



EFFECTS OF WORK INVOLVEMENT, COMPETENCE, AND ENVIRONMENT NON-PHYSICAL WORK ON THE WORK ACHIEVEMENT OF STATE CIVIL APPARATUS REGIONAL SECRETARIAT OFFICE NORTH KONAWE DISTRICT

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ABSTRACT

This study aims to determine and analyze the effect of work involvement, competence, and non-physical work environment on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency. The data analysis method used is the quantitative method using multiple linear regression analysis, and the test tools used are the F test and t test. The samples taken in this study amounted to 104 people. Testing research instruments using validity and reliability tests.

The research results found that work involvement, competence, and non-physical work environment simultaneously have a positive and significant effect on work performance. This means that the process of work involvement, competency, and non-physical work environment getting better and will encourage increased work performance. Partial work involvement has a positive and significant effect on work performance. This means that the better the work engagement process The State Civil Apparatus will encourage increased work performance. Competence partially has a positive and significant effect on work performance. This means that the better the competency process State Civil Apparatus will encourage increased work performance. The non-physical work environment partially has a positive and significant effect on the work performance of State Civil Apparatuses. This means the better the non-physical work environment State Civil Apparatus will encourage increased work performance.

Keywords: *Work Involvement, Competence, Non-Physical Work Environment, and Achievement Work*

INTRODUCTION

Human Resources (HR) are abilities possessed by individuals such as expertise, work experience, and work performance. Actors and their characteristics are carried out by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resources are the main element in every activity carried out, Rahmi and Aziz (2017). Work performance can be measured as the level of success of employees in completing their work. Work performance is not an individual characteristic, such as talent or ability, but rather a manifestation of the talent or ability itself, Rais and Sendow (2018).

One of the factors that influence work performance is job involvement Syamsuri (2019) Job involvement is the degree to which a person identifies with his work, actively participates in it, and considers his work performance as important in respecting himself. Employees with high job involvement identify with and care deeply about the type of work they do.

Another factor that influences work performance is the competence of Hidayatullah et al (2021). Having competent human resources is a must for a company. Managing human resources based on competency is believed to guarantee the company's success in achieving company goals. One of the factors that influence work performance is the non-physical work environment Nurmalasari and Latifah (2019). The work environment is the overall facilities and infrastructure that are around employees who are doing the work themselves. The non-physical work environment is all conditions that occur related to work relations, both relations with superiors and co-workers, or relations with subordinates.

Research on the factors that influence work performance has been carried out. However, based on these studies found contradictions with the results obtained. As found by Neuber et al (2021), Nguyen (2019) found that work involvement has a significant effect on work performance, however, Baharsyah and Nugrohoseno (2021) and Noercahyo et al (2021) found work involvement had no significant effect on work performance. Then the results of research from Syahril (2020), and Hidayatullah et al (2021) found competence to have a significant effect on work performance but Syahril (2018) and Ramadanti (2020) found competence not significant to work performance, and Hartati et al (2020),

Based on research gaps, empirical problems at the Regional Secretariat Office of North Konawe Regency, and future research or suggestions from previous researchers, the authors are interested in researching "The Influence of Work Involvement, Competence and Non-Physical Work Environment on Work Performance of State Civil Servants Office of the Regional Secretariat of Konawe Regency North".

LITERATURE REVIEW

Human Resources Concept

Resource management is part of management that regulates the human element (Man). Humans are a major asset in an organization because, to achieve a predetermined goal, the utilization of humans is one of the benchmarks for the running of management in the organization. Therefore, in this part of management, the human element is very concerned.

The definition of Human Resource Management (HRM) is that HRM is the science and art of managing the relationships and roles of the workforce so that they effectively and efficiently help realize company, employee, and community goals, Susan (2019). With management, the usability and efficiency of the management elements will be improved. Human resource management (HRM) is a strategic area of the organization. Human Resource Management should be seen as an extension of the traditional view of managing people effectively and to do so requires knowledge of behavior and the ability to manage it.

Based on the description above, it can be seen that human resource management has a definition as planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment to achieve the goals of the company organization in an integrated manner.

