



Effect of compensation and employee development through competence on employee performance PT. navila khalifa samudera jakarta

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Abstract

The purpose of this study to analyze the effect of compensation and employee development to employee performance through competence at PT. Navila Khalifa Samudera Jakarta. This research uses explanatory approach analysis and descriptive analysis, which aims to determine the effect of independent and dependent variables. Population and sample in the study were all 45 employees of PT. Navila Khalifa Samudera Jakarta. The sampling technique used in this research is a census. The results showed that the partial compensation and employee development has an influence on the performance of employees at PT. Navila Khalifa Samudera Jakarta. Then the results of competency analysis provide indirect influence on compensation and employee development to employee performance.

Keywords: compensation, employee development, competence and employee performance

Introduction

Many government agencies and companies, both private and state-owned enterprises, as well as civil society organizations are not satisfied with the achievement of results they do for their overall performance is low. Worse yet, they can not detect or identify the location of the causes of low performance, making it difficult to make improvements. Because of a lack of understanding, they do not have a plan and program to improve the company's work, organizational units, and individual employees.

Performance is a process that aims to improve the work of the individual employee, the work team performance, and then improve organizational performance, process performance conducted with managers and employees. Performance is the activities undertaken to improve the company or organization, including activities undertaken to improve the company or organization, including the performance of individuals and work groups in the company. Performance of the company is to ensure the achievement of corporate goals. The company's performance was conducted to determine the position of the company. In the event of delays, should be sought immediately cause to be promoted to overcome them. The problem of employee dissatisfaction at work will have a direct impact on the work achieved for each individual employee. This affected if employees are to feel satisfaction in the work the employee will always strive to provide the best results, and vice versa, if the employees do not feel satisfaction in the work that is to say what is obtained from the company, is not in accordance with the expectations of employees will have an impact declining vigor and development employees in the work. Foster (1999: 19) ^[4] states that the performance is a priceless work output signaled by workplace organization invaluable to consist of work, work habits, and personal qualities to do with work. vice versa if the employees do not

feel satisfaction in the work that is to say what is obtained from the company is not in accordance with the expectations of employees will have an impact declining morale and development of employees in work. Foster (1999: 19) ^[4] states that the performance is a priceless work output signaled by workplace organization invaluable to consist of work, work habits, and personal qualities to do with work. vice versa if the employees do not feel satisfaction in the work that is to say what is obtained from the company is not in accordance with the expectations of employees will have an impact declining morale and development of employees in work. Foster (1999: 19) ^[4] states that the performance is a priceless work output signaled by workplace organization invaluable to consist of work, work habits, and personal qualities to do with work.

Optimal business performance becomes targets to be realized by many companies including PT Navila Khalifa Ocean as a provider of employment, especially for sailors. This is in line with the vision and mission of "becoming the trusted agent in the recruitment and placement of crews and participated contribute to quality improvement, resource sailors and competitiveness". The company's performance will be determined by the extent to which the achievement of the company's mission and the implementation of the company's core businesses optimally. Based on the conceptual and job competencies explain that competence demonstrated efficiency levels of resource generating process is used, the better quality with the same effort. Based on previous research conducted by Ratnasari (2016) ^[1] explains that the better the more it will increase the competence of the performance of employees of the Department of Quality Assurance PT. PEB Batam. Performance has a causal relationship with competence. Performance is a function of competence, attitude, and action, competencies describe the characteristics of the knowledge, skills, attitudes and experience to do a

particular job or role effectively. Knowledge describes what is contained in a person's head, what your goals or understanding of something. behavior and experience to do a particular job or role effectively. Knowledge describes what is contained in a person's head, what your goals or understanding of something. behavior and experience to do a particular job or role effectively. Knowledge describes what is contained in a person's head, what your goals or understanding of something. Competence objectively measurable and developed through supervision, performance management, and human resource development program. If competence, attitudes, and actions of employees to work high, it can be predicted that the behavior will work hard to achieve corporate objectives. Therefore, the competence to serve as the basis for evaluating the performance of employees called competency-based performance evaluation by a number of companies. Competence can be improved by creating detailed descriptions of what is required to obtain excellent performance in the role or job, in terms of competencies, personal attributes, knowledge, and experience required in each job profile then becomes the anchor to create a plan of recruitment, selection, training, evaluation, and development for each job. Employment in terms of behavioral competence that can be observed and measured (such as specific skills) to be displayed by the employees to be able to do the job properly. Spencer and Spencer (1993: 11) ^[17] argue that competence is a human characteristic that can be observed and measured that make performance possible. Furthermore, this opinion added that the competence of a person into the basic characteristics of individuals associated with the effective performance criteria standard or superior. This opinion means that in addition to determining the competence of a person's behavior and performance also determine whether a job well done in accordance with standards established criteria. It is using the above conceptual reference, seen that level of performance and competence of employees of PT. Navila Khalifa fully ocean directly related to the compensation received by employees. a great compensation given by companies to employees is necessary in order to produce maximum quality work. Based on research conducted by Warsidi (2004) ^[23], which explained that compensation positive and significant effect on performance. Based on the description above, the competencies include knowledge, skills or behaviors that are important to achieve successful performance. In order to increase the competence of excellence training should include more than the basic skills, while development has traditionally focused on management-level employees, but today development is becoming more important for all employees.

