



Effect of Job Analysis, Competency, and Compensation on Employee Performance

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ABSTRACT

Purpose – This study aims to determine and analyze the effect of job analysis, competency, and compensation on employee performance of Bureau of Organization and Governance Ministry of Finance. The population of this study were all employees of the Bureau of Organization and Management. The independent variables in this study are job analysis, competence, and compensation, while the dependent variable in this study is employee performance.

Methodology/approach – This study uses a descriptive method with a quantitative approach. The sampling technique used is saturated sampling with a total of 55 employees. Sources of data obtained from the results of the distribution of questionnaires with the analytical technique used is multiple linear regression analysis with the help of the SPSS for mac version 28 statistical program

Findings – It was found that (1) Position Analysis has a negative and significant effect on employee performance; (2) Competence has a positive and significant effect on employee performance; (3) Compensation has a positive and significant effect on employee performance.

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INTRODUCTION

The Covid-19 pandemic that has hit the whole world since the end of 2019 has had a significant impact on changes, one of which is on work patterns. Some work that was previously done offline in a certain place can actually be done online and can be done anywhere. Changes in post-pandemic work patterns and also supported by digital transformation will affect organizations in managing human resources. A job may require different qualifications and characteristics than before. Employees are also required to adjust or even improve their competencies. In line with the adjustments to the required qualifications, characteristics and competencies, it is also necessary to make adjustments to the compensation given to employees. The Bureau of Organization and Management is an organizational unit at the echelon II level under the Secretariat General of the Ministry of Finance. The Organization and Management Bureau is tasked with carrying out coordination, guidance, and providing administrative support related to the organization and management of the scope of the Ministry of Finance.



Many factors affect employee performance, one of which is job analysis. Job analysis needs to be carried out by organizations related to the process of developing a human resource management system. Through job analysis, the organization can map descriptions and information related to the implementation of the work performed. In addition, information will be obtained regarding the qualifications required to fill the position. Ideally, an employee has a good understanding of his position analysis document because this document is the basis for doing work. In the event that the job analysis document is not well understood, it is feared that the employee is not doing the job as he should.

However, before the authors conduct further research, there are several opinions on previous research as to the phenomenon of gaps or research gaps. In research conducted by Fizdian Arismunandar and Hazmanan Khair (2020) that job analysis has a partially significant effect on employee performance in the Electrical and Mechanical Facility Division of PT. Angkasa Pura II (Persero) Kualanamu Branch Office. In contrast to the research conducted by Tambunan & Hasibuan (2015) that job analysis has no significant effect on the performance and satisfaction of members at the South Rantau Sub-district Office, Labuhanbatu Regency.

After the organization has analyzed and identified the required job qualifications through job analysis, then it is important to look at the competencies of the employees in the organization. Competence is the ability of employees to carry out their work in order to achieve organizational targets in general and individual targets of the employee concerned. Competence is a basic provision that needs to be owned to be able to create performance in carrying out the duties and work for which it is responsible. Ideally, an employee has the competence in accordance with the requirements and the type of work performed. Because the competencies possessed will affect the output produced by employees. In the event that an employee does not have the competencies needed to complete the work and responsibilities, it will be difficult for the employee to produce the targeted output and will have an impact on the performance of the individual employee concerned and also the performance of the organization.

However, before the authors conduct further research, there are several opinions on previous research as to the phenomenon of gaps or research gaps. In research conducted by Pratama & Riana (2022) that competency partially has a positive and significant effect on employee performance. In contrast to Supiyanto's research (2015) that there is no significant influence between HR competencies on employee performance.

Apart from job analysis and employee competence, another factor that influences employee performance is compensation. Compensation is an award given by the organization after employees are able to show their performance. Compensation is given as a reward for the contributions made by employees to the organization, both financial and non-financial. Compensation is important because it has a direct impact on employees after completing their duties and responsibilities. Ideally, compensation is given according to the work and output produced so that employees will continue to be motivated to improve their performance. Compensation is a form of appreciation that can be felt directly by employees. In the event that compensation is not given fairly and in accordance with the work performed, it can trigger demotivation for employees which will affect their performance.