The Concept Of Work Involvement

Work involvement is the level of employee identification with his work, actively participates in his work, and considers his performance at work to be more important for his good, Widyawati and Karwini (2018). Employees with high levels of job involvement strongly identify with and pay attention to the type of work they are doing. High rates are associated with fewer absenteeism and lower employee turnover rates.

Job involvement is the degree to which an individual identifies himself with his job, actively participates in it, and considers his performance important for his self-esteem. Work involvement is a measure of the degree to which a person is psychologically biased towards his work and perceives his performance as a measure of his self-esteem, work involvement will increase the desire of workers for their work life to become more motivated, more productive, and more committed so that the performance produced by workers will increase, Indriyani (2021).

The indicators of work involvement are:

1. Work Participation.
2. Opt-in.
3. Cooperation

Competence Concept

Competence comes from the word competence which means skill, ability, and authority. Etymologically, competence is defined as a behavioral dimension of expertise or excellence of a leader or staff who has good skills, knowledge, and behavior, Ratnawati and Atmaja (2020).

Conceptually according to the researcher, competence is an ability possessed by employees which are used as a guideline in carrying out their duties under SOP (Standard Operating Procedure). According to Wibowo (2016), Competence is the ability to carry out or do a job that is based on skills and experience and is supported by the work attitudes demanded by workers. Competence is an individual's ability to carry out a job correctly and have advantages based on matters relating to knowledge, skills, and attitudes.

Competency levels are as follows: Skill, Knowledge, Social Role, Self Image, Trait, and Motive. Skill is the ability to carry out a task properly, for example, a computer programmer. Knowledge is information that a person has for a specific (certain) field, for example, computer language. Social roles are attitudes and values that are owned by a person and are highlighted in society (expression of self-values), for example, leader Self-image is people's views of themselves, reflecting identity, for example: seeing oneself as an expert. Traits are enduring characteristics of a characteristic that make people behave, for example, self-confidence, Sari et al (2019)., As the pre-eminent field.

The Concept Of Non-Physical Work Environment

The non-physical work environment in a company is very important for management's attention. Even though the non-physical work environment does not carry out the production process in a company, the non-physical work environment has a direct influence on employees who carry out the production process, Pangarso and Ramadhyanti (2015). A conducive non-physical work environment provides a sense of comfort and allows employees to work optimally. If an employee likes the non-physical work environment where he works, then the employee will feel at home at work and carry out his activities so that work time is used effectively. Conversely, an inadequate non-physical work environment will reduce employee performance, Indarti et al (2014).

Non-physical work environment indicators Non-physical work environment studies aim to form positive employee attitudes that can support employee performance. Wursanto in Pangarso and Ramadhyanti (2015:177) argues that there are several important elements in the formation of attitudes and behavior of employees in a non-physical work environment, namely as follows:

1. Work atmosphere.
2. Reward system (salary).
3. Members feel safe.

4. The relationship goes on harmoniously.

The Concept Of Work Achievement

Hasibuan (2016: 94) says that work performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience, and sincerity as well as time. Work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him.

Work performance is a result of work achieved by the organization evaluating or assessing its employees. Based on some of the opinions above, it can be concluded that employee performance is the result achieved by employees in carrying out a job given to them both in quantity and quality through procedures that focus on the goals to be achieved and by fulfilling implementation standards. Hasibuan (2016: 94) says that work performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience, and sincerity as well as time. Work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him.

