

The Effects Of Competency, Compensation, And Work Motivation On Employee Performance

(A Case Study Of State Civil Officers In The Environment Of The Local Apparatus Organizations In The Yapen Islands Regency)

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Abstract: *The aim of this study was to analyze the effects of competency, compensation, and work motivation on employee performance. The population in this research was state civil officers from five offices/agencies in the environment of the local apparatus organizations in the Yapen Islands Regency. Probability sampling technique was used in the sampling process, from which 150 respondents were recruited. The research instrument used was a questionnaire with a 5-point Likert scale. The SPSS statistical program was used for data analysis. The analysis methods employed included descriptive analysis, validity and reliability tests, classical assumption test, and regression analysis. The results of this research show that the variables competency and work motivation had significant positive effects on employee performance, while the variable compensation had a significant negative effect on employee performance.*

Keywords: *competency, compensation, work motivation, employee performance, Yapen Islands.*

I. Introduction

Employee performance refers to the work outcome achieved by an employee in performing the task assigned to him/her (Darma & Supriyanto, 2017). According to Mangkunegara in Fitria *et al.* (2017), performance is the qualitative and quantitative work outcomes achieved by an employee in task performance according to the responsibilities assigned to him/her. Thus, measuring the performance of a state civil officer in the local apparatus organization (OPD) environment of the Yapen Islands can be based on his/her work outcome quality and quantity.

Generally speaking, the employee performance in the local apparatus organization environment in the Yapen Islands in preparing local apparatus organization strategic plan (renstra) and work plan (renja) documents has yet to achieve an optimal level. Based on the data from the monitoring and evaluation of the activity programs organized by the Regional Development Planning Agency (Bappeda) of the Yapen Islands, the activity programs of local apparatus organizations on a yearly basis have not been focused on technical trainings in strategic plan and work plan documents preparation. The formal education and trainings planned have yet to focus on technical coaching on local apparatus organization strategic plan and work plan documents preparation. Furthermore, limitation in budget also prevents local apparatus organizations from maximally administering technical trainings in local apparatus organization strategic plan and work plan documents preparation.

As an element of the technical executor of regional development, state civil officers in the local apparatus organization environment of the Yapen Islands face a variety of factors that can influence their performance. In relation to the performance of their main task of preparing local apparatus organization strategic plan and work plan documents, their competency, the compensation they receive, and work environment are influential to their performance. This is supported by the opinion of Keith Davis in Parmin (2017) that compensation, competency, and motivation are factors that influence performance.

From the results of earlier works, the researchers identified a research gap, that is, the differences in research findings between one researcher and another. Some stated that competency, compensation, and work motivation had significant positive effects both partially and simultaneously, but some others stated they did not have any effects. For example, Mariana *et al.* (2018) analysed the effects of compensation, competency, and motivation on employee performance. The difference between their study and the present study lies in the factor of motivation. Where Mariana *et al.* (2018) investigated only intrinsic motivations, the researchers of the present

study did both intrinsic and extrinsic motivations in influencing employee performance. Another instance is that, where another study by Pratamiaji *et al.* (2019) examined the effects of compensation and motivation on employee performance, the researchers of this research added compensation to be analysed more deeply in finding out about the factors that increase employee performance.

Other than identifying the research gap in previous works, the researchers also administered a preliminary questionnaire survey to figure out the opinions of the state civil officers in the local apparatus organization environment of the Yapen Islands with regard to the factors that influenced their performance in fulfilling one of their main tasks, namely, preparing local apparatus organization strategic plan and work plan documents. The preliminary questionnaire was distributed to 32 officers in several local apparatus organizations in the Yapen Islands. According to the results, the respondents revealed three most dominant factors, namely, competency (n = 31, 96.9%), compensation (n = 19, 59.4%), and work motivation (n = 18, 56.3%). The factors outside the abovementioned earned a little response from the respondents. This finding agrees with Keith Davis's finding in Parmin (2017).

The competency of a state civil officer in the local apparatus organization environment of the Yapen Islands is one of the key factors in improving the performance of the officer him-/herself and that of the organization as a whole. Saleh *et al.* (2013) state that the apparatus resources in public-sector organizations hold a critical, dominant role in the advancement of the organizations. Whether an officer has a good competency or not will be apparent in his/her work outcomes.

