

Employee Competence and Innovation on Employee Performance through Compensation Scope of Development Planning Agency at Sub-National Level Bulukumba Regency

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Abstract

This study analyzes the model of the influence of competence and innovation on employee performance mediated by compensation variables in the scope of the Development Planning Agency at Sub-National Level (BAPPEDA) Bulukumba Regency. Primary data collection using a questionnaire. The statement used can be declared valid if the correlation value (r) exceeds 0.3. Cronbach Alpha test is used to test the level of reliability (reliability) of each variable. If the Cronbach alpha value is getting closer to 1, it indicates that the consistency of reliability is also higher. Data analysis was performed using SPSS with stratified regression analysis. This requirement is used to determine the correlation between the independent variables, namely competence (X_1) and innovation (X_2) on employee performance (Y_2) which is mediated by the compensation variable (Y_1). This research was conducted at BAPPEDA Bulukumba Regency for five months. The data source in this research is secondary data from information on the object of research, scientific journals, and books related to research variables, and primary data obtained directly from respondents or the samples in this study. Data analysis used a path analysis. The results showed that: 1) Competence has a positive and significant effect on compensation; 2) Innovation has a positive and significant effect on compensation; 3) Competence has a positive and significant effect on performance; 4) Innovation has a positive and significant effect on performance; 5) Compensation has a positive and significant effect on performance; 6) Competence has a positive and significant effect on performance through compensation; and 7) Innovation has a positive and significant effect on performance through compensation.

Keywords

Competence, Innovation, Competence, and Performance.

1. Introduction

Human Resource Management is one of the capitals that plays a vital role in its success to achieve its goals. Management of the quality of Human Resources (HR) is one of the essential factors to increase the productivity of the performance of an organization or agency. Therefore, how vital, and necessary is good management of human resources to achieve goals and maximize the performance of existing employees appropriately. The quality of Human Resources can indeed be measured. One of which is, of course, by measuring the performance of employees both in terms of quality and quantity. Employees achieve it in carrying out their duties by the responsibilities that have been given to them. According to Mangkunegara, several factors affect a person's performance, including the ability factor (Mangkunegara, 2007). The psychological ability factor of the employee's ability consists of the potential ability (IQ) and the natural ability (education). Therefore, employees need to be placed in jobs that match their expertise.

One way of personnel management to improve performance is by providing compensation or salary. According to Hasibuan compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the organization (Hasibuan, 2017). According to Handoko, compensation is everything received by employees as remuneration for their work (Djibu, Shofwan, and Basrun 2019; Rachman et al. 2019; Rumaolat et al. 2019). According to Pratiwi, compensation is remuneration received to employees, both material and non-material, whether directly related to performance or not (Pratiwi, 2015). It can be concluded that compensation is all income in the form of money or goods directly or indirectly received by employees for services. They were given to the organization.

In addition to compensation, competence is also a factor that influences employee performance improvement. Performance is a function of competence, attitude, and action. Competence is a characteristic of knowledge, skills, behavior, and experience to perform a particular job or role effectively. Competence can be objectively measured and developed through supervision, work management, and human resource development programs. Competence is not just knowledge and skills. Competence is a very complex, unique ability. If employees' competence, attitudes, and actions towards their work are high, it can be predicted that their behavior will work hard to achieve organizational goals. Simanjuntak suggest that competence can deepen and broaden work abilities. The more often someone does the same job, the more skilled and faster they will complete the job (Simanjuntak et al. 2015). The more kinds of work a person does, the more affluent and broader his work experience is, and the possibility of increasing his work. Winarni said that competence as an attribute of HR quality significantly affects individual performance (Winarni et al., 2014). Several studies support this theory, including Hariyanto and Nasri Both studies indicate that there is a positive and significant influence between competence on employee performance (Hariyanto et al. 2018; Nasri et al. 2018).

Furthermore, employees are required to utilize and apply creative work patterns to support their work. This can be done if employees can innovate. Innovation is one thing that must always be done to develop a better organization, not least in non-profit organizations such as the government (Kanto et al. 2020; Lionardo, Kurniawan, and Umanailo 2020; Sa'adah et al. 2019). Therefore, organizations are always required to have high innovation to create the organization better than before. Success in developing an organization is influenced by several factors, one of which is human resources. Human resources are an essential factor because they are actors from all levels of planning to evaluate who can utilize other resources owned by the organization.

