

# The Effect of Work Experience and Work Ability on the Work Achievement of Civil Servants at the Youth and Sports Education Office (Disppora) Waropen District

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## Abstract

*In relation to the quality of human resources in government and private organizations, in addition to the input factors above, a monitoring and evaluation process is also needed that refers to the work performance appraisal system and mechanism, which is expected to have positive implications in motivating employee performance. Employee performance appraisal itself is closely related to various components of Human Resources both from within the employee himself or from his work environment. Two of a number of components of Human Resources require professional human resources in the field of work at the Department of Education, Youth and Sports (Disppora) of Waropen Regency. The research method is qualitative.*

## Keywords

human resources (disppora)  
Waropen District; work  
experience; work ability



## I. Introduction

Entering the era of globalization which is marked by the rapid progress of information and communication technology, has indicated the tightening of global competition among nations; where the competitiveness of a nation no longer rests on comparative advantage, but is more oriented towards competitive advantage. The shift in Indonesia's national development paradigm from a development pattern oriented towards comparative advantage towards development that emphasizes competitive advantage is an inevitable logical consequence. According to Ignas Kleden in Keeping Human Resources; a new approach in the era of globalization that emphasizes competitive advantage, demands a high quality of Human Resources (HR), both in terms of mastery of technology, and in the form of increasing community participation in increasing the nation's competitiveness. Kleden Ignas; 1995: 7). The high and low quality of Human Resources is largely determined by the level of knowledge and skills acquired through education and/or training, as well as their health status. Theoretically, people who are advanced, professional and productive have levels of science and technology that allow them to be independent. The development of the quality of human resources is intended to form Indonesian people who master science and technology for prosperity, progress of civilization, and the competitiveness of the Indonesian nation that is on par with other nations in the world. Efforts to develop the quality of Human Resources which are the key to the success of development must be carried out in line with other development programs; because only with this integration, the existing human resources can be more utilized. According to Salim in Kartasasmita et.al; In essence, efforts to develop the quality of Human Resources must rely on five aspects of human quality; namely: (a).

Obedience to moral and religious principles, (b). The attitude of social solidarity in human relations, (c). Creativity and productivity, (d). Development of rationality, and (e). Ability to uphold independence (Kartasasmita Ginanjar, et.al; 2005: 35). Kartasasmita further stated that efforts to empower Indonesian Human Resources can be carried out through three processes; namely:

1. Creating an atmosphere or climate that allows the development of community potential. This is based on the recognition that every human being has potential that can be developed; so that empowerment is intended to build, encourage and raise awareness of its potential, as well as to develop it.
2. Strengthening the potential of the community in relation to efforts to provide various inputs, as well as opening access to various opportunities that can further empower the community.
3. The concept of community empowerment must be accompanied by protection and partiality to the weak, in order to prevent unequal competition and exploitation of the strong against the weak.

In general, Human Resource Management experts argue that the quality of Human Resources is influenced by various internal and external factors, including: level of education, training, skills, age, work experience, as well as a number of conditional problems related to personal, household and social issues. environmental factor. In relation to the quality of human resources in government and private organizations, in addition to the input factors above, a monitoring and evaluation process is also needed that refers to the work performance appraisal system and mechanism, which is expected to have positive implications in motivating employee performance. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Performance appraisal of employees, including civil servants, is an important part of the entire employment process of the employee concerned. The importance of rational and objectively applied performance appraisal generally has implications for at least two interests; namely the interests of the employee concerned, as well as the interests of the organization in which the employee works. From the employee side, performance appraisal acts as feedback related to the ability or level of fatigue, as well as the potential and limitations of employees; so that in turn it is useful in determining the goals, paths, plans and career development of employees. For organizations, the results of employee performance appraisals are very important in terms of their meaning and role in making decisions on various matters; among others: Identification of education and training programs, employee recruitment, selection, introduction programs, placements, promotions, reward systems, as well as various other aspects of the overall process of effective Human Resources management.

Employee performance appraisal itself is closely related to various components of Human Resources; both from within the employee himself, as well as from the work environment. Two of a number of Human Resources components that are assumed to have a significant influence on employee performance are Recention Profile (Work Experience) and Abilities (Work Ability). Pre-eliminary research conducted at the Department of Education, Youth and Sports (Disppora) of Waropen Regency indicated that apart from being influenced by education level, The productivity or work performance of Civil Servants at the said service is largely determined by the length of service period or work experience (Recention Profile) as well as the skills or work ability (Ability) of the employee. The high level of association between the three variables has given birth to a proposition that Recention Profile

and ability have a significant influence on the productivity or work performance of Civil Servants in the Waropen District Education, Youth and Sports Office (Disppora) In order to test the truth of the above proposition, The author is interested in carrying out a scientific research entitled: The Effect of Work Experience and Work Ability on the Work Performance of Civil Servants at the Department of Education, Youth and Sports (Disppora) Waropen Regency.

