**Research article**

# THE EFFECT OF COMPETENCY AND COMPENSATION INFLUENCE

# TO PERFORMANCE MEDIATED BY THE MOTIVATION OF WORK

### (Case study Personnel Police Traffic unit Kerinci Resort)

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## Abstract

This study aims is   to Know the influence of competence on the motivation of the Kerinci police personnel, To Know the influence of compensation to the motivation of the personnel of the Kerinci police force. to Know the impact of motivation on the performance of the Kerinci personnel force. to Know the influence of competence on the performance of the Kerinci personnel Satlantas of Kerinci Police. to Know the influence of compensation to the performance of the Kerinci police personnel. Knowing the influence of motivation as a variable of mediation is influential among the competence of the performance of the Kerinci police force personnel and Knowing the influence of motivation as a variable of mediation is influential between the compensation to the performance of the Kerinci Polres personnel.

The result of research is   Competence is positive and significant to the motivation Police traffic unit personnel of Kerinci resort,   Compensation has no positive and significant impact on the motivation of the police traffic unit of the Kerinci resort.   Motivation has a positive and significant impact on the performance of the Kerinci Resort police force personnel.   Competence has no positive and significant impact on the performance of the police traffic unit of Kerinci resort personnel.   Compensation for positive and significant impact on the performance of the police traffic unit of Kerinci resort units.   Competence (X1) through motivation (Y) has a positive and significant influence on the performance of (Z) personnel of Police Traffic Unit Kerinci Resort and That indirectly compensated (X2) through motivation (Y) has an insignificant influence on the performance (Z) of police traffic unit personnel Kerinci Resort. **Copyright © ajhsr.com, all rights reserved.**

**Keywords:** Competency, Compensation, Performance, motivation

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## I. INTRODUCTION

### 1.1. Background

Congestion on the highway is getting worse. Vehicles from morning to afternoon tend not to move at certain waypoints. This can be due to the increasing volume of vehicles and limited road facilities. The police have tried

to find a solution to overcome the congestion problem on the highway, namely by increasing the number of traffic police (Polantas) that are in the field so that road users can order traffic on the highway. With the added number of Polantas on the highway, it is increasingly making its own burden for the personnel so that it can cause stress.

With the road situation that never deserted with congestion, irregular weather, pollution of vehicles that are unhealthy causing fatigue for personnel Polantas who are in service on the road, thus making Polantas personnel is not concentration in the service and also quickly hurt. Although the Polantas personnel who served on the highway have performed a good job, but the negative image of the Polantas personnel who have been embedded in the eyes of the community or the road users are difficult to eliminate. Conditions created is the accumulation of the attitude and behavior of some of the Polantas personnel who are less capable of performing professional tasks, there is still the personnel of Polantas who play eye with the offense, so the difficulty of gaining trust from the community. In addition, the high expectations and public demands on the role of Polantas on the highway that still cannot be realized. Negative images related to the settlement of violations in a peaceful way that has been inherent in public perception of Polantas are much related to the settlement of various kinds of violations in a peaceful way, for example there is a road user crossed for breaking the red light, but the violator can solve it by giving some money to the personnel of the Polantas. In addition, there is a perception that Polantas personnel only seek to fault the road users by fetched errors or give the reason of a nonsensical offense to road users.

Kerinci Resort police in Jambi area is a police service provider with a working area covering the entire area of Kerinci Regency. And the Union of the Traffic Police Unit (Polantas) Polres Regency of Kerinci in the operation of routine police operations in the field of traffic organized by the Division of Time (Ploeg) located under the Kapolres. Satthen tasked with conducting traffic Turjawali, education of public traffic (Dikmasdan), service registration and identification of motor vehicles and drivers, investigation of traffic accidents and law enforcement in the field of traffic.

Sat LANTAS a police force that held the function of: (a) the construction of police traffic; (b) The development of community participation through cross-sectoral cooperation, consequently, and assessment of problems in the field of traffic; (c) Implementation of the Traffic field police operations in the framework of law enforcement and security, safety, order, the smoothness of traffic (Kamseltibcarlantas); (d) Administration services registration and identification of vehicles and drivers; (e) The implementation of road patrol and the enforcement of violations and the handling of traffic accidents in the framework of law enforcement, and the guarantee of Kamseltibcarlantas on the highway; (f) The security and rescue of road users; and (g) Maintenance and maintenance of equipment and vehicles.

