

The Effect of Competence, Compensation and Work Motivation on the Performance of Village Apparatus in the Ciampel District, Karawang Regency in 2019

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Abstract

Village officials are public service officials who have the duty and responsibility of serving the community in solving all village administrative problems in the Ciampel District, Karawang Regency. This study analyzes the effect of competence, compensation, and work motivation on the performance of village officials in the Ciampel District, Karawang Regency. This research was conducted in the Ciampel District area. The purpose of this study is to obtain empirical evidence and find clarity of phenomena and conclusions about the Effect of Competence, Compensation, and Work Motivation on the Performance of Village Officials in the Ciampel District, Karawang Regency in 2019. This study uses a survey method using primary data obtained from questionnaires. The sample in this study was 85 employees. The data analysis technique used is descriptive quantitative using the path analysis method. This study indicates that the variables of competence, compensation, and work motivation partially have a significant effect on the performance of village officials. While simultaneously, the competency, compensation, and work motivation variables have a significant effect on the performance of the village apparatus. Based on the research results, it can be explained that the competency variable directly influences the most dominant variation in performance variables.

Keywords: Competence, Compensation, Work Motivation, Performance, Village Officials

Abstrak

Perangkat Desa merupakan pegawai pejabat pelayanan publik yang mempunyai tugas dan tanggung jawab terhadap pelayanan kepada masyarakat dalam menyelesaikan segala permasalahan administratif desa yang berada di wilayah Kecamatan Ciampel Kabupaten Karawang. Penelitian ini menganalisis pengaruh kompetensi, kompensasi dan motivasi kerja terhadap kinerja perangkat desa di wilayah Kecamatan Ciampel Kabupaten Karawang, penelitian ini dilakukan di wilayah Kecamatan Ciampel. Tujuan penelitian ini untuk memperoleh bukti-bukti empirik dan menemukan kejelasan fenomena serta kesimpulan tentang Pengaruh Kompetensi, Kompensasi Dan Motivasi Kerja Terhadap Kinerja Perangkat Desa Di Wilayah Kecamatan Ciampel Kabupaten Karawang Tahun 2019. Penelitian ini menggunakan metode survei dengan menggunakan data primer yang diperoleh dari kuesioner. Sampel dalam penelitian ini adalah 85 orang karyawan. Teknik analisis data yang digunakan adalah secara deskriptif kuantitatif dengan menggunakan metode analisis jalur. Hasil dari penelitian ini menunjukkan bahwa variabel kompetensi, kompensasi dan motivasi kerja secara parsial berpengaruh signifikan terhadap kinerja perangkat desa. Sedangkan Secara simultan variabel kompetensi, kompensasi dan motivasi kerja berpengaruh signifikan terhadap kinerja Perangkat Desa. Berdasarkan hasil penelitian dapat dijelaskan bahwa variasi variabel kinerja paling dominan dipengaruhi langsung oleh variabel kompetensi.

Kata kunci: Kompetensi, Kompensasi, Motivasi Kerja, Kinerja, Perangkat Desa

INTRODUCTION

The implementation of regional autonomy policies as regulated in Law Number 32 of 2004 concerning Regional Governments has led to fundamental changes in the organization and management of Regional Governments. The existence of regional autonomy is intended to improve the welfare of their people evenly and have high competitiveness in facing global competition. Of course, to achieve this goal, competent and skilled human resources are needed in managing the organization. To achieve the organization's goals, it is necessary to improve the performance of employees. Prasetyantoko in Cahyadi (2016) says that to improve performance, it is necessary to apply the principles of good governance. Because the application of the ideals of good governance ultimately requires the involvement of community organizations as a balancing force for the state (Mardiasmo in Cahyadi, 2016).

Ciampel sub-district is a division sub-district which is part of the territory of 30 sub-districts in Karawang Regency and is the largest in Karawang Regency. The Ciampel District Government Area covers 7 (seven) villages. As a regional apparatus for Karawang Regency, Ciampel District is an element of its territorial line whose activities are operational, providing direct services to the community. As a public organization related to the implementation of service functions, the Ciampel District Office, Karawang Regency as a public institution that provides licensing and non- licensing services, is required to provide service levels through improving the operational performance of employees both at the District level and at the Village Government level, because high employee performance will reflect the overall performance of the organization. On the other hand, the low operational performance of employees will

reflect the low performance of employees.

For this reason, in carrying out these public services, employees must have the competence so that the implementation of services runs well. In addition to competence, improving public services can also occur when government employees or apparatus get proper compensation. With proper compensation, it will increase employee motivation in doing work.