## II. Research Method

Limitations of several terms that underlie the title of this research can be described as follows:

- a. Influence; interpreted as the potential of a variable or parameter that can cause changes in other variables.
- b. Work experience; intended as the length of service of Civil Servants in the Disppora Waropen District.
- c. Work Ability, in this study is intended as a combination of Work Discipline and a person's skills in completing the work that is his responsibility.
- d. Work performance; is defined as the productivity of Labor (Employees) in completing the work for which they are responsible.

## III. Discussion

This analysis is used to determine the model of the relationship between Work Experience (Rection Profile) and Work Ability (Ability) with the Work Achievement of Civil Servants in the Department of Education, Youth and Sports (Disppora) Waropen Regency. Assuming that the relationship between variables is linear, the model of the relationship can be identified through the application of the multiple regression line equation with the general model:

$$= a + b_1 X_1 + b_2 X_2$$

Where:     = Civil Servant Work Achievement  
 $X_1$        = Work Experience (period of work in months)  
 $X_2$        = Workability (Effective Working Hours per month)  
 $a$          = Intercept of the regression line on the Y axis  
 $b_1$  and  $b_2$  = Multiple regression coefficients.

The values of the estimators  $a$ ,  $b_1$  and  $b_2$  can be calculated using the three normal equations as follows:

$$\begin{aligned} (I). \quad \sum Y &= n.a + b_1 \sum X_1 + b_2 \sum X_2 \\ (II). \quad \sum X_1 Y &= a \sum X_1 + b_1 \sum X_1^2 + b_2 \sum X_1 X_2 \\ (III). \quad \sum X_2 Y &= a \sum X_2 + b_1 \sum X_1 X_2 + b_2 \sum X_2^2 \end{aligned}$$

The formation of the said regression line equation is carried out using the help of procedure table 1 below.

**Table 1.** Procedure for Formation of Linear Multiple Linear Regression Equations

$X_1$	$X_2$	$Y$	$X_1^2$	$X_2^2$	$Y^2$	$X_1 Y$	$X_2 Y$	$X_1 X_2$
108	137	90	11,664	18,769	8,100	9,720	12,330	14,796
201	135	88	40,401	18,225	7,744	17,688	11,880	27,135
153	134	87	23,409	17,956	7,569	13,311	11,658	20,502
120	134	86	14,400	17,956	7,396	10,320	11,524	16,080
35	132	82	1,225	17,424	6,724	2,870	10,824	4,620
108	131	85	11,664	17,161	7,225	9,180	11,135	14,148
44	128	81	1,936	16,384	6,561	3,564	10,368	5,632
35	128	79	1,225	16,384	6,241	2,765	10,112	4,480
108	126	83	11,664	15,876	6,889	8,964	10,458	13,608
35	125	78	1,225	15,625	6,084	2,730	9,750	4,375
97	120	81	9,409	14,400	6,561	7,857	9,720	11,640
165	119	82	27,225	14,161	6,724	13,530	9,758	19,635
170	116	80	28,900	13,456	6,400	13,600	9,280	19,720
20	115	76	400	13,225	5,776	1,520	8,740	2,300
155	112	78	24,025	12,544	6,084	12,090	8,736	17,360
226	108	75	51,076	11,664	5,625	16,950	8,100	24,408
15	106	72	225	11,236	5,184	1,080	7,632	1,590
35	104	71	1,225	10,816	5,041	2,485	7,384	3,640
35	103	70	1,225	10,609	4,900	2,450	7,210	3,605
15	103	68	225	10,609	4,624	1,020	7,004	1,545
15	100	65	225	10,000	4,225	975	6,500	1,500
47	98	64	2,209	9,604	4,096	3,008	6,272	4,606
47	93	61	2,209	8,649	3,721	2,867	5,673	4,371
15	92	60	225	8,464	3,600	900	5,520	1,380
<b>2004</b>	<b>2,799</b>	<b>1.842</b>	<b>267,616</b>	<b>331,197</b>	<b>143,094</b>	<b>161,444</b>	<b>217,568</b>	<b>242,676</b>

Source: Table 1; data is reprocessed.