In relation to the fulfilment of a state civil officer's main task of preparing local apparatus organization strategic plan and work plan documents, in addition to the results from the preliminary questionnaire survey, the facts in the field also unveil that there was an issue of late plan documents completion which caused occasional overdue local apparatus organization strategic plan and work plan documents submissions to Bappeda. There was a lack of planning human resources who had the expertises and competencies that agreed with their main tasks and obligations. The fact in the field was that the officers often copied documents without careful examination, leaving incongruity between the programs and activities that were designed to achieve the vision and missions of the regent of the Yapen Islands. This is closely related to the extent to which the state civil officers in the local apparatus organization environment in the Yapen Islands understood this main task. Low levels of competency certainly would influence their performance in preparing local apparatus organization strategic plan and work plan documents.

Besides competency, the compensation paid to the employees of an organization must be in accordance with the tasks and responsibilities designated for the employees to provide optimal performance (Saman, 2020). The state civil officers in the local apparatus organization environment of the Yapen Islands in performing their main tasks were given compensation in the form of salary, *uang lauk pauk* (literally side dish money), and allowance as recompense for their services. The amounts of allowance and *uang lauk pauk* were based on position, class, and attendance rate, provided that the employee in question had an attendance rate of 100%.

The phenomenon in the field is that the allowance and *uang lauk pauk* were received in full by all state civil officers in the local apparatus organization environment of the Yapen Islands. In other words, no cut was applied to the compensation based on the attendance rate. Some officers came to the office only to sign in to meet the attendance requirement. However, officers who were absent some days still received compensation in the same amount as those who came to the office every day. The amount of the compensation received, in addition, led to the officers being lazy to show good performance. All the abovementioned certainly had an influence on both the employee performance in particular and the organization performance in general.

Other than competency and compensation, the officers also needed some motivation in order to work maximally. Luthan in Sobirin (2016) states that motivation is a process that starts from deficiencies in physiological and psychological needs and triggers a behaviour or a drive to achieve a goal or to gain an incentive. The phenomenon in the field the researchers found in relation to work environment was that the state civil officers in the local apparatus organization environment of the Yapen Islands were motivated to come to the office just to make sign-ins to fulfill the attendance requirement in order to receive compensation without them performing their work well. The drive to meet their life needs made the officers often come late to the office and depart from the office prematurely. As a result, they did not perform their tasks maximally.

Based on the research gap in previous works, the respondents' responses in the preliminary questionnaire survey, and the various field phenomena found, it can be said that competency, compensation, and work motivation had prominent roles in influencing the state civil apparatus performance in the local apparatus organization environment of the Yapen Islands. Some facts above show that the competency of the state civil officers in the local apparatus organization environment of the Yapen Islands was still low, preventing them

from performing their main tasks and functions well. The compensation received by the officers was still low, causing some of the officers to come to the office just to sign in and come home prematurely. Their work motivation was also low for the reason that their life needs had not been fulfilled.

According to the description above, it became an interest to the researchers to investigate the effects of competency, compensation, and work motivation on the state civil apparatus performance in the local apparatus organization environment in the Yapen Islands. The aim of this research was to investigate and analyze the effects of competency, compensation, and work motivation on employee performance in strategic plan and work plan documents preparation in the local apparatus organization environment of the Yapen Islands.

II. Literature Review And Hypotheses Development

2.1 Performance

Moeheriono in Abas (2017) describes performance as the work outcome an individual or a group of individuals in an organization can achieve, both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities in the effort to achieve the organization's goals in a legally, morally, and ethically compliant way. Meanwhile, Simanjuntak (2011) describes it as the level of outcome achievement upon the performance of a certain task.

Shaleh *et al.* (2013) explain that in essence performance is the work outcome achieved by an individual in performing his/her task according to the standards or criteria set for his/her work. According to Mustopadidjaja in Emita *et al.* (2020), performance is the ability in the endeavor to achieve a better or superior work outcome toward the attainment of the institution's or company's goals.

Based on the expert opinions above, employee performance can be described as the work outcome achieved by an employee in performing his/her task or work within a certain time period according to the standards or criteria set for the task or work. In relation to the employee performance investigated here, it refers to the work outcome achieved by a state civil officer in the local apparatus organization environment in the Yapen Islands in preparing strategic plan and work plan documents well within a certain time period according to the rules that have been set.

2.2 Competency

Competency, according to Busro (2018), is anything of which one is in possession that takes the form of knowledge, skills, and other individual internal factors, which are useful for one to perform a work based on his/her knowledge or skills. Meanwhile, Spencer, as quoted by Suhadi *et al.* (2019), states that competency is an individual's underlying characteristic that pertains to his/her performance effectiveness in his/her work.