According to Miyawaki in Rande (2016) is "competency include the aptitude necessary to enhance basic abilities and raise job performance to a higher level ". This means that competence can be defined as the talent needed to improve basic abilities and improve performance to a higher level. Based on the pre-study results, it shows that the village apparatus in Ciampel District in carrying out work or tasks has not been based on good skills and knowledge and is not supported by the work attitude demanded by the job. Meanwhile, employee skills and abilities lie on the inside of every employee. They are forever in a person's personality who can widely predict behavior and performance in all situations and work tasks.

In addition to competence, compensation plays a vital role in improving employee performance, one of the main reasons a person works is to fulfill his life needs. Someone will work optimally in order to get the appropriate compensation. According to Hasibuan (2017) compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company. Based on the results of the pre-research on compensation, it shows that currently the village apparatus of Ciampel District expresses their dissatisfaction with salaries that are not following the payment agreement, the allowances provided by the village government are insufficient and

awards are not given to village officials who excel. The compensation system for village officials in Ciampel District still adheres to the traditional compensation system because the reward is still determined based on class, rank, and seniority aspects. The unfair and still low compensation system is also complained of by several village officials in the Ciampel sub-district government. Several village officials feel they have worked optimally for the agency but have not been given adequate compensation according to their sacrifice.

Not only compensation factors need to be considered in order to improve employee performance, but agencies must also pay attention to motivational factors. Motivation is a driving force for someone to achieve organizational goals optimally (Sutiono et al., 2011). The work motivation of each employee in a government agency is different, including village officials in Ciampel District. There are still those who have low motivation in working that are not following the wishes of the agency so that every employee has high motivation, so that the agency's goals are following Permendagri No. 84 of 2015 concerning the Organizational Structure and Work Procedures of the Village Government in providing the best public services through its employees can be achieved. Based on the description above, it refers to the phenomena that occur in the field and remembers the importance of competence, compensation, and work motivation to improve the village apparatus's performance in Ciampel District, Karawang Regency.

According to the statement above, this research aimed to identify the influencing factor of the Village Apparatus performance, proposing the job competencies, compensation and motivation as the antecedent.

LITERATURE REVIEW

Job Performance

Performance is the result of a process that refers to and is measured over a certain period based on pre-determined provisions or agreements (Edison, 2016). This employee performance will be achieved if it is supported by employee attributes, work effort and organizational support. Good quality performance cannot be obtained by simply turning the palm of the hand, but it must be done with hard work and high discipline, both in the short and long term. According to Mathias and Jackson (2009) that employee performance can be measured by the dimensions of individual ability, effort devoted and organizational support.

Competencies

Personal competencies are associated with successful job performance (Liu et al., 2019). Communicative and expression abilities, innovative abilities and creativity, cooperative ability, life-long learning ability, problem solving skills, positive attitudes and outlooks, interpersonal skills, critical thinking ability, and global perspectives were all included in the personal competencies. These are believed to be the most important personal characteristics for achieving success in the workplace (Tsai, 2013). Dalanon et al. (2018) found that the increase in job competencies among local administrative workers can increase their performance in a long run. This is because skills are viewed as behavioral elements that may be used to effectively measure performance (Zaim et al., 2013). This suggests that extension agents with a high degree of expertise are more likely to do the advisory service job efficiently. Identifying essential competencies and applying them into trainings would increase extension agents'

performance. This, in turn, would lead to improvements in the clientele, such as greater resistance to climate change. Several studies have found a strong relationship between several competency measures and work success (Boyatzis, 2008; Mckim, 2013; Singh et al., 2016; Zaim et al., 2013).

H1: Employee Competencies positively affect the job performance among local officer

Compensation

The provision of compensation is very important for every employee and is useful for the company to determine further policy actions and efforts to improve performance. Compensation can be financial or non-financial and must be calculated and given to employees according to their sacrifices to the organization or company where they work. According to Hasibuan (2017) compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company. Compensation in the form of direct financial such as salaries, wages, commissions, and bonuses. And indirect compensation such as insurance, social assistance, leave money, pension, education, and others. According Mangkunagara (2015), the compensation can be measured by using two dimensions, namely salaries and benefit. Yulianti (2018) mentioned that the compensation is an obvious factor in determining the employee performance. On the other, Abdullah et al. (2019), indicates that the performance among the public employee doesn't have

much the same characteristics comparing to the private employee. The remuneration systems is more related to the tenure than on the performance (Septiani, 2013; Utama et al., 2012).

