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The Effect of Leadership, Compensation and Competency on Employee Performance

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THE EFFECT OF LEADERSHIP, COMPENSATION AND COMPETENCY ON EMPLOYEE PERFORMANCE OF BANDA ACEH PUBLIC HEALTH OFFICE

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Abstract

This study is an implicit study of the influence of leadership, compensation and competence on employee performance of Banda Aceh Public Health Office. The purpose of this research is to know the influence of leadership, compensation and competency either partially or simultaneously on employee performance of Banda Aceh Public Health Office. The study population is all over Government Employees that works on Banda Aceh Public Health Office, amounting to 84 employees. The entire population is sampled because the population is affordable or less than 100. Data collection is done by distributing questionnaires (questionnaires). Primary data are then analyzed by using multiple linear regressions. The results of the study explain the leadership significantly influences the performance of employees in the Public Health Office of Banda Aceh. Compensation has a significant effect on employee performance of Banda Aceh Public Health Office. Simultaneously leadership, compensation and competence have a strong and positive relationship with employee performance at Banda Aceh Public Health Office. The role of leadership, compensation and competence in influencing employee performance at Banda Aceh Public Health Office also more dominant than other variables outside the model.

Keywords: Leadership, Compensation, Competence, Employee Performance, Banda Aceh



A. Introduction

The current era of decentralization, autonomy and public sector reform, demands for higher government performance. Government employees as a public organization's resources becomes a vital tool that drives government agencies in achieving the government's vision and mission in development. This condition is very possible because the apparatus is in position as a formulator and determinant of public policy power, and as executor of all regulations, ranging from the lowest hierarchy to the highest hierarchy. However, reform efforts that are believed to be able to improve the efficiency and effectiveness of government work programs are in fact not much changed (Mahmudi, 2013: 3). So that the public bureaucracy reform that is expected to improve the welfare of society so far has not been fully realized.

The trend also occurs in the work environment Public Health Office of Banda Aceh. This Public Health Office carries out the general tasks of government and development in the field of public health in accordance with applicable legislation. But the excess employee in Banda Aceh Public Health Office has posed various problems in civil service management of civilian countries, especially low performance. There are still some notes on the existence and performance of employees at the Health Department, among others the growing tendency of employees to seek pleasure and avoid the difficulty in working and the lack of discipline of employees against working time, so that the performance of employees at the Banda Aceh Public Health Office is still a problem that needs handled better.

Employee performance at Banda Aceh Public Health Office is the result of work in quality and quantity achieved. Performance is influenced by various factors both derived from the individual self or from the organization. There are three main factors that affect employee performance that is work effort, individual ability and organizational support (Mangkunegara, 2012: 15). More detailed organizational support

with regard to leadership and compensation. While individual abilities are related to motivation and competence. Thus, leadership, compensation and competence are among the factors that influence the performance of employees in Banda Aceh Public Health Office.

Banda Aceh Public Health Office has the function of formulating technical policy in the field of health, administration of government affairs and public services in the field of health, development and implementation of health tasks, the implementation of technical administration and administrative services UPTD and other tasks assigned by the Mayor in accordance with the duties and functions. In implementing the work program in the field of health the agency involves 133 employees with the support of an effective leadership process. With an organizational structure in the form of staff and line, causing the authority of the top / leadership (head of field / section) that oversees a number of employees along the structure of the organization. Treatments from the leadership received by employees are captured as stimuli that are organized and interpreted into perceptions of organizational support.

Leadership can be regarded as the way of a leader in directing, encouraging and managing all elements of bureaucracy in the work environment of Banda Aceh Public Health Office to achieve defined organizational goals. Leadership behavior will greatly determine individual behavior. If leaders have a good way of communicating, supervising subordinates with loose procedures then subordinates will be happy at working so that their performance will be better. On the other hand, if leaders have a rigid communication mode and supervision of subordinates with rigorous procedures will make the subordinates less happy in the work so that their performance will be worse.

