

# Determinant Performance On Employees of Technical Implementation Unit of Water Resources Region V In Tangerang District

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**Abstract.** Technical Implementation Unit of Water Resources in Region V is one of the technical implementing units from The Department of Highways and Water Resources of Tangerang Regency, Banten with the working area of the District of Sepatan, East Sepatan, Sukadiri, and Mauk. The Technical Implementation Unit of Water Resources in Region V is supported by office and field employees, both from The States Civil Apparatus and Non-States Civil Apparatus. This study aims to determine the effect of compensation, competence and communication on employee performance at The Technical Implementation Unit of Water Resources in Region V. This research was conducted using quantitative methods. Data were obtained from all employees of The Technical Implementation Unit of Water Resources in Region V totaling 30 employees through a questionnaire distributed. Data analysis techniques used multiple linear regression with the F test and T-test. The result of this study indicate that compensation, competence, and communication simultaneously have a significant effect on employee performance, but partially only compensation and competence have a significant effect on employee performance while communication has no significant effect.

## 1. Introduction

### 1.1 Background of Study

Technical Implementation Unit of Water Resources in Region V is one of the technical implementing units of the Department of Highways and Water Resources of Tangerang Regency, Banten. This institution has the main task of carrying out operations and maintenance of irrigation networks and buildings on the Cisadane river, a northwest region consisting of the districts of Sepatan, East Sepatan, Sukadiri, and Mauk. Employees of Technical Implementation Unit of Water Resources in Region V are State Civil Apparatus and Non-State Civil Apparatus consisting of office employees and field employees. According to Straub and Attner [1] that humans are the most important resource of an organization. Humans provide talent, expertise, knowledge, and experience to achieve organizational goals. Employee performance is a real form that is displayed by employees as a form of their work in accordance with their roles in an organization. Good employee performance is needed by an organization to achieve organizational goals [1]. Many factors cause the good or bad performance of an employee. Some factors include compensation, competence, and communication. These three factors have a very important role in determining employee performance. The performance of the Technical Implementation Unit of Water Resources in Region V currently considered to be less than optimal, this is reflected in the incomplete results of work done by employees of Technical Implementation Unit of Water Resources in Region V both in quality and quantity. There is still work



that has not been done following the standard operational Procedures or other technical guidelines, both from operational activities and maintenance of irrigation networks. To achieve good employee performance, absolute competence must be possessed by every employee. The absence of competence in an employee in terms of carrying out the tasks they carry will automatically reduce the performance of these employees. In the Technical Implementation Unit of Water Resources in Region V, employee competencies are felt to be still not good. The problems that now arise in relation to the employees' competence of the Technical Implementation Unit of Water Resources in Region V are the uneven knowledge and ability of employees to work given them. In addition to compensation and competence, another important factor for improving employee performance is communication. Communication that occurs in the Technical Implementation Unit of Water Resources in Region V is still not optimal, it can be seen from the lack of fluency both horizontal and vertical communication, especially communication related to work in the field. Means of modern communication that are not owned by all employees, especially field employees, often become a barrier to communication in the delegation of tasks from leadership to staff.

On the basis of the problems that have been disclosed above, the researcher conducts research related to the factors that influence the employees' performance of the Technical Implementation Unit of Water Resources in Region V, with the factors namely compensation, competence, and communication.

## **2. Literature Review**

### *2.1 Compensation*

Compensation is an award for employees as a reward for their work both financial and non-financial given directly or indirectly and aims to maintain employee job satisfaction [2]–[4]. [2] revealed that compensation is an award given to employees in return for work. [3] said that compensation is grouped into two namely financial compensation and non-financial compensation. While the purpose of providing compensation is to maintain employee job satisfaction so that employees can maintain the quality of their work. Thus it can be concluded that employees need compensation both financial as compensation for their work in order to maintain the quality of their work well.

### *2.2 Competency*

Competence is a fundamental factor possessed by someone who has more ability to do work based on good knowledge, skills and attitudes that are characterized by professionalism [5]–[7]. According to Mangkunegara, [5] competence is a fundamental factor possessed by someone who has an advantage above the average of others in a particular field. [6] added that these strengths must be supported by good knowledge, skills, and attitudes. [7] complements that all these things both knowledge, skills, and good attitudes are characterized by someone through the professionalism of their work. Then it can be concluded that competence is a person's ability based on knowledge, skills and good attitude in a particular field that is shown through the professionalism of his work, to achieve the agreed work results.