Based on the procedure table, three normal equations are obtained as follows:

- I)  $24 a + 2004 b_1 + 2,799 b_2 = 1,842$
- II).  $2004 a + 267,616 b_1 + 242,676 b_2 = 161,444$
- III).  $2,799 a + 242,676 b_1 + 331,197 b_2 = 217,568$

Simultaneous solutions to find out the estimator values of the three normal equations above are carried out through the following steps:

- 1). Elimination of variable a from the first and second equations to produce the fourth equation; where the first equation is multiplied by 83.5 while the second equation remains.

$$\text{I). } 2004 a + 167,334 b_1 + 233.716.5 b_2 = 153.807$$

$$\text{II). } 2004 a + 267,616 b_1 + 242,676 b_2 = 161,444$$

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$$\text{Equation IV: } 100,282 b_1 + 8,959.5 b_2 = 7,637$$

- 2). Elimination of variable a from the first and third equations to produce the fifth equation; where the first equation is multiplied by 116.625 while the third equation remains.

$$\text{I). } 2,799 a + 233,716.5 b_1 + 326,433,375 b_2 = 214,823.25$$

$$\text{III). } 2,799 a + 242,676 b_1 + 331,197 b_2 = 217,568$$

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$$\text{Equation V : } 8,959.5 b_1 + 4,763.625 b_2 = 2,744,75$$

- 3). Eliminate the variable b1 from the fourth and fifth equations to obtain the value of b2 , where the fourth equation remains, while the fifth equation is multiplied by 11.1928121

$$\text{IV). } 100,282 b_1 + 8,959.5 b_2 = 7,637$$

$$\text{V). } 100,282 b_1 + 53,318,3595 b_2 = 30,721,471$$

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$$44,358,8595 b_2 = 23,084,471$$

$$b_2 = \frac{23.084,471}{44.358,8595} = 0,52040272$$

- 4). Substitute the value of b2 into equation IV to get the value of b1.

$$100,282 b_1 = 7,637 - 8,959.5 (0.52040272)$$

$$= 7,637 - 4,662.54814328$$

$$b_1 = \frac{2.974,45185672}{100.282} = 0,02966087$$

- 5). Substitute the values of b1 and b2 into equation I to get the value of a.

$$24 a = 1.842 - 2004 (0.02966087) - 2.799 (0.52040272)$$

$$= 1.842 - 59.44038348 - 1.456.60721328$$

$$a = \frac{325,95240324}{24} = 13,58135014$$

Thus, the regression line equation formed is:

$$\hat{Y} = 13,5814 + 0,0297 X_1 + 0,5204 X_2$$

The interpretation of the three model parameters of the equations of the multiple linear regression lines formed above can be described as follows:

- (1). The regression line intercept (a) of 13.5814 is contextually rational and actually does not have a specific statistical meaning. This is based on the real condition that if a new person has successfully passed the recruitment process and has the status of a Civil Servant Candidate (CPNS) with a working period of 0 months (or  $X_1 = 0$ ) and has not devoted his energy at all to effective activities related to staffing duties (or  $X_2 = 0$ ), it is impossible to get an achievement score of 13.5814; because there is no appropriate assessment standard as a measurement indicator by the Head of the Waropen District Education, Youth and Sports Office (Disppora). Thus, the regression line intercept is only a constant factor that describes the point of intersection of the regression line on the vertical axis.
- (2). The regression coefficient b1 of 0.0297 with a positive direction means that for every one month added in the working period of a Civil Servant in the Waropen District Education, Youth and Sports Service (Disppora), the employee's achievement score tends to increase by approximately 0, 0297 points.
- (3). Regression coefficient b2 of 0.5204 with a positive direction means that for every additional one hour of effective work devoted by a Civil Servant in the Disppora Waropen District, it tends to increase the employee's achievement score in the leadership's assessment by approximately 0.5204 points.