Working for the employees of Banda Aceh Public Health Office is a dedication to the state and society that can give them good deeds. With the government's goals achieved they will be able to meet their needs through the amount of compensation they will receive. Even when they enter and work, the compensation earned by them turns out to be far



more diverse and more than just the salary they expect before becoming an employee. In addition to salary they will receive employee health insurance, benefits, thirteenth monthly salary, promotion and even official travel that can benefit the welfare.

This compensation will affect their performance and also affect how they perceive the work and the organization (Mathis and Jackson, 2007: 129) If employees feel overpayment in compensation payments, they will try to improve their results and work quality, but if they feel underpayment then they will reduce the work and the quality (Pengabeau, 2012: 80).

Changes in the political environment of the government during one decade require all government agencies including the Banda Aceh Public Health Office to improve its performance on the community. These demands are part of bureaucratic reforms implemented since the fiscal decentralization period. In essence, these demands urged government agencies to improve overall performance, especially in the case of improvement of public services. The performance improvement of Banda Aceh Public Health Office can only be achieved if the competence of the coherent staff with the task field and agency strategy (Sudirman, 2013: 95). However, the system of recruitment, placement and even the development of Government Employees which is often not objective causes the competence of employees in this agency needs to be questioned.

Employee competence is a skill based on skill and knowledge supported by work attitude and its application in performing tasks and work referring to the specified work requirements (Sutrisno, 2010: 203). The development of the Banda Aceh public Health Office strategy that is not based on a competence base can develop into a compromise practice. While civil servants will be encouraged if the consequences of his behavior can satisfy his personal needs (Sudirman, 2013: 95).

B. Study of Literature

Basically performance is the responsibility of every individual working in the organization. The responsibility for performance is not actually born to



the manager but from the individual. If within the organization each individual works well, excel, excited and contributes best to the organization, then the overall organization's performance is good. Thus, organizational performance is a reflection of individual performance (Mahmudi, 2013).

Mangkunegara (2012: 67) gives the definition of performance is "the work in quality and quantity achieved by a person's workforce in performing their duties in accordance with the responsibilities given to him". Then performance according to Armstrong and Baron (1998) in Wibowo (2007: 34) is "about what to do and how to do it. Performance is the result of work that has been compiled. Strong relationship with organizational strategic goals, customer satisfaction and economic contribution".

Wider opinion expressed by Rivai (2009: 548) which says performance or performance is:

Work performance is a function of motivation and ability. To accomplish a person's task or job should have a certain degree of willingness and skill level. Performance is a real behavior that is displayed every one as a work achievement. Performance is a very important thing in the company's efforts in the company to achieve the goal.

Another opinion of performance is: "the ability of individuals to meet the provisions that exist in his work. Or work performance is the result of a person's efforts determined by the ability of his personal characteristics and perceptions of his role in the work", Sutrisno (2010: 164).

According to Mathis and Jackson (2007: 123) there are three aspects involved in shaping individual performance. These components are "(1) the individual's ability to do the job, (2) the level of effort devoted, and (3) organizational support". The relationship of these three factors is widely recognized in the management literature as:

$$(\text{Performance} - P) = (\text{Ability} - A) \times \text{Usaha} (\text{Effort} - E) \times (\text{Support} - S)$$

Individual performance is improved to the extent that all three components are present within the employee. However, performance diminishes if one of these factors is reduced or nonexistent. Some workers have the ability to do the job and work hard, but the organization provides



the ancient equipment or supervisor management style caused a negative reaction from the workers.

The existence of a leader in the Public Health Office is urgently needed to bring the company to its intended purpose. The actuating function is one of the management functions played by each head of the Public Health Office to invite the people who become his subordinates to work together to achieve the established goals. The function involves employees, the division of authority (rights and responsibilities) clearly and involves the ability of behavior (behavior) to use his power in influencing the subordinates.

T. Hani Handoko (2011) describes seven 7 characteristics of effective leadership, among others:

- 1) Encouragement;
- 2) Will to lead;
- 3) Honesty and integrity;
- 4) Confidence;
- 5) Intelligence;
- 6) Knowledge related to leadership;
- 7) Additional vision.