With regard to the competency of a civil servant, the elucidation of Article 3 of Government Regulation No. 101 of 2000 on the Education and Training of In-Service Civil Servants, it refers to the ability and characteristic possessed by a civil servant in the form of knowledge, skills, and attitudes and behaviors needed to complete his/her in-service tasks. Based on some expert opinions above, the employee performance investigated in this research covered employee knowledge, skills, and abilities.

State civil officers of competence are the main resources in every public organization. Hence, performance constitutes the work achievement of the tasks performed by an employee. A state civil officers improves his/her performance when he/she is able to work according to not only his/her tasks and responsibilities but also his/her competencies. This way he/she will contribute to the achievement of the organization's goals.

The research by Ekhsan *et al.* (2020) stated that if a company is to improve its employees' performance to an optimal level, then it should enhance the employees' competencies. An employee's competency development will have a significant effect on his/her performance in the effort to attain the organization's goals (Sabuhari *et al.*, 2020). Research by Rantesalu *et al.* (2017), Wardhani (2017), Prihantari and Astika (2019), and Zafar *et al.* (2020), too, showed that there is a positive relationship between competency and employee performance. Thus, referring to previous empirical findings, the first hypothesis to be proposed is as follows:

H1: Competency has a significant positive effect on employee performance in the preparation of strategic plan and work plan documents in the local apparatus organization environment of the Yapen Islands.

2.3 Compensation

As posited by Singodimedjo in Sutrisno (2017), compensation is all the recompense received by an employee from a company as the effect of the services/labor he/she has provided the company with. Compensation can be given in a variety of forms such as cash, materials or facilities, or career opportunities (Zulkarnaen, 2019). According to Handoko in Musriha (2019), what is meant by compensation is anything received by an employee as recompense for his/her work.

According to Sastrohadiwiryo, as quoted by Sudaryo (2018), compensation is the recompense or reward given by a company to its employees for having given labor and thought contributions for the advancement of the company and for the achievement of the goals that have been set. Based on some expert opinions above, compensation is the recompense for the services or labor given by an employee and the reward from the organization in the form of wage or other facilities.

The payment of compensation in a sufficient amount can drive the improvement of employee performance. Rinny *et al.* (2020) in their research state that if compensation given by an employee is appropriate, with an agreement between his/her capacity and his/her responsibilities and rights, then the employee will be motivated to achieve the organization's goals. The employee will tend to do his/her best for the company if he/she receives appropriate compensation, and he/she will make efforts to maintain or even improve his/her performance (Candradewi & Dewi, 2019). Additionally, previous research by Permadi *et al.* (2018), Prihantari and Astika (2019), Iptian *et al.* (2020), and Akbar *et al.* (2020) showed a positive relationship between compensation and employee performance. Thus, referring to previous empirical findings, the second hypothesis to be proposed is as follows:

H2: Compensation has a significant positive effect on employee performance in the preparation of strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands.

2.4 Motivation

As pointed out by Luthan in Khoshnevis and Tahmasebi (2016), motivation is a process that starts from deficiencies in physiological and psychological needs that triggers a behavior or a drive to achieve a goal or to gain an incentive. Hasibuan in Salimin (2020) defines motivation as a driving factor that comes from within a human being which will influence the way he/she behaves. Meanwhile, Terry in Hermawan and Sari (2019) explains that motivation is the desire in one's self that stimulates him/her to conduct a variety of acts.

In relation to employee work motivation, Manulang in Prihantoro (2015) explains that motivation is an employee's driving force that gives him/her the willingness to work as hard as possible, and it will differ from one employee to another. In line with Manulung's opinion above, Chung and Megginson in Ayuningtyas (2014) state that motivation is a given driving force that creates one's work passion for him/her to be willing to be cooperative, effective in work, and integrated, with all the efforts to achieve satisfaction.

To realize high employee performance, high work motivation will be needed. The research by Endang and Sari (2019) concluded that motivation is a vital variable which needs the greatest attention for an organization to be able to improve its employee performance. The fulfilment of employees' need for appreciation such as praise, bonus, and reward will improve their performance (Herlissha & Riyanto, 2019). Earlier works by Dharma (2018), Guterres *et al.* (2020), Ratnawati *et al.* (2020), and Santoso and Riyanto (2020) showed that there is a positive relationship between motivation and work performance. Thus, referring to previous empirical findings, the third hypothesis to be proposed is as follows:

H3: Work motivation has a significant positive effect on employee performance in the preparation of strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands.