H2: Compensation positively affect the job performance among local officer

Work motivation

Motivation questions how to direct subordinates' power and potential to work together productively in achieving and realizing predetermined goals. This motivation is the thing that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results. According to Robbins and Counter in Suwatno (2014), work motivation is a willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs. Dimensions or indicators of work motivation are divided into two dimensions and six indicators according to Rivai (2009), namely physiological needs, security needs, social needs, self-esteem needs and self-actualization needs.

Yang et al. (2018) indicates that the intrinsic motives among water management worker are coming from the desire to fulfil the household needs and the feel to take action into the water management project. Additionally, Umar (2018) also found that the local worker in agricultural sectors indicates that motivation is proven as an antecedent of local worker performance.

H3: Work motives positively affect the job performance among local officer.

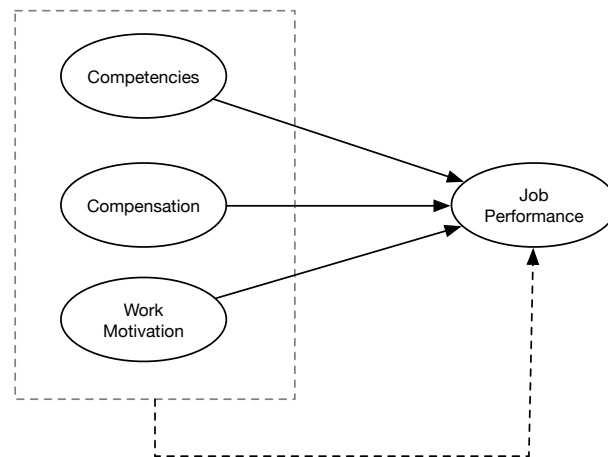


Figure 1. Conceptual Framework

RESEARCH METHOD

Research Types

This type of research is quantitative with the method used in this research is descriptive verification method. Descriptive method is used to describe the level of competence, compensation, work motivation and performance level of village officials in Ciampel District, Karawang Regency. The verification method is used to determine the effect of the variables of competence, compensation and work motivation on the performance of village officials throughout the Ciampel District, Karawang Regency, and to test the hypothesis whether the hypothesis can be accepted or rejected.

Research Location and Time

The object of research in the study is Ciampel District with the research unit being village officials throughout Ciampel District, Karawang Regency during November 2020 to February 2021.

Population and Sample

The population in this study were village officials throughout the Ciampel District, Karawang Regency, amounting to 85 people. The sample in this study was part of the village apparatus in Ciampel District, Karawang Regency, which represented the

population. The sampling technique in this study the author uses a saturated sample where the entire population is used as a sample, namely as many as 85 village officials in Ciampel District, Karawang Regency.

Data collection technique

In collecting this data, researchers carried out research directly on the object of research to obtain the data needed to complete the required data, namely by distributing questionnaires, interviews and literature studies.

Data analysis technique

The data analysis technique used two types, namely descriptive data analysis and verification data analysis. Descriptive technique provides information about the data held and does not intend to test the hypothesis. The verification analysis used is path analysis. This research employs the regression analysis to test the proposed hypotheses.

RESULT AND DISCUSSION

Results

Profile of respondents in this study, the majority of respondents in this study were male, 61 people or 71.8% aged between 35.1 years to 41 years, 54 people or 63.5% high

school education/equivalent as many as 59 people or 69.4% with the work status of all Non- Civil Servants and the length of work above or equal to 5.1 years as many as 47 people or 55.3%.

Based on the recapitulation results of respondents' responses to the competency variable. With the number of indicators 15, it produces a total score of 4,682 with a total average score of 312. The amount of the total average score, if seen in Figure 4.2, is in the range between 289 and 357 with a good answer category. The lowest score of 273 is on the indicator of the ability of village officials in imagination/creativity in completing work, while the highest score of 357 is on the indicator of the ability of village officials to manage emotions when solving problems.

Based on the results of the recapitulation of respondents' responses to the compensation variable. The number of indicators 15 produces a total score of 3,829 with a total average score of 255. If seen in Figure 4.3, the total average score is in the range between 221 and 289 with the answer category quite agree. There are four indicators that have a low score, namely the salary received so far has been appropriate in meeting needs, the salary received is appropriate to improve my performance, the Village Government provides overtime pay for village officials who work more than working hours and gets an annual leave payment allowance. While the highest score

of 305 is on the indicator of getting a bonus from the village and sub-district offices if you have done work according to the predetermined target.