The objectives are to be achieved in this study to know:

1. The influence of competence aon the motivation of the Kerinci police personnel.

2. The influence of compensation to the motivation of the personnel of the Kerinci police force.

3. The impact of motivation on the performance of the Kerinci personnel force.

4. The influence of competence on the performance of the Kerinci personnel Satlantas of Kerinci Police.

5. The influence of compensation to the performance of the Kerinci police personnel.

6. The influence of motivation as a variable of mediation is influential among the competence of the performance of the Kerinci police force personnel.

7. The influence of motivation as a variable of mediation is influential between the compensation to the performance of the Kerinci Polres personnel.

## II. LITERATURE

## 1. Performance

Mangkunegara (2012:67) suggests that the performance of officers is the result of work in the quality and quantity achieved by an officer in carrying out his duties in accordance with the responsibilities he gave, while according to Dessler (2010) State that the employee's performance (achievement) is the actual achievement of the

employee compared to the expected achievement of the employee. The expected work achievement is a standard achievement compiled as a reference so that it can see the performance of employees according to their position compared to the standards made. Meanwhile, according to Sedarmayanti (2013:50), said that performance translates into performance, also means work performance or work performance or work appearance.

## 2. Competence

Etymologically, it is interpreted as a dimension of skill behaviour and the superiority of a leader or a staff has good skill, knowledge, and behavior (Sutrisno, 2011:202). While the competence according to Spencer & Spencer (1993) in (Manopo, 2011:30) is a number of individual characteristics related to the reference of expected behavioral criteria and best performance in a work or expected situation To be fulfilled. Thus, competence is the fundamental characteristic of each individual that includes aspects of knowledge, skills, and work attitudes that enable one to deliver superior performance in its work.

According to Amstrong and Baron in (Abdullah, 2014:50) competence is the dimension of behaviour behind the competent performance that demonstrates how people behave when they perform their role properly. Meanwhile, according to Wibowo (2013:323) that competence is said to be one of the factors affecting performance. Competence is needed to help organizations create high working cultures, the number of competencies used by human resources will improve performance.

## 3. Compensation

Basically human work also wants to earn money to fulfill the needs of his life, for that is an employee began to appreciate the hard work and increasingly show loyalty to the company and therefore the company give awards Employee's job performance by providing compensation. One way of management to improve work performance, motivate and improve employees ' performance is through compensation (Malthis and Jackson, 2009). Compensation is important for employees as individuals because the magnitude of compensation reflects the size of their work among the employees themselves, the family and the community (Handoko, 2012:144-118). It is also called an award and can be defined as any form of appreciation given to the employee in response to the contributions they provide to the Organization (Panggabean. Pearl. S., 2010).

## 4. Work Motivation

Mangkunegara (2012:61) and Robbins (2008:43) explaining the motivation is a willingness to strive optimally as possible in achieving organizational objectives influenced by the ability of business to satisfy some individual needs. According to Hasibuan (2012:141), motivation to question how to drive power and potential subordinates, in order to cooperate productively successfully reach and realize the objectives that have been determined.

## 5. Conceptual framework Research

The concept framework is a model that describes theoretical relations with important factors that have been known in a particular problem. The conceptual framework will link theoretically between research variables i.e. free variables with bound variables (Erlina, 2011).

Based on previous research by Meutia, et al., 2016., influence of compensation and compention with motivation as Intervening in improving performance, journal Management., Volume XX, No. 03, October 2016: Page 353-369, can be interpreted as follows:
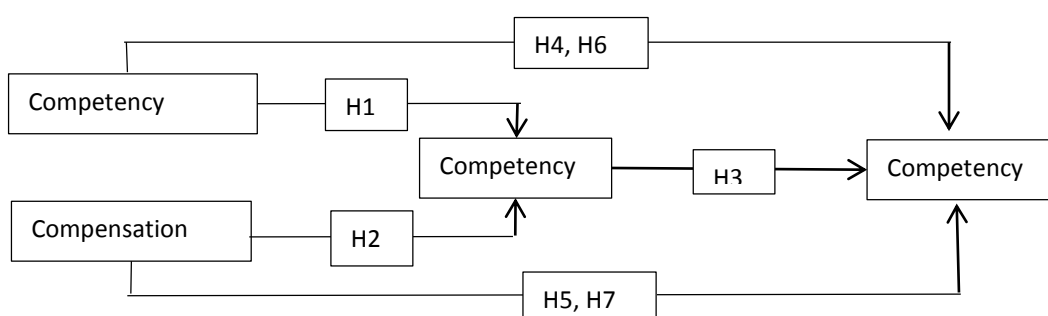


