Effects of Intelligence, Knowledge, Work Experience and Additional Employee Income on Performance of State Civil Apparatus

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Abstract:
This research aims to examine the effect of intelligence, knowledge, work experience and additional employee income on the performance of state civil apparatus. The emergence of the phenomenon regarding there are still many public complaints about public service maladministration within the Bali Provincial Government and the poor assessment of the performance of the State Civil Apparatus in the Bali Provincial Government. The importance of intelligence, knowledge and work experience of an employee greatly determines the quality of the performance produced. Additional income for employees as an additional income obtained by employees is a policy to improve the quality of performance of the state civil apparatus. The method of data collection in this research is a survey method with questionnaire techniques. The sample in this research were 400 employees of the state civil apparatus in the Regional Organizations of Bali Province. The technical analysis of the data used is the Analysis of Multiple Linear Regression.

The results of the research show that intelligence influences the performance of the state civil apparatus, knowledge influences the performance of the state civil apparatus, work experience influences the performance of the state civil apparatus, and additional employee income influences the performance of the state civil apparatus. Additional employee income is the most influential variable on the performance of the state civil apparatus compared to other independent variables.

Keywords: Intelligence, knowledge, work experience, additional employee income, performance of state civil apparatus.

I. Preface:
Employees of the State Civil Apparatus are an important element in realizing the objectives of government administration. The function and existence of the State Civil Apparatus according to Law Number 5 Year 2014 is as the implementation of public policies, public services, adhesives and unifying the nation. Given that one of the functions of the State Civil Apparatus as a public service is certainly demanded a good performance. The emergence of the phenomenon of the many public
complaints against public service maladministration in the Bali Provincial Government, which is 170 reports shows that the performance of the state civil apparatus in the Bali Provincial Government is still quite poor. Based on attribution theory, bad performance of employees can be influenced by internal and external factors of the employee.

The Provincial Government of Bali in 2017 implemented an education and training program (diklat). This program is implemented through formal education and employee technical training. Formal education aims to increase knowledge and intelligence through a variety of materials provided during education, while technical training aims to provide a wider and more creative space that allows employees to gain additional direct experience in answering performance issues through weekly discussions and other activities. Based on this, it can be said that intelligence, knowledge and work experience are internal factors that are the focus of improving the performance of the employees of the Bali Provincial Government.

Performance of the employee is not only seen from the perfect work ability but also the ability to master and manage oneself and the ability to build relationships with others (Prasetya, 2016). This ability is in the form of intelligence. Intelligence possessed by someone will be able to master and manage themselves in developing relationships with others. Understanding in carrying out tasks properly requires good intellectual intelligence in order to obtain more optimal performance.

Employees with higher knowledge are seen as able to support the improvement of employee performance and contribute in determining the future of an organization (Suhartini, 2014). The higher the level of knowledge of employees in the organization, the easier it is to follow changes according to their duties. Therefore, knowledge is placed strategically as one of the important conditions for the advancement of employee behavior which also has an impact on increasing performance (Haris, 2014).

In order to improve performance to support the intelligence and knowledge of employees, work experience is needed (Aristarini et al., 2014). Armed with the experience that is expected, each employee has a high quality of human resources in improving work performance, expertise possessed by employees is easier in doing work efficiently using tools and thoughts, so that it is expected to be able to improve work skills, both in the speed of work and the quality of work (Purwanto and Hermani, 2015).

Employees with internal locus of control will lead to a higher relationship between ability, knowledge and work experience on the performance of the State civil apparatus compared to employees who have external locus of control. This is due to employees with internal locus of control having greater resistance to the influence of others, faster in making decisions and actions because they feel able to control the environment so that they can work well. Employees with internal locus of control will be better able to use intelligence, knowledge, and work experience to the fullest to produce better performance.

The Provincial Government of Bali in 2017 issued Pergub No 58 of 2017 concerning Amendments to Bali Governor Regulation No. 125 of 2016 concerning Additional Employee Income where there is an additional addition to employee income as a form of improving the welfare of employees of regional state civil apparatus. Additional employee income is an external factor that affects performance. Law No. 5 of 2014 concerning the State Civil Apparatus states that employees of the state civil apparatus in addition to getting salaries are also entitled to work benefits. Providing additional employee income aims to motivate employees to improve the performance.