Development leads to formal education, work experience, relationships and personality assessment as well as capabilities that assist employees in carrying out the work effectively both present and future work for the company. Companies realize that the employee is not the only dairy cows could hire for the company's interests only. But employees also become assets of a company must increase the capabilities and skills to improve productivity. In addition, to anticipate the era of globalization and the free market and to follow the development of science and technology is increasing rapidly. Employees basically still have limitations inherent, The development provided by the company to provide

enhanced capabilities that organizations need employees in the future. While career development is an effort that is focused on developing, enriching and make employees more proficient. From the facts mentioned above, it is clear how the effect of the development on the competence of employees is very strong, so if employees are given the substantial development program will be higher the competencies that employees provide to the company. Conceptual reference above shows that development is directly related to performance. Thus for the implementation of the company's business that generates added value, it is necessary to optimal employee performance include the development of employee's.

Compensation of employees is an element of working relationships often causes problems in industrial relations. The question of compensation is always a concern, especially a wage enterprise management, employees and the government. The Company takes into account the wages for a major part of the cost of production and operation, describes the performance of the employee to be paid, and affect its ability to recruit workers with certain qualities. Compensation granted to employees determine the ability of companies to benefit, especially for enterprises which are labor intensive. Therefore, if it allows the company seeks to streamline the wages of employees with a minimum payment, but the employee must perform optimally. When hiring an employee of the company's management expect employees do work or a specific task of the company. After all the company's expectations in the form of the job description, if an employee produces the expected performance of the company, the employee will receive certain compensation.

In a certain time, employees will receive compensation increases if they meet the criteria specified performance management company. For employees, wage setting standards and quality of life. Wage is a measure of energy, thoughts, time, labor risk given to the company. Wages also reflect the quality of life and happiness on the day of old, therefore the wages determine employee relationship with the company, a strike, job satisfaction and commitment to the company. Most of the strikes in Indonesia caused by the demands of the workers on the minimum wage increase and improvement of social security of employees. For the government, compensation affects macroeconomic stability, the level of unemployment, inflation, purchasing power and economic development, as well as the political and social state. Wages determine the amount of tax received by the government and its ability to provide public services for its citizens. The amount of income tax the government charges determines the ability of the government to provide social security to employees when their parents are working and on the day.

Compensation to contribute to the prosperity of society. In developed countries, the wage level is the creator of the prosperity of the country. Most community members are workers, the public sector, and the private sector. Wages affect their purchasing power to buy the products they need. In addition, wages also determine the number of the type, quantity, and quality of the products manufactured by workers and needed by the community. Nawawi (2003: 325) is a reward or compensation for services rendered by the company to its employees that can be valued in money. Thus

accumulated seen that the compensation of employees and employee development has a direct relationship with the employee's performance, and this condition makes researchers interested in testing the effect of compensation and employee development.

Literature Review

Compensation

Marwansyah (2010:269) ^[9] defines compensation as an award or reward directly or indirectly, a financial or non-financial fair and reasonable to the employees in return for contributions/services to the achievement of organizational goals. Handoko (2008: 155) ^[21] reveals that the definition of compensation received everything employees as remuneration for their work.

Siagian (2009: 253) ^[16] argues that the system of remuneration or compensation that is good is a system capable of guaranteeing the satisfaction of the members of the organization which in turn allows organizations acquire, maintain and employ a number of people with different attitudes and positive behaviors with productive work for the organization.

Based on some definition of compensation mentioned above, it can be concluded that the compensation is a reward compulsory given the organization to employees for the contributions that have been given to the organization, as well as the payment should be adjusted to the regulations applicable in that area and in accordance with the agreement of both parties ie employees and the organization as users of labor.

Employee development

Komarrudin (2006: 122) there are at least two definitions explain the meaning of development:

1. Development is a long-term educational process that includes teaching and practice of systematic emphasis on theoretical concepts and abstract done by supervisors.
2. Development refers to matters relating to the staffing and personnel, is a long-term educational process that uses a systematic procedure and organized with the procedure managerial personnel learns the conceptual and theoretical knowledge for general purposes.

According to Mathis and Jackson (2006: 350) ^[10] represent the development of efforts to enhance the ability of employees to handle various tasks and to improve capabilities beyond the capabilities required by the current job.

According Hasibuan (2001: 68) ^[14] development is an attempt to improve the technical skills, theoretical, conceptual, and morale of employees in accordance with the needs of the job/position through education and training. Education to improve the skills of theoretical, conceptual, and employee morale, while exercise is aimed at improving the technical skills of employees work execution.