One that every organization must develop is creativity and innovation. Through creative and innovative employees, organizations can create bright ideas about the best products and services (Zimmerer, 2017). The invention is related to how an employee can reduce costs in each job and maintain his work productivity. With this capability, organizations are required to provide compensation to employees who contribute to innovation for the company's progress (Edison et al., 2016). Research that supports this opinion includes research conducted by Pakpahan and Riansyah (Pakpahan, 2004; Riansyah & Sya'roni, 2018). These two studies show a positive and significant relationship between the ability of employees to innovate on the provision of compensation. Employees who have creativity in managing their work become a top priority for organizations in providing balance.

2. Methods

This research is categorized as quantitative research. The quantitative approach aims to measure the data and apply statistical analysis to analyze the data. Another characteristic of the quantitative method is many samples and the structured way of collecting data. The tool used in the quantitative approach is a questionnaire distributed to an example of a predetermined population.

When viewed in terms of approach, this research is categorized as quantitative research. This type of research is ex post facto, which is designed to determine the level of relationship where the variables have occurred before and do not provide direct manipulation of the independent variables. The variables that will be studied in this research are (1) Competence, (2) Innovation, (3) Compensation, and (4) Employee Performance. The total population of the study was 378 personnel. The sampling technique that will be used in this research is saturated sampling. Another term for saturated selection is a census, where all population members are sampled by Sugiyono (Sugiyono, 2016). The appropriate sample size in the study is between 30 to 500 respondents. Therefore, the population in this study were all employees with the status of PNS/ASN and honorary staff at BAPPEDA Bulukumba Regency, totaling 58 people.

About the measurement scale in the preparation of the questionnaire, the researcher used a Likert scale, which is a closed question that measures attitudes from a negative situation to a positive level. With a Likert Scale, the variables to be measured are translated into variable indicators (Nath et al. 2021; Suharyanto et al. 2021; Umanailo et al. 2021). Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions Sugiyono (Sugiyono, 2016). In this study, a 5 (five) level Likert scale was used, where 5 (five) alternative answers were given weights as follows: 1. Score 5 for the answer Strongly Agree; 2). Score 4 for the answer Agree; 3). Score 3 for Neutral solution; 4). Score 2 for the answer Disagree, and 5). Score 1 for the answer strongly Disagree

Employee competence is the ability, expertise, attitude, behavior, and knowledge possessed by employees in carrying out their duties and responsibilities well. The competency indicators used in this study are based on Priansa's opinion (2014), namely: Able to carry out task; Have in-depth knowledge of the job; Mastering techniques to complete tasks is more effective and efficient; Understand the standards and procedures for existing functions within the organization well; Orientation is towards mutually supportive processes and results.

Innovation means an idea, product, information technology, institution, behavior, values, and new practices that are not widely known, accepted. It is used or applied by most of the community in a particular locality, which can be used or encourage changes in all aspects of community life to realize improving the quality of everyone and all community members concerned. The innovation indicators, according to George & Zhou, are: To Understand new technologies, techniques, processes, and new ideas; To Generate creative ideas; To Advocate for ideas to others; Provide the necessary resources to realize new ideas.

Compensation is an interaction between employees and the organization in the interchange of services or labor issued by employees and awards from the organization in wages or other facilities. Research indicators used to measure compensation according to Simamora include 1) Salary, 2) Incentives, 3) Allowances, and 5) Facilities (Simamora, 2011).

Employee performance results from an employee or employee carrying out their duties for a certain period which can be measured based on the appropriate size in the organization. The research indicators used to measure employee performance, according to Bernardin, are as follows: 1) Quality; 2) Quantity; 3) Punctuality; 4) Independence; and 5) work commitment (Bernardin & Russell, 2013).

3. Results and Discussion

3.1. Equation Results of Path Analysis and Hypothesis Test

Test results with the method of path analysis through the help of the SPSS program, then obtained the equation of analysis of each path as follows in Table 1.

Table 1. Analysis Path Result I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.441	2.030		1.695	.096
	Competence (X1)	.387	.111	.460	3.488	.001
	Innovation (X2)	.243	.118	.271	2.054	.045

Dependent Variable: Compensation (Y1)

Source: Primer Data Processed, 2020

Based on table 1 above, it can be notified structural equations of line 1, namely: $Y1 = 0,460X1 + 0,271X2$

The value $p1 = 0.460$, meaning that if the Competency variable (X1) rises by 1 (one) point, then the Compensation variable (Y1) will increase by 0.460 points. The significance value of 0.001 means that the competency variable significantly affects the increase in compensation due to the significant value of < 0.05 . She was also seen in the count value of 3,488, which will be compared to the table's value (the value of the t-table seen in the t-table statistics with a significance level of 0.050 based on $df = n-k$. Where n = the number of samples (58) and k = the number of variables (4) so that the table is obtained by 1,674. Because $t \text{ count} > (3,488 > 1,674)$ the influence of Competency on Compensation is significant.

