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## Personality and Competence Analysis on Employee Performance at BKN Regional XII Riau

Erfa Okta Lussianda<sup>1\*</sup>, Muhammad Adrian<sup>2</sup>, Nia Anggraini<sup>3</sup>, Elvi Lastriani<sup>4</sup>

<sup>1,3</sup>Universitas Persada Bunda Indonesia

<sup>2</sup>Universitas Muhammadiyah Jakarta

<sup>4</sup>STIE Dharma Putra Pekanbaru

**Corresponding Author:** Erfa Okta Lussianda [erfachianda10@gmail.com](mailto:erfachianda10@gmail.com)

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### ABSTRACT

This research was conducted at BKN Kantor Regional XII Riau Pekanbaru. The study aims to analyze the influence of personality and competence on employee performance. The research uses both primary and secondary data, collected through questionnaires distributed to 94 employees of BKN Kantor Regional XII Pekanbaru. The data were analyzed using quantitative methods, particularly multiple linear regression analysis. The findings show that both personality and competence have a significant and positive effect on employee performance. This means that improvements in personality and competence are associated with increased performance levels. The coefficient of determination (Adjusted R Square) obtained from the analysis is 0.543, indicating that 54.3% of the variation in employee performance can be explained by personality and competence, while the remaining 45.7% is influenced by other factors not examined in this study. The research concludes that developing personality traits and enhancing employee competence are important strategies for improving organizational performance

## INTRODUCTION

Employee performance is a key indicator in assessing the effectiveness of task implementation within an organization, whether public or private. According to Robbins and Judge in (Firmansyah, 2020), employee performance is not only measured by the output or results achieved but also includes behavioral and attitudinal aspects in carrying out tasks. Optimal performance indicates that an employee has fulfilled their duties in accordance with established targets, in terms of quantity, quality, timeliness, and work behavior.

In the governmental sector, employee performance assessments often involve a series of indicators that reflect task completion, attitude, and integrity. Each employee is expected to uphold behavioral standards that not only demonstrate

professionalism in task execution but also the ability to collaborate and innovate in service delivery (Ulyanah et al., 2021).

Although the importance of employee performance has been widely emphasized in various studies, significant challenges still persist in its practical implementation. The decline in employee performance across government institutions remains a serious issue, including at the National Civil Service Agency (BKN) Regional Office XII in Pekanbaru. Based on Table 1, data on Employee Work Targets (SKP) and work behavior from 2016 to 2020 show a decrease in the average performance score from 79.25 to 61.87. This decline has shifted the performance rating category from "Good" to "Fair," indicating a significant deterioration in employee performance over the past five years.

Table 1. Performance Data Based on Employee Work Targets (SKP) and Work Behavior 2016-2020

Employee Work Targets (SKP)		Target (Value)	Year				
			2016	2017	2018	2019	2020
a	Quantity	80	80	80	70	65	65
b	Quality	80	76	85	70	60	60
c	Time	80	75	75	65	65	60
d	Cost	-	-	-	-	-	-
<b>Work Behavior</b>							
a	Service Orientation	80	80	80	70	65	65
b	Integrity	80	80	80	70	65	65
c	Commitment	80	80	80	70	60	60
d	Discipline	80	78	80	68	60	60
e	Collaboration	80	85	85	70	60	60
f	Leadership	-	-	-	-	-	-
<b>Average Target/Year</b>			<b>76</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>Average Achievement/Year</b>			<b>79,25</b>	<b>80,62</b>	<b>69,12</b>	<b>62,50</b>	<b>61,87</b>
<b>Category</b>			<b>Good</b>	<b>Good</b>	<b>Fair</b>	<b>Fair</b>	<b>Fair</b>

Source: BKN Regional Office XII

Several factors contributing to the decline in performance were identified through preliminary observations, including unclear instructions from supervisors, inconsistent changes in work systems, lack of leadership attention to employee complaints, and weak enforcement of sanctions for work violations. In addition to these structural issues, individual aspects such as employee personality and competence are also believed to significantly contribute to performance decline.

Employees who are less open, unfriendly, and easily anxious tend to face difficulties in completing tasks effectively. Similarly, low competence in terms of skills, knowledge, and work motivation negatively impacts the quality of work outcomes. This phenomenon indicates a gap in the managerial system that needs to be addressed immediately in

order to improve employee performance comprehensively.

Theoretically, employee performance is defined as the quality and quantity of work achieved by an individual in carrying out tasks according to their responsibilities (Siregar et al., 2023). (Sari & Hadijah, 2016) emphasize that performance is a combination of job satisfaction and work discipline, both of which play a significant role in work outcomes.