Hasibuan (2001: 70) ^[14] argues that the education and training together with the development of which is the process of improving work skills both technical and managerial. From the above, it can be concluded development is a process attempts to improve the ability of the conceptual, technical, and morale in the long term using systematic and organized procedures.

The challenge to build and preserve a competitive advantage is not a short-term challenge, but it is a sustainable long-term challenge. Therefore, it becomes important for management to assume that the training and development program is the same program long-term and continuous with these challenges. Hence, the philosophy and the paradigm of development and training needs to quickly adapt to these challenges, namely the long-term and strategic challenges (Komarrudin 2006: 137).

Komarrudin (2006: 134) argues that the main purpose of human resource development that is carrying out educational activities for human resources work and will work in an industrial environment so that they are qualified in the sense of developing the industry in which they work, develop themselves respectively, and developing the surrounding communities. Improving the quality of human resources, among others, manifested in the increase of knowledge, skill, dedication, loyalty, discipline, attitude, behavior, consciousness, activity, creativity, productivity, professional, human relationships, accountability, esprit de corps, and career.

Competence

Dharma (2009: 102) ^[2] terms competence refers to the behavioral dimension of a person's role required behavior to be able to carry out his work satisfactorily. As the definition of competence above, it can be concluded competencies include behavioral characteristics that can mean the difference between high performers in this context concerns the achievement generated. Furthermore, Dharma (2009: 102) ^[2] reveals that competence is what brought by a person in his work in the form of different types and different levels of behavior. This should be distinguished from the specific abilities (knowledge, skills, and expertise) needed to perform the various tasks associated with the job. Competencies define aspects of the process from the job.

Another opinion expressed by Wibowo (2010: 323) ^[25] that defines competence as an ability to doing or do a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence demonstrated the skills and knowledge that is characterized by professionalism in a particular field as something that is important, as the flagship of the field. Competence can also be interpreted as a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply the skills and knowledge in new situations and increase the benefits agreed upon.

From some sense of competence above it can be concluded that the competence is defined as an ability to be owned by a person or every employee to carry out a job with the maximum (effective, efficient, productive and quality) according to the targeted organization/leadership.

Hutapea and Thoha (2008: 28) ^[8] revealed that there are three main components, namely the establishment of the competence of one's own knowledge, abilities, and behavior of individuals. The description of each component of competence can be seen in the description been below this.

1. Knowledge is information possessed an employee to carry out their duties and responsibilities in accordance field that they (certain), for example, a computer language. Employee knowledge helped determine the success or

failure of the implementation of the tasks assigned to them, employees who have sufficient knowledge improve the efficiency of the organization.

2. Skills is an effort to carry out the duties and responsibilities given to an individual company employee well and the maximum, for example, a computer programmer.
3. Attitude is a person's behavior patterns of employees in carrying out their duties and responsibilities in accordance with the rules of the organization. If the employee has the properties to support the achievement of the organization, then automatically all the tasks assigned to them will be implemented as well as possible.

Employee performance

Nawawi (2006: 63) defines performance as something attainable; achievements that are shown; workability. The definition of employee under Waskito (2009: 265) is a person who is in an institution (office/company) to receive salary/wages. Moeheriono (2009: 60) ^[11] defines performance as an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization that poured through the strategic planning of an organization. Rivai (2008: 14) ^[11] suggests that the performance is the result or the overall success rate of a person during a certain period in the duty compared to the wide range of possibilities, such as the standard of the work, the target or targets to predetermined and agreed upon.

From some of the above suggested by experts, it can be concluded that the performance of employees may be defined as the results achieved by an employee in accordance with the standards and criteria established within a certain time.

Sudarmanto (2009: 11) ^[18] reveals the dimensions or performance indicators are aspects that could be used in assessing performance. Dimension or measure which could serve as benchmarks in assessing the performance of employees are as follows:

1. Quality of work, the level of error, damage, accuracy.
2. The quantity of work, the number of jobs generated.
3. The use of time in the work, the level of absenteeism, tardiness, effective working time/working hours lost.
4. Working together with others as well as co-workers at work.

Research Methods

Population

Population by Umar (2008: 137) ^[7] is defined as a collection of an element which has certain characteristics in common and has an equal opportunity to be elected as members of the sample. The population in this study were all employees of PT. Navila Khalifa Samudera Jakarta as many as 45 employees.

Sample

Suharsimi (2009: 131) ^[20] defined as a partial or a representative sample of the population studied. The sampling

technique used in this study is a sampling technique that is the number of sample census population numbers as many as 45 employees.

Data collection technique

Data collection methods used in this study was a questionnaire. Questionnaires can be an open-ended question which includes the identity of the respondent and closed questions with alternative answers that respondents lived to choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by giving a check mark (√) On a scale of measurement are listed below according to the most correct perceived ratings by respondents on statements in the questionnaire.