**Figure 1:** Research Framework

## III.  RESEARCH METHODS

This type of research is quantitative analysis, with the aim of testing a predetermined hypothesis ". The method of data analysis used in this research is path analysis. While the research object is the personnel of the police traffic unit Kerinci Resort, a personnel of the police traffic unit Kerinci Resort, Mapolres Kerinci Street Depati Parbo Number 22, the village of work Bakti subdistrict Pondok Tinggi City River full. The research was conducted from June to October 2019. The technique in this sampling uses the total sampling technique, total sampling is the sampling technique in which the number of samples is equal to the population (Sugiyono, 2017).

## IV. RESULT AND DISCUSSION

### A. Line Model I and II

### 1. Line Coefficient of Model I

Multiple linear regression analyses are used in this study for the purpose of knowing there is no free variable influence on the bound variables. Statistical calculations in the analysis of multiple linear regression used in this study were to use the aid of IBM's computer program SPSS ver. 24.0. The summary of the data processing results are as follows:

**Table 1:** Result R Square Y (Motivation)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0,213ᵃ | 0,046 | 0,003 | 4,258 |

a. Predictors: (Constant), compensation, competency
b. Dependent Variable: Motivation

**Sumber:** Data Primer, processed by IBM SPSS 24.0, 2019.

**Table 2:** Regression effect of $X_1$ dan $X_2$ to Y

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 38,334 | 11,964 | | 3,204 | 0,003 |
| | Kompetensi | 0,232 | 0,194 | 0,187 | 1,198 | 0,038 |
| | Kompensasi | 0,133 | 0,199 | 0,105 | 0,670 | 0,507 |

a. Dependent Variable: Motivasi

According to the table 1 above is obtained that the significance value of the competency variable (X1) = 0.038 < 0.05, this means that the competency has a significant effect on motivation. While the variable compensation (X2) = 0.507 > 0.05 which means compensation has no significant effect on motivation. While the value of R2 (R Square) contained in Table 1 is table Model Summary is 0.003 which means that the contribution of variable X1 and X2 against Y is 0.3% and the rest of 97.7% is the contribution of other variables that are not included in the research. And from the value of R2 (R Square), obtained e1 by way e1 = √ (1-0.046) = 0.977. This means that there are other factors affecting motivation (Y) In addition to competency (X1) and compensation (X2) of 97.7%
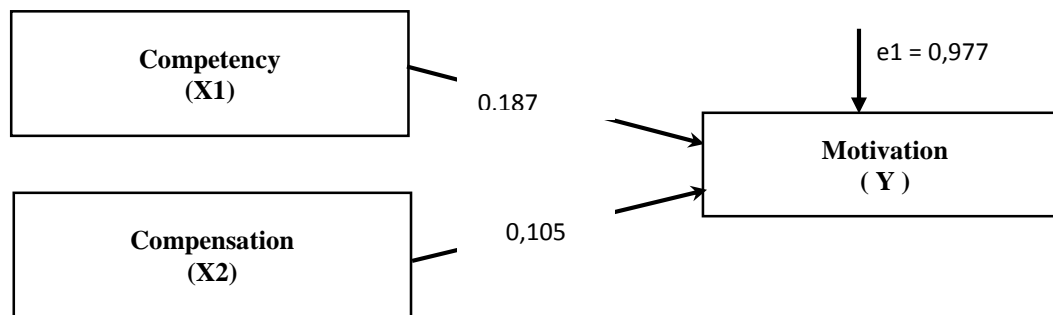
**Figure 2:** The effect competency and compencation to motivation

Based on the results above then acquired structure equations are:

Y = 0,187. X1 + 0,105. X2 + 0.977

From the above data processing can be obtained Model Line Diagram I, as follows:

## 2. Line coefficient of Model II

Multiple linear regression analyses are still used in subsequent studies to obtain the model two coefficient of pathway, this is for the purpose of knowing the presence or absence of free variable influence (competence and compensation) and the intervening variable (motivation) against bound variables (performance). It can be seen below:

**Table 3:** Result R Square Z (Performance)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0,572ª | 0,328 | 0,275 | 4,48817 |

a. Predictors: (Constant), Motivation, compensation, competency
b. Dependent Variable: Performance
**Sumber:** Data Primer, processed by IBM SPSS 24.0, 2019.