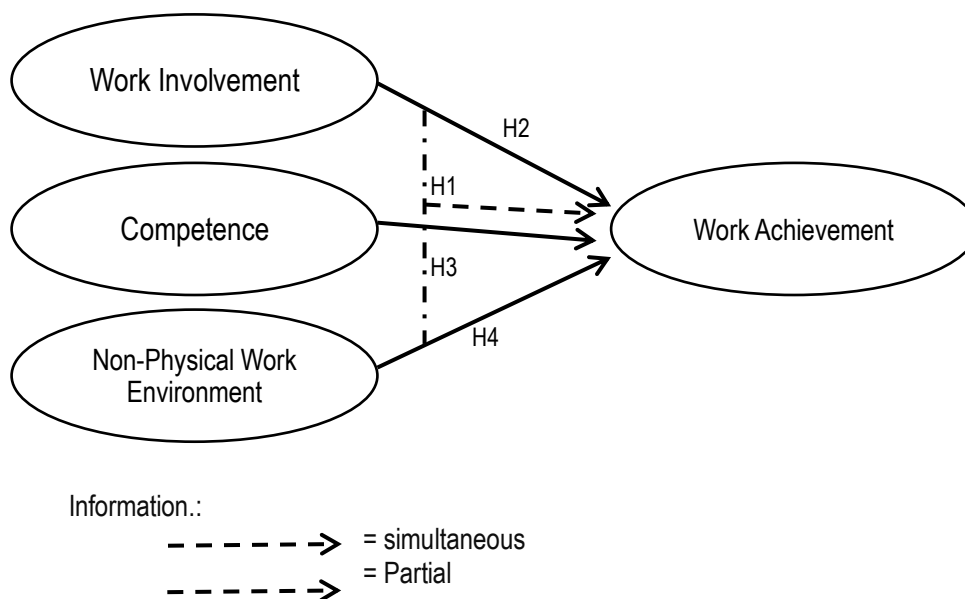
The work performance indicators according to Sutrisno (2014: 152) are as follows:

1. Work result.
2. Initiative.
3. Knowledge
4. The discipline of time and attendance level of punctuality and level of attendance.

Conceptual Framework

Based on the understanding and theories put forward in the Literature review, a conceptual framework can be developed that will examine several variables, namely work involvement, competence, non-physical work environment, and work performance. This study will examine and analyze the effect of work involvement, competence, and non-physical work environment on work performance at the Regional Secretariat Office of North Konawe Regency. The framework for the flow of thought in this study was built based on the problems and study objectives, theoretical and empirical studies as well as previous research suggestions as a basis for formulating hypotheses. The conceptual framework in this study is as follows:

Figure 1. Research Conceptual Framework



Hypothesis

Based on the problems, literature review, and conceptual framework, the following hypotheses can be proposed:

1. Work involvement, competence, and non-physical work environment simultaneously have a positive and significant effect on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency.
2. Partial work involvement has a positive and significant effect on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency.
3. Competence partially has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency.
4. The non-physical work environment partially has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency

RESEARCH METHODS

Research Design

This study aims to examine and explain the causal relationship between work involvement, competence, and the non-physical work environment on work performance Office Regional Secretariat of North Konawe Regency. Therefore, this research design is intended to explain the causal influence between variables based on the problem, objectives, and research hypotheses, thus the research approach is verification and explanation (explanatory research).

Population and Sample

According to Sugiyono (2017), a population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Meanwhile, Sugiyono (2017) said that saturated sampling is a sampling technique when all members of the population are used as samples. Another term for the saturated sample is a census. The sampling method used in this study is the saturated sample method. The saturated sample method is a sampling technique in which all members of the population are used as samples. The population in this study were all State Civil Servants of the Regional Secretariat Office of North Konawe Regency, totaling 104 people and all of them were used as samples. The details of the sample are as follows:

Table 1. Sample details

No	Parts	Total Population
1	General Affair	13
2	Organization Section	8
3	Protocol and Organization Section	9
4	Development Section	8
5	Governance Section	11
6	People's Welfare Section	8
7	Cooperation Section	8
8	Law part	10
9	Economics Section	9
10	Financial department	12
11	Natural Resources Section	8
Amount		104

Source: Office Regional Secretariat of North Konawe Regency 2022

Method Of Collecting Data

The data collection method in this study used the survey method by conducting

1. Questionnaire distribution was carried out by distributing questions to the State Civil Apparatuses of the Regional Secretariat Office of North Konawe Regency. The questionnaire is closed, that is, the questions are made in such a way that the respondent is limited in giving answers to only a few alternatives or only one answer. The distribution of the questionnaire was carried out by visiting employees and explaining the questionnaire and waiting for the questionnaire to be taken back.
2. Documentation was carried out to obtain written data regarding the number of State Civil Apparatuses, years of service, and profiles of the Regional Secretariat Office of North Konawe Regency as well as other written data related to this research.