Effective leadership should demonstrate a high level of effort/ achievement, achievement, ambition and energy, relentless and initiative. Effective leadership must also have a strong will to influence and lead the people under it and the willingness to take responsibility.

Effective leaders can build trusting relationships with subordinates by being honest and not deceiving and showing consistency between words and deeds. Then the subordinates also see the undisputed leader and the belief in convincing his followers of truth and decision..

Then an effective leader is one who can collect, interpret and share information to solve problems and help decisions. They have a level of knowledge of the company, the industry, the technical stuff. In addition, effective leaders are also people who are energized and vibrant and able to socialize, firm and rarely silent.



a. Definition of Compensation

For the Public Health Office, compensation is a calculated part of the project budget draft offered to the government in view of the income received from the project activity in which it is part of the compensation that the company must pay to employees or field workers in return for services. Besides, the compensation must be managed properly so as not to cause problems of joy and jealousy among employees. This means that if employees give more value to the company then the work will get a favorable compensation.

Tjutju, Yuniarsih, Suwatno. (2011) describes compensation as "all remuneration received by an employee / employee of his company as a result of the services/ personnel he has given to the company". Then the compensation according to Sutrisno (2010: 182) is: "All remuneration received by an employee of the company resulting from the services/ personnel that have been given to the company. Compensation is calculated based on job evaluation".

Then Hasibuan (2010: 118) describes compensation as "all income in the form of money, goods, whether directly or indirectly received by employees in return for services provided by the company".

The compensation is in the form of money, which means that the compensation is paid by a certain amount of currency to the employee concerned. Compensation in the form of goods, meaning that compensation is paid with goods. Then direct compensation is in the form of salary, wages, and incentive wages; while indirect compensation (employee welfare or employee welfare) is in the form of facilities for which the payment is made by the enterprise.

From some of the above opinion can be explained that the compensation is a reward or reward given the company from the activities undertaken labor in companies either directly paid in the form of currency or indirectly form of goods and services. Compensation is the main cost in running a business and with the labor cost the company will benefit. For the workforce the compensation is the main reason why individuals seek employment.



The design of a good compensation system by Mathis and Jackson (2007: 126) will provide positive results, among others:

Table.1: Benefits of Compensation

Organization	Labor
1. Greater workforce flexibility. 2. Increased working time effectiveness. 3. Reduced obstacles and workflow. 4. Increased output of labor at any time.	1. Improve employee understanding of the organization. 2. Better employee performance. 3. Increase employee job satisfaction. 4. Improve employee commitment.

b. Forms of Compensation

A total service reward system includes monetary and non-monetary compensation. Monetary compensation involves assessing employee contributions in the distribution of direct and indirect compensation. According Martoyo (2007) compensation is "the overall regulation of reward for employers and employees either directly in the form of money (financial) or indirect (nonfinancial)". According to Rivai (2009: 357) financial compensation consists of:

- 1) Indirect compensation
- 2) Direct compensation

Direct compensation consists of employee payments in the form of wages, salaries, bonuses, or commissions. Indirect compensation, or benefit, consists of all payments not covered by direct financial compensation covering holidays, insurance, services such as child care or religious care, and so on. Nonfinancial awards such as praise, self-respect, and recognition that can affect employee work motivation, productivity, and satisfaction.

The components of financial compensation according to Rivai (2009: 360) are:

- a) Salary
- b) Wages
- c) Incentives



d) Indirect Compensation

Compensation in the form of money according to Gouzali (2005: 234) can be classified as follows:

- 1) Salary
- 2) Wages
- 3) Subsidy
- 4) Incentives or Bonuses

Salary is the type of reward given to an employee periodically (usually once a month). Or, it can also be said as a fixed fee that someone received from membership in a company.

While wages are direct financial rewards paid to employees on the basis of working hours, the amount of goods produced or the number of services provided. So unlike salaries whose numbers are relatively fixed, the amount of wages may vary depending on the resulting output. Wages are remuneration given to daily workers (casual workers) whose amount has been agreed previously by both parties.