In the context of Indonesian civil servants (ASN), performance is measured based on Government Regulation of the Republic of Indonesia Number 30 of 2019, through two main aspects: Employee Work Targets (SKP) and work behavior, which includes service orientation, integrity,

commitment, discipline, and teamwork (Pramudito et al., 2023).

Personality and individual competence in the workplace are important variables that influence employee performance. Robbins and Judge, (2013) argue that personality reflects the psychological structure of an individual which affects their reactions to the work environment, including collaboration, discipline, and emotional stability. Employees with positive personalities tend to adapt better and be more productive in carrying out their tasks (Firmansyah, 2020). Conversely, individuals with less developed personalities may face difficulties in achieving optimal performance because they might lack the ability to manage stress and interact productively with coworkers (Damayanti et al., 2022; Rahmisyari, 2017).

Research shows that competence, which includes the skills and knowledge required for the job, also has a significant impact on employee performance. A study conducted on employees at the Personnel and Human Resource Development Agency of Tasikmalaya City found a significant positive relationship between competence and employee performance, emphasizing the importance of competence development in achieving performance targets (Firmansyah, 2020). For example, employees who demonstrate managerial abilities and a service-oriented attitude have a greater potential to contribute significantly to organizational goals (Ulyanah et al., 2021).

Both positive personality and strong competence play important roles in supporting employee performance. Developing individuals in these two aspects not only benefits personal growth but also contributes to overall organizational performance, making further research in this field essential to better understand its dynamics (Salamullah et al., 2023).

Although many previous studies have examined the relationship between either personality or competence and performance, few have simultaneously tested both variables within the context of government institutions, particularly within BKN. This study offers novelty through a

quantitative approach that integrates the influence of personality and competence on employee performance, using real data from a government agency with a strategic role in civil service management.

Therefore, the objective of this article is to analyze and explain the extent to which personality and competence influence the performance of employees at BKN Regional Office XII Pekanbaru. The results of this study are expected to provide both empirical and practical contributions to efforts aimed at improving civil servant performance through the reinforcement of individual character and sustainable development of work competence.

## **METHODS**

This research was conducted at the Regional Office XII of the National Civil Service Agency (BKN) in Pekanbaru, Jl Hangtuah Pekanbaru. The data collection methods employed were interviews, observations, and questionnaires, as outlined by (Sugiyono, 2012).

Data analysis in this research utilized multiple linear regression with the assistance of SPSS Version 23 to determine the relationship between the research variables. To determine the extent of the influence of variables X1 and X2 on variable Y, the coefficient of determination regression instrument was used.

A coefficient of determination close to one indicates that the independent variables provide almost all the information needed to predict the dependent variable. The coefficient of determination is essentially used to measure how well a model explains the variation in the dependent variable (Ghozali, 2011). The classical assumption test used consists of normality test, heteroskedasticity test, multicollinearity test, linearity test, and autocorrelation test.

## **RESULTS AND DISCUSSION**

Data processing in this research involves the use of SPSS. The results from the multiple linear regression equation can be seen in Table 2.

Table 2. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Error Std.	Beta			Tolerance	VIF
1 (Constant)	86.491	6.658		12.990	.000		
X1	.444	.074	.454	5.999	.000	.859	1.165
X2	.323	.055	.443	5.857	.000	.859	1.165

Source: Processed Data 2022

Based on the table, the equation for multiple linear regression is:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 86,491 + 0,444 (X_1) + 0,323 (X_2)$$

From the equation, it can be concluded that:

- The constant value (a) is 86.491, meaning that if the personality (X<sub>1</sub>) and competence (X<sub>2</sub>) values are assumed to be zero (0), the employee performance is 86.491.
- The regression coefficient value for the personality variable (X<sub>1</sub>) is 0.444, indicating that each addition (due to the positive sign) of 1 unit of personality will increase performance by 0.444 units, assuming competence (X<sub>2</sub>) remains constant.
- The competence regression value (X<sub>2</sub>) is 0.323, indicating that each addition (due to the positive sign) of 1 unit of competence will increase performance by 0.323 units, assuming personality (X<sub>1</sub>) remains constant.

#### t-test

The t-test is used to test the influence of independent and dependent variables individually. Thus, the obtained t-value for the personality variable (X<sub>1</sub>) is 5.999; therefore, T observed = 5.999 > T critical = 1.661, and the significance value is 0.000 (sig < 0.05). It can be concluded that

personality significantly influences the performance of BKN Regional Office XII Pekanbaru. Hence, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. This hypothesis has been empirically tested.