Research Data Instrument Tests

Validity test

In testing the validity, a measurement tool is used in the form of a computer program, namely SPSS (Statistics Package for Social Sciences) and if a measurement tool has a significant correlation between item scores and the total score, it is said that the scoring tool is valid. A questionnaire is said to be valid if the Pearson correlation is more than 0.30 with a significant value of less than 0.05.

Reliability Test

In this work, the instrument reliability test uses a significance level of $\alpha = 0.05$. The dependency test uses the Pearson Product Moment correlation analysis model. Meanwhile, the SPSS 25 program will be used to compile the validity coefficient index or number. The questionnaire is called trustworthy if it meets the minimum alpha criteria of 0.60.

Classic Assumption Test

Normality test

The normality test aims to test whether the residual or confounding variables in the regression model have a normal distribution. As it is known that the t and F tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test becomes invalid for a small sample size.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. A good regression model should not correlate with the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has an inequality of variance from one residual observation to another. If the residual variance from one observation to another observation remains, then it is called Homoscedasticity and if it is different it is called Heteroscedasticity.

Data Analysis Method

To achieve the goal and test the hypothesis, the data obtained will then be processed according to research needs. Multiple linear regression analysis is linear regression to analyze the magnitude of the relationship and the influence of the independent variables which are more than two.

The multiple regression model equations can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information :

a : Constant

b₁, b₂, b₃, b₄ : Regression coefficient

- X1 : Work engagement
- X2 : Competence
- X3 : Non-physical work environment
- Y : Work performance

Hypothesis Testing

Simultaneous Test (Test F)

The simultaneous test is used to find out whether all the independent variables together have a significant influence on the dependent variable. This test is carried out by comparing $F_{count} > F_{table}$ value at an error degree of 5% ($\alpha = 0.05$), which means that the independent variables simultaneously have a significant influence on the dependent variable.

Partial Test (t test)

A partial test is used to determine whether the effect of each independent variable on the dependent variable is significant or not. The test was carried out by comparing the t_{count} value of each independent variable with the t_{table} value with an error degree of 5% ($\alpha = 0.05$). If the value of $t_{count} > t_{table}$, then the independent variable has a significant influence on the dependent variable.

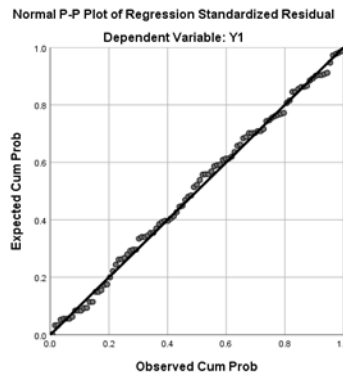
RESULT AND DISCUSSION

Classical Assumption Analysis Test

a. Normality test

To see normality seen through the output of the normal curve p-plot graph, a variable is said to be normal if the distribution image with data points is spread around the diagonal line and the distribution of data points in the same direction follows the diagonal graph.

Figure 2. P-Plot Normal Curve



Source: Data processed in 2022

The image p-plot graph shows the distribution of data (points) around the regression line (diagonal) and the distribution of data points in the same direction following the diagonal line, it can be concluded that the regression model is feasible to use because it fulfills the normality assumption.

b. Multicollinearity Test

If the VIF value is > 10 and the tolerance is > 0.1 , this means that there is no correlation between variables. Multicollinearity test results can be seen in the following table:

Table 2. Multicollinearity Test

Variable	tolerance	VIF	Information
work engagement	757	1,320	Multicollinearity Does Not Occur
Competence	744	1,343	Multicollinearity Does Not Occur
Non-Physical Work Environment	795	1,258	Multicollinearity Does Not Occur