Incentives are direct rewards paid to employees because their performance exceeds the specified standards. Incentives are another form of direct wage outside of wages and salaries that are fixed compensation, commonly called pay for performance plans.

Subsidy is an additional income given by the company for the services of employees, because the employee is considered to have participated in achieving company goals. While additional compensation given is based on company policy to all employees as an effort to improve the welfare of employees such as: insurance-insurance, allowances, pensions, and others.

Non-financial compensation according to Rivai (2009: 741) consists of "appreciation, praise, and recognition that affects employee motivation". Then non financial compensation according to Pengabean (2012: 76) "in the form of work and work environment".

Competence comes from the word competence which means skill, ability, and authority. Etymologically competence is defined as the dimension of skill behavior or superiority of a person who has good skills,



knowledge, and behavior (Sutrisno, 2010: 202). In general, the definition of competence shows an image of a person's ability to manage the work and a series of activities to achieve the target.

According to Wibowo (2009: 110) "competence is an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job".

In this case, the term competence refers to the general ability to run a job. Competence as a person's ability to produce at a satisfactory level in the workplace. Furthermore Sutrisno (2010: 203) states "competence is a skill based on skills and knowledge supported by work attitude and its application in performing tasks and work referring to specified work requirements".

Thus, competence shows the skills or knowledge characterized by professionalism in a particular field. While Torang (2013: 53) states that the competence is a skill (knowledge & skills) to perform or perform activities/ jobs/ tasks. Competence is also the basic characteristics of a person leading or leading to outstanding effectiveness and performance.

More specifically, according to Spencer and Spencer in Moeheriono (2010: 3) says that: "competence is the underlying characteristic of a person with regard to the effectiveness of the individual's performance in his work or the basic characteristics of an individual who has a causal relation or as a cause with the criterion being made effective, or superior or superior performers at work or in certain situations".

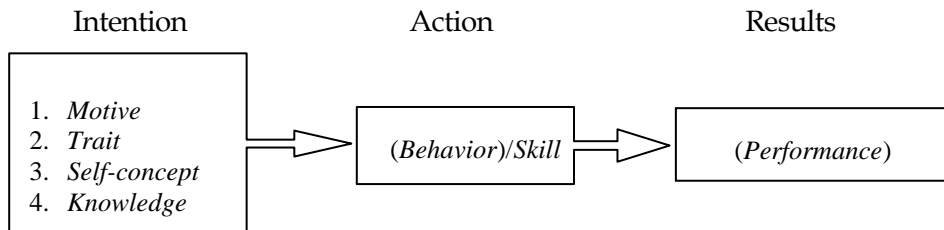
Based on the Regulation of the Head of the State Personnel Agency. 11 of 2008 on Guidelines for Competency Assessment Government Employees in Structural and No. Positions 12 of 2008 concerning Guidelines for the Implementation of Assessment Center of Government employees, the definition of competence is the ability and characteristics possessed by a Government employees in the form of knowledge, skills, and behavioral attitude required in the implementation of duties, Government employees can perform their duties professionally, effectively, and efficiently.

Based on the above understanding can be concluded that the competence is the ability and characteristics possessed, showing skills or



knowledge that meet the criteria in a particular field to perform the task professionally, effectively and efficiently. Increased competence is needed especially to answer the demands of the organization.

Components of competence in the form of motives, personal character, and self-concept are expected to predict an action or behavior of someone, so that will emerge as performance or performance. Competence also always involves intention (intentional) that encourages a number of motives or personal character to perform an action towards the formation of a result, which can be described as follows:



Source: Sutrisno (2011: 207).

This concept illustrates that the maximum performance of each individual is not only determined by the level of intellectual knowledge and physical skills alone, but also influenced by attitudes and behaviors (mental individual). Knowledge and skills describe intellectual competence, while attitudes and behaviors describe the individual's emotional and social competence.

C. Research Method

To get the data and information in this study the authors conducted research at the Department of Health in Banda Aceh. The scope of the research is limited to data and information on leadership, remuneration, competence and performance of employees.

