
THE EFFECT OF COMPETENCE, COMPENSATION AND DISCIPLINE ON PARTNERS EMPLOYEES PERFORMANCE AT CENTRAL STATISTICS AGENCY

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ABSTRACT

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The purpose of this research is to analyze the effect of competence, compensation and discipline variables on the performance of partners employees at Central Statistics Agency (BPS) of Lubuklinggau City. The population of this work were 163 respondents and a survey based quantitative method was used in this work. The Structure Equation Modell (SEM) statistical tool then utilized for data analysis purposes. The results showed that the sub-structure of the employee discipline variable was influenced by the level of competence and compensation. Structurally, the performance of the partners employees of BPS of Lubuklinggau City was influenced by competence, compensation and discipline. However, compensation had the most dominant influence compared to the other two variables. This illustrates that the higher the compensation provided by the organization to its employees, will have an impact on improving the performance of its employees.

KEYWORDS

Competence, Compensation, Discipline, Performance



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INTRODUCTION

Every nation and state aim to achieve good governance, clean and free from corruption, collusion and nepotism which are known as the concept of good governance (Mukartono, 2021). The aim of good governance is to accelerate national economic growth and to improve the quality of public services to be more efficient and effective. This can also be achieved by carrying out the duties and obligations of employees properly in accordance with applicable regulations. In general, every organization has at least three resources needed to achieve the predetermined goals, namely human resources, financial resources and physical resources.

Human resources include all people who contribute to doing the work of the organization and a strong foundation is needed in realizing reliable human resources. One of which is competence which is very important to achieve successful organizational goals. Meanwhile, another factor that can affect performance is employee discipline (Musa, Tumbel, & Wullur, 2021). Obedience to applicable laws and regulations is part of employee discipline.

The main task of BPS is to provide basic statistical data both for the government and for the public which are either nationally or regionally as explained in presidential regulation Number 86 of 2007 and regulation of the Head of BPS Number 7 of 2008 concerning work procedures. Another task of BPS in the regions is to coordinate with local governments in the context of compiling regional statistics. Currently, BPS activities are very dense in order to meet data needs that allow each activity to involve field officers who are recruited from various circles called statistical partners. The achievement of organizational goals does not only depend on the latest technology and adequate infrastructure, but also on the human resource factors that carry out the goals or work of the organization.

BPS agencies that involve employee as field officers must pay more attention to the quality of employee. A quality employee is an employee who is able to do their job and can provide maximum output of work performance. There are problems and challenges found by field observations at BPS employee in Lubuklinggau City. It was found that the level of compensation received by employees was still not as optimal as expected by employees and the level of competence possessed by BPS partners was also not optimal as illustrated in Table 1.

It can be seen from Table 1 that there are several factors which result in the lack of work motivation possessed by employees of BPJ at Lubuklinggau City. It can clearly be seen that the overall need for compensation has not been fulfilled for the employees. There are no health insurance, pension and religious holiday allowance. Only salary, reimbursement of transportation costs and training incentives that can be provided. This condition definitely greatly affects the employee performance of this agency.

Table 1. Types of compensation given to the employees at BPS of Lubuklinggau City in the year of 2019

No	Compensation	Information
1	Health insurance (BPJS)	No
2	Work accident insurance (JKK)	Yes, depending on the type of activity
3	Pension	No
4	Religious holiday allowance (THR)	No
5	Salary	Yes
6	Transportation costs	Yes
7	Training Incentives	Yes

There is also a relationship between employee competence and employee performance (Gachuru, 2020). The educational backgrounds possessed by employees at BPS of Lubuklinggau City are shown in Table 2. It can be seen that educational level of employees at BPS of Lubuklinggau City is still below the expected targets. There is only 1 person (0.75%) with Master's Degree and the majority of employees consisting of 71 people (53.39%) have Bachelor's Degree or Diploma 4 Degree. The main problem is the fact that there are 55 people having only high school education (41.35%). This will affect the competence levels of the employees at BPS of Lubuklinggau City.