Based on the results of the recapitulation of respondents' responses to the work motivation variable. With a total of 15 indicators, it produces a total score of 4,948 with a total average score of 330. The amount of the total average score, if seen in Figure 4.3, is in the range between 289 and 357 with the category of agreeing answers. The lowest score of 288 is on the indicator that the Village/District Government provides facilities and infrastructure that support all work activities, while the highest score of 362 is on the indicator that the Village Head gives praise if he is able to do a good job.

Based on the results of the recapitulation of respondents' responses to the performance variable. With the number of indicators 15, it produces a total score of 4,452 with a total average score of 297. The amount of the total average score, if seen in Figure 4.4, is in the range between 289 and 357 with the category of agreeing answers. The lowest score of 269 is on the indicator of being able to do the current job because I already have experience while the highest score of 355 is on the indicator of a fair division of tasks that motivates me to achieve optimal work results.

Table 1. Correlation between Research Variables

		Competency	Compensation	Motivation
Pearson Correlation	Competence	1.000	.339	.460
	Compensation	.339	1.000	.449
	Motivation	.460	.449	1.000
Sig. (1-tailed)	Competence	-	.001	.000
	Compensation	.001	-	.000
	Motivation	.000	.000	-

Source: The results of the processed questionnaire, 2020

Table 2. Means of Path Coefficients Between Research Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8066	10,200		3,791	.431
Competence	.810	.139	.492	5.836	.000
Compensation	.188	.183	.147	2.826	.008
Work motivation	.585	.166	.334	3,519	.001
R = 0.619					
R ² = 0.383					
F-Annova= 0.000					

a. Dependent Variable: Performance

Source: The results of the processed questionnaire, 2020

Discussion

Competence Correlation with Compensation

The results of the analysis obtained that the value of the correlation coefficient between competence and compensation was 0.339. The magnitude of this value indicates a low level of close relationship because it is in the coefficient interval between 0.20 – 0.399 with a low level of relationship (Sugiyono, 2014). These results are in line with the results of research conducted by Parmin (2017), Purwono et al. , (2012) and Indarti (2018) and (Rasyid et al. , 2018) that there is a positive relationship between competence and compensation. Competence and compensation are the main organizational capital to improve the performance of Village Apparatus so that in carrying out every task and job given they can work with high confidence accompanied by high work loyalty as well.

Compensation Correlation with Work Motivation

The results of the analysis obtained the value of the correlation coefficient between compensation and work motivation of 0.449. The magnitude of this value indicates a moderate level of closeness because it is in the coefficient interval between 0.40 – 0.599 with a moderate level of relationship

(Sugiyono, 2014). These results are in line with the prior research indicating that compensation can increase employee work motivation which in turn improves employee performance in achieving the goals set. by the organization (Parmin, 2017; Nurcahyani & Andyani, 2016; Syaifullah & Prasetyo, 2018).

Competence Correlation with Work Motivation

The results of the analysis obtained that the value of the correlation coefficient between competence and work motivation was 0.460. The magnitude of this value indicates a moderate level of closeness because it is in the coefficient interval between 0.40 – 0.599 with a moderate level of relationship (Sugiyono, 2014: 184). These results are in line with the results of research conducted by Parmin (2017), (Nurcahyani & Adnyani, 2016) and (Syaifullah & Prasetyo, 2018) where the results show that compensation can increase employee work motivation which in turn improves employee performance in achieving the goals set. by the organization.

The Effect of Competence on the Performance of Village Apparatus

Based on the results of the partial analysis,

the influence of competence on the performance of the Village apparatus shows a positive and significant effect indicating the beta value of 0.810 (t-test=3.791). This condition shows that if you want Village Apparatus to have good work quality, they must first build good work competencies. This means that the better the competence of the Village Apparatus, the Village Apparatus will have better performance. This is in line with the results of previous studies where the results show that competence has an effect on performance (Yulianti, 2018; Safwan et al., 2014). In contrast to the results of research conducted by Abdullah et al. , (2019), Utama et al. , (2012) and Septiani (2013) the results of the study show that individual competence on employee performance does not have a significant effect.