**Table 4:** Regresi Effect of $X_1$, $X_2$, Y to Z

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 17,163 | 14,172 | | 1,211 | 0,233 |
| | competency | 0,253 | 0,208 | 0,165 | 1,214 | 0,232 |
| | compensation | 0,565 | 0,211 | 0,358 | 2,679 | 0,011 |
| | Motivation | 0,519 | 0,169 | 0,419 | 3,076 | 0,004 |

a. Dependent Variable: Performance
**Sumber:** Data Primer, processed by IBM SPSS 24.0, 2019.

Based on the table 4 above is obtained that the significance value of the three variables are competence (X1) = 0.232 > 0.05. This means that competence has no significant effect on performance. While the compensation variable (X2) = 0.011 < 0.05 means the competency has a significant effect on performance. And for the motivation variable (Y) = 0.004 < 0.05 which means the motivation has a significant effect on performance. As well as for the value of R2 (R Square) contained in table 3 or table Model Summary is 0.275 which means that the variable constrition X1, X2 and Y against Z is 27.5% and the rest of the 72.5% is the contribution of other variables that are not included in the research. And from the R2 value (R Square), it is obtained e2 by way e2 = √ (1 − 0.275) = 0.725. This means that there are other factors that affect performance (Z) in addition to competency (X1) and compensation (X2) and motivation (Y) of 97.7%.

Based on the results above then acquired structure equations are:

Z = 0,165. X1 + 0,358. X2 + 0,419. Y + 0.725
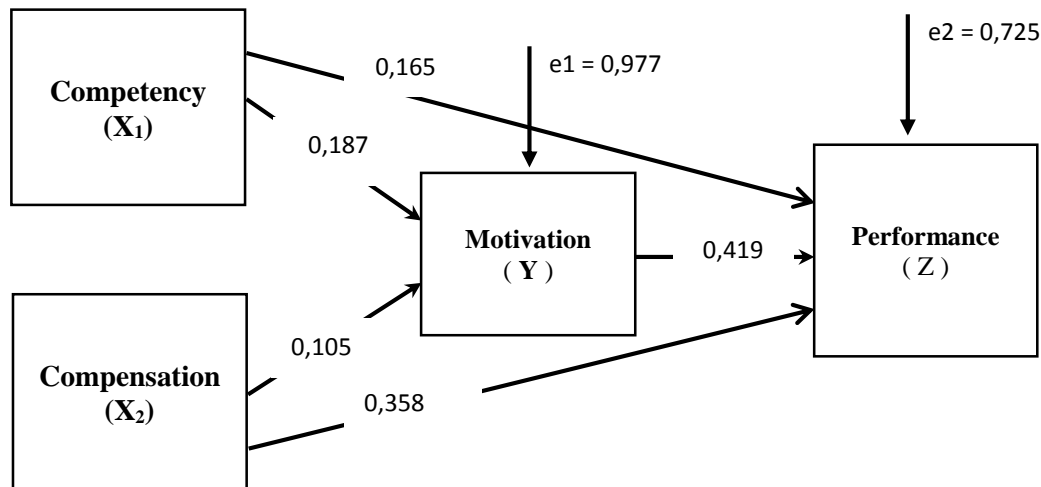From the above data processing can be obtained Model II line chart, as follows:



**Figure 3:** Indirect effect competncy and compensation to performance, the motivation as moderating

## 3. Hypotheses test Results

Of the two-line analysis models, the author obtained a hypothesized analysis of the results for this study:

1. Analysis of Competency Influence (X1) to motivation (Y);

From the analysis of variables above it obtained the value of the competency variable (X1) = 0.038 < 0.05. This means that the competency has a significant effect on motivation.

2. Analysis of the influence of compensation (X2) on motivation (Y). From the analysis of variables above it obtained compensation variable value (X2) = 0.507 > 0.05. This means that compensation has no significant effect on motivation.

3. Analysis of the impact of motivational (Y) variables on performance (Z).

From a variable analysis above that is obtained the value for the motivational variable (Y) = 0.004 < 0.05. This means that the motivation has a significant effect on performance.