Based on the interpretation of the two regression coefficient values (b1 and b2), a comparison of the weights of the Disppora leadership can be made, namely: for every additional period of service of civil servants for 100 months (or 8 years 4 months) only has implications for increasing the performance score of civil servants by approx. 2.97 points. On the other hand, only adding an average of 10 hours of effective working hours per month has implications for an increase in PNS achievement scores of approximately 5,204 points. The results of this comparison indicate that the basis for the Disppora Leaders' assessment of their employees is more focused on aspects of performance or effective working hours that PNS devotes in a month, while the length of service period seems only as a supporting element. Furthermore, with reference to the concepts of estimation and forecasting in parametric statistics, it is known that although the formation of the regression line equation is intended for estimation or forecasting purposes, not all of the formed regression line equations are suitable for use as an Estimating Line or a Forecasting Line. In order to determine whether or not it is appropriate to use the equations of the multiple linear regression lines formed above as an Estimating Line or a Forecasting Line, it is necessary to measure the Coefficient of Determination (KP) and Coefficient of Non-Determination (KP'), using the formula:

$$KP = \frac{ESS}{TSS} = \frac{\sum (\hat{Y} - \bar{\bar{Y}})^2}{\sum (Y - \bar{\bar{Y}})^2}$$

$$KP' = \frac{RSS}{TSS} = \frac{\sum (Y - \hat{Y})^2}{\sum (Y - \bar{\bar{Y}})^2}$$

Where: ESS = Explained of Sum Square, or the difference in the squares of data values that can be explained by the regression line equation.

RSS = Residual of Sum Square, or the difference in the squares of data values that cannot be explained by the regression line equation.

TSS = Total of Sum Square, or total variation around the regression line

Thus, the measurement of the Coefficient of Determination and Coefficient of Non-Determination begins with measuring the variation in data values around the regression line, as shown in table 2 below.

**Table 2.** Procedure for Measuring Variation in Data Values Around the Regression Line

$Y$	$\hat{Y}$	$(\hat{Y} - \bar{\bar{Y}})^2$	$(Y - \hat{Y})^2$	$(Y - \bar{\bar{Y}})^2$
90	88.0838	128,4550	3.671822	175.5625
88	89.8051	170.4356	3.258386	126.5625
87	87.8591	123,4121	0.738053	105, 0625
86	86.8790	102.5966	0.772641	85, 5625
82	83.3137	43.0822	1.725808	27, 5625
85	84.9614	67.4271	0.001490	68.0625
81	81.4994	22.5568	0.249400	18.0625
79	81.2321	20.0892	4.982270	5.0625
83	82.3594	31.4654	0.410368	39.0625
78	79.6709	8.5317	2.791907	1.5625
81	78.9103	4.6669	4.366846	18.0625
82	80.4095	13.3919	2,529690	27.5625
80	78.9968	5.0481	1.006410	10.5625
76	74.0214	7.4453	3.914858	0.5625
78	76.4697	0.0786	2.341818	1.5625
75	76.4968	0.0641	2.240410	3.0625
72	69.1893	57.1642	7.900034	22.5625

71	68.7425	64.1201	5.996306	33.0625
70	68,2221	72.7251	3.160928	45.5625
68	67.6281	83.2091	0.138310	76.5625
65	66.0669	114,1286	1.138276	138.5625
64	65.9765	116.0683	3.906552	162.5625
61	63.3745	178,9040	5,638250	248.0625
60	61.9037	220,4126	3.624074	280.5625
<b>1.842</b>	<b>1,842,072</b>	<b>1,655,4786</b>	<b>65.504907</b>	<b>1,721.0</b>

Source: Table 2. data is reprocessed.

Based on the variation of data values around the regression line as shown in table 4.2 above, the values of the Coefficient of Determination and Coefficient of Non-Determination are measured as follows:

$$KP = \frac{ESS}{TSS} = \frac{1.655,4786}{1.721,0} = 0,9619$$

$$KP' = \frac{RSS}{TSS} = \frac{65,504907}{1.721,0} = 0,0381$$

The value of the coefficient of determination obtained when expressed in the form of relative proportions shows that 96.19% or almost all of the observed data values can be explained by the regression line equation, while only 3.81% of the data cannot be explained by the regression line equation. Because the variation in the data values that can be explained is much greater than the unexplained variation, the regression line equation that is formed is suitable to be used as an Estimating Line or a Forecasting Line. In addition to being used to determine the feasibility level of using the regression line equation for estimation or forecasting purposes, statistically the coefficient of determination and non-determination coefficients obtained also indicate the combined contribution of work experience and work ability of 96, 19% for the work performance of Civil Servants; while other factors outside the two independent variables of the study only contributed 3.81% combined to the work performance of civil servants in the Department of Education, Youth and Sports (Disppora) Waropen Regency.

