civil Servants in the DET of Bondowoso Regency are male employees. The data above can illustrate that the DET of Bondowoso Regency prioritizes male employees to work there, because the company is engaged in the environment and transportation that allows employees to go directly to the field.

Table 3.
Characteristics of Respondents based on Length of Work

Length of Work (years)	Frequency	Percentage %
< 10	113	69,3
11-20	25	15,3
21-30	14	8,6
> 30	11	6,7
Total	163	100

Source: processed data, 2017

Table 3 shows that out of 35 respondents, 113 people or 69.3% have been working less than 10 years, 25 people or 15.3% have been working for 11-20 years, 14 people or 8.6% have been working for 21-30 years, and 11 people or 6.7 % have been working more than 30 years. These data showed that the majority of civil servants of the DET of Bondowoso Regency have been working less than 10 years. This can affect the performance of civil servants because the longer the employee works the more experience will be received, so the length of work reflects the commitment and could improve the performance of these employees.

Table 4.
The Result of Multiple Linear Regression Analysis

Variable	t-value	t-table	Sig.
Competence (X1)	13,767	1,974	0,000
Communication (X2)	11,611	1,974	0,000
Commitment (X3)	4,919	1,974	0,000

Source: processed data, 2017

Table 4 above showed that hypothesis test meets the specified requirement, where $t\text{-value} > t\text{-table}$. Competence variable (X1) has t-value amounted to 13.767 with a significance value of 0.000, then the variable of competence expressed significant effect on the performance variable. Communication variable (X2) has t-value of 11.611 with a significance value of 0.000, then communication variables expressed significant effect on performance variables. The commitment variable (X3) has t-value of 4.919 with a significance value of 0.000, then the commitment variable significantly affect the performance variable.

Table 5.
Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,866 ^a	0,751	0,746	0,147

Source SPSS output, 2017.

Based on table 5, the following conclusions are as follows:

- The value of multiple correlation coefficient (R) of multiple regression equation is 86.6% which means that there is strong effect of independent variables (competence, communication, and commitment) on the dependent variable (performance).
- The value of Adjusted R Square (R^2) of the multiple regression equation is 75.1% which means that the performance variable (Y) is affected by the competence variable (X1), communication (X2), and commitment (X3) as much as 75,1%, while the remaining 24.9% is affected by other variables that are not examined in this study.

4.2 Discussion

The Effect of Competence on the Performance of Civil Servants of the Department of Environment and Transportation of Bondowoso Regency

Statistical result showed that competence has significant influence on the performance of civil servants, it is shown by coefficient value of 0,401 and the significant value of 0.000. It indicates that competence can lead to an increase in the performance of civil servants. The results of this study is in line with previous research conducted by Zaim et al., (2013), Liang et al. (2013), and Lotunani et al. (2014) which explains that competence affects the performance of employees. Performance and effectiveness of employees in performing the task is determined by the competencies required by the field of work. Through the more adequate competence, employees will be more mastered and able to practically apply all job tasks in accordance with the job description set. Improved

performance can be done by improving competence. With high competencies possessed by employees in an organization or company definitely will affect performance that will ultimately determine the competitive quality of the company itself. To achieve the purpose of the agency in solving existing environmental and transportation problems, the civil servant should have the appropriate competence in order to maximally. Some civil servants work in the field from morning to evening to conduct coordination and supervision, and employees in the office must complete tasks in their respective fields. Civil servants will pursue the work with full of concentration and responsibility to get satisfying results if the civil servants have suitable competencies. Thus, the civil servant of the Department of Environment and Transportation of Bondowoso Regency will always feel confident and do not depend on other employees in completing their responsibilities if they have competence that suits their work.

The Effect of Communication on the Performance of Civil Servants of the Department of Environment and Transportation in Bondowoso Regency

The statistical result showed that communication has a significant influence on the performance of civil servants. There are 5 indicators of communication, those are openness, empathy, support, positivity, and similarity. Civil servants who have a willingness to be open and willing to respond honestly to the other person can affect their performance, because the 'open' employee will easily communicate their opinions to solve the problem of work. In addition, employees who have empathy, support, positivity, and similarity will always understand and appreciate the opinion of their colleagues, and always have positive thoughts resulting to effective communication. The results of this study in line with previous research conducted by Femi (2014), Nebo et al. (2015) and Shonubi and Akintaro (2016) who found that communication has a significant effect on employee performance. The effectiveness of communication is higher if the employees convey detailed instructions, deliver the information on time in easily-understand language, give reprimand in case of error, the supervisor wants to hear the opinion of the subordinate, the supervisor respects each complaint, exchange their opinions and listen to the co-workers. The communications of officer in DET of Bondowoso Regency runs well. They communicate both formally and informally. Formal communication conducted among others through morning gathering, meetings, and sports activities to maintain communication and cohesiveness of employees so that employees always work together in completing the work. Thus, the cooperation between civil servants of the DET in Bondowoso Regency, both the cooperation between superiors and subordinates and among employees, will be running well because superiors listen to opinions and complaints of subordinates and the employees are willing to exchange opinions each other for the achievement of agency goals. Agencies should eliminate communication barriers and create efficient, participatory, and transparent communication media to improve employee performance.

The Effect of Commitment on the Performance of Civil Servants of the Department of Environment and Transportation of Bondowoso Regency

Commitment has a significant influence on the performance of civil servants. The willingness of civil servants to do the work

in earnest for the achievement of agency goals is very influential on its performance. Civil servants who have the willingness to work hard will always give the best to the agency and feel obligated to carry out the work in a timely manner as expected by the agency. Loyalty of civil servants also greatly affects the performance of civil servants. Civil servants who are loyal to the agency will show an attitude of obeying, implementing, and practicing the values or rules that have been agreed in the agency. Civil servants who have loyalty will not arrive late to the office and will not leave work during working hours because the civil servants will carry out the work in accordance with the rules. The pride of civil servants towards their agencies also affect the performance. Civil servants who are proud to be part of the agency will give more of what the agency expects. Pride can encourage civil servants to work optimally. The results of the study are in accordance with research conducted Irefin and Mechanic (2014), Memari et al. (2013) and Zeveiti and Mohamad (2017) who found that commitment affects performance. Highly committed employees will provide the best by devoting all of their thoughts, abilities, and skills to complete tasks quickly based on target. Commitment of human resources to achieve organizational goals need to be strengthened in order to achieve maximum organizational goals. Increased commitment is needed to improve employee performance.

5 CONCLUSION

This study seeks to examine the effect of competence, communication, and commitment on the civil servants performance in Department of Environment and Transportation, Bondowoso, Indonesia. The empirical result indicates that competence, communication, and commitment have positive and significant effect on their performance. This research contributes to knowledge regarding how to motivate employees to work hard, show better competence and communication, and to exhibit a high level of commitment to their organizations. As a final point, it will be useful for further studies to compare the results of this study in different sectors and regions to analyze the similarities and dissimilarities.

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