Test instruments / testing questionnaires

Before performing data analysis and interpretation, a questionnaire needs to be tested beforehand validity and reliability. It is intended to note the extent to which the precision and accuracy of a tool in performing the function of the measuring instrument or measuring the corresponding results of validity and reliability levels that meet the required limits. The distinction between these research results is valid and reliable. The results of the study valid if there are similarities between the data collected by the data actually happened on the object under study. Moderate reliable research results when there is equality of data in a different time.

Validity test

Validity is intended to test the accuracy of an instrument to measure the concept to be measured or perform measuring function. A measuring instrument is considered valid if the instrument measure what should be measured (Sugiyono, 1999) ^[19]. Testing the validity of each item used item analysis that instrument in this study conducted internal consistency of approach is to correlate the score of each item with the total score is the sum of each score items. Correlation is used Pearson's product moment correlation.

Test reliability

Reliability test the consistency of an instrument to measure the concept to be measured or perform measuring function. The reliable instrument is the instrument when used several times to measure the same object will generate the same data (Sugiyono, 1999) ^[19] Sugiyono. In this study the reliability test performed by calculating Cronbach's Alpha of each instrument in a variable. Instruments used in the variable is said to be reliable if it has a Cronbach's alpha of more than 0.6 (Nunnaly, 1978) ^[13].

Data analysis technique

The data used in this study are primary data. Data related to the employee's performance as the dependent variable, compensation, employee development, competency as independent variables were collected from the respondents.

Chart design testing

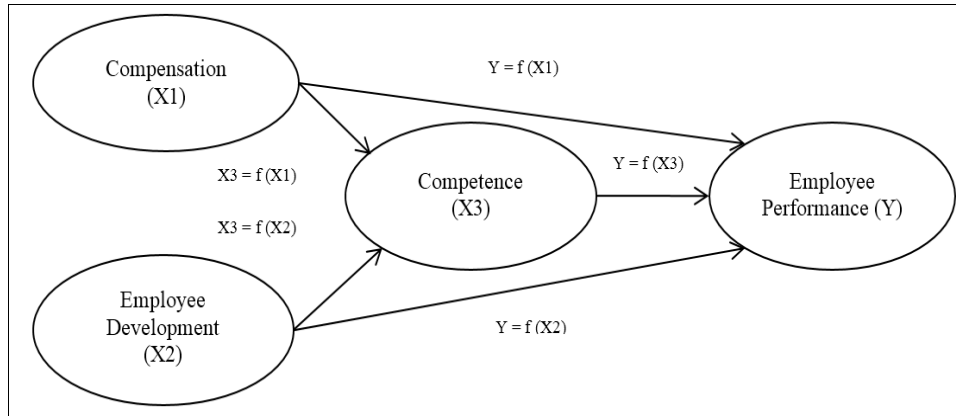


Fig 1: Design Research

Results and Discussion

1. Validity Test

The test used to test the validity of each study variable, where the overall variable research contains 40 statements that are answered by 45 respondents. The criteria used in determining whether or not valid statement used in this study are as follows: = 95 percent confidence level (or probability of $\alpha = 5\%$), degrees of freedom (df) = $n - 2 = 45 - 2 = 43$, obtained r table = 0.294. If r is bigger than r table and the value of r is positive, then the statement is said to be a valid item (Ghozali, 2005: 17). Based on the analysis that has been done, then the validity of the test results can be shown in the table below.

Table 1: Variable Compensation Validity Test Instruments

Variables	Statement	R arithmetic	R table	Information
Compensation (X1)	Question 1	0.909	0.294	Valid
	Question 2	0.876	0.294	Valid
	Question 3	0.938	0.294	Valid
	Question 4	0.941	0.294	Valid
	Question 5	0.939	0.294	Valid
	Question 6	0.946	0.294	Valid
	Question 7	0.865	0.294	Valid
	Question 8	0.898	0.294	Valid
	Question 9	0.882	0.294	Valid
	Question 10	0.932	0.294	Valid

Sources: Primary data, processed in 2017

Table 2: Validity Test Instruments Variable Employee Development

Variables	Statement	R arithmetic	R table	Information
Employee Development (X2)	Question 1	0.867	0.294	Valid
	Question 2	0.939	0.294	Valid
	Question 3	0.937	0.294	Valid
	Question 4	0.936	0.294	Valid
	Question 5	0.892	0.294	Valid
	Question 6	0.813	0.294	Valid
	Question 7	0.938	0.294	Valid
	Question 8	0.889	0.294	Valid
	Question 9	0.887	0.294	Valid
	Question 10	0.915	0.294	Valid

Sources: Primary data, processed in 2017

Table 3: Variable Competence Validity Test Instruments

Variables	Statement	R arithmetic	R table	Information
Competence (X3)	Question 1	0.799	0.294	Valid
	Question 2	0.949	0.294	Valid
	Question 3	0.936	0.294	Valid
	Question 4	0.935	0.294	Valid
	Question 5	0.867	0.294	Valid
	Question 6	0.955	0.294	Valid
	Question 7	0.740	0.294	Valid
	Question 8	0.920	0.294	Valid
	Question 9	0.917	0.294	Valid
	Question 10	0.819	0.294	Valid