The value $p2 = 0.271$, meaning that if the variable Innovation (X2) rises by 1 (one) point, then the variable Compensation (Y1) will increase by 0.271 points. The significance value of 0.045 means innovation has a significant effect on compensation with sig value. < 0.05 . Also seen in the t count value of 2,054 compared to the table's value (the value of the t-table seen in t-table with a significance level of 0.050 based on $df = n-k$. Where n = the number of samples (58) and k = the number of variables (4) so that the table obtained by 1,674. Because $t \text{ count} > (2,054 > 1,674)$ innovation can be expressed as having a significant effect on Compensation (Table 2).

Table 2. Analysis Path Result II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	1.750	1.356		1.291	.202
	Competence (X1)	.387	.080	.439	4.852	.000
	Innovation (X2)	.312	.080	.331	3.900	.000
	Compensation (Y1)	.265	.088	.253	3.020	.004

Dependent Variable: Performance (Y2)

Source: Primer Data Processed, 2020

Based on table 2 above, it can be notified structural equations of line 2, namely: $Y2 = 0,439X1 + 0,331X2 + 0,253Y1$

Value $p3 = 0.439$; means that if the Competency variable (X1) increases by 1 (one) point and the other variable remains, then the Employee Performance variable will increase by 0.439 points. The value of significance of 0.000 means competency has a significant effect on employee performance because of Sig's value. < 0.05 . Also seen in the t count value of 4,852, which when compared to the value. The t-table (the value of the t-table seen in the table of statistics at the level of significance is 0.050 based on $df = n-k$. where n = the number of samples and k = the number of variables) t-table obtained by 1,674. Because $t \text{ count} > (4,852 > 1,674)$, the competency can be expressed to have a significant effect on Employee Performance.

Value $p4 = 0.331$; means that if the Innovation variable (X2) increases by 1 (one) point and the other variable remains, then employee performance will increase by 0.331 points. As for the value of Sig. 0.000, which means innovation has a significant impact on Employee Performance due to the value of Sig. < 0.05 . It is also seen at a count value of 3,900, compared to the t-table value of 1,674 because $t \text{ count} > t\text{-table} (3,900 > 1,674)$ innovation can be expressed to have a significant effect on Employee Performance.

Value $p5 = 0.253$; means that if the Compensation variable (Y1) rises by 1 (one) point and the other variable remains, then the Employee Performance will increase by 0.253 points. As for the value of Sig. amount of 0.004, which means compensation has a significant effect on Employee Performance due to the sig value. < 0.05 . It is also seen at a count value of 3.020, compared to the t-table value of 1.674. Because $t \text{ count} > (3,020 > 1,674)$, it can be stated that the effect of compensation on employee performance is significant.

Hypothetical test results using path analysis in Figure 1 to show direct effect and indirect effect, then next displayed coefficient value in the Table 3 as follows.

Table 3. Hypothesis Test Result

Hypothesis	Direct Effect	Sig	Indirect Effect	Information
Path I				
X1 on Y1 (H1)	0.460	0.001		Accepted
X2 on Y1 (H2)	0.271	0.045		Accepted
Path II				
X1 on Y2 (H3)	0.439	0.000		Accepted
X2 on Y2 (H4)	0.331	0.000		Accepted
Y1 on Y2 (H5)	0.253	0.004		Accepted
X1 on Y2 through Y1 (H6)			0.460 x 0.253 = 0.116	Accepted
X2 on Y2 through Y1 (H7)			0.271 x 0.253 = 0.070	Accepted

Source: Primer Data Processed, 2020

3.2. Direct Effect

Based on table 3, the hypothesis testing in this study is described as follows:

1. Effect of Competence (X1) on Compensation (Y1). Finding out the value of the direct influence for the Competence variable on compensation can be seen from the coefficient value, which is 0.460 and is positive. The level of significance = 0.000 < 0.050. Thus, competence has a positive and significant effect on compensation, so the first hypothesis (H1) is accepted.
2. Influence of Innovation (X2) on Compensation (Y1). Determining the value of the direct influence of Innovation on Compensation can be seen from the coefficient value, which is 0.271 and is positive. The significance level is 0.045 < 0.050. Thus, innovation has a positive and significant effect on compensation, so the second hypothesis (H2) is accepted.
3. Effect of Competence (X1) on Employee Performance (Y2) Determining the value of the direct influence of competence on employee performance can be seen from the coefficient value, which is 0.439 and is positive. The level of significance = 0.000 < 0.050. Thus, competence has a positive and significant effect on employee performance, so the third hypothesis (H3) is accepted.
4. Influence of Innovation (X2) on Employee Performance (Y2) Finding out the value of the direct influence of Innovation on Employee Performance can be seen from the coefficient value, which is 0.331 and has a positive value. The level of significance = 0.000 < 0.050. Thus, competence has a positive and significant effect on employee performance, so the fourth hypothesis (H4) is accepted.
5. Effect of Compensation (Y1) on Employee Performance (Y2) Determining the value of the direct effect of compensation on employee performance can be seen from the coefficient value, which is 0.253 and is positive. The level of significance = 0.004 < 0.050. Thus, compensation has a positive and significant effect on employee performance, so the fifth hypothesis (H5) is accepted.
6. Effect of Competence (X1) on Employee Performance (Y2) through Compensation (Y1) Know the value of the indirect influence of Competency on Employee Performance mediated by compensation can be seen from multiplication. Of coefficient value between the power of Competency on Compensation (X1 => Y1) and the coefficient value of payment on employee performance (Y1 => Y2) then obtained a coefficient value of 0.116, which means that the model has a positive effect by providing an 11.6% improvement in employee performance.

3.3. Indirect Effect

1. The indirect effect of X1 against Y2 through Y1

Next, to find out the degree of significance tested with the Sobel test. Calculate the value of t (t-test) indirect effect of X1 against Y2 through Y1 with the formula Sobel test as follows:

$$z\text{-value} = \frac{a.b}{\sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}}$$

To make calculations easier, calculator for the Sobel, with the calculation result as follows.

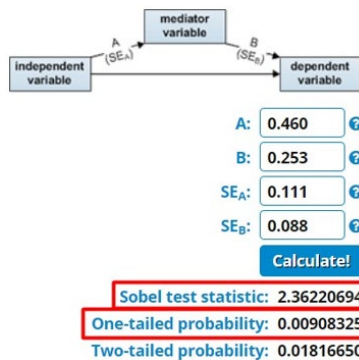


Figure 2. Sobel Test Calculation Result (H6)

The calculation result obtained the Sobel test value in the form of a statistical test of 2,362 > value of 1,674 and p-value of 0.010 (Figure 2). The deal shows that the p-value or significance value is less than 0.050 (0.010 < 0.050), which means that the mediation variable (Compensation) has a significant influence. Therefore, it can be concluded that competency has a positive and significant effect on Employee Performance mediated by compensation variables. Thus, the Sixth Hypothesis (H6) is accepted.

2. Indirect Influence of Innovation (X2) on Employee Performance (Y2) through Compensation (Y1).

Know the value of innovation's indirect influence on Employee Performance mediated by compensation can be seen from multiplication. Of coefficient value between the power of Innovation on Compensation (X2 => Y1) and the coefficient value of compensation on employee performance (Y1 => Y2) then obtained a coefficient value of 0.070, which means that the model has a positive effect by providing a 7.0% improvement in employee performance. Next, to find out the degree of significance tested with the Sobel test.

To make the calculation more accessible, the calculator for the Sobel test with the calculation result as follows in Figure 3.

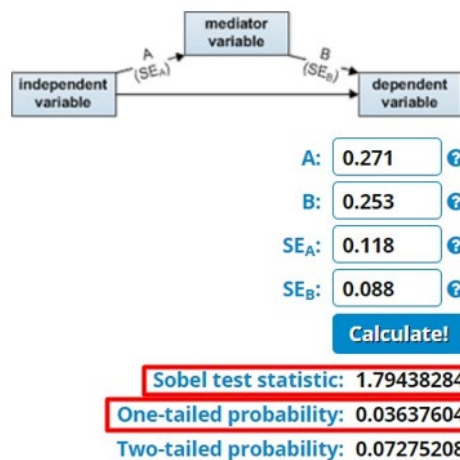


Figure 3. Sobel Test Calculation Result (H7)

The calculation result obtained the Sobel test value in the form of a statistical test of 1,794 > value of 1,674 and p-value of 0.036. The deal shows that the p-value or significance value is less than 0.05 (0.036 < 0.050), which means that the mediation variable (Compensation) has a significant influence. Therefore, it can be concluded that innovation has a positive and significant effect on Employee Performance mediated by compensation variables. Then the Seventh Hypothesis (H7) is accepted.