However, before the authors conduct further research, there are several opinions on previous research as to the phenomenon of gaps or research gaps. In research conducted by Arifudin (2019) that compensation has a significant effect on performance. However, it is different from the research conducted by Mundakir & Zainuri (2018) that compensation does not affect employee performance.

LITERATURE REVIEW

Job Analysis

Job analysis identifies the duties, obligations and responsibilities of a particular job (Marwansyah, 2016). The data generated from the job analysis process can be used for various purposes, one of which is to estimate employee needs (Sedarmayanti in Arismunandar & Khair, 2020). Through the data referred to, the organization can identify the needs of employees in detail based on the competencies

and qualifications required so that the process of fulfilling employee needs can be carried out more effectively and efficiently and in accordance with needs and planning. The indicators related to job analysis according to Edison (2018) are 1) position identity, 2) work activity and productivity, 3) authority, 4) technology and skills, 5) procedures and regulations, 6) field conditions, 7) interest, 8) job specifications.

Competence

Competence is an ability that is based on skills, knowledge, and work attitudes in carrying out tasks and work with reference to the specified work requirements (Sutrisno, 2016). Competence is the ability to carry out or do a job that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016). Edison, Anwar & Komariyah (2017) explained that in order to fulfill the competency elements, an employee must fulfill the elements, namely 1) knowledge obtained from the formal learning process and/or from training or courses related to the field of work handled. 2) expertise (skill) in the field of work handled and able to handle it in detail, including solving problems and completing work quickly and efficiently. 3) the attitude of upholding the ethics and values of the organization and having a positive attitude in acting.

Compensation

Compensation is the overall income given to employees as a reward for the contribution they make to the organization, both financial and non-financial (Suparyadi, 2014). Compensation is a reward given by the company for the performance provided, both financial and non-financial compensation. According to Khair (2017) compensation is an award in return for services, attention, hard work and skills provided by human resources to an organization, both financial and non-financial. According to Hasibuan (2018) compensation consists of direct compensation and indirect compensation. Direct compensation is an employee's right and it is the company's obligation to pay it such as salary, wages, overtime pay, and so on. While indirect compensation is compensation received by employees who do not have a direct relationship with their work such as health insurance, prayer rooms, pensions, and others.

Performance

Performance is a work performance that compares real work results with predetermined work standards (Dessler, 2015). Performance is the result of work that has been achieved by an employee from his work behavior in carrying out work (Sutrisno, 2016). Meanwhile, according to Paramban & Hutapea (2022) performance is all the results of the work pattern of an employee, both in quality and quantity, which can be achieved in the context of carrying out the tasks or responsibilities that have been given to them. According to Dessler (2015) factors related to performance in general are 1) quality, 2) productivity, 3) job knowledge, 4) reliability, 5) availability, and 6) independence.

Hypothesis Development:

1. The effect of job analysis on employee performance.

The writer assumes that there is effect between job analysis on employee performance. According to Fizardian Arismunandar and Hazmanan Khair (2020) that position analysis has a partially significant effect on employee performance.

H1: Job analysis has a positive and significant effect on employee performance.

2. The effect of competence on employee performance.

The author assumes that there is an effect between competence on employee performance. According to Octavianus Sumardana Pratama and Ni Luh Komang Mia Putri Riana (2022) that competency partially has a positive and significant effect on employee performance.

H2: Competence has a positive and significant effect on employee performance.