For the other variable, the obtained t-value for the competence variable (X) is 5.857; thus, T observed = 5.857 > T critical = 1.661, and the significance value is 0.000 (sig < 0.05). Based on the above analysis, it is concluded that competence significantly influences the performance of BKN Regional Office XII Pekanbaru. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. This hypothesis has been empirically tested.

#### F-test (Simultaneous)

The F-test is conducted to determine whether, together, the independent variables are able to explain the dependent variable effectively or if the independent variables collectively have a significant influence on the dependent variable. In the Anova table, you can observe the impact of the independent variables, namely, work discipline and motivation, on the dependent variable, employee performance, simultaneously. After analysis using SPSS 20.0, the output is as follows:

Table 3. Hypothesis Testing Results for F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5155.177	2	2577.589	56.299	.000 <sup>b</sup>
	Residual	4166.312	91	45.784		
	Total	9321.489	93			

Source: Processed Data 2022

The table above shows the F value of 56.299 > F table = 3.10 with a significance level of 0.000. Because the probability significance is much smaller than sig < 0.05, the regression model can be used to predict the performance of BKN Regional Office XII Pekanbaru employees, or it can be said that personality (X<sub>1</sub>) and competence (X<sub>2</sub>) together influence the performance of BKN Regional Office XII Pekanbaru employees.

#### Coefficient of Determination Test (R Square)

The coefficient of determination (R<sup>2</sup>) is a coefficient that indicates how much the independent variable contributes to the dependent variable. The larger the coefficient of determination, the better the independent variable explains the dependent variable. Based on the SPSS 20.0 data processing, the results are shown in the following table:

Table 4. Results of Testing for Coefficient of Determination (R<sup>2</sup>) Test

Model	Change Statistics						
	R	Std. Error of the Estimate	F	Sig. F	R Square	Adjusted R Square	Change
1	.744	6.76636	56.299	.000	.553	.543	56.299

Source: Processed Data 2022

Based on the table above, the adjusted R Squared value is 0.543 or 54.3%. This means that the independent variables, namely personality (X<sub>1</sub>) and competence (X<sub>2</sub>), contribute by 54.3% to the dependent variable, namely performance (Y). Meanwhile, the remaining 45.7% is explained by other variables not examined in this study.

The findings of this study confirm that both personality and competence significantly and positively influence employee performance at BKN Regional Office XII Pekanbaru. This aligns with Robbins and Judge's (2013) theory, which emphasizes that personality traits such as openness, emotional stability, and conscientiousness can affect how individuals perform in organizational settings. The regression results show that personality has a greater coefficient (0.444) compared to competence (0.323), suggesting that personal attributes such as confidence, communication skills, and emotional control may play a stronger role in shaping daily

performance than technical skills alone. This supports previous research by (Firmansyah, 2020), who found that psychological readiness and personal attitude influence work behavior and productivity.

The study's findings regarding competence are in line with earlier studies that highlight the role of knowledge, skills, and motivation in achieving work targets (Damayanti et al., 2022; Ulyanah et al., 2021). The Adjusted R<sup>2</sup> value of 0.543 indicates that personality and competence collectively explain 54.3% of the variation in employee performance, confirming their strong predictive power. This also aligns with Government Regulation No. 30 of 2019, which emphasizes both work targets (SKP) and behavioral competencies as criteria for civil servant performance assessment. The practical implication of these findings suggests that improving personal traits and investing in employee training can have a substantial impact on organizational performance,

particularly within government institutions that rely heavily on human resource quality.

## CONCLUSION

Based on the results and analysis, it can be concluded that:

1. both personality and competence have a significant and positive influence on employee performance at BKN Regional Office XII Pekanbaru.
2. The study shows that personality traits such as responsibility, adaptability, and emotional stability play a crucial role in enhancing job performance.
3. Competence defined through knowledge, skills, and motivation also contributes meaningfully to how effectively employees carry out their duties. The regression results indicate that these two factors together account for 54.3% of the variation in employee performance, underscoring their importance in human resource development.

In light of these findings:

1. It is recommended that BKN and similar government institutions invest in personality development programs alongside technical training to create a more holistic approach to performance improvement.
2. Leadership should also promote a supportive work environment that nurtures both interpersonal growth and skill advancement.
3. For future research, it is suggested to explore additional variables such as organizational culture, leadership style, or work-life balance, which may further explain the remaining factors affecting performance. Expanding the study to other regional offices or sectors could also provide broader insights into employee performance within public administration.

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