4. Discussion

4.1 Relationship between Competence and Compensation.

Compensation is a very complex but most important thing for employees and the organization itself. The provision of compensation to employees must have a logical and rational basis. Thus, humane emotional factors should not be ignored. If compensation is given appropriately and correctly, employees will get job satisfaction and be motivated to achieve organizational goals. Research that supports this opinion includes a study conducted by (Putra & Mujiati, 2016; Aji et al. 2017; Hariyanto et al. 2018). The research shows that there is a positive and significant influence between competence on employee compensation. So that in this research, the H1 is accepted.

4.2 Relationship between Innovation and Compensation.

Innovation is related to how an employee can reduce costs in every job and maintain his work productivity. With this capability, organizations are required to provide compensation to employees who contribute to innovation for the advancement of the organization (Edison et al., 2016). Research that supports this opinion includes research conducted by (Pakpahan, 2004; Riansyah & Sya'roni, 2018). These two studies show a positive and significant relationship between the ability of employees to innovate on the provision of compensation. Employees who have creativity in managing their work become a top priority for organizations in providing balance. So that in this research, the H2 is accepted.

4.3 Relationship between Competence and Employee Performance.

There is a strong relationship between competence and performance, both individual and organizational (organizational) performance. Ruky states that the competencies needed by workers to carry out work activities to carry out roles to produce satisfactory work performance (Sutrisno, 2016). Research that supports this opinion includes a study conducted by (Hariyanto et al. 2018; Mariana et al. 2018; Nasri et al. 2018). The study shows that there is a positive and significant influence between competence on employee performance. So that in this research, the H3 is accepted.

4.4. Relationship between Innovation and Employee Performance.

An innovative employee can be seen from his ability to implement every creative idea he thinks. Based on this, it shows that the implementation of creative ideas to create opportunities is called innovation (Saputra et al., 2020) classifies innovation into several types, including administrative innovation, technical innovation, product innovation, process innovation, market innovation, incremental innovation. Based on some of the innovation theories above, in short, innovation is the ability to apply new ideas (creative ideas) to existing opportunities to provide added value to the available resources. Research that supports this opinion includes research that has been carried out by (Firmiansyah, 2014; Kumaat & Dotulong, 2015; Saputra, 2018). The study shows that there is a positive and significant influence between innovation on employee performance. So that in this research, the H4 is accepted.

4.5. Compensation Relationship with Employee Performance.

According to Nitisemito, the amount and composition of the compensation given effect increasing employee performance. Providing adequate compensation is an organizational award for employees' work performance to encourage achieving the desired work targets (Sutrisno, 2016). When employees can do this, of course, it provides benefits for the organization. Thus, the organization is obliged to provide compensation to its employees. To support the competence and innovation capabilities of the employees.

Research that supports this opinion includes a study conducted by (Irwan et al. 2016; Rashid et al. 2018; Nasri et al. 2018; Saputra, 2018). The research shows a positive and significant effect between the provision of compensation on employee performance. Furthermore, employee competence and innovation can improve performance by providing balance to support employee performance. So that in this research, the H5 is accepted.

4.6. Relationship between Competence and Employee Performance through Compensation.

Competence is an aspect of a person's ability that includes knowledge, skills, attitudes, values, or personal characteristics that enable workers to complete their work by achieving results or success in completing tasks (Noe, 2009). The competencies possessed allows employees to have the potential to obtain better compensation. At the same time, compensation is a service fee or remuneration provided by the organization to workers because these workers have contributed energy and thoughts for the organization's progress to achieve the goals set (Sastrohadiwiryo, 2003).

Research by Putra and Aji showed a significant positive effect between competence on compensation (Putra, 2016; Aji et al. 2017). Further investigation by Rasyid found that balance has a positive and significant impact on employee performance (Rasyid et al. 2018). So, it can be said that competence has a positive and significant effect on performance mediated by compensation. So that in this research, the H6 and H7 are accepted.

5. Conclusions

The study results prove that competence and innovation have a significant effect on employee compensation and performance. Competence increases employee compensation, especially the value of the benefits provided, especially in the mastery of task completion techniques, in-depth knowledge of tasks, and ability to carry out tasks. Furthermore, compensation will be a driving force for employees to improve their performance, as seen by the high work commitment, independence, and high work quality as characteristics of improving employee performance.

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