Sources: Primary data, processed in 2017

Table 4: Results Validity Test Instruments Variable Employee Performance

Variables	Statement	R arithmetic	R table	Information
Employee Performance (Y)	Question 1	0.904	0.294	Valid
	Question 2	0.862	0.294	Valid
	Question 3	0.932	0.294	Valid
	Question 4	0.963	0.294	Valid
	Question 5	0.963	0.294	Valid
	Question 6	0.926	0.294	Valid
	Question 7	0.950	0.294	Valid
	Question 8	0.954	0.294	Valid
	Question 9	0.949	0.294	Valid
	Question 10	0.916	0.294	Valid

Sources: Primary data, processed in 2017

Based 1, 2, 3, 4 table above, it can be seen that out of 40 grains question variables used variable compensation, employee development, competencies, and employee performance result is valid.

2. Test Reliability

Reliability testing to determine the extent to which the measurement result is reliable and consistent. In the following table, the test results were known that all variables have alpha above 0.6, which means that all variables in this study can be relied upon.

Table 6: Effect of Partial Compensation on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,985a	,970	,969	,183

Predictors: (Constant), Compensation

The influence of the variable partial compensation to employee performance can be seen from the equation compiled is $Y = 0,498x_1$

Table 7: Effect of Partial Compensation Analysis on Employee Performance

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.355	066		2.208	,000
	Compensation	417	026	498	37.112	,000

a. Dependent Variable: employee performance

In Table 7, it can be seen that in partial compensation positive and significant effect on employee performance. Values coefficients standardized regression coefficient variable compensation is compensation for 0.498, meaning that if the compensation increased by one, the performance of employees will be increased by 0.498 times.

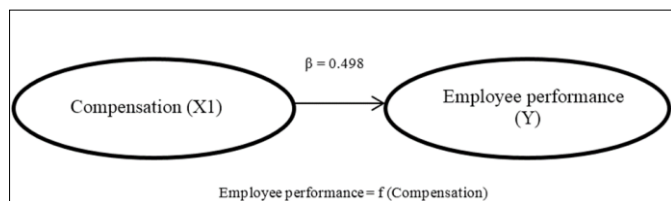


Fig 2: Model Analysis 1

Table 5: Reliability Test Results Variable Instrument Research

Variables	Cronbach Alpha (α)	Information
Compensation (X1)	0.980	Reliable
Employee development (X2)	0.978	Reliable
Competence (X3)	0.974	Reliable
Employee performance (Y)	0.985	Reliable

Sources: Primary data, processed in 2017

Based on table 5, Cronbach alpha reliability of the above it can be seen that all statements contained establish a reliable measure is of variable compensation, employee development, competency and performance of employees formed a reliable measure of each dimension.

Hypothesis Testing

1. Effect of compensation to employee performance

Rated R square of 0970 means the contribution of variable compensation the performance of employees by 97% while the remaining 3% was contributed by other variables such as employee development, job satisfaction, and so on. Results obtained t arithmetic amounted to 37.112 compared with t table (alpha = 0.05 DF = 2; 43), then the value of t table of 1684. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of compensation to employee performance can be seen in Table 6.

From the analysis described in the analysis of variable compensation partial effect on employee performance can be concluded that the hypothesis that "there is a compensating effect on the performance of employees at PT. Navila Khalifa Samudera "hypothesis is proven and accepted.

2. Effect of employee development to employee performance

Rated R square of 0.957 means that the contribution of the employee development performance of employees amounted to 95.7% while the remaining 4.3% was contributed by other variables such as the provision of compensation, work environment, and so on. Results obtained t arithmetic amounted to 31 016 compared with t table (alpha = 0.05 DF = 2; 43), then the value of t table of 1.684. From the result of t arithmetic and t table obtained when compared it can be

concluded that the value of t is greater than t table. The value of the partial effect of the development of the employee to

employee performance can be seen in Table 8.

Table 8: Effect of partial employee development on employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,978a	,957	,956	,406
a. Predictors: (Constant), employee development				

Partially influence employees' development to employee performance can be seen from the equation compiled is $Y = 0,378x2$

Table 9: Analysis of Effect of Partial Employee Development on Employee Performance

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,994	,382		2,720	,000
	employee development	,301	,033	,378	31,016	,000
a. Dependent Variable: employee performance						

In Table 12, it can be seen that in partial employee development and a significant positive effect on employee performance. Coefficients standardized value employee development is a regression coefficient in employee development by 0.378, meaning that if the development of employees increased once the performance of employees will be increased by 0.378 times.

can be concluded that the hypothesis that "there is significant employee development to employee performance at PT. Navila Khalifa Samudera "can be proven and the hypothesis is accepted.