4. Analysis of Competency Influence (X1) to Performance (Z). From the analysis of variables above the data obtained competency variable value (X1) = 0.232 > 0.05. This means that competence has no significant effect on performance.

5. Analysis of the influence of compensation variables (X2) against performance (Z).

From a variable analysis above, it obtained a compensation variable value (X2) = 0.011 < 0.05. This means that compensation has significant effect on performance.

6. Analysis of Competency Influence (X1) through motivation (Y) to Performance (Z).

From the analysis of the above variables acquired the direct influence given by the competency variable (X1) to Performance (Z) of 0.165. While the indirect influence given X1 through Y against Z is the multiplication between the X1 beta value against Y with a beta value of Y against Z i.e. = 0.187 x 0.419 = 0.078. Thus the total effect given by the competency (X1) to Performance (Z) is = 0.165 + 0.078 = 0.243. Based on the results this count is known that the direct influence value is 0.165 and the value of indirect influence is 0.243, which means that indirect influence value is greater than the direct influence value. These results indicate that indirectly the competency (X1) through motivation (Y) has a significant effect on performance (Z).

7. Analysis of the influence of compensation (X2) through motivation (Y) to Performance (Z).

From the analysis of the above variables obtained a direct influence given by the compensation variable (X2) to Performance (Z) of 0.358. While the indirect influence given X2 via Y against Z is the multiplication between the beta X2 value against Y with the Y beta value against Z i.e. = 0.105 x 0.419 = 0.044. Thus the total effect given by of (X2) to Performance (Z) is = 0.105 + 0.044 = 0.149. Based on the results this count is known that the direct influence value is 0.358 and the value of indirect influence is 0.044, which means that the indirect influence value is smaller than the direct influence value. These results indicate that indirect compensation (X2) through motivation (Y) has an insignificant influence on performance (Z).

### 4.2.6. Direct and indirect influence test

In addition to using an independent variable (X) of more than one variable, the study also uses intervening variables. The intervening variable is a variable between (mediation), the function of mediating the relationship between independent variables and the dependent variables. To test the influence of the intervening variable used path analysis methods. The pathway analysis is an extension of a regression analysis to assess causality relationships between predefined variables based on theory (Ghozali, 2011).

The following analyses the pathway to test the relationship between duration of competence and compensation for performance and whether the competency relationship and compensation for performance are mediated by motivation with the image as below:
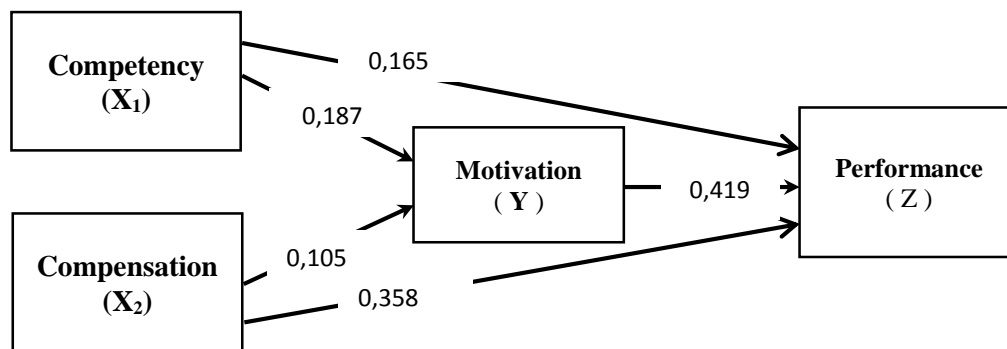


**Figure 4:** Relationship between competence and compensation fot performamnce

1.Based on the image, the line model filed a relationship based on the theory that competence has a direct relationship with performance.

2. Based on the image, the line model filed a relationship based on the theory that compensation has a direct relationship with performance.

Nevertheless, competence and compensation also has an indirect relationship to performance that is from competence, as well as from compensation to new motivation then to performance.

### Simultaneous hypothesis testing (test F)

The feasibility test of this model in test with the test F method, the F test result determines the feasibility of a research model. Here's the F test result of a research data processing that uses IBM SPSS for Windows 24.0.

**Table 5:** F test **ANOVAa**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 372,945 | 3 | 124,315 | 6,171 | ,002b |
| | Residual | 765,460 | 38 | 20,144 | | |
| | Total | 1138,405 | 41 | | | |

a. Dependent Variable: Performance
b. Predictors: (Constant), Motivation, Compensation, competency
**Sumber:** Data Primer, processed by IBM SPSS 24.0, 2019.