The study population was all employees who work at the Department of Health in London, amounting to as many as 133 people. Sampling in this study performed with minimal sample formulations using Slovin and Sevila (Ginting et.al, 2008: 132) is as follows:

$$n = \frac{N}{1 + Ne^2}$$



Note:

N = Population

n = Sample

e = The desired level of trust / precision (90% = 0,90)

From the calculation results obtained the number of samples as many as 57 employees. The sample selection was done randomly.

To determine the effect of compensation on employee performance then performed multiple linier regression analysis through the help of SPSS device is :

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

Note :

Y = Employee performance

X1 = Leadership

X2 = Compensation

X3 = Competency

a = Constants

b1....b3= Regression Parameters

e = Error Term

D. Discussion

The effect of independent variable on dependent variable can be proved by multiple regression analysis. This analysis aims to predict the extent of the increase in the interval of 3 (three) independent variables involved in leadership, competence and competence, namely leadership (X1), compensation (X2) and competence (X3) on the increase of dependent variable i.e. performance (Y) at a certain error rate (significance) or where the influence between these variables is really real. SPSS output results of multiple linear regression of the influence of free and bound variables can be seen Table 2.

Table. 2

Result of Regression Model Analysis Influence Motivation, Compensation and Competence on Employee Performance



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,487	0,372		1,310	0,194
Leadership	0,369	0,168	0,264	2,193	0,031
Compensation	0,337	0,127	0,260	2,666	0,009
Competence	0,466	0,184	0,347	2,533	0,013

Source: Primary Data (processed), 2016

Regression Coefficient (β)

From the output put SPSS in Table above can be made linear equation line is as follows:

$$Y = 0,487 + 0,369X_1 + 0,337X_2 + 0,466X_3$$

The above equation describes as follows:

- 1) Employee performance constant value equal to $B = 0,487$ explain if leadership (X_1), compensation (X_2) and competence (X_3) did not change, performance (Y) employee at Banda Aceh Public Health Office constantly equal to 0,487 unit likert scale. This condition indicates the level of performance of employees at the Banda Aceh Public Health Office is still relatively low.
- 2) The coefficient of influence of leadership variable of 0.369 explains any increase of one unit Likert scale of leadership variable then it will be able to improve employee performance equal to 0,369 unit likert scale. Thus it can be said that if leadership behavior can be improved then employee performance in Banda Aceh Public Health Office will also be better.
- 3) Coefficient of influence of variable of compensation equal to 0,369 explain every existence of increase of one unit of likert scale of compensation variable hence will can improve employee performance equal to 0,369 unit likert scale. Thus it can be said that if the level of employee compensation can be increased then the performance of employees in Banda Aceh Public Health Office will be better.



- 4) Coefficient of influence of variable of compensation equal to 0,466 explain every existence of increase of one unit likert scale of variable of competence it will can improve employee performance equal to 0,466 unit likert scale. Thus can be said if the competence of employees can be improved then the performance of employees in Banda Aceh Public Health Office will be better.

Coefficient of Correlation and Determination

From the output of SPSS multiple linear regression also in the correlation coefficient and termination that explain the relationship between research variables. Correlation is a relationship between one variable either without cause (correlationally) or the cause of effect (causally). The result of correlation relationship of leadership variable (X1), compensation (X2) and competence (X3) with performance (Y) move between -1 to +1 and basically can be grouped into three big groups among others. Then from the results of correlation can be seen the results of correlation termination (r^2) which explains how far the contribution of the relationship of one variable with other variables. From output result SPSS can know the level of relationship of independent variable with dependent variable, among others:

Results of Correlation and Correlation Analysis Reflected.

Model	R	R Square	Adjusted R Square
1	0,785	0,617	0,603

Source: Primary Data (processed), 2016

The correlation coefficient R of 0.785 explains the positive and strong relationship between the independent variables, namely leadership (X1), compensation (X2) and competence (X3) with employee performance (Y) at Banda Aceh City Health Office, with close relationship 0.785.