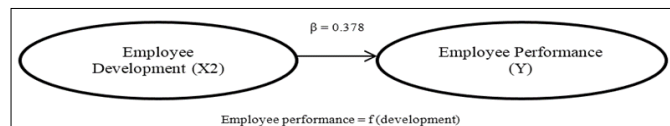


Fig 3: Model Analysis 2

3. Influence of compensation on competence

Rated R square of 0938 means the contribution of variable compensation the competency of 93.8% while the remaining 6.2% was contributed by other variables such as work environment, recruitment, and so on. Results obtained t arithmetic amounted to 25.434 compared with t table (alpha = 0.05 DF = 2; 43), then the value of t table of 1.684. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of the compensation for the competence can be seen in Table 10

From the analysis described in the analysis of employee development variable partial effect on employee performance

Table 10: Effect of partial compensation on competence

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,968a	,938	,936	,767
a. Predictors: (Constant), Compensation				

The influence of the variable partial compensation for the competence can be seen from the equation arranged that $X3 = 0,597x1$

Table 11: Effect of partial compensation analysis on competence

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,542	,593		5,968	,000
	Compensation	,598	,039	,597	25,434	,000
a. Dependent Variable: Competence						

In Table 14, it can be seen that in partial compensation positive effect on compensation. Values coefficients standardized regression coefficient variable compensation is compensation. If the factors that influence the success of the

compensation will be considered to improve the competence that has been set at 0,597. In this equation, the research model can be seen in the model picture below.

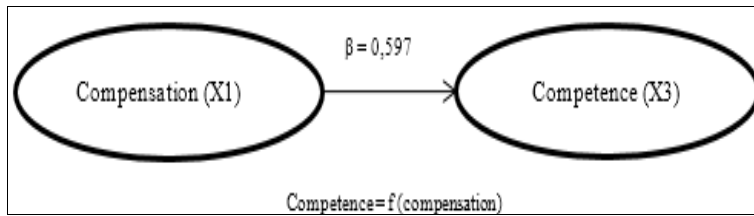


Fig 4: Model Analysis 3

From the analysis described in the analysis of variable compensation partial effect on the competence can be concluded that the hypothesis that "there is significant compensation to the competence of the PT. Navila Khalifa Samudera "hypothesis can be proven and accepted

4. Influence the development of employees on competence

Rated R square of 0967 means that the contribution of the employee development the competency of 96.7% while the remaining 3.3% was contributed by other variables such as work environment, recruitment, and so on. Results obtained t arithmetic amounted to 35.776 compared with t table (alpha = 0.05 DF = 2; 43), then the value of t table of 1.684. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The

value of the partial effect of employees' competence development can be seen in Table 12.

Table 12: Effect of partial against employee development on competence

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984a	.967	.967	1.276
a. Predictors: (Constant), employee development				

Partially influence employees' on competence development work can be seen from the equation arranged that $X_3 = 0,598x_2$

Table 13: Analysis of effect of partial development employees' on competence

Coefficients ^a						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,860	,255		11.279	,000
	employee development	,592	,030	,598	35.776	,000
a. Dependent Variable: Competence						

In Table 16, it can be seen that in partial positive effect on employee development on competence. Coefficients standardized value employee development is a regression coefficient in employee development. If companies consider the factors that affect the employee development programs competence of employees will increase by 0.598. In this equation, the research model can be seen in the model picture below.

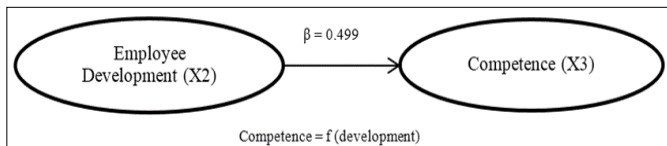


Fig 5: Model Analysis 4

From the analysis described in the analysis of the variable partial effect on the competence development of our employees can be concluded that the hypothesis that "there is a significant development for the competence of employees at PT. Navila Khalifa Samudera "hypothesis can be proven and accepted.

5. Influence of competence on employee performance

Rated R square of 0898 means that the contribution of competency performance of employees amounted to 89.8% while the remaining 10.2% was contributed by other variables such as work environment, recruitment, and so on. Results obtained t arithmetic amounted to 19 504 compared with t table (alpha = 0.05 DF = 2; 43), then the value of t table of 1.684. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of competence on the performance of employees can be seen in Table 14

Table 14: Effect of Partial Competence on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948a	.898	.896	2,166
a. Predictors: (Constant), Competence				

Partial effect on employee performance variable competence can be seen from the equation compiled is $Y = 0,948x_3$

Table 15: Effect of Partial Competence Analysis on Employee Performance

Model		Coefficients ^a			t	Sig.
		Coefficients unstandardized		Standardized coefficients		
		B	Std. Error	Beta		
1	(Constant)	1,602	1,964		11.834	,000
	Competence	,910	,047	,948	19.504	,000

a. Dependent Variable: employee performance

In Table 15, it can be seen that in partial competence positive influence on employee performance. Values coefficients standardized regression coefficient variable competence is competence. If the company considering the competence of

each individual employee will improve the performance of employees is 0.948. In this equation, the research model can be seen in the model picture below.