### 3.1 Compound Correlation Analysis

This analysis is intended to measure the combined effect of Work Experience (X1) and Work Ability (X2) on the Work Performance of Civil Servants in the Department of Education, Youth and Sports (Disppora) Waropen Regency, through measuring the value of the Compound Correlation Coefficient (R) using formulas:



$$R = \sqrt{\frac{n(a \sum Y + b_1 \sum X_1 Y + b_2 \sum X_2 Y) - (\sum Y)^2}{n \sum Y^2 - (\sum Y)^2}}$$

The interpretation of the value of the Multiple Correlation Coefficient is as follows:

If  $R = +1$  or close to  $+1$ ; It means that Work Experience (X1) and Work Ability (X2) together have a significant and positive influence on the Work Performance of Civil Servants in the Disppora Waropen District.

If  $R = -1$  or close to  $-1$ ; This means that Work Experience (X1) and Work Ability (X2) together have a significant influence on the Work Performance of Civil Servants in the Disppora Waropen Regency, but the nature of the relationship is in the opposite direction.

If  $R = 0$  or close to  $0$ ; It means that Work Experience (X1) and Work Ability (X2) together do not have a significant effect on the Work Performance of Civil Servants in the Disppora Waropen District.

In order to make it easier to measure the value of the Multiple Correlation Coefficient as shown in the formula above, first calculate each component in the formula as follows:

$$a \sum Y = 13,58135014 \times 1.842 = 25.016,84695788$$

$$b_1 \sum X_1 Y = 0,02966087 \times 161.444 = 4.788,56949628$$

$$b_2 \sum X_2 Y = 0,52040272 \times 217.568 = 113.222,97898496$$

$$n \sum Y^2 = 24 \times 143.094 = 3.434.256$$

$$(\sum Y)^2 = (1.842)^2 = 3.392.964$$

$$R = \sqrt{\frac{24 (25.016,84695788 + 4.788,56949628 + 113.222,97898496) - 3.392964}{3.434.256 - 3.392.964}}$$

$$= \sqrt{\frac{3.432.681,4905388 - 3.392.964}{41.292}}$$

$$= \sqrt{\frac{39.717,4905388}{41.292}} = \sqrt{0,9619} = 0,9808$$

The value of the multiple correlation coefficient obtained is very close to positive one; so it can be concluded that Work Experience (Recention Profile) and Work Ability (Ability) have a very strong and positive combined influence on the work performance of Civil Servants in the Disppora Waropen District. The direction of the relationship with a positive sign indicates the longer the working period and the more effective working hours a civil servant devotes in the Waropen District Disppora environment, the higher the employee's work performance in the assessment of the Disppora Leadership. On the other hand, the shorter the working period coupled with the fewer effective working hours devoted by a civil servant, the lower the work performance of the employee concerned in the assessment of the Disppora Leader of Waropen Regency.

### 3.2 Partial Correlation Analysis

This analysis is intended to measure the partial effect of one of the independent variables, both Work Experience and Work Ability on the work performance of Civil Servants in the Department of Education, Youth and Sports (Disppora) Waropen Regency, by first eliminating the linear tendency of the other independent variables. Measurement of the partial effect of work experience by eliminating the linear tendency of workability ( $r_{Y1,2}$ ), as well as the partial effect of Job Ability by eliminating the linear tendency of Work Experience ( $r_{Y2,1}$ ) on the work performance of Civil Servants in the Disppora Waropen District, it is carried out with the formula:

$$r_{Y1,2} = \sqrt{1 - \frac{S_{Y,12}^2}{S_{Y,2}^2}}$$

$$\text{and } r_{Y2,1} = \sqrt{1 - \frac{S_{Y,12}^2}{S_{Y,1}^2}}$$

Where  $S_{Y,1}^2$ ,  $S_{Y,2}^2$ , and  $S_{Y,12}^2$  are three types of Variances from the Work Performance of Civil Servants that cannot be explained successively by the Work Experience variable, the Work Ability variable, and the two independent variables together. Thus, before measuring the value of each Partial Correlation Coefficient, it is necessary to first measure the values of the three variances as follows:

- a.  $S_{Y,1}^2$ ; namely Variant of Civil Servant Work Achievement which cannot be explained by Work Experience variable (X1).

$$S_{Y,1}^2 = \frac{\sum Y^2 - a \sum Y - b_1 \sum X_1 Y}{n - 3}$$

$$= \frac{143.094 - 25.016,84695788 - 4.788,56949628}{24 - 3}$$

$$= \frac{113.288,58354584}{21} = 5.394,6945$$

- b.  $S_{Y,2}^2$ ; namely Variant of Civil Servant Work Achievement which cannot be explained by Work Ability variable (X2).