### *2.3 Communication*

Communication can be interpreted as the process of providing or transferring information and understanding to others along with their meanings that can be understood by others with the aim of equating perceptions between the two [8]–[11]. States that communication is the process by which a person provides insights through sending the news to others symbolically [8]. That communication is the transfer of information and its meaning [9]. The communication process is not only the transfer of information and meaning, but must also be understood by the opponents of those who communicate [5]. All of these processes aim to equalize perceptions between the two people or groups that communicate [11]. Whereas communication within an organization can be interpreted as the process of sending and receiving information in an organization both formal and non-formal in the form of three formal communication patterns namely chain patterns, wheels and all channels [9], [10]. Wiryanto

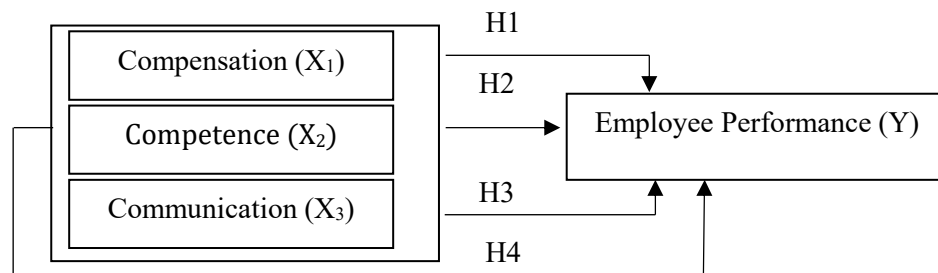
[10] revealed that the communication process in an organization is the process of sending and receiving information carried out in an organization both in formal and informal forms. Thus it can be said that organizational communication is the sending and receiving of information in an organization in both formal and non-formal forms, which can be formally carried out with various communication patterns that are tailored to the needs of the organization.

#### 2.4 Employee Performance

Employee performance can be interpreted as work performance or work results and the process both quantity and quality achieved by employees in order to realize the goals of the organization together [12]–[14]. Supatmi, Nimran, Utami, (2013) states that employee performance is an employee's performance or work both in quality and quantity based on standards set by the organization in accordance with their respective duties and fields [12]. While [13] added that employee performance is not judged only on the basis of their work but includes work processes that have been carried out by employees. Prawirosentono [14]

#### 2.5 Framework for Thinking

Thus it can be made a framework model for this research as follows:



**Figure 1.** Research framework

### 3. Research Methods

This research uses quantitative methods. Data from this study were taken from the Staff data of the Technical Implementation Unit of Water Resources in Region V, amounting to 30 people. Data is collected by means of a survey through a questionnaire distributed to employees. The results of this study are the results of the analysis of statistical calculations using the SPSS 24 program, the results of which are compared with the initial hypothesis set [15].

### 4. Results and Discussion

#### 4.1 Hypothesis Testing

##### 4.1.1 Partial Hypothesis Testing (*t*-Test)

The T-test is used to determine the effect of compensation variables (X1), competence (X2) and communication (X3) individually or partially on employee performance variables (Y).

**Table 1.** Value of t count  
**Coefficients<sup>a</sup>**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.807	4.806		1.833	.078
	Compensation	.213	.120	.269	1.767	.089
	Competence	.307	.100	.497	3.062	.005
	Communication	.174	.121	.191	1.438	.162

a. Dependent Variable: KINERJA PEGAWAI

Source: Primary data processing results, 2018

#### 4.1.2 Simultaneous Hypothesis Testing (Test F)

F test is used to determine the effect of compensation variables (X1), competence (X2) and communication (X3) together or simultaneously on employee performance variables (Y).

**Table 4.3** ANOVA Values

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	415.388	3	138.463	21.431	.000b
	Residual	167.979	26	6.461		
	Total	583.367	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), communication, compensation, competence

Source: Primary data processing results, 2018

#### 4.2 Analysis of the coefficient of determination

From the coefficient of determination can be seen how much the independent variables can explain or influence the dependent variable.