Table 2. Employees educational level at BPS of Lubuklinggau City in the year of 2019

No	Educational Level	Frequency	Percentage
1	Master's Degree	1	0,75
2	Bachelor's Degree/Diploma 4	71	53,39
3	Diploma 3	6	4,51
4	High School	55	41,35
5	Junior High School	0	0
Total		133	100

Table 3 shows that there is a gap between the time target that has been set and the target realization time related to the activities of BPS partners activities in Lubuklinggau City where all activities carried out are not in accordance with the predetermined plan. This will certainly affect the BPS partners' performance.

Table 3. Partners Activities of BPS of Lubuklinggau City in the year of 2019

No	Routine Survey	Time Target	Realization Target	Target achievement
1	Susenas	21 Days	30 Days	No
2	Wilkerstat	30 Days	35 Days	No
3	KSA	7 Days	7 Days	Yes
4	Sakernas	21 Days	21 Days	Yes

There are common indicators which are usually used in measuring individual employee performance, namely quality of work, quantity of work, timeliness in completing a job and effectiveness in utilizing organizational resources. According to the results of (Akhter, Raza, Ashraf, Ahmad, & Aslam, 2016), the impact of performance appraisals greatly affects employee job satisfaction. The increase of employee job satisfaction will improve ultimately increase the employee's work results (Salisu, Chinyio, & Suresh, 2015). Performance has also been stated to be affected by competence of employees (Silaban, Handaru, & Saptono, 2021). Similarly, there are also claims stating that compensation (Dahlila & Frinaldi, 2021) and discipline (Maryani, Entang, & Tukiran, 2021) have effects on employee performance.

Competence has been found to affects employee performance (Kartika & Sugiarto, 2014; Soetrisno & Gilang, 2018). Similarly, there is an influence between competence and employee work motivation based on the path analysis (Satria & Kuswara, 2013). The simultaneous influence of competence on employee performance is determined by motives, traits, self-concepts, knowledge, and skills (Rande, 2016). Furthermore, it was found that employee competence greatly affects the performance of the company or organization (Astuti, 2015). According (Amrulah & DS, 2018), there is a positive and significant influence between competence and compensation on employee work motivation. They declared that the greater the compensation given to employees,

there will be a positive impact on work motivation.

A good quality performance can be obtained with hard work and high discipline. Performance is claimed to be the result of work that has a strong relationship with organizational strategic objectives (Al-Qudah, Obeidat, & Shrouf, 2020). Performance was found to be influenced by financial compensation (Iptian, Zamroni, & Efendi, 2020). According to the results of (Atika & Prasetio, 2017; Dwianto, Purnamasari, & Tukini, 2019; Puspita & Pradhanawati, 2018), compensation has a positive effect on performance, the higher the compensation given to employees, the better the employees performance and work motivation. It was also found that compensation in the form of salary and allowances have a positive effect on performance, while bonus compensation has no effect on performance and the variables of salary and allowances which are moderated by motivation have a positive effect on performance (Firmindari, 2014).

Discipline is a person's awareness and willingness to obey organizational regulations and applicable social norms (Sitopu, Sitinjak, & Marpaung, 2021). Meanwhile, discipline has been defined as a management action to encourage members of the organization to meet the demands as a provision (Saputri, Qomariah, & Herlambang, 2020). Discipline indicators include punctuality, utilization of facilities, high responsibility and obedience to office rules (Permatasari, 2015). According to the results of (Sofyan, Rahman, Bima, & Nujum, 2016), the higher the level of employee work discipline, the higher the level of employee performance. This finding is also in alignment with the results in previous studies (Harahap, Batubara, & Amran, 2020; Tentama, Dewi, & Meilani, 2020).

RESEARCH METHOD

This study used a survey based quantitative method. The population in this study were 163 employees and partners of BPS of Lubuklinggau City with educational background levels as shown in Table 4. SEM with AMOS application was used for analysis purposes in testing the hypotheses in this study.

Table 4. Educational background levels of the respondents in the year of 2019

Level of education	Frequency	Percentage
Diploma 3	41	25
Bachelor's Degree	39	23
Master's Degree	10	6
Senior High School	73	46
Total	163	100

Based on 163 respondents who have filled out the questionnaire in this study, it is dominated by respondents with education levels of Diploma 3 (25% of respondents), Bachelor's Degree (23%), Master's Degree (6%) and high school education (46%). Table 5 then shows the percentages of respondents' job positions. The majority of the respondents have staff positions of 75% of respondents followed by section chief positions with 23% of the respondents and division head positions with 6% of the respondents.