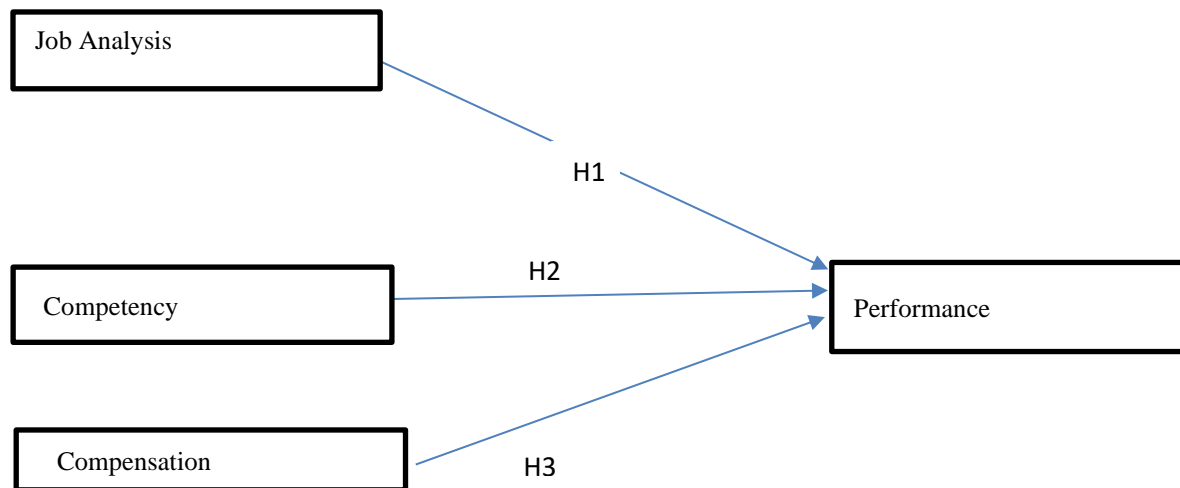
3. The effect of compensation on employee performance.

The author assumes that there is an effect between compensation on employee performance. According to Arifudin (2019) that compensation has a significant effect on performance.



H3: Compensation has a positive and significant effect on employee performance.

Figure 1 Thinking Framework



METHOD

The design of this study uses quantitative methods with hypothesis testing. Quantitative research methods are research methods that follow the principles of positivism by studying a specific population or sample using research tools aimed at testing a given hypothesis. This study aims to investigate the influence of job analysis, ability, and compensation on employee performance. Office of Organizational Governance. The data collection method used was a questionnaire distributed to the survey participants. The results of data collection are processed using SPSS application to perform statistical data processing. The study population consisted of 55 staff-level employees of the Office of Institutional Governance. In this study, saturation sampling technique was chosen as the population was limited to only 55 respondents.

RESULT AND DISCUSSION

As a result of surveying 55 respondents, we found the following. A total of 34 (62%) respondents were male. On the other hand, there were 21 women (38%). The age range of respondents was 26-30 years old, with a total of 21 respondents (38%). 3 (5%) in the 20-25 age group, 17 (31%) in the 31-35 age group, 6 (11%) in the 36-40 age group, and 8 in the older age group was group over 40 years old (15%). 34 respondents had a salary ranging from 10,000,001 IDR to 15,000,000 IDR (62%). 21 people were in her salary range of 5,000,0001 IDR to 10,000,000 IDR. Up to 43 (78%) of those surveyed were in the S-1/Diplom IV final group. In total, there were 5 participants (5%) in the SMA/Equivalence/Diplom I final group, 6 participants (11%) in the Diplom III final group, and 1 participant (2%) in the Master-2 final group. Respondents were up to 54 30 (55%) in the group with 1-3 treatment experiences. Up to 4 people (7%) in the group with no treatment experience, 12 people (22%) in the group with 4 to 5 treatments, and 9 (16%) in the group with 5 or more treatments did.

VALIDITY TEST

This research will take 30 respondents with a significance of 5% and $df = (n-2)$ where $n = 30 - 2 = 28$, so that an r table (two-sided test) is obtained of 0.361. Statistical data calculations using the SPSS application.