$$S_{Y,2}^2 = \frac{\sum Y^2 - a \sum Y - b_2 \sum X_2 Y}{n - 3}$$

$$= \frac{143.094 - 25.016,84695788 - 113.222,97898496}{24 - 3}$$

$$= \frac{4.854,17405716}{21} = 231,1511$$

- c.  $S_{Y,12}^2$ ; namely Variant of Civil Servant Work Performance which cannot be explained by the two independent variables.

$$\begin{aligned}
S_{Y,1}^2 &= \frac{\sum Y^2 - a \sum Y - b_1 \sum X_1 Y}{n - 3} \\
&= \frac{143.094 - 25.016,84695788 - 4.788,56949628 - 113.222,97898496}{24 - 3} \\
&= \frac{65,60456088}{21} = 3,1240
\end{aligned}$$

Based on the values of the three variances of the dependent variable, the second measurement of the value of the Partial Correlation Coefficient is carried out as follows:

A. Partial Effect of Work Experience on Work Performance (  $r_{Y1,2}$  )

$$\begin{aligned}
r_{Y1,2} &= \sqrt{1 - \frac{S_{Y,12}^2}{S_{Y,2}^2}} \\
&= \sqrt{1 - \frac{3,124}{231,1511}} \\
&= \sqrt{1 - 0,0135} \\
&= \sqrt{0,9865} = 0,9932
\end{aligned}$$

The value of the partial correlation coefficient between Work Experience and Work Achievement which is very close to positive one indicates that the Length of Service of a Civil Servant in the Department of Education, Youth and Sports (Disppora) Waropen Regency, has a very strong influence on the employee's work performance in assessment of the Head of the Disppora Waropen Regency. The results of this analysis are in accordance with objective conditions which indicate that in a normal work environment, generally, the longer the tenure of an employee, the more skilled the employee is in carrying out the tasks for which he is responsible, so that increasing the employee's work performance is a necessity.

### 3.3 Partial Influence of Work Ability on Work Performance

$$\begin{aligned}
r_{Y2,1} &= \sqrt{1 - \frac{S_{Y,12}^2}{S_{Y,1}^2}} \\
&= \sqrt{1 - \frac{3,124}{5.394,6945}} \\
&= \sqrt{1 - 0,0006} \\
&= \sqrt{0,9994} = 0,9997
\end{aligned}$$

The value of the Correlation Coefficient between the independent variables of Work Ability and Work Achievement which is very close to positive one indicates that Work Ability or individual performance is related to the average effective working hours devoted to Civil Servants within the Department of Education, Youth and Sports (Disppora) Waropen Regency , gives a very strong influence on the employee's work performance in the assessment of the Waropen District Disppora Leader. The results of this partial correlation analysis are also in accordance with the actual conditions found in the Department of Education, Youth and Sports (Disppora) of Waropen Regency. Work Ability or individual performance with respect to the average effective working hours devoted to a Civil Servant is an illustration of the level of discipline of the employee concerned in carrying out the tasks for which he is responsible. Thus, the higher the work ability of a civil servant, the higher his work performance in the assessment of the Disppora Leaders; conversely, the lower the ability of an employee, the lower his work performance in the assessment of the Disppora Leaders. Although the two values of the Partial Correlation Coefficient indicate that each independent variable separately has a very strong and positive partial effect on employee performance; but by comparing the two partial correlation coefficient values as a basis for interpretation, It can be seen that the Partial Correlation Coefficient between Work Ability and Work Performance is 0.9997, which is higher than the Partial Correlation Coefficient between Work Experience and Work Performance of 0.9932. Thus, it can be said that the employee's work ability is an independent variable that has a stronger influence on work performance. The comparative interpretation based on the comparison of the two values of the Partial Correlation Coefficient above, turns out to be relevant to the actual conditions found in the work environment of Civil Servants in general in Waropen district, including Civil Servants within the Department of Education, Youth and Sports (Disppora). Waropen District. Along with the rapid advancement of information and communication technology, Work experience or length of service of an employee is no longer the main factor driving the skills and productivity of civil servants. The length of service period that is not balanced with discipline and a strong will to develop their potential generally has the potential to foster employee apathy in carrying out and completing the work for which they are responsible; so that in turn will have direct implications for the employee's work performance. On the other hand, the work ability or performance of civil servants in devoting their time effectively to complete tasks and jobs that are their personal responsibility is actually the main factor that motivates employees to increase their productivity.