Table 5. Percentages of respondents' job positions in the year of 2018

Position	Frequency	Percentage
Staff	122	75
Section chief	24	15
Head of division	12	7
Head of unit	5	3

Total	163	100
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Overall, the research instruments consist of 42 variable items which include 12 competency items (X1), 10 compensation items (X2), 10 Discipline items (Y1) and 10 Performance variable items (Y2). Each variable is adjusted to the indicator which as a whole can be seen in the Table 6.

Table 6. Research instruments

No	Variable	Types of Variables	Number of items
1	X1	Competence	12
2	X2	Compensation	10
3	Y1	Discipline	10
4	Y2	Partners' performance	10
TOTAL			42

Hypotheses

Hypotheses in this work are explained as follows:

1. Competence has an influence on the discipline of BPS partners in Lubulinggau City.
2. Competence has an influence on the performance of BPS partners in Lubuklinggau City.
3. Compensation has an influence on the discipline of BPS partners in Lubuklinggau City.
4. Compensation has an influence on the performance of BPS partners in Lubuklinggau City.
5. Competence and compensation have an influence on the discipline of BPS partners in Lubuklinggau City.
6. Discipline has an influence on the performance of BPS partners in Lubuklinggau City.
7. Competence, compensation and discipline have an influence on the performance of BPS partners in Lubuklinggau City.

RESULT AND DISCUSSION

A. CFA Models

Confirmatory factor analysis (CFA) full model of this work will determine the effect of competence, compensation and discipline on the performance of the partners employees at BPS of Lubuklinggau City. However, before testing the CFA model, it is necessary to do a CFA of the exogenous and endogenous variables.

CFA aims to test the un-dimensionality of the forming dimensions of each latent variable. The exogenous construct consists of the competence variable with nine indicators (X1.1-X1.9), compensation variable with nine indicators (X2.1-X2.9) and discipline variables with nine indicators (Y1.01-Y1.09). Figure 1 shows that all indicators of the exogenous construct of competence variables have a loading factor value of > 0.5 . The standard loading factor value of ≥ 0.5 is considered as very significant (Mustafa, Nordin, Razzaq, & bin Ibrahim, 2020). It also indicates a good level of convergent validity (Baistaman, Awang, Afthanorhan, & Rahim, 2020).

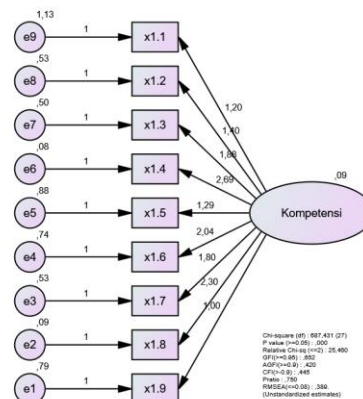


Figure 1. CFA estimation model of competence exogenous variables

Figure 2 shows that all indicators of the exogenous construct of the compensation variable also have a loading factor value of > 0.5 which is very significant and indicates a good level of convergent validity.

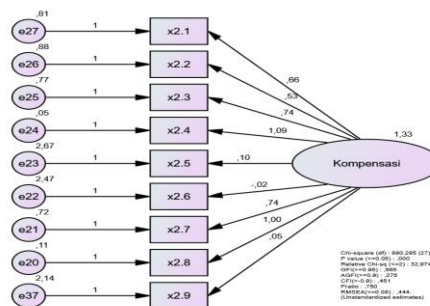


Figure 2. CFA estimation model of compensation exogenous variables

Discipline exogenous variables are then shown in Figure 3. It is known that all indicators Y1.01 to Y1.09 have a significant value of > 0.5 showing their significances and indicating good level of convergent validity.