The results of the validity test on this research data are presented in the following table:

Table.1. Data Validity Test Results

X1.1	0,653	0,361	Valid	X2.6	0,645	0,361	Valid
X1.2	0,702	0,361	Valid	X3.1	0,811	0,361	Valid
X1.3	0,587	0,361	Valid	X3.2	0,809	0,361	Valid
X1.4	0,608	0,361	Valid	X3.3	0,468	0,361	Valid
X1.5	0,434	0,361	Valid	X3.4	0,672	0,361	Valid
X1.6	0,599	0,361	Valid	X3.5	0,65	0,361	Valid
X1.7	0,578	0,361	Valid	X3.6	0,419	0,361	Valid
X1.8	0,706	0,361	Valid	X3.7	0,613	0,361	Valid
X1.9	0,686	0,361	Valid	Y.1	0,474	0,361	Valid
X1.10	0,704	0,361	Valid	Y.2	0,391	0,361	Valid
X1.11	0,759	0,361	Valid	Y.3	0,562	0,361	Valid
X1.12	0,777	0,361	Valid	Y.4	0,454	0,361	Valid
X1.13	0,672	0,361	Valid	Y.5	0,571	0,361	Valid
X1.14	0,75	0,361	Valid	Y.6	0,546	0,361	Valid
X1.15	0,682	0,361	Valid	Y.7	0,495	0,361	Valid
X2.1	0,743	0,361	Valid	Y.8	0,472	0,361	Valid
X2.2	0,717	0,361	Valid	Y.9	0,603	0,361	Valid
X2.3	0,756	0,361	Valid	Y.10	0,593	0,361	Valid
X2.4	0,381	0,361	Valid	Y.11	0,648	0,361	Valid
X2.5	0,659	0,361	Valid	Y.12	0,494	0,361	Valid

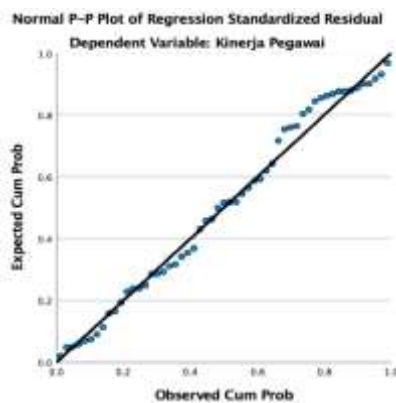
Based on Table 1 the description above, it can be seen that all the indicators used have a calculated r value greater than the r table. From the results of this test, it can be concluded that all question items regarding variable

Table 2 Reliability Test Results

Variabel	<i>Cronbach's Alpha</i>	<i>Standard's Reliabilitas</i>	Description
Job analysis (X1)	0,893	0,60	Reliabel
Competence (X2)	0,728	0,60	Reliabel
Compensation (X3)	0,691	0,60	Reliabel
Employee performance (Y)	0,840	0,60	Reliabel



Figure 1 Normality Test Results



Based on the information shown in Figure 2 above, it can be explained that the distribution of the data is around the diagonal line and spreads following the direction of the line, so it can be concluded that the data is normally distributed or suitable for use in the research process.

Table 2 Multicollinearity Test Results

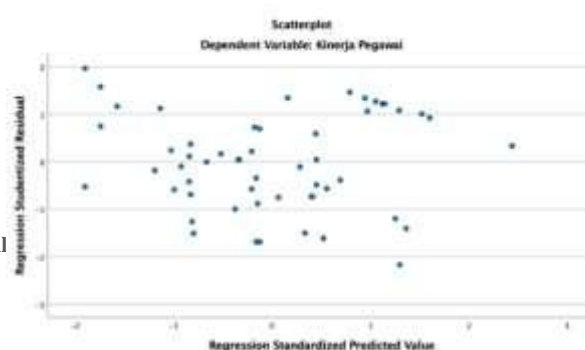
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	38,196	5,581		6,844	<.001		
	Job Analysis	-.277	.127	-.398	-2,180	.034	.403	2,484
	Competence	.754	.343	.422	2,200	.032	.365	2,742
	Compensation	.443	.164	.448	2,708	.009	.491	2037

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results (2022)

Based on the information in table 2 above, it can be seen that the independent variables consisting of job analysis (X1), competency (X2), compensation (X3) have VIF values <10 and tolerance values > 0.10, so it can be concluded that the model in this study there is no multicollinearity between the independent variables and is suitable for use in research .