Coefficient of determination Adjusted R Square equal to 0,617 explain, role of leadership variable (X1), compensation (X2) and competence (X3) in influence performance (Y) employee at Banda Aceh Public Health Office equal to 0,617 or 61,70%. While the residual (residual



value) of the variable role is 0.383 or 38.30% influenced by other variables not involved in this study.

Simultaneous Proof

This test is conducted to see the effect of independent variables on the dependent variable simultaneously (simultaneous) 5% significance level. When $F_{count} > F_{table}$ can be concluded that together independent variables have an effect on the significance of the dependent variable. Conversely, if $F_{count} < F_{table}$ then the independent variable has no effect on the dependent variable. Partial hypothesis proof can be explained as follows:

Table 4: Test Analysis Result F

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20,183	3	6,728	42,959	0,000
	Residual	12,529	80	0,157		
	Total	32,711	83			

Source: Primary Data (processed), 2016

Result of division of Mean Square obtained value of F count equal to 42,959 at the level of significance level 0,000. While the value of F table significant level% and Df 84 is equal to 2.49. Thus, it is seen that the value of F arithmetic (42,959) > F table (2.49) so that the hypothesis H_a which states leadership (X1), compensation (X2) and competence (X3) significantly influence the performance (Y) employees at the Banda Aceh Public Health Office is acceptable.

Partial Proof

This test is performed to see the significance of the influence of independent variables individually to the dependent variable (partially). Assuming other variables is constant. If $t_{arithmetic} \geq t_{table}$ with 5% significance then it can be concluded that the partial independent variables significantly influence the dependent variable. If $t < t_{table}$ with significance level 5% then it can be concluded that the independent



variable has no effect on the dependent. Partial hypothesis proof can be explained as follows:

Table 5: Test Analysis Result t

Model	Unstandardized Coefficients		t count	t table	Sig.
	B	Std. Error			
(Constant)	0,487	0,372	1.310		0,194
Leadership	0,369	0,168	2.193	1.989	0,031
Compensation	0,337	0,127	2.666	1.989	0,009
Competence	0,466	0,184	2.533	1.989	0,013

Source: Primary Data (processed), 2016

The table above explains the effect of each variable is :

- a. Result of analysis of leadership influence on employee performance at Banda Aceh Public Health Office.

From the results of output SPSS obtained value t arithmetic for leadership variables of 21193 with a probability value of 0.031. While the value of t table at the error rate of 5% is 1,989. Thus $t\ count > t\ table$ so that H_a which states leadership influence on the performance of employees at the Banda Aceh Public Health Office is not acceptable truth.

- b. Result of analysis of the effect of compensation on employee performance at Banda Aceh Public Health Office

From the result of output SPSS obtained by t value for compensation variable equal to 2,666 with probability value 0,009. While the value of t table error rate of 5% is 1,989. Thus $t\ count > t\ table$ so that the hypothesis H_a which states compensation effect on the performance of employees in Banda Aceh Public Health Office can be accepted truth.

- c. Result of analysis of the effect of compensation on employee performance at Banda Aceh Public Health Office

From the result of output SPSS obtained by t value for compensation variable equal to 2,666 with probability value 0,009. While the value of t table error rate of 5% is 1,989. Thus $t\ count > t$



table so that the hypothesis H_a which states compensation effect on the performance of employees in Banda Aceh Public Health Office can be accepted truth.

E. Conclusion

1. Leadership significantly influences employee performance in Banda Aceh Public Health Office with t count (2,193) > from t table value (1.989). Thus, if the employment leadership of employees in Banda Aceh Public Health Office can be improved then the performance of employees will be better.
2. Compensation has significant effect on employee performance in Banda Aceh Public Health Office with t count (2.666) > from t table value (1.989). Thus, if the compensation of employees in Banda Aceh Public Health Office can be improved then the performance of employees will be better.
3. Competence significantly influences employee performance in Banda Aceh Public Health Office with t count (2.533) > from t table value (1.989). Thus if the competency activities in Banda Aceh Public Health Office can be improved then the performance of employees will be better.

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