Performance allowances and additional employee income is one form of income received by employees of the state civil apparatus other than salaries which aims to improve employee welfare, but both have different delivery mechanisms. Performance allowances are given based on the achievements of each employee's work performance, while the additional income of employees is based on position and class and based
on attendance. Performance allowances can cause employees to work outside of the duties and functions of each employee so that performance can meet the target, this can lead to jealousy among other employees. Based on this, the additional income of employees is considered better because it is paid according to positions and groups whose nominal has been regulated in Bali Governor Regulation Number 58 of 2017 and additional employee income can be deducted if the employee is absent from work or working less than the specified time so motivate employees to comply with work time. Research on additional employee income is still very little done, because most regions apply performance and remuneration benefits. The Bali Provincial Government applies additional employee income as income outside of salary. This research takes additional employee income as one of the external factors that influence performance as a renewal from previous research.

This research is important considering that the performance of the Bali Provincial Government still has shortcomings as indicated by the existence of many complaints by the community. Based on this matter, this research was conducted on all Regional Organization Organizations (OPD) located in the territory of the Bali Provincial Government.

II. Literature Review:
2.1 Attribution Theory:
Attribution theory studies the process of how someone interprets an event, reason or cause of behavior. This theory was developed by Fritz Heider which states that a person's behavior is determined by a combination of internal forces (internal forces), namely factors that originate in a person such as ability or effort and external forces, namely factors that come from outside, for example difficulty of assignment or luck (Suartana, 2010: 181).

2.2 Locus of Control
Locus of control is defined as a person's beliefs about the amount of control someone has over events in his personal life (McShane, 2010: 45). According to Sanjiwani and Wisadha (2016) locus of control can be distinguished by internal locus of control and external locus of control. Someone has an internal locus of control if someone feels as if the consequences of his actions depend on his personal behavior or characteristics, and they believe that they control destiny or their own destiny. Meanwhile, someone with an external locus of control believes that what happens to them is out of control and determined by external forces, and assumes that the outcome is a result of luck, destiny or opportunity, and the consequences are unpredictable (Bela, 2017).

2.3 Performance
Etymologically, performance comes from the word work performance (performance). As stated by Mangkunegara (2010: 9) that the term performance comes from the word job performance (work performance or actual achievement achieved by someone), namely the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to her. Performance itself is interpreted as a person's overall results during a certain period in carrying out his duties.

2.4 Intelligence
According to the Big Indonesian Dictionary (2002) intelligence is perfect development of reason such as intelligence and sharpness of mind. Intelligence consists of intellectual intelligence, emotional intelligence, and spiritual intelligence (Setiawan and Latrini, 2016). According to Robbins and Jugde (2017: 35) intellectual intelligence is the ability needed to perform various activities of thinking, solving problems and being able to deduce and manage information become real. Goleman (2006) in Setiawan and Latrini (2016) states that emotional intelligence is intelligence controlling and monitoring the feelings of others and oneself and using those feelings to guide actions and thoughts, so that success in working and producing superior performance at work is very emotional intelligence is needed. According to Ramadhani, et al (2016)
spiritual intelligence is the ability to give spiritual meaning to thoughts, behaviors and activities, and be able to synergize intellectual intelligence, emotional intelligence and spiritual intelligence comprehensively.

2.5 Knowledge

Knowledge is information that someone has for a particular field (Suhartini, 2014). According to Haris (2014) knowledge is the result of knowing, and this happens after people have sensed a certain object. Someone who does work according to his knowledge will provide better results than those who do not have sufficient knowledge of their duties.

2.6 Work Experience

Work experience is the level of mastery of knowledge and skills possessed by employees in work that can be measured from the period of work and the type of work that has been done by employees during a certain period (Aristarini, et al, 2014). A person’s experience greatly affects the performance of an individual because the longer the work experience that is owned by a person will have a better level of expertise in their fields (Dwijayanthi and Dharmadiaksa, 2013).

2.7 Additional Employee Income

Additional Employee Income is additional employee income provided in the form of money in order to improve welfare and support the implementation of duties (Governor Regulation Number 58 Year 2017). Additional Employee Income is one of the efforts to realize good governance and increase service to the community, so that it can improve the welfare of employees of the regional state civil apparatus.

Iii. Research Methods:

The population in this research were all employees of the state civil apparatus in the Provincial Government of Bali. The number of samples in this research was calculated by Slovin Formula and obtained 400 employees. The research variables consist of the performance of the state civil apparatus as the dependent variable, and intelligence, knowledge, work experience, additional employee income as independent variables. Intelligence variables are measured by three dimensions, namely intellectual intelligence, emotional intelligence, and spiritual intelligence. Knowledge variables are measured by three indicators, namely thinking analysis, conceptual copying, and knowledge of work. Variable work experience is measured by four indicators, namely the length of work period, level of knowledge, skills possessed, and mastery of work and training. Additional employee income variables are measured by three indicators, namely government policy for providing additional employee income so as not to cause social jealousy, additional employee income as a system that supports improving the quality of work and additional income for employees adjusted and standardized with skills. The performance variables of the state civil apparatus are measured in eight dimensions, namely quantity of work, quality of work, job knowledge, creativity, cooperation, dependability, initiative, and personal qualities. The data analysis technique used is multiple linear regression analysis.