Effect of Compensation on Village Apparatus Performance

Based on the results of the partial analysis, the effect of compensation on the performance of the Village apparatus shows a positive and significant effect indicating the beta value of 0.188 (t-test=2.826). This condition shows that if you want the Village Apparatus to have good quality work, they must first provide good compensation. This means that the better the compensation given to the Village Apparatus, the Village Apparatus will have a better performance as well. This is in line with the results of research. Based on research conducted by Syaifullah & Prasetyo, (2018), Astarina et al. , (2019), Abdullah et al. , (2019), Pratama (2015), Khoeruman et al . (2018), Hati and Brahmin (2016), Nurcahyani and Adnyani (2016) show that compensation directly has a positive and significant effect on employee performance (Piantara et al., 2021).

The Effect of Work Motivation on Village Apparatus Performance

Based on the results of the partial analysis, the effect of work motivation on the performance of the Village apparatus shows a positive and significant effect indicating the beta value of 0.585 (t-test=3.691). This indicates that motivation affects the performance of village officials by 20.92%. These results are in line with research conducted by where the results suggest that work motivation partially affects employee performance (Rahayuningsih & Maelani, 2018; Nurcahyani & Adnyani, 2016; Adreani, 2017; Suhardi, 2019; Wulandari, 2019; Palagia et al., 2012) Additionally, a motivated employee will be energetic and passionate, and conversely an employee with low motivation will often display discomfort and displeasure with his work which results in poor performance and company goals will not be achieved (Murty & Hundiwinarsih, 2012; Piantara et al., 2021).

The Influence of Competence, Compensation and Work Motivation on Village Apparatus Performance

Based on the results of the simultaneous analysis, obtained a significant and positive influence between competence, compensation and work motivation on the performance of the Village apparatus by 61.95% while the remaining 38.05% is influenced by other variables not examined on the performance of the Village apparatus in the Ciampel District, Karawang Regency. This means that the increase in the performance of the Village Apparatus in the Ciampel District is influenced by competence, compensation and work motivation. The results of this study are in line with prior finding where the results show that competence, compensation and motivation jointly affect performance (Indarti, 2018; Abdullah et al., 2019; Purwono et al., 2012).

CONCLUSSION

Conclussion

The competence of village officials in the Ciampel sub-district is good, this is due to the good ability of village officials to manage emotions when solving problems that occur in the community. Compensation for Village Apparatus in the Ciampel District Area is quite good, this is because Village Apparatuses get bonuses from the village and subdistrict offices if they have done work according to the predetermined target. The work motivation of the Village Apparatus in the Ciampel District is good, this is because the Village Head gives praise when he is able to carry out his work well. The performance of the Village Apparatus in the Ciampel District is good, this is because the fair division of tasks motivates the village apparatus to achieve optimal work results.

Competence with compensation has a low level of relationship. This is due to the ability of village officials in their imagination/creativity in completing work. Compensation with work motivation has a moderate level of relationship, because the compensation received by the Village Apparatus is not in accordance with the level of need. Competence with motivation has a moderate level of relationship, because the available facilities and infrastructure do not support all work activities of village officials in the Village/District Government.

The influence of competence on the performance of the Village apparatus is 34.22%. This is due to a sense of responsibility towards the workload, the Village Apparatus tries to apply the best possible work pattern by seeking as much information as possible. The effect of compensation on the performance of the Village apparatus is 6.82%. The low influence is due to the current compensation not being in accordance with the fulfillment of the needs of the Village Apparatus. The

effect of work motivation on the performance of village officials is 20.92%. This is because the village head pays attention to village officials who have good work performance and abilities. Competence, compensation and work motivation affect the performance of the Village apparatus by 61.95%. Based on the results of the study, it can be explained that the variation of the most dominant performance variable is directly influenced by the competence variable.

Suggestion

The Village Government pays attention to the low level of village apparatus' ability in fostering the creativity in completing the job. Evaluation related to this can be done by conducting competency training, holding seminars on competence at work and providing a more detailed understanding of the work. Although compensation has been regulated in the Village law, the village government must still pay attention to the compensation received by village officials, for example by providing allowances or incentives from the Village APBD, this can be done by managing the Village APBD properly.

Village/District Governments need to provide facilities and infrastructure that support all work activities so that public services are created properly. This can be done by supervising or controlling the existing facilities and infrastructure, as well as making repairs if there are damaged facilities. Some village officials have not been able to do work at this time because they lack experience working in village government, for that it is expected to provide an understanding of the work in detail and if recruiting employees should not be based on proximity.

The results of this study reveal that competence, compensation and motivation do not have a major influence on the

performance of the Village Apparatus in the Ciampel District, Karawang Regency. So that in further research it is recommended to consider other variables as moderator variables that can strengthen the relationship between competence, compensation and motivation with the performance of the Village Apparatus.

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