Figure 2 Heteroscedasticity Test Results s



Based on the information shown in Figure 3 above, it can be seen that there are points that spread randomly around the number 0 on the Y axis and do not form a specific pattern, so it can be concluded that there is no heteroscedasticity in this regression model and is suitable for use in research.

Table 3 Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.561 ^a	.314	.274	3.83480	2.086

a. Predictors: (Constant), Compensation, Job Analysis, Competence

b. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results (2022)

Based on the information in table 3 above, it can be seen that the Durbin-Watson value is 2.086. From the observations in the Durbin-Watson table, the value of dU is 1.6815 dU (n = 55, k = 3) while 4 – dU is 2.3185 (4 – 1.6815) or 1.6185 < 2.086 < 2.3185, so it can be concluded that there is no autocorrelation in this regression model and is suitable for use in research.

Table 4 Multiple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	38,196	5,581		6,844	<.001
Job Analysis	-.277	.127	-.398	-2,180	.034
Competence	.754	.343	.422	2,200	.032
Compensation	.443	.164	.448	2,708	.009

Source: SPSS Data Processing Results (2022)

Based on the information in table 4 above, the multiple linear regression equation can be formulated as follows:

$$Y = - 0.398 X1 + 0.422 X2 + 0.448 X3 + e$$

The results of processing multiple linear regression data show thatThe regression coefficient value of the job analysis variable (X1) is -0.398 and a significant level of 0.034 < 0.05, meaning



that the job analysis variable has a significant effect on employee performance. The negative regression coefficient value indicates that the effect of job analysis on employee performance is in the opposite direction, that is, if the job analysis variable is getting better it will reduce employee performance.

The regression coefficient value of the competency variable (X2) is 0.422 and a significant level of $0.032 < 0.05$, meaning that the competency variable has a significant effect on employee performance. The positive regression coefficient value indicates that the influence of competence on employee performance is unidirectional, that is, if the competence variable is getting better it will increase employee performance.

The regression coefficient value of the compensation variable (X3) is 0.448 with a significant level of $0.009 < 0.05$, meaning that the competency variable has a significant effect on employee performance. The positive regression coefficient value indicates that the effect of compensation on employee performance is unidirectional, that is, if the compensation variable is getting better it will increase employee performance.

Of the three independent variables mentioned above, the one that has the greatest or dominant influence is the compensation variable with a beta value of 0.448.

Table 5 Model Feasibility Test Results (Test F)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	343,754	3	114,585	7,792	.001 ^b
	residual	749,991	51	14,706		
	Total	1093,745	54			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Job Analysis, Competence

Based on the information in table 5 above, it can be seen that the F test value is $7.792 > F$ table is 2.790 with a significance level of $0.001 < \alpha 0.05$. So it can be explained that the job analysis variables (X1), competency (X2), and compensation (X3) can be said to be fit and feasible with the regression equation.

Table 5 Test Results for the Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.561 ^a	.314	.274	3.83480	2086

a. Predictors: (Constant), Compensation, Job Analysis, Competence

b. Dependent Variable: Employee Performance

Based on table 5 above, it shows that the adjusted R2 value is 0.274. This means that 27.4% of the variation in the level of employee performance can be explained by the variables of job analysis, competence and compensation. The remaining 72.6% is explained by other variables outside of this study.

DISCUSSION

Impact of Job Analysis on Employee Performance

Based on the research conducted, the results obtained indicate that there is a negative and significant effect between job analysis variables and employees. Several factors influence this, including the fact that job analysis takes the form of too specific location information, which limits the employee's freedom of action when carrying out treatment or internship. Currently, management policies within organizations and administrative offices are being initiated on a fairly large scale in terms of treatment. Additionally, the staff of Organization Management Office may not have a sufficient understanding of business process analysis. This is in line with the study by Fizardian Arismunandar and his Hazmanan Khair (2020), which states that job analysis sometimes has a significant impact on employee performance. Contrary to the study by Tambunan & Hasibuan (2015), job analysis has a marginal effect on member performance and satisfaction.