Iv. Research Result:

4.1 Analysis of Multiple Linear Regression

Statistical analysis of multiple linear regression was used to determine the effect of intelligence, knowledge, work experience and additional employee income on the performance of the State civil apparatus. The results of multiple linear regression analysis of this research can be seen in table 4.1 below.
Based on Table 4.1 the regression equation can be arranged as follows.

\[ Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]  

\( Y = -1.018 + 0.143 X_1 + 0.388 X_2 + 0.588 X_3 + 0.511 X_4 + e \)

Based on the above equation, an interpretation can be made as follows:

1. Regression coefficient (\( \beta_1 \)) in the intelligence variable is 0.143 with a significance level of 0.000 <0.05. These results indicate that the value of the performance of the state civil apparatus will increase by 0.143 if intelligence increases by one unit provided the other variables are constant.

2. The regression coefficient (\( \beta_2 \)) on the knowledge variable is 0.388 with a significance level of 0.000 <0.05. These results indicate that the value of the performance of the state civil apparatus will increase by 0.388 if knowledge increases by one unit provided the other variables are constant.

3. Regression coefficient (\( \beta_3 \)) on work experience variables is 0.588 with a significance level of 0.000 <0.05. These results indicate that the value of the performance of the state civil apparatus will increase by 0.588 if work experience increases by one unit with the condition that the other variables are constant.

4. Regression coefficient (\( \beta_4 \)) on the additional variable employee income is 0.511 with a significance level of 0.000 <0.05. This result shows that the value of the performance of the state civil apparatus will increase by 0.511 if the additional income of employees increases by one unit provided the other variables are constant.

Multiple linear regression analysis was also used to observe hypotensive testing (t test). The t test is used to test the hypothesis which shows that the independent variables used in this research partially have an influence on the dependent variable. Based
on Table 4.1, it can be seen the results of the test partially as follows:

1. Intelligence variables have a positive t count of 5.516 and a significance value of 0.000 < 0.05. This means that intelligence has a positive effect on the performance of the State civil apparatus. So that hypothesis 1 is accepted.

2. The knowledge variable has a positive t count of 5.738 and the significance value is 0.000 < 0.05. This means that knowledge has a positive effect on the performance of the State civil apparatus. So that hypothesis 2 is accepted.

3. Variable work experience has a positive t count of 6.415 and a significance value of 0.000 < 0.05. This means that work experience has a positive effect on the performance of the State civil apparatus. So hypothesis 3 is accepted.

4. Variable additional employee income has a positive t count of 8.235 and the significance value is 0.000 < 0.05. This means that additional employee income has a positive effect on the performance of the State civil apparatus. So that hypothesis 4 is accepted.

V. Discussion of Research Results:

5.1 The Effect of Intelligence on the Performance of State Civil Apparatus

Intelligence variables have a regression coefficient of 0.143 and a significance value of 0.000 (<0.05) which means H1 is accepted. This proves that intelligence has a positive effect on the performance of the State civil apparatus. Intelligence possessed by someone will be able to master and manage themselves in developing relationships with others. There are three dimensions of intelligence used in this research, namely intellectual intelligence, emotional intelligence and spiritual intelligence. The education and training program (training) organized by the Provincial Government of Bali is able to increase the intelligence of employees of the state civil apparatus through formal education obtained during training. This intelligence increase has an impact on improving the quality of public services so that it shows good performance. Respondents' answers indicate that civil servants of the state have proficient skills in numeracy (numbers) and are always open in carrying out their duties and responsibilities given to have an impact on the quality of good work, but there are still many employees who are not honest and consistent with work.

The results of this research are in line with attribution theory which explains about individual behavior, where in the attribution theory is explained about the process of causes and motives of a person's behavior. Intelligence is one of the internal factors that affect performance. The results of this research also support the theory of locus of control, where employees who have internal locus of control will be able to use intelligence that is maximally owned so that it can improve performance. The results of this research are consistent with the results of research conducted by Harseno (2014) and Prasetya (2016), Hardiat (2016), Vratskikh, et al (2016), Amirkhani and Yosefi (2015).