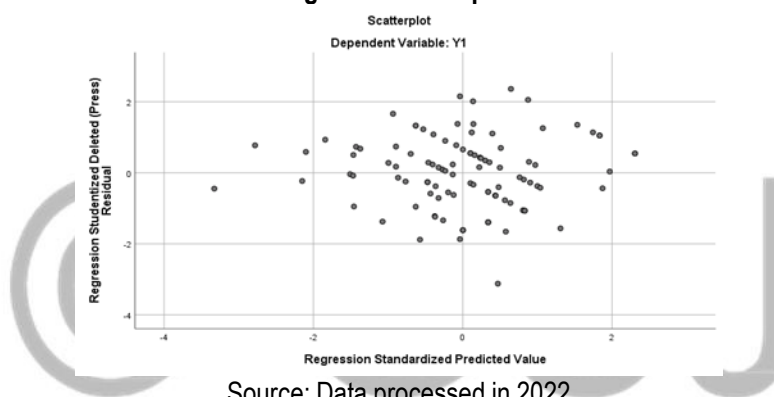
Source: Data processed in 2022

The multicollinearity test results show that the VIF value is above 10, namely 1.320, 1.343, and 1.258 and the tolerance value of each variable is above 0.1, namely 757, 744 and 795. This means that the independent variables in this study did not occur in multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another.

Figure 3. Scatterplot



Source: Data processed in 2022

The results of the scatterplot graph in this study show that there is no heteroscedasticity by looking at not forming a certain pattern and the points that spread above and below the number 0 on the Y axis.

Based on the processed data, it is known that the coefficient value (R) and the coefficient of determination (R²) are known in the following table:

Table 3. Summary of Multiple Linear Regression Results

Free Variables	Unstandardized Coefficients (b)	t-count	Sig
work engagement	.434	3.318	.001
Competence	.362	2,992	.004
Non-physical work environment	.413	5,247	.000
R = 0.722 R Square = 0.521 Fcount = 35,232 Fsignificant = 0.000			N = 104 α = 0.05

Source: Data processed in 2022

Based on the table, the multiple linear regression equation is obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = -2.2590 + 0.434 X_1 + 0.362 X_2 + 0.413 X_3$$

Based on the explanation of the multiple linear regression model, it can be interpreted as follows:

The coefficient (R) of 0.722 indicates that the degree of closeness of the relationship between the variables of work involvement, competency, non-physical environment, and work performance is 72.2. Or have a strong relationship.

The coefficient of determination (R²) or R Square is 0.521 indicating that the direct influence of work involvement, competence, and non-physical environment on work performance is 52.1% while the remaining 47.9% is influenced by other variables not examined in this study.

The regression coefficient for the work involvement variable is 0.434. A positive value indicates that there is a positive or unidirectional influence between work involvement and work performance. So it can be interpreted that if the work involvement variable is good and the other independent variables are assumed to be constant or equal to zero, then the dependent variable will be better job performance.

The regression coefficient for the competency variable is 0.362. A positive value indicates that there is a positive or unidirectional influence between competence on work performance. So that it can be interpreted that if the competency variable is good and the other independent variables are assumed to be constant or equal to zero, then the dependent variable will be better work performance.

The regression coefficient for non-physical work environment variables is 0.413. A positive value indicates that there is a positive or unidirectional influence between the non-physical work environment on work performance. So that it can be interpreted that if the non-physical work environment variables are good and the other independent variables are assumed to be constant or equal to zero, then the dependent variable will be better work performance.

**Hypothesis Test
 Simultaneous Test**

The results of the calculation of the simultaneous test or F test can be seen in the following table:

Table 4. Simultaneous Test

F test	Sig
35,232	0.000

Source: Primary Data, 2022

Based on table 4, it is stated that if the F-sig value is $0.000 < \alpha = 0.05$, it means that the variables of work involvement, competence, and the non-physical environment simultaneously have a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency. Thus the hypothesis which states that the variables of work involvement, competency, and the non-physical environment simultaneously have a significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency is accepted.

Partial Test

The results of the calculation of the partial test or t-test can be seen in the following table:

Table 5. Partial Test

Variable	t-count	Sig
work engagement	3.318	0.001
Competence	2,992	0.004
Non-physical work environment	5,247	0.000

Source: Primary Data, 2022

Related to the explanation of the partial test results for each variable as follows:

1. Work involvement obtained a tsig value of $0.001 < \alpha = 0.05$. It can be concluded that work involvement partially has a positive and significant effect on the work performance of the State Civil

Apparatus of the Regional Secretariat Office of North Konawe Regency. Thus the hypothesis states that work involvement partially has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency is accepted.