### **3.4 Determinant Analysis**

This analysis is intended to take an inventory and qualitatively examine a number of determinants or factors other than Work Experience (Recention Profile) and Work Ability (Abillity) that also affect the work performance of Civil Servants in the Department of Education, Youth and Sports (Disppora) Waropen Regency. Referring to the theoretical concepts regarding the various determinants of employee performance on the one hand, as well as the actual conditions found during the research, it can be described a number of determinants or determinants of the work performance of Civil Servants within the Department of Education, Youth and Sports (Disppora). Waropen Regency as follows:

#### **a. Knowledge**

Knowledge is an important element that determines the Quality of Human Resources. Knowledge referred to in this context includes:

1. Academic knowledge obtained from formal educational institutions, where the higher the education level of an employee is assumed to be able to improve the work performance of the employee concerned.
2. Knowledge of duties and responsibilities (Knowledge of Job). No matter how high the level of formal education of an employee, if it is not accompanied by the introduction and knowledge of his duties and responsibilities, tends to limit productivity and has direct implications for the low work performance of the employee concerned.
3. Applicative knowledge obtained from sources outside the formal education pathway; either by accessing information from various electronic media, as well as information absorbed from Reference Groups (senior employees who are more experienced in their fields).

#### **b. Skills and Aligillities**

Under normal conditions, capable and intelligent employees are assumed to have the ability and high productivity to complete the tasks for which they are responsible; so that in turn it is expected to be able to achieve high work performance. Some of the factors included in the category of Skills and intelligence include:

1. Individual skills in carrying out and completing tasks and work effectively and efficiently. Individual skills are usually formed through education and training activities, which then undergo a maturation process along with the willingness to innovate and the length of service an employee has.
2. Willingness to take the initiative in increasing personal productivity, or implementing new things which are believed to spur optimization of work completion effectively and efficiently.
3. Ability to adapt to new things encountered in the work environment. The faster an employee adapts to a new field of work, new co-workers, new policies or new leadership; the faster the employee escapes from psychological burdens in order to carve high achievements.

#### **c. Attitude and Behavior**

Attitudes and behavior are two psychological factors that determine the work performance of an employee. No matter how high the Knowledge, Skills and Aligillities of an employee, if it is not supported by positive attitudes and behavior, it tends to cause the employee to lose his Self-Concept. In fact, actual conditions show that the main factors that determine the high and low work performance of Civil Servants in the Department of Education, Youth and Sports (Disppora) of Waropen Regency are Attitudes and Behaviors. Several elements of Attitudes and Behaviors which are suspected to have a strong influence on the work performance of employees within the Disppora Waropen District include:

1. Attendance is the first barometer that determines the work performance of an employee. However, the level of attendance is not a key factor that represents a person's work performance. A high attendance rate but subordinate to time discipline is not a guarantee for an employee to achieve high performance.
2. Discipline, is the second rung to the peak of achievement. However, if the concept of an employee's discipline is only limited to the level of attendance and accuracy of attendance, without being balanced with loyalty and dedication, it is difficult to expect high work performance from the employee.
3. Loyalty (Loyalty) and Dedication (Dedication) are the two most important elements of employee attitudes and behaviors that have a very strong influence on work performance. Under normal conditions, the higher the loyalty of an employee to

dedicate his potential in carrying out and completing all his duties and responsibilities, the higher the work performance that can be expected from the employee concerned.

#### **d. Organizational Culture**

Organizational culture is one of the intangible assets inherent in a government organization or business organization, and which also affects the work performance of its employees. In government organizations that have conventionally adhered to the principles of mutual cooperation and kinship, generally a harmonious working atmosphere exists between superiors and subordinates, so that it has the potential to produce loyal, dedicated and high-achieving employees. Several aspects of organizational culture that also affect employee performance in general, include:

1. Leadership type, is one of the factors that affect employee performance. Leaders who are too radical generally produce employees who work under pressure and find it difficult to develop their potential optimally. Under these conditions, it is difficult to expect high performance from employees. Conversely, leaders who do not have assertiveness tend to give birth to subordinates who are apathetic and slow to push themselves to achieve high work performance.
2. Leadership Objectivity, is an important factor determining Job Satisfaction (Job Satisfier) of its employees. Leaders who subjectively praise a certain group of employees, while at the same time often discredit another group of employees; has slowly but surely sowed job dissatisfaction among depressed employees and instilled false trust among commendable employees. In this condition, it is impossible to expect excellent work performance from the two groups of employees.
3. Accuracy of Delegation of Authority is one of the factors that promote employee performance. Although this condition is not found in the Disppora of Waropen district, in general there is a rejection of the philosophy of The Right Man on the Right Place. The problem of political interest that places government officials not according to the specifications of their knowledge and skills is a latent danger that has the potential to weaken employee performance.