The three hypotheses proposed are then summarized in the following research model (Figure 1).

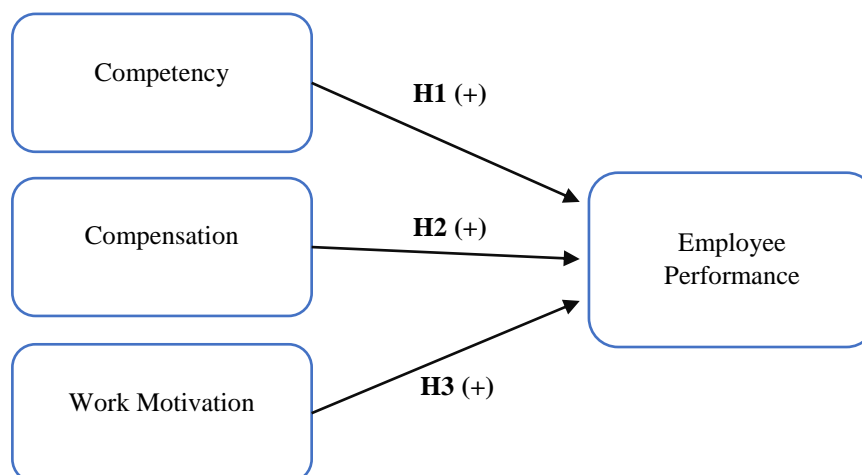


Figure 1: Research Model

III. RESEARCH METHODS

This research is a quantitative study with an objective approach, which featured data collection and analysis with statistical test methods. The population of this research was state civil officers from five offices/agencies in the local apparatus organization environment of the Yapen Islands. The five local apparatus organizations were the Regional Secretariate, the Regional Planning and Development Agency, the Employment and Human Resources Development Agency, the Village Community Empowerment Office, and the Tourism, Youth, and Sport Office.

The probability sampling technique was used in the sampling process, from which 150 respondents were recruited. The research instrument used was a questionnaire with a 5-point Likert scale, detailed as follows: 1-strongly disagree, 2-disagree, 3-fairly agree, 4-agree, and 5-strongly agree. The SPSS statistical program was used for data analysis. The analysis methods used for figuring out the effects of the independent variables competency, compensation, and work motivation on the dependent variable employee performance included descriptive analysis, validity and reliability tests, classical assumption test, and regression analysis.

IV. FINDINGS AND DISCUSSION

The respondents of this research were of varied background characteristics. The focus of this research was on gender, age, latest education level, number of years worked, title/class, and position in the organization. The data describing the respondents' characteristics are presented in Table 1.

Table 1: Respondents' Characteristics Description

Categories	Answer Alternatives	Number of Respondents	Percentages (%)
Gender	Male	101	67.3%
	Female	29	32.7%
Age	25–30 Years	4	2.67%
	31–35 Years	8	5.33%
	36–40 Years	26	17.33%
	41–45 Years	44	29.33%
	Above 46 Years	68	45.33%
Latest Education Level	General/Vocational Senior High School	5	3.33%
	D3	6	4.00%
	S1	128	85.33%
	S2	11	7.33%
	S3	-	-
Number of Years Worked	5–10 Years	23	15.33%
	11–15 Years	51	34.00%
	16–20 Years	20	13.33%
	Above 21 Years	56	37.33%
Title/Class	Class IV (Coach)	31	10.67%
	Class III (Administrator)	119	79.33%
Position	Structural/Echelon	108	72%
	Functional-General	42	28

Based on Table 1, the majority of the respondents were male (67.3%), aged above 46 years (45.33%), and in possession of a Bachelor's degree (85.33%). The respondents were mostly of class III (78.33%), in structural/echelon position (72%), and in service for more than 21 years (37.33%).

Descriptive analysis was used to describe the conditions and characteristics of the answers of the respondents for each construct or variable studied. The analysis results were later used to identify the tendency of the respondents' answers regarding each variable studied. The variable competency consisted of 11 indicators, compensation six indicators, work motivation nine indicators, and employee performance nine indicators.

The respondents' answers were categorized in an interval scale which was calculated by dividing by five the deduction of the minimum score from the maximum score. From the calculation, an interval of 0.80 was obtained. According to Sugiyono (2013), with an interval of 0.80, the categorization system was as follows: 1.00–1.80 (very low); 1.81–2.60 (low); 2.61–3.40 (fair); 3.41–4.20 (high); and 4.21–5.00 (very high).