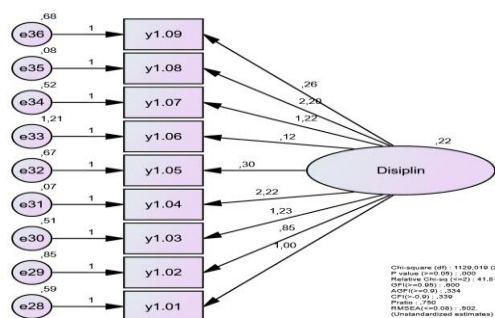


Figure 3. CFA estimation model of discipline exogenous variables

Figure 4 shows that all indicators of performance variables Y2.1 to Y2.9 have a significant value of > 0.5 and it is considered very significant and indicates the level of convergent validity.

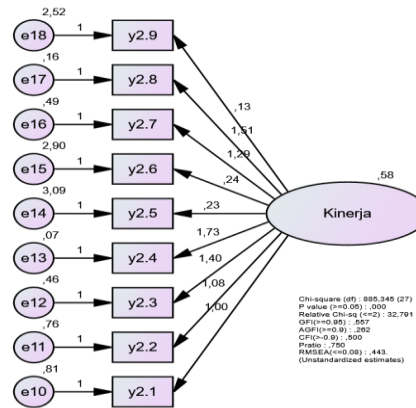


Figure 4. CFA of endogenous construct performance variables

SEM Full Model analysis of the four variables (compensation, competence, discipline and performance) of BPS partners employees in Lubuklinggau City is depicted in Figure 5.

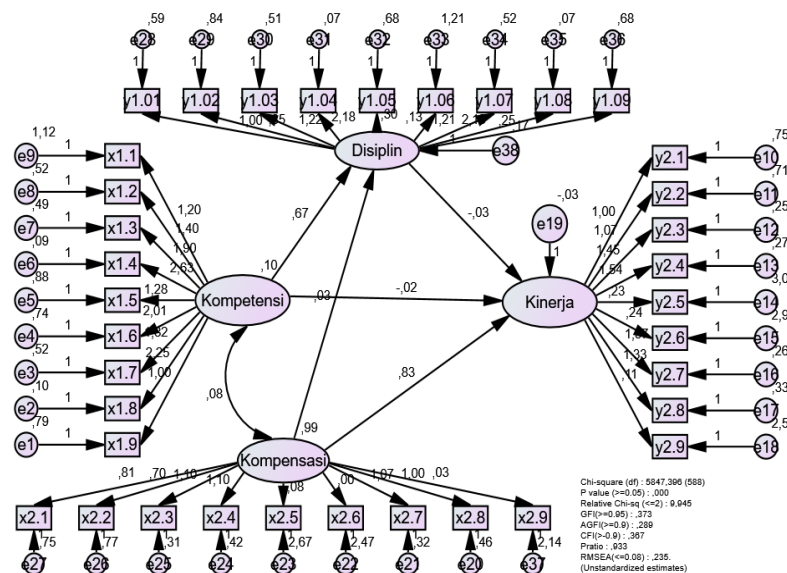


Figure 5. CFA Full Model

Based on the Figure 5 above, it is known that all indicators in the full model have a significant value of > than 0.5. It is considered as very significant and indicates a good level of convergent validity. Thus, the dimensions and indicators in the CFA model of the

exogenous construct and endogenous construct variables are declared valid and significant. Furthermore, the full model estimation test was carried out simultaneously. The goodness of fit (GoF) index of exogenous variables and endogenous variables are shown in Table 7.

Table 7. Goodness of fit index full model

Indicator	Cut-off Value	Result	Conclusion
X ² – Chi-square (df = 5, p = 0.0000)	< 41.40	291.09	Marginal fit
Sign. Probability	≥ 0.05	0.0000	fit
Df	≥ 0	146	fit
GFI	≥ 0.80	0.84	fit
AGFI	≥ 0.80	0.77	Marginal fit
CFI	≥ 0.85	0.96	fit
TLI/NNFI	≥ 0.85	0.96	fit
NFI	≥ 0.85	0.92	fit
IFI	≥ 0.80	0.96	fit
RMSE	≤ 0.08	0.095	fit
RMR	≤ 0.05	0.031	fit

The results of GoF in Table 7 above show a fit GoF value and accepted because of a good structural equation and at the critical ratio (CR) value, the model shown as significant at the level > 1.96. The following structural equation is then obtained.