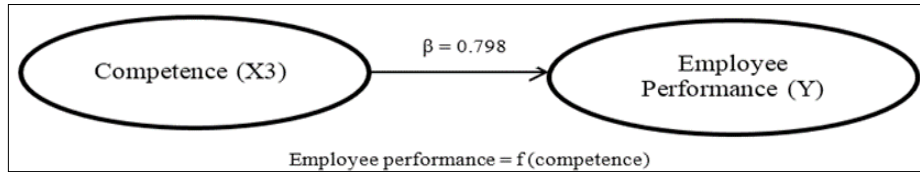


Fig 6: Model Analysis 5

From the analysis described in the analysis of partial influence on employee performance, variable competence can be concluded that the hypothesis that "there is significant competence on the performance of employees at PT. Navila Khalifa Samudera "hypothesis can be proven and accepted.

6. The indirect effect of compensation on employee performance through competency

From processing Data that has been done, it can be described equations that can be prepared on the variables discussed as follows.

equation 1 $y = f(x_1) = b_1x_1$
 $y = 0,498x_1$
 equation 2 $y = f(x_2) = b_2x_2$
 $y = 0,378x_2$
 equations 3 $x_3 = f(x_1) = b_3x_1$
 $x_3 = 0,597x_1$

equation 4 $x_3 = f(x_2) = b_4x_2$
 $x_3 = 0,598x_2$
 equation 5 $y = f(x_3) = b_5x_3$
 $y = 0,948x_3$

The direct effect which can be obtained, namely

$y = 0,498x_1$
 $y = 0,378x_2$

The indirect effect of compensation to employee performance which can be obtained as follows:

$(0.597) (0.948) = 0.566$

In this equation, the research model can be seen in the model picture below.

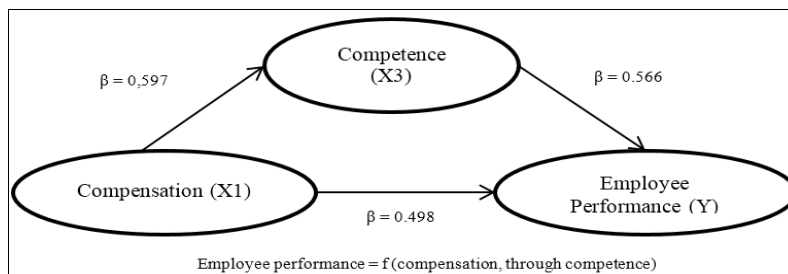


Fig 7: Analysis Model 6

Of direct and indirect effect described can be explained that the amount of compensation a direct influence on employee performance that is equal to 0.498, while the amount of compensation indirect effect on employee performance through competency that is equal to 0.566. From the explanation above it can be concluded that the value of the direct effect is smaller than the value of the indirect effect which gives the sense that the competence is able to mediate variable compensation to employee performance. With this

value proved the hypothesis which states that "there is the indirect effect of compensation to employee performance through competency at. Navila Khalifa Jakarta ocean hypothesis can be proven and accepted.

7. The indirect effect on employee performance development of our employees through competency

The indirect effect of employee development to employee performance which can be obtained as follows:

$(0.598) (0.948) = 0.566$

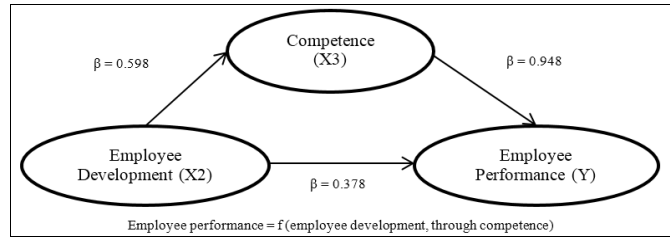


Fig 8: Model Analysis 7

Of direct and indirect effect described can be explained that the magnitude of the direct effect of employee development

on employee performance that is equal to 0.378, while the amount of indirect influence on employee performance development of our employees through competency that is equal to 0.566. From the explanation above it can be concluded that the value of the direct effect is smaller than the value of the indirect effect which gives the sense that the variable is able to mediate the development of employee competencies on employee performance. With this value proved the hypothesis which states that "there is no direct influence on employee performance development of our employees through competency at. Navila Khalifa Jakarta ocean "hypothesis can be proven and accepted. To see the direct and indirect influence of the equation are arranged can be seen in the picture below.