2. Competence obtained a tsign value of $0.004 < \alpha = 0.05$. It can be concluded that competence partially has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency. Thus the hypothesis states that competence partially has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency is accepted.
3. The non-physical work environment obtained a tsign value of $0.000 < \alpha = 0.05$. It can be concluded that the non-physical work environment partially has a positive and significant effect on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency. Thus the hypothesis states that the non-physical work environment partially has a positive and significant effect on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency is accepted.

DISCUSSION

The Influence of Work Involvement, Competence and Non-Physical Work Environment on Job Performance

Based on the results of data analysis, it is known that work involvement, competence, and non-physical work environment have a positive and significant influence on the work performance of the State Civil Apparatus in the Regional Secretariat Office of North Konawe Regency. This shows that better practice of work involvement, competence, and non-physical work environment will increase work performance.

The work involvement practiced by the Regional Secretariat Office of North Konawe Regency is under what is desired by the leadership, so this is certainly good for the work results obtained by the organization because how good work results are possible without employees not being involved in the work of the Regional Secretariat Office of North Konawe Regency.

The competence possessed by each employee of the Regional Secretariat Office of North Konawe Regency has contributed to the work of the organization, of course, this will be a very big contribution to the Regional Secretariat Office of North Konawe Regency from the employees themselves.

This supports the theory of Syamsuri, (2018) work involvement which shows that involvement is important in one's work in the organization. So it is hoped that if involvement can be maximized it will have an impact on the performance of employees.

This research is the same as research conducted by Neuber et al (2021), Syahril's competence (2020), and the non-physical work environment Hartati et al (2020) have a significant influence on work performance. So an increase in work involvement, competence, and non-physical work environment can make a good contribution to a person's good work performance.

The Influence of Work Involvement Influences Work Performance

Based on the results of data analysis, it is known that work involvement has a positive and significant influence on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency. This shows that better practice of the work involved will increase work performance.

Based on the results of the data analysis, it was explained that the participation of employees had been good which in practice showed that the State Civil Apparatuses from the Regional Secretariat Office of North Konawe Regency had carried out the jobs given to them. Employees have participated in external activities participated by the Regional Secretariat Office of North Konawe Regency and they are also passionate about helping neglected colleagues' work.

The mean work participation and cooperation has a good assessment, this shows that in the aspect of employee participation they understand the tasks given by the leadership at the Regional Secretariat Office of North Konawe Regency and employees are also able to follow the meeting agenda held by the Regional

Secretariat Office of North Konawe Regency well.

The level of performance of a person in an organization is due to the lack of someone involved in a job. Therefore, the organization should involve employees more often in every job, so that the employees involved become more committed to work and improve their performance, so it can be said that the organization is successful, Septiadi et al (2017).

This finding is supported by the theory of Saraswati and Pertiwi (2020) work involvement which makes it clear that work involvement in organizations carried out by employees can support the achievements they get while working at work so that participation in work and its improvement can improve work performance.

This research is the same as research conducted by Saraswati and Pertiwi (2020) and Syamsuri (2018) found work involvement has a significant effect on work performance. In these studies, it is explained that an increase in one's work involved in an organization can increase the performance of workers who are given space to work in the organization.

The Influence of Competence Influences Work Performance

Based on the results of data analysis, it is known that competence has a positive and significant influence on the work performance of the State Civil Apparatus at the Regional Secretariat Office of North Konawe Regency. This shows that the better the practice of competence, the better work performance will be.

In the skills aspect, the employees understand the work skills they have and they can also use the equipment of the North Konawe District Secretariat Office. they can realize what they will do at the Konawe Utara District Secretariat Office and its application.

The behavior of employees has polite behavior with colleagues and they also comply with the orders of the leadership of the Regional Secretariat Office of North Konawe Regency. So these things show that giving each other a good attitude towards co-workers when working is important because harmony at work makes a good contribution to the work results obtained. It is also shown that knowledge is the indicator that has the lowest mean, meaning that in terms of competency the employees have not practiced things such as employees understanding difficult tasks while working at the Regional Secretariat Office of North Konawe Regency and they are also not very able to share knowledge with colleagues in the Office Regional Secretariat of North Konawe Regency.