Table 2: Respondents' Opinions Distribution

	Items	Opinion Alternatives					Total	Mea ns	Categor ies
		SD	D	FA	A	SA			
		1	2	3	4	5			
X 1. 1	Every employee must understand the rules for preparing strategic plan and work plan documents	1	1	6	90	52	150	4.27	Very High
		0.7%	0.7%	4%	60%	34.7%	100%		
X 1. 2	Every employee must know the steps in and be capable of preparing work plan and budgeting documents appropriately according to the budgets provided	0	0	5	103	42	150	4.25	Very High
		0	0	3.3%	68.7%	28%	100%		
X 1. 3	Every employee must be able to develop maps of regional planning locations well	0	7	39	89	15	150	3.75	High
		0	4.7%	26%	59.3%	10%	100%		
X 1. 4	Every employee must be able to conduct monitoring and evaluation of activity programs	0	1	16	107	26	150	4.06	High
		0	0.7%	10.7%	71.3%	17.3%	100%		
X 1. 5	Every employee must understand the descriptions of his/her own tasks	0	0	3	96	51	150	4.32	High
		0	0	2%	64%	34%	100%		
X 1. 6	Every employee must be able to develop work schedules according to his/her own field of tasks	0	2	15	107	26	150	4.05	High
		0	1.3%	10%	71.3%	17.3%	100%		
X 1. 7	Every employee must be able to develop a planning concept of the items needed according to his/her own field of tasks	0	6	22	105	17	150	3.89	High
			4%	14.7%	70%	11.3%	100%		
X 1. 8	Every employee must be able to cooperate with the leaders and colleagues	0	0	5	104	41	150	4.24	Very High
		0	0	3.3%	69.3%	27.3%	100%		

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X 1. 9	Every employee must be able to coordinate well according to his/her own field of tasks	0	1	10	112	27	150	4.1	High
		0	0.7%	6.7%	74.7%	18%	100%		
X 1. 10	Every employee must be able to keep up with the changes in work according to the applicable rules	0	1	21	05	23	150	4.0	High
		0	0.7%	14%	70%	15.3%	100%		
X 1. 11	Every employee must be able to make decisions according to his/her own field of tasks	0	0	18	118	14	150	3.98	High
		0	0	12%	78.7%	9.3%	100%		
Mean								4.08	High
X 2. 1	The salary received by every employee encourages him/her to work well	1	13	19	92	25	150	3.85	High
		0.7%	8.7%	12.7%	61.3%	16.7%	100%		
X 2. 2	The side dish money received by every employee according to his/her attendance rate can encourage him/her to work better	2	13	35	76	24	150	3.72	High
		1.3%	8.7%	23.3%	50.7%	16%	100%		
X 2. 3	The employee income supplement (TPP) allowance received by every employee according to his/her attendance rate can encourage him/her to work better	1	18	8	76	27	150	3.8	High
		0.7%	12%	18.7%	50.7%	18%	100%		
X 2. 4	Every employee deserves facilities that support his/her task performance according to his/her own field of tasks	0	2	11	76	61	150	4.31	Very High
		0	1.3%	7.3%	50.7%	40.7%	100%		
X 2. 5	Every employee receives facilities that support his/her work in the form of movable assets (company motorcycle, company car)	4	15	37	72	22	150	3.62	High
		2.7%	10%	24.7%	48%	14.7%	100%		
X 2. 6	Every employee receives facilities in the form of immovable assets (laptop, printer, indoor AC, etc.)	4	12	20	81	33	150	3.85	High
		2.7%	8%	13.3%	54%	22%	100%		
Mean								3.86	High
X 3.	Every employee must have a sense of	0	0	6	112	32	150	4.18	High