Influence of Competency on Employee Performance

Based on the research conducted, the results obtained indicate that there is a significant influence between the variable of competency and employee performance. Skill development can improve employee performance. Research on competency variables has shown good results and can improve the performance of employees in organizations and management offices. This is in line with the research findings of Octavianus Smardana Pratama and Nie Lu Coman Mia Putri Riana (2022) that competencies have a partially positive and significant impact on employee performance. We are doing so Contrary to Yudi Supiyanto's (2015) study, HR competencies do not have a significant impact on employee performance.

Effect of Compensation on Employee Performance

Based on the research conducted, the obtained results show that there is a significant influence between welfare variables and employee performance. Fair and appropriate gifts can improve employee performance. Studies of the provided variables have shown good results and can improve the performance of employees in organizations and management offices. This is consistent with his Arifudin (2019) study that rewards have a significant impact on performance. However, this differs from the study of Mundakil and Zainuri (2018) that income has no effect on employee performance.

CONCLUSION

Based on the results of the analysis conducted in this study regarding the effect of job analysis, competence, and compensation on the performance of employees of the Organization and Management Bureau of the Ministry of Finance, several conclusions can be drawn, Job analysis has a negative and significant effect on the performance of Organization and Management Bureau employees. Competence has a positive and significant effect on the performance of employees of the Organization and Management Bureau. Compensation has a positive and significant effect on the performance of Organization and Management Bureau employees.

Appendix

Employee Performance Variables	
Quality	I reexamined the work I did
	I am open to suggestions, input and notes regarding the work carried out
Work productivity	I finish work on time
	I am motivated to complete work effectively and efficiently
Job Knowledge	I work in accordance with directions from the leadership, SOP, and/or other applicable regulations
	I share useful information with colleagues regarding the implementation of tasks
Reliable	I finished that job



Availability	assigned with full responsibility
	I was given confidence and challenging work targets
	I fulfill effective working hours in one day according to applicable regulations
Independence	I can be contacted regarding work either in urgent or normal conditions
	I have the freedom to work to get the job done
	I can still work even without close supervision from my superiors

Job Analysis Variables

Position identity	My job has a unique and specific job title and job description
Work Activities and Productivity	The work I do is in accordance with the name of my position
	The work I do is in accordance with what is stated in the job description
	Mapping job descriptions and outputs in job descriptions helps me in carrying out my work
Authority	I make decisions according to the authority and responsibilities stated in the position description
	Mapping job authority and responsibilities in the job description helps me in carrying out my work
Technology and Skills	My work is supported by adequate systems and applications
	I can do creative and innovative things to support work completion
Procedures and Regulations	The work I do has SOPs and/or other governing provisions
	I feel helped by the existence of SOPs and/or other provisions that form the basis of work implementation
Field Conditions	The conditions of the office where I work support productivity in carrying out work
	The work I do is in accordance with my interests
Job Specifications	The job qualifications listed in the job description are in accordance with the needs of the position
	I have met the required job qualifications

Competency

Knowledge	I have the knowledge needed to complete my work
	The place I work has media and/or facilities to increase the knowledge needed regarding completing work
Skill	I have needed at work
	I was given training and development to support the implementation of the work
Work attitude	I have the work attitude needed to complete the job
	The place I work has values and/or a code of ethics that are in line with the organization's vision and mission

Compensation

Direct Compensation	I receive a salary and benefits commensurate with the work performed
	Salaries and benefits are given fairly to all employees

Indirect Compensation	<p>Pension guarantees have been provided fairly for all employees</p> <p>The place I work has a clear career system</p> <p>The place I work provides fair opportunities for its employees to develop themselves</p> <p>The place I work meets the facilities and infrastructure needed to carry out the work</p>
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