This finding is under Iriani's theory (2021) which says that competency as seen from a person's knowledge at work can be a determining factor in their achievement in an organization, so employees should have competencies in various fields of work to support the work they do in the organization.

This research is the same as research conducted by Hidayatullah et al (2021) and Iriani (2021) who found significant competency in work performance. Therefore, an increase in the competence of an employee can trigger an increase in achievement, the knowledge and skills possessed will be very useful to continue to achieve success in the organization that is followed.

The Effect of Non-Physical Work Environment on Work Performance

Based on the results of data analysis, it is known that the non-physical work environment has a positive and significant influence on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency. This shows that better practice in the non-physical work environment will increase work performance.

It is known from the results of data analysis that it is explained that if the relationship takes place it shows that employees already have good relationships with colleagues and employees have good communication with leaders where good relationships with each other will become the forerunner of team unity and produce good work in the future for the organization.

The sense of security shows that if everything is done by the State Civil Servants who work at the Regional Secretariat Office of North Konawe Regency, they still do not feel comfortable evenly, this is of course a concern of the leadership for improving the performance produced by subordinates. Then next, the Head of the North Konawe Regency Regional Secretariat provides an equal attitude to subordinates and the

North Konawe Regency Regional Secretariat Office gives promotions under appropriateness. A good non-physical environment is a workplace that can support the State Civil Apparatuses. The Regional Secretariat Office of North Konawe Regency is still working well, so the leadership here must evaluate to improve this aspect, this is solely to increase the work comfort of employees.

This finding also clarifies the theory from Wahyudi et al (2020) that a non-physical work environment that supports a person's work can be a factor in increasing the performance of the human resources that an organization has, so it is appropriate that the atmosphere and other aspects regarding the work environment are good so that support employee work.

An increase in one's work performance in the office is influenced by a conducive work environment which is supported by good relations between leaders and subordinates and the presence of an adequate work environment, Fahmi and Hariasih (2016). The work environment can be used as a tool used to influence individual and group work results to achieve the goals and objectives desired by the organization, Adha et al (2019).

This research is the same as the research conducted by Latifah and Nurmalasari (2019) and Wahyudi et al (2020) found that the non-physical work environment has a significant effect on work performance. So the better the non-physical work environment owned by an organization, the better the achievements of employees.

Research Limitations

The limitations of previous research are as follows:

1. This research only focuses on the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency. Thus it can limit the ability to generalize the findings of this study, especially in public organizations, not in private organizations and others.
2. The data of this study uses the perceptions of the State Civil Apparatus through questionnaires that are conducted directly to employees who are responded to using self-assessment so that there is a possibility that respondents do not give answers according to what they experience.
3. In this study, the data generated were only from the questionnaire instrument which was based on the perceptions of the respondents' answers, so conclusions were drawn only based on data collected through the use of a written questionnaire instrument without being supplemented by interviews.

CONCLUSION AND SUGGESTION

Conclusion

Based on the formulation of the problem, the purpose of the problem, and the results of data analysis and discussion, it is known that the results of this study are as follows.

1. Work involvement, competence, and non-physical work environment simultaneously have a positive and significant effect on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency.
2. Partial work involvement has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency.
3. Competence partially has a positive and significant effect on the work performance of the State Civil Apparatus of the Regional Secretariat Office of North Konawe Regency.
4. The non-physical work environment partially has a positive and significant effect on the work performance of the State Civil Servants of the Regional Secretariat Office of North Konawe Regency.

Suggestion

The suggestions in this study are as follows:

1. For the leadership of the Regional Secretariat Office of North Konawe Regency to increase work involvement by improving work participation and cooperation so that the work results of employees can be good.

2. For the Regional Secretariat Office Leaders of North Konawe Regency to increase competence by increasing work knowledge so that work results can be under what the organization wants.
3. For the Head of the Regional Secretariat Office of North Konawe Regency to improve the non-physical work environment by improving the reward system and harmonious relationships.
4. For future research, it can examine other factors that can affect work performance such as job satisfaction or organizational commitment.

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