#### **e. Socio-Economic Factors**

Socio-economic problems that occur in the midst of a civil servant's personal life, if not managed wisely and appropriately, tend to weaken the ability and confidence of the employee in achieving high work performance. Some preconditions related to socio-economic factors include:

1. Health, is an important element to boost the quality of Human Resources. It is impossible to expect excellent work performance from an employee with a low level of health.
2. The level of family welfare is one of the factors that weakens employee motivation in improving their work performance.

### **IV. Conclusion**

Referring to the results of research, analysis and discussion, the essence of scientific writing can be summarized in several points of conclusions as follows:

1. The equation of the multiple linear regression line which states the relationship model between Work Experience, Work Ability and Work Performance of Civil Servants, produces three model parameters which can be described as follows:
  - a. The regression line intercept (a) of 13.5814 is contextually rational and actually does not have a specific statistical meaning. This is based on the real condition that

if a new person has successfully passed the recruitment process and has the status of a Civil Servant Candidate (CPNS) with a working period of 0 months (or  $X_1 = 0$ ) and has not devoted his energy at all to effective activities related to staffing duties (or  $X_2 = 0$ ), it is impossible to get an achievement score of 13.5814; because there is no appropriate assessment standard as a measurement indicator by the Head of the Waropen District Education, Youth and Sports Office (Disppora). Thus, the regression line intercept is only a constant factor that describes the point of intersection of the regression line on the vertical axis.

- b. The regression coefficient  $b_1$  is 0.0297 with a positive direction, meaning that for every one month added in the working period of a civil servant in the Disppora Waropen district, the employee's work performance score tends to increase by approximately 0.0297 points.
  - c. The regression coefficient  $b_2$  is 0.5204 with a positive direction meaning that for every additional one hour of effective work devoted by a Civil Servant in the Disppora Waropen District, it tends to increase the employee's work performance score in the leadership's assessment by approximately 0.5204 points.
  - d. Based on the comparison between the two values of the multiple regression coefficients, it can be concluded that the basis for the assessment of the Head of the Waropen Regency Disppora towards its employees is more focused on the aspect of performance or effective working hours that PNS devotes in a month, while the length of service period seems only as a supporting element.
2. The value of the compound correlation coefficient of 0.9808 is very close to positive one; so it can be concluded that Work Experience (Recention Profile) and Work Ability (Abillity) have a very strong and positive combined effect on the work performance of Civil Servants in the Department of Education, Youth and Sports (Disppora) Waropen Regency. The direction of the relationship with a positive sign indicates that the longer the working period and the more effective working hours a Civil Servant devotes to the Waropen District Education, Youth and Sports Office (Disppora), the higher the employee's performance in the assessment of the Disppora Leadership.
    - a. The value of the Partial Correlation Coefficient between Work Experience and Work Performance ( $r = 0.9932$ ) and the Partial Correlation Coefficient between Work Ability and Work Performance ( $r = 0.9997$ ) which are both very close to positive one indicates that both Work Experience and Ability Work, each separately gives a very strong partial effect on employee performance in the assessment of the Head of the Education, Youth and Sports Office (Disppora) of Waropen Regency.
    - b. By comparing the two values of the partial correlation coefficient as the basis for interpretation, it can be seen that the Partial Correlation Coefficient between Work Ability and Job Performance is 0.9997, higher than the Partial Correlation Coefficient between Work Experience and Work Performance of 0.9932. Thus, it can be said that the employee's ability to complete work is an independent variable that has a stronger influence on employee performance.
  3. The analysis which is directed to qualitatively examine the various determinants that also affect work performance other than Recention Profile and Abilities, recommends several factors as follows:
    - a. Knowledge (Knowledge) which includes: Academic knowledge based on education level, Knowledge of official duties and responsibilities (Knowledge of Job), and Applicative Knowledge.
    - b. Skills and Algillities which include aspects of individual skills, willingness to take initiative, and the ability to adapt to new things.

- c. Attitude and Behavior which includes: Attendance Level, Discipline, Loyalty (Loyalty) and Dedication (Dedication).
- d. Organizational Culture which includes Leadership Type, Leadership Objectivity, and Accuracy of Delegation of Authority.
- e. Socio-Economic Factors which include: Degree of Health, Level of family welfare, and a number of other socio-economic factors.

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