5.2 Effect of Knowledge on the Performance of State Civil Apparatus:

Knowledge variables have a regression coefficient of 0.388 and a significance value of 0.000 (<0.05) which means H2 is accepted. This proves that knowledge has a positive effect on the performance of the State civil apparatus. The positive value regression coefficient means that the higher the knowledge possessed by an employee, the better the performance shown by the State civil apparatus. Through various materials provided during formal education, training for civil servants in the state apparatus can add to the basics of knowledge and general knowledge for certain fields. Good knowledge of tasks and responsibilities in a government organization tends to improve the quality of work. Respondents' answers indicate that employees of the state civil apparatus are always looking for causes of problems in detail in solving a problem. Armed with the knowledge possessed, employees who face problems that become obstacles in their work will be solved according to their knowledge in detail, but the time spent by
employees in solving different problems is still long.

The results of this research are in line with attribution theory which explains about individual behavior, where in the attribution theory is explained about the process of causes and motives of a person's behavior. Knowledge is an internal factor that affects performance. The results of this research also support the theory of locus of control, where employees who have internal locus of control will be able to use the knowledge that has been obtained maximally so that it can improve performance. The results of this research are consistent with research conducted by Rahmawati and Suwitho (2016), Yunita, et. al (2016), Muhadi (2017), Njogu (2017), Nicholas, et. al (2017).

5.3 Effect of Work Experience on the Performance of State Civil Apparatus:

Work experience variables have a regression coefficient of 0.588 and a significance value of 0.000 (<0.05) which means that H3 is accepted. This proves that work experience has a positive effect on the performance of the State civil apparatus. A positive regression coefficient means that the higher the work experience of an employee, the better the performance shown by the State civil apparatus.

One of the education and training programs organized by the Provincial Government of Bali is that technical training aims to provide a broader and more creative space that allows employees to gain additional hands-on experience in answering performance issues through weekly discussions and other activities. This increase in work experience has an impact on improving the quality of public services so that it shows good performance. Respondents' answers show that employees of the state civil apparatus always prioritize professional attitudes at work, but there are still many employees in the Bali Provincial Government who waste time working with other activities.

The results of this research are in line with attribution theory which explains about individual behavior, where in the attribution theory is explained about the process of causes and motives of a person's behavior. Work experience is one of the internal factors that affect performance. The results of this research also support the theory of locus of control, where employees who have internal locus of control will be able to use work experience that has been obtained so that it can improve performance. The results of this research are consistent with research conducted by Rahmawati and Suwitho (2016), Yunita, et. al (2016), Muhadi (2017), Njogu (2017), Nicholas, et. al (2017).

5.4 Effect of Additional Employee Income on the Performance of State Civil Apparatus

Additional employee income variables have a regression coefficient of 0.143 and a significance value of 0.000 (<0.05) which means H4 is accepted. This proves that additional employee income has a positive effect on the performance of the State civil apparatus. The positive value regression coefficient means that the higher the additional income of employees obtained by an employee, the better the performance shown by the State civil apparatus. Additional employee income can motivate employees to work so they can improve their overall performance. The provision of additional employee income is one of the efforts to realize good governance and to improve services to the community, thereby increasing the welfare of the employees of the state civil apparatus.

Respondents' answers showed that civil servants of the state were eager to finish work because of the regulation on additional income for employees, but there was still inconsistency in the payment of additional employee income to the Provincial Government of Bali. This is caused by the mutation of employees, where there is a change of employee who handles the administration of the additional income of the employee causing the slow payment so that it causes inconsistency in the payment of additional employee income. The results of this research are consistent with the research conducted by Saleh and Darwis (2015), Hardani, et al (2016), Wilfred, et al (2014), Babagana and Dungus (2015),
The results of multiple linear regression tests show the value of standardized coefficients and the value of t for additional employee income variables of 0.319 and 8.235, where the additional variable employee income has the highest value among other independent variables. This shows that the variable additional employee income is the variable that most influences the performance of the state civil apparatus.

VI. Conclusions and Recommendations:

6.1 Conclusions

The conclusions that can be obtained from this research are as follows:

1. Intelligence has a positive influence on the performance of the state civil apparatus.
2. Knowledge has a positive effect on the performance of the state civil apparatus.
3. Work experience has a positive effect on the performance of the state civil apparatus.
4. Additional employee income has a positive effect on the performance of the state civil apparatus.

6.2 Recommendations:

Based on the conclusions from the results of this research, the suggestions that can be conveyed so that the Government can further improve the education and training programs of Bali Provincial government employees, especially in terms of improving employee discipline, problem solving time, work time effectiveness and improvement of administration systems salaries and implementing a more stringent policy regarding the deadline for providing additional employee income to be more consistent so that it has an impact on improving the quality of employee performance.

VII. Limitations of Research:

This research was limited to the location of the research which only took place in the Bali Provincial Government, so that it could not be generalized to the Regency / City Governments in Bali. The number of independent variables representing external factors in this research is not proportional to the number of independent variables that represent internal factors that affect employee performance, so it needs to be added.

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