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1	responsibility regarding the tasks assigned by the leaders	0	0	4%	74.7 %	21.3%	100%		
X 3. 2	Every employee is satisfied with the work or task assigned by the leaders	1	14	37	85	13	150	3.7	High
		0.7%	9.3%	24.7%	56.7 %	8.7%	100%		
X 3. 3	Every employee has the wish to have work achievements according to his/her field of tasks	0	1	12	102	35	150	4.14	High
		0	0.7%	8%	68%	23.3%	100%		
X 3. 4	Every employee is satisfied with the salary received	0	24	39	75	12	150	3.5	High
		0	16%	26%	50%	8%	100%		
X 3. 5	Every employee is satisfied with the employee income supplement allowance received	2	24	51	64	9	150	3.36	Fair
		1.3%	16%	34%	42.7 %	6%	100%		
X 3. 6	Every employee is satisfied with the side dish money received	3	41	48	51	7	150	3.12	Fair
		2%	27.3 %	32%	34%	4.7%	100%		
X 3. 7	Every employee feels safe at work in his/her own field of tasks	2	4	26	08	10	150	3.8	High
		1.3%	2.7%	17.3%	72%	6.7%	100%		
X 3. 8	Every employee feels comfortable at work under the office's current condition	10	5	24	102	9	150	3.7	High
		6.7%	3.3%	16%	68%	6%	100%		
X 3. 9	Every employee is able to interact with the leaders and colleagues well	0	5	15	111	19	150	3.96	High
		0	3.3%	10%	74%	12.7%	100%		
Mean								3.72	High
Y. 1	Be able to prepare plan documents in a timely manner according to the schedules that have been set	0	4	21	111	14	150	3.9	High
		0	2.7%	14%	74%	9.3%	100%		
Y. 2	Maintain accuracy in preparing plan documents	0	0	13	112	25	150	4.08	High
		0	0	8.7%	75.7 %	16.7%	100%		
Y. 3	Maintain neatness in preparing plan documents	0	0	6 (4)	117 (78)	27 (18)	150 (100)	4.14	High
		0	0	4%	78%	18%	100%		
Y. 4	Be able to conduct monitoring and evaluation of activity programs	1	2	17	108	22	150	3.99	High
		0.7%	1.3%	11.3%	72%	14.7%	100%		
Y. 5	Be able to conduct a number of tasks assigned in relation to	0	8	28	99	15	150	3.81	High

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	plan documents preparation	0	5.3%	18.7%	66%	10%	100%		
Y. 6	Be able to complete the tasks assigned by the leaders in preparing plan docuemnts in a timely manner	2	4	18	110	16	150	3.80	High
		1.3%	2.7%	12%	73.3%	10.7%	100%		
Y. 7	Be able to perform tasks according to the procedure	0	1	27	110	12	150	3.89	High
		0	0.7%	18%	73.3%	8%	100%		
Y. 8	Be able to perform tasks quickly	1	8	40	94	8	150	3.69	High
		0.7%	5.3%	26.7%	62.3%	5.3%	100%		
Y. 9	Be able to allocate working time according to the tasks assigned	0	5	32	102	11	150	3.70	High
		0	5.3%	21.3%	68%	7.3%	100%		
Mean								3.8	High

Note: SD = Strongly Disagree; D = Disagree; FA = Fairly Agree; A = Agree; SA = Strongly Agree; X1 = Competency; X2 = Compensation; X3 = Work Motivation; Y = Employee Performance.

Based on the respondents' opinions distribution, the respondents generally judged that competency, compensation, and work motivation had strong effects on employee performance. This is as shown by the means resulted—4.08, 3.86, 3.72, and 3.8, respectively—which belonged to the high category (within the range 3.41–4.20).

Table 3: Results of Validity and Reliability Tests

Items	R Count	Cronbach's Alpha
X1.1	0.517	
X1.2	0.547	
X1.3	0.431	
X1.4	0.513	
X1.5	0.417	
X1.6	0.630	0.712
X1.7	0.620	
X1.8	0.507	
X1.9	0.533	
X1.10	0.522	
X1.11	0.358	
X2.1	0.703	
X2.2	0.702	
X2.3	0.675	0.662
X2.4	0.447	
X2.5	0.543	

X2.6	0.584	
X3.1	0.272	
X3.2	0.674	
X3.3	0.252	
X3.4	0.754	
X3.5	0.770	0.786
X3.6	0.771	
X3.7	0.558	
X3.8	0.706	
X3.9	0.480	
Y.1	0.613	
Y.2	0.562	
Y.3	0.317	
Y.4	0.533	
Y.5	0.769	0.802
Y.6	0.742	
Y.7	0.697	
Y.8	0.716	
7.9	0.578	

Validity test was intended to test whether the questionnaire statements/questions were valid. The measuring instrument used was the product moment formula, which took into consideration the r count. According to the validity test results, all the statements had r count values greater than 0.1348. Hence, it can be said that all the statements were valid. In addition, reliability test was also conducted according to the Cronbach's alpha. The test results show that all the variables had Cronbach's alpha values greater than 0.6. Hence, all the variables were declared reliable.