Can be seen from the table 5 above that obtained the fcalculate value of 6.171. These results will then be compared to the $f_{table}$ value. As for the Ftabel is DF (k; n-K). Value k = number of free variables = 3, and n = respondent = 42. Then DF (k; n-k) = DF (3; 42-3) = DF (3; 39) = 2.85.

So $F_{count}$ = 6.171 > $F_{table}$ = 2.85. It can then be concluded that free variables (competence, compensation and motivation) simultaneously affect performance (variables bound).

## Partial hypothesis testing (Test T)

Test T is intended to know how far the influence of one independent variable (competence, compensation, and motivation) is individually in describing the dependent variable (performance). T test results on this research can be seen in tables 6 and 7, in previous calculations.

Based on the results of the T Test (table 5), it can be the following proof:

1. Competence influence on motivation

Partial influence between competence on motivation of 1.198 with sign. 0.038 < α = 0.05. Sign value. Which is smaller than α = 0.05, indicating the receipt of the hypothesis stating that the competencies have a positive and significant effect on motivation, meaning the higher the influence of competence will affect the motivation of the police traffic unit of Kerinci resort personnel.

2. Effect of compensation against motivation.

Partial influence between compensation to 0.670 motivation by signing. 0.507 > α = 0.05. Sign value. Greater than α = 0.05, indicating a rejection hypothesis stating that compensation has a positive and significant impact on motivation, meaning the higher the compensatory effect it has no effect on the motivation of the Kerinci Resort Police Force unit personnel.

Based on the results of the T Test (table 4), it can be the following proof:

3. Influence of competence on performance

Partial influence between competency and performance of 1.214 with sign. 0.232 > α = 0.05. Sign value. of α = 0.05, indicating a rejection hypothesis stating that the competencies are positively and significantly impacting performance, meaning the higher the influence of competency will not affect the performance of the police traffic unit of Kerinci resort personnel.

4. Effect of compensation against performance

Partial influence between compensation to 2.679 performance by sign. 0.011 < α = 0.05. Sign value. Which is smaller than α = 0.05, indicating the receipt of the hypothesis stating that the compensation has a positive and significant impact on performance, meaning that the higher the compensatory effect will affect the performance of the Kerinci Resort Unit police force personnel.

5. Impact of performance motivation

Partial influence between the motivation to performance of 3.076 by sign. 0.04 < α = 0.05. Sign value. Smaller than α = 0.05, indicating the acceptance of the hypothesis stating that the motivation has a positive and significant impact on performance, which means that the higher the motivation effect will affect the performance of the Kerinci Resort Unit Police Traffic force personnel.

## V. CLOSING

## 1. Conclusion

Based on the results of the tests and the hypotheses discussed in previous chapters, the following conclusions may be drawn:

1.    Competence is positive and significant to the motivation. Police traffic unit personnel of Kerinci resort.

2.  Compensation has no positive and significant impact on the motivation of the police traffic unit of the Kerinci resort.

3.  Motivation has a positive and significant impact on the performance of the Kerinci Resort police force personnel.

4.  Competence has no positive and significant impact on the performance of the police traffic unit of Kerinci resort personnel.

5.  Compensation for positive and significant impact on the performance of the police traffic unit of Kerinci resort units.

6.  Competence (X1) through motivation (Y) has a positive and significant influence on the performance of (Z) personnel of Police Traffic Unit Kerinci Resort.

7.  That indirectly compensated (X2) through motivation (Y) has an insignificant influence on the performance (Z) of police traffic unit personnel Kerinci Resort.

## 2. Suggestion

Based on findings and research conclusions, the author suggests the following suggestions:

1.  For competence, it is advisable to agencies in this Kerinci resort police generally, especially the police traffic unit Kerinci Resort. The workload charged to personnel in accordance with the competence in the possession.

2.  For the compensatory for the police Traffic unit personnel Kerinci Resort is given allowances for jobs that have a greater risk to the skill personnel.

3.  For motivation It is advised that the police leadership of the Kerinci resort is generally and in particular the police traffic unit of Kerinci resort to give or take the opportunity to the member to actualize him.

4.  To increase the performance of Sat so the Kerinci is necessary to pay attention to the target work and top priorities in the work.

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