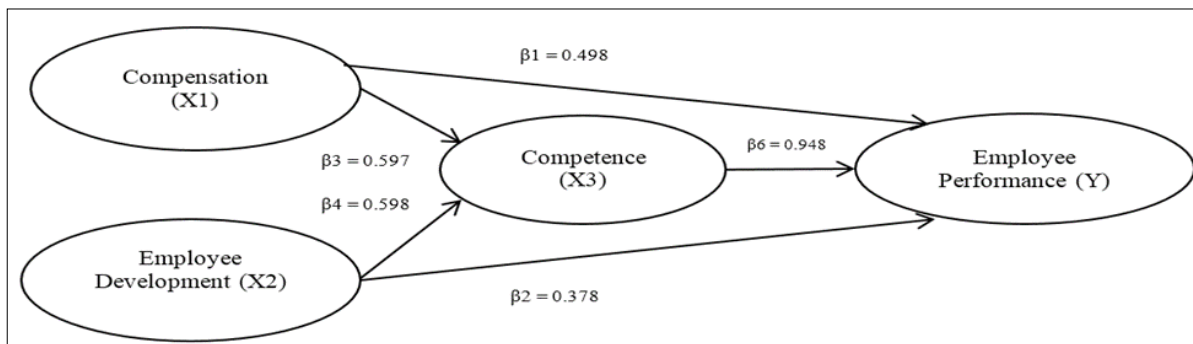


Fig 9: Path analysis model

Conclusions and Recommendations

Conclusion

Departing from the analysis and discussion can be concluded that the analysis carried out revealed that the variable compensation of competence capable of mediating influence on the performance of the employee and the employee development equation on employee performance. Where the description conclusions of the analysis can be described below.

1. Hypothesis 1 stated "there is a compensation effect on the performance of employees at PT. Navila Khalifa Samudera "hypothesis is proven and accepted. This hypothesis statement is evidenced by the results of 37.112 $t > t$ table ($\alpha = 0.05$ DF = 2; 43).
2. Hypothesis 2 stated "there is significant employee development to employee performance at PT. Navila Khalifa Samudera "can be proven and the hypothesis is accepted. This hypothesis statement is evidenced by the results of 31.016 $t > t$ table ($\alpha = 0.05$ DF = 2; 43).
3. Hypothesis 3 which states "there is significant compensation to the competence of the PT. Navila Khalifa Samudera "hypothesis can be proven and accepted. This hypothesis statement is evidenced by the results of 25.454 $t > t$ table ($\alpha = 0.05$ DF = 2; 43).
4. Hypothesis 4 which states "there is a significant development for the competence of employees at PT. Navila Khalifa Samudera "hypothesis can be proven and accepted. This hypothesis statement is evidenced by the results of 35.776 $t > t$ table ($\alpha = 0.05$ DF = 2; 43).
5. Hypothesis 5, which states "there is the influence of competence on the performance of employees at PT.

Navila Khalifa Samudera "hypothesis can be proven and accepted. This hypothesis statement is evidenced by the results of 19.504 $t > t$ table ($\alpha = 0.05$ DF = 2; 43).

6. Hypothesis 6 which states "there is the indirect effect of compensation to employee performance through competency at PT. Navila Khalifa Samudera "hypothesis can be proven and accepted. This hypothesis statement is evidenced by the results of the analysis of indirect (0.566) > the result of direct analysis (0.498).
7. Hypothesis 7 which states "there is no direct influence on employee performance development of our employees through competency at PT. Navila Khalifa Samudera "hypothesis can be proven and accepted. This hypothesis statement is evidenced by the results of the analysis of indirect (0.566) > the result of direct analysis (0.378).

Recommendations

As a recommendation in the form of suggestions as follows.

1. PT. Navila Khalifa Samudera Jakarta can retain their employees' performance by taking into account the variable compensation. Where the dominant contribution is given dimension nonfinancial compensation compared with financial compensation. From this statement, the company can improve employee performance with either through allowances and facilities to the employees as well as promotion on the resulting performance of employees, this will encourage employees to be more active in the work.
2. Employee development procedures that have been established must continue to be implemented in accordance with the results of the determination of the

company and the employee development procedures should be implemented in a clear and sustainable in order to improve the competence and commitment of employees in order to achieve the company's business strategy has been determined. Then shape the development of employees who have been assigned by the company should be informed clearly to employees, so that employees are aware of the development program which will follow.

3. Competence of employees at PT. Navila Khalifa Samudera Jakarta, in general, is good. It is necessary to pay attention to more things that promote a good employee competence as well as to maintain and develop the existing competence in the employees. It should be noted also that the employees are given encouragement or direction to keep eager to work, take initiative in working and willing to learn continuously in order to increase knowledge about the field of work. Bosses should continue to provide guidance and encouragement to employees to maintain and create a better employee competence again
4. For further research that want to raise the variable employee performance, should be able to relate other variables that are assumed to affect employee performance improvement beyond the variable compensation, employee development, competencies, and employee performance such as organizational culture, leadership, and work environment as well as to pay more attention to the use of measurements on each variable used in particular to indicators that have less precise answer or less agree. So expect to pay attention to the variables and measurement of each variable is expected to further enrich the research in the field of human resource management in particular in this case is related to employee performance variables.

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