Table 4: Results of Classical Assumption Test

Normality Test		Multicollinearity Test			Heteroscedasticity Test	
Kolmogorov Smirnov	Asymp. Sig	Variables	Tolerance	VIF	Sig. Value	Sig. Limit
1.142	0.147	X1	0.950	1.053	0.199	0.05
		X2	0.819	1.221	0.397	0.05
		X3	0.796	1.265	0.319	0.05

Classical assumption test was used to figure out whether there were residual normality, multicollinearity, and heteroscedasticity. Normality test was conducted to figure out whether the data from the population were normally distributed or not. It was conducted with Kolmogorov Smirnov test. The result show that the Asymp.Sig obtained was 0.147, which was greater than 0.05. Hence, it can be said that the data were normally distributed.

Multicollinearity test was used to test whether in the regression model there was a correlation between the independent variables. The results show that all the independent variables had tolerance values greater than 0.1 and VIF values smaller than 10. Thus, it can be said that no multicollinearity problem was found in the data of each independent variable.

Lastly, heteroscedasticity test was used to find out whether a datum had the same variance value across different observations. The regression model developed was supposed to generate data with the same variance values (homoscedasticity). This test was conducted with Glejser test. From the results it was found

that the sig. values of the three independent variables were greater than 0.05. Thus, it can be said that no heteroscedasticity problem was found in the regression model.

Table 5: Results of Multiple Regression Analysis and Hypotheses Testing

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	12.446	3.812		3.265	.001
	Competency	.428	.075	.404	5.714	.000
	Compensation	-.216	.080	-.206	-2.702	.008
	Work Motivation	.255	.062	.317	4.103	.000
<i>Adjusted R Square</i>		0.293				

a. Dependent Variable: Employee Performance

Using the data in Table 5, the general multiple linear regression equation is as follows:

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

$$Y = 12.446 + 0.428X_1 - 0.216X_2 + 0.255X_3 + \epsilon$$

The equation above can be interpreted as follows:

1. The constant (α) = 12.446 denotes that if competency (X1), compensation (X2), and work motivation (X3) were held constant, employee performance (Y) would have a value of 12.446. In other words, in the absence of the independent variables (X1, X2, X3), the value of the dependent variable employee performance (Y) would be 12.446.
2. The coefficient of the variable competency ($\beta_1 X_1$) was 0.428. The positive mark of the coefficient would mean that for every increase of a competency unit employee performance would increase by 0.428, with the assumption that the variables compensation and work motivation studied through the regression model in this research had constant values.
3. The coefficient of the variable compensation ($\beta_2 X_2$) was -0.216. The negative mark of the coefficient would mean that for every increase of a compensation unit employee performance (Y) would decrease by 0.216, with the assumption that the variables competency (X1) and work motivation (X3) studied through the regression model in this research had constant values.
4. The coefficient of the variable work motivation ($\beta_3 X_3$) was 0.255. The positive mark of the coefficient would mean that for every increase of a work motivation unit employee performance (Y) would increase by 0.255, with the assumption that the variables competency (X1) and compensation (X2) studied through the regression model in this research had constant values.
5. Based on Table 4.18, the standardized coefficient beta of the variable competency was 0.404, the highest among the independent variables. This means that competency contributed the greatest to employee performance in the preparation of local apparatus organization strategic plan and work plan documents.

Afterward, t-test was conducted to figure out the partial effects of the variables competency, compensation, and work motivation on the variable employee performance in preparing strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands. The t count of the variable competency was 5.714, which was greater than 1.97, and the sig. level was 0.000. This means that the variable competency partially had a significant positive effect on the variable employee performance. Hence, the first hypothesis saying that competency has a significant positive effect on employee performance in the preparation of strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands was accepted.

This finding is in line with the research by Rantesalu *et al.* (2017), Wardhani (2017), Prihantari and Astika (2019), and Zafar *et al.* (2020), which stated that competency has a significant positive effect on employee performance. The meaning is that the higher the competency the better the employee performance. The most dominant indicator of the variable competency in its influence on employee performance improvement was the employee's ability to make the right decisions when designing activity programs in the strategic plan and work plan documents according to his/her own field of tasks. As for the indicator knowledge, the finding shows that the state civil officers in the local apparatus organization environment in the Yapen Islands still have low levels of understanding of the preparation of maps of regional planning locations.