**Table 4.4** Value of Coefficient Determination

Model Summary				
Adjusted R				
Model	R	R Square	Square	Std. Error of the Estimate
1	.844 <sup>a</sup>	.712	.679	2.542

a. Predictors: (Constant), Communication, Compensation, Competence

Source: Primary data processing results, 2018

From the table above it can be seen that the adjusted R square value is 0.679, it means that the compensation, competence and communication variables can explain or influence the employee performance variable by 67.9% while the rest of 32.1% are explained or influenced by other factors not examined in this study.

#### 4.3 Discussion

##### 4.3.1 Positive and significant effect of compensation on employee performance

The first hypothesis (H1) which states there is a positive and significant effect of compensation on employee performance can be proven by the results of research data  $t \text{ value} = 1.767 > t \text{ table } 1.706$  or in other words the hypothesis is accepted. Then the higher or better compensation received by employees will have an impact on the higher or better employee performance. Compensation is an important thing that must be considered to improve employee performance. Compensation triggers the ups and downs of employee performance. If the employee feels that he is not treated fairly with compensation that is not in accordance with his performance, then it will reduce the morale of the employee which has an impact on the declining performance of the employee, and vice versa. In the case of the Technical Implementation Unit of Water Resources in Region V, the institution should be able to provide compensation in accordance with the work carried out by employees. Compensation is not only salary or honorarium but can also be in the form of health benefits, attention from the leadership and entertainment for employees.

#### *4.3.2 The Positive and significant influence of competence on employee performance*

The second hypothesis (H2) which states that there is a positive and significant influence of competence on employee performance can be proven by the results of research data  $t \text{ value} = 3.062 > t \text{ table } 1.706$  or in other words the hypothesis is accepted. So the higher or better the competency of the employee will have an impact on increasing or improving employee performance. Good competence should be owned by every employee because competence is very influential on the work results of employees. Competent employees are believed to be able to complete their work well, which has an impact on the employee's good performance. Good and bad measures of competence are not only based on knowledge and skills but also other important things that must be considered are the attitude of the employee, the habit of doing things on time, an attitude of honesty and trustworthiness are also very necessary to improve the competency of an employee, these things which should be a concern in this Technical Implementation Unit of Water Resources in Region V case.

#### *4.3.3 The Positive and significant influence of communication on employee performance*

The third hypothesis (H3) which states that there is a positive and significant effect of communication on employee performance cannot be proven  $t \text{ value} = 1.438 < t \text{ table } 1.706$  or in other words the hypothesis is rejected. This can be interpreted that the improved communication of employees will have an impact on improving employee performance but not significantly. Good communication is needed to carry out employee activities, communication can be in the form of vertical between superiors and subordinates or horizontally between employees of one level or position. In the case of Technical Implementation Unit of Water Resources in Region V, the possibility of existing communication so far has been quite good, the impact on employee performance or in other words, communication has been well established, therefore improving communication does not significantly influence employee performance.

#### *4.3.4 Significant effects of compensation, competence, and communication together or simultaneously on employee performance*

The fourth hypothesis (H4) which states there is a significant effect of compensation, competence, and communication together or simultaneously on employee performance can be proven through research data the significance of the calculation results  $= 0.000 < 0.05$ , in other words, the hypothesis is accepted. Then the employee's performance will improve or increase with improved compensation, increased employee competence and improved communication between employees at the Technical Implementation Unit of Water Resources in Region V.

## **5. Conclusion**

### *5.1 Conclusion*

The significance of the results of the regression coefficient partially obtained a significant effect of compensation and competence variables on employee performance variables, but not so with the communication variable. The communication variable does not significantly influence employee performance. There is a significant effect of compensation, competence, and communication together or simultaneously on employee performance. Determination test results ( $R^2$ ) independent variables namely compensation, competence and communication provide an explanation or influence of 67.9% on the dependent variable namely employee performance.

### *5.2 Suggestion*

Technical Implementation Unit of Water Resources in Region V should pay more attention to the compensation given to employees and increase the competence of their employees because both of these things significantly affect the performance of the Technical Implementation Unit of Water Resources in Region V employees. In the future, other factors besides compensation, competence, and

communication can be investigated that can influence the performance of the Technical Implementation Unit of Water Resources in Region V.

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