Structural equation:

$$\text{Performance} = -0.020 \text{ Competence} + 0.830 \text{ Compensation} - 0.31 \text{ Diciplin} + e \dots\dots\dots(1)$$

Sub-structure equation:

$$\text{Disiplin} = 0.032 \text{ Compensation} + 0.672 \text{ Competence} + e \dots\dots\dots(2)$$

The results of the full model estimation in Figure 5 are a reference to test the three hypotheses which are previously set. Then the results of the hypotheses test will determine the final conclusion. The results of the Amos program calculations each parameter is shown in Table 8.

Table 8. Regression Weights Parameters Test Results (Group number 1 - Default model)

Label			Estimate	S.E.	C.R.	P
Discipline	<---	Competence	.672	.213	3.158	.002
Discipline	<---	Compensation	.032	.037	.862	.389
Performance	<---	Competence	-.020	.070	-.281	.778
Performance	<---	Compensation	.830	.083	9.969	***
Performance	<---	Discipline	-.031	.044	-.711	.477

Hypotheses tests

Based on the results of Amos software calculations above, the estimated influence of the competence of human resources of BPS partners in Lubuklinggau City on performance is -0.020 or (20%) and CR is -0.281 where the t-table criterion is > 1.96. This reflects the influence as negative and insignificant. The estimated effect of compensation on human resources performance of BPS partners in Lubuklinggau City is 0.830 and the CR value is 9.969. The criteria for t table found as > 1.96 which shows that there is an influence between compensation on performance. The predicted effect of compensation on employee performance of BPS partners in Lubuklinggau City is 0.830 and the CR value is 9.969 and the criteria for t table obtained as > 1.96 which indicates

that there is an influence between compensation on performance.

Estimating the effect of competence and compensation together on the performance of BPS partners in Lubuklinggau City was done by GoF criteria in relation to hypothesis 4 meeting the criteria for a good fit as shown in Table 7 above. This reflects the positive and significant influence between competence and compensation together on the performance of BPS partners in Lubuklinggau City. Predicting the effect of competence and discipline together on the performance of BPS partners in Lubuklinggau City was conducted by referring to the criteria for GoF index which were obtained in relation to hypothesis 4 achieving the criteria for good fit as indicated in Table 7. This shows that there is a positive and significant influence between competence and discipline together on the performance of BPS partners in Lubuklinggau City.

The effect of compensation and discipline together on the performance of BPS Partners in Lubuklinggau City was predicted by referring to the criteria for GoF index which are obtained in relation to hypothesis 4 matching the criteria for good fit as shown in Table 7. This indicates the positive and significant influence between compensation and discipline together on the performance of BPS partners in Lubuklinggau City. Predicting the impact of competence, compensation and discipline together on the performance of BPS partners in Lubuklinggau City was done by referring to the criteria for GoF index as obtained in relation to hypothesis 4 which meets the criteria for good fit as illustrated in Table 7. This shows that there is a positive and significant influence between competence, compensation and discipline together on the performance of BPS Partners in Lubuklinggau City.

Human resource competence has been shown of having a negative effect on the performance of BPS partners in Lubuklinggau City. This condition is supported by effective and efficient working conditions by employees as shown in Figure 5 with loading factor indicator (X1.4) of 2.63 or 26.3%. On the other hand, compensation has a positive effect on the performance of BPS partners in Lubuklinggau City. This influence is supported by the need for a reward or a bonus from superiors if the work meets the set targets. This is seen in the loading factor indicator in Figure 5 where X2.3 found to be 1.23 or 12.3%. Nevertheless, discipline has a negative effect on the performance of BPS partners in Lubuklinggau City. This influence is supported by the need for strict sanctions from agency leaders for violations of employee discipline as shown in Figure 5 where Y1.06 observed to be 1.21 or 12.1%

CONCLUSION

Each variable partially affects the performance of BPS partners employees of Lubuklinggau City. However, the compensation variable has the most dominant influence. It is also necessary to have support from each variable in order to realize a performance which is able to meet the targets that have been set and to meet national standards. In particular, it is mandatory for regional statistical data managers to have competence in the field of data management. Performance of the BPS partners employees of Lubuklinggau City is simultaneously influenced by competence, compensation and discipline. Nevertheless, compensation only partially affects performance.

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