In the variable compensation, the t count was -2.702, which was greater than the t table of 1.97, while the sig. level was 0.008. This means that the variable compensation partially had a significant negative effect on the variable employee performance. In other words, the higher the amount of compensation received by the employees the lower the performance they generated for the companies. Hence, the second hypothesis saying that compensation has a significant positive effect on employee performance in the preparation of strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands was rejected.

This finding is not consistent with the research by Permadi *et al.* (2018), Prihantari and Astika (2019), Iptian *et al.* (2020), and Akbar *et al.* (2020), which stated that compensation has a significant positive effect on employee performance, but it agrees with the research by Imron *et al.* (2020). Compensation's effect on performance was negative because the companies were major ones and were stable in their growth every year, in which case increases in salary were normal for those who did not show any good performance, thus not motivating them to work better (Imron *et al.*, 2020).

The results of the descriptive analysis of the respondents' answers regarding the variable compensation show high and very high mean values. This means that the employees had found the salary, allowance, and facilities provided sufficient. However, the fact in the field shows that the compensation system applied by the local apparatus organizations in the Yapen Islands was still less than good and fair since all the officers received allowance and side dish money in full without any deduction based on attendance rate. Those who skipped work for some time would receive compensation in the same amounts as those who maintained their attendance rate high. If compensation were to be increased, the possible impact would be decreased employee performance since the existing compensation system was not based on the employees' provided performance.

For the variable work motivation, the t count was 4.103, which was greater than the t table of 1.97, while the sig. level was 0.000. This means that the variable work motivation partially had a significant positive effect on the variable employee performance. Hence, the third hypothesis saying that work motivation has a significant positive effect on employee performance in the preparation of strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands was accepted.

This finding is in consistence with previous research by Dharma (2018), Guterres *et al.* (2020), Ratnawati *et al.* (2020), and Santoso and Riyanto (2020), which stated that work motivation has a significant positive effect on employee performance. The meaning is that the higher the work motivation the better the employee performance. With high work motivation, the employees would be able to meet their life needs and desires, impacting on their performance at the organizations where they worked.

A high sense of responsibility in completing the preparation of strategic plan and work plan documents was the dominant motivation that drove the officers to complete their plan documents preparation task. External motivations such as the side dish money received by the state civil officers in the local apparatus organization environment in the Yapen Islands was still low in driving the officers to complete their task well.

Lastly, R² (coefficient of determination) test was conducted to measure the ability of the variables competency (X1), compensation (X2), and work motivation (X3) to explain the variation in the variable employee performance (Y). The adjusted R-squared value obtained was 0.293, meaning that the variables competency, compensation, and work motivation could explain the variation in the variable employee performance in preparing strategic plan and work plan documents in the local apparatus organization in the Yapen Islands at a rate of 29.3%, while the remaining 70.7% of the variation could be explained by other variables unexplored in this research.

V. CONCLUSION

This research examined the effects of competency, compensation, and work motivation on employee performance in preparing strategic plan and work plan documents in the local apparatus organization

environment in the Yapen Islands. From the test results, the following conclusions were drawn. (1) Competency had a significant positive effect on employee performance in preparing strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands. The higher the competency the better the employee performance. (2) Compensation had a significant negative effect on employee performance in preparing strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands. The higher the compensation paid the lower the employee performance. Lastly, (3) work motivation had a significant positive effect on employee performance in preparing strategic plan and work plan documents in the local apparatus organization environment in the Yapen Islands. The higher the work motivation the better the employee performance.

The empirical findings offer some critical implications for the best practice in the local apparatus organization environment in the Yapen Islands. The research results suggest that the local apparatus organizations in the Yapen Islands must improve the officers' competency in preparing strategic plan and work plan documents. It is also deemed necessary to organize technical trainings in relation to the preparation of the maps of regional planning locations in particular and the rules in preparing strategic plan and work plan documents in general, certainly while still considering the budget available in each local apparatus organization.

The monthly salary received was the dominant financial compensation that encouraged the state civil officers in the local apparatus organization environment in the Yapen Islands to draft plan documents well. However, work facilities in the form of movable assets were still low. Therefore, it is necessary to provide work facilities in the form of movable assets sufficiently in accordance with the responsibilities assigned.

Furthermore, the local apparatus organizations in the Yapen Islands should pay side dish money fairly and decently with not only the employees' attendance rate but also the regional financial condition taken into consideration. A greater attention should be paid to the income supplement allowance and side dish money for the employees. Increases in both types of compensation constitute an external stimulus that can encourage improvement in employee performance in preparing strategic plan and work plan documents.

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