

## THE INFLUENCE OF COMPETENCY, WORK STRESS AND COMPENSATION ON JOB PERFORMANCE

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### ABSTRACT

*The objective of this study was to analyze the influence of competency, work stress and compensation on job performance. The primary data was collected in the form of questionnaires to 77 personnels who participated in this study. As the results, the perceived organizational support was able to strengthen the effect of work stress on the performance of health-care personnels. Furthermore, the perceived organizational support could not moderate the influence of competency and compensation on the performance of health-care workers.*

**Keywords:** Competency, Work Stress, Compensation, Performance

### INTRODUCTION

Human Resource Management, especially in the health sector, is the development of the field of general management covering aspects of planning, organizing, implementing and controlling. This process exists in function, because human resources are considered very important role in the achievement of organizational goals, then the experience and results of research in the field of human resources systematically collected in so-called human resource management, meaning human performance. Development of human resources is basically the improvement of employee work that reflects the ability of agency members in the work of each employee is assessed and measured according to criteria that have been determined by the agency. If an employee is assessed as well as improving its performance then the organization will experience increased productivity in accordance with the goals of the company and the agency

### LITERATURE REVIEW

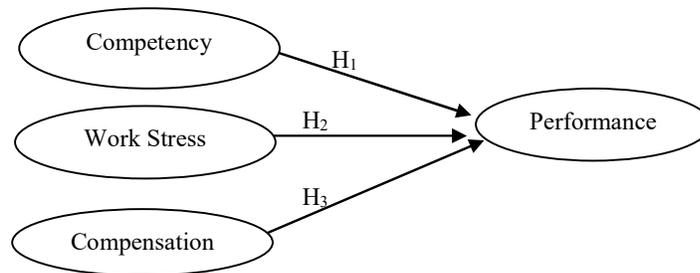
The level of competence is skill, knowledge, self concept, self image, trait and motive. Besides, Spencer and Spencer (1993) identify that competency is "an underlying characteristic of an individual that is casually related to criterion - referenced effective and/or superior performance in a job or situation". According to Boyatzis (1982), competency is the capacity that exists within a person so he or she is able to meet what is required in the workplace.

Work-related stress is an influenced factor for employees in the workplace. Then, Beehr and Newman (1978) explain that job stress can be grouped into four parts, such as: the roles of demand and expectation, job demand and task characteristics, conditions and characteristics of workplace, and conditions and demands of external workplace. Concisely, work stress may affect employees' job performance.

Compensation is also described as the variety of stimulus and verbal statement that can produce individuals' satisfaction and increase individuals' probability of an action (Chapilin, 2004).

Performance can be related to employees' work consequences. Performance is the achievement of organizational goals that can be shaped of both quantitative and qualitative outputs, creativity, flexibility, reliability, and other matters desired by the organization (Robbins, 2008: 146).

In addition, this study draws a conceptual framework as the Figure 1 below



**Figure 1. Conceptual Research Framework**

**Hypothesis**

- H1: The competency positive affects the performance of health-care personnels
- H2: The work stress negative affects the performance of health-care personnels
- H3: The compensation positive affects the performance of health-care personnels

**RESEARCH METHODS**

In this study, the population were the existing health-care workers at the sub-district level and the village level in Barru Regency, Indonesia. They were identified participating the development program of *Desa Siaga Aktif* or 'Alert Village'. In addition, the samples were 77 personnels who actively engaged in Alert Vilage within Barru Regency. For this, the sample technique applied a census so the entire population was used as samples. Furthermore, the collected data of this study was primary data. Data analysis was based on the results of questionnaires that would be described in figures, tables, statistical analysis, descriptions and conclusions of research results. Then, the analytical tool applied Multiple Regression method.

**Research result**

In this study, most participants were in the range of 31-40 years old (41 people or 53.2%). Most of them were women, 44 people or 57.1% of the participants. About 70.1% of the investigated health-care personnels (54 people) had 6 - 10 years of working period. Questionnaires were then distributed to the participants.. As the analytical technique, the parameter for the existence or absence of effects between variables could be known through t-statistics value, with provision through comparison  $t\text{-statistics} > 1,96$ . As the result, there was no exogenous variable that influenced endogen variable or endogen variable to endogen variable. Conversely, if  $t\text{-statistics} < 1.96$  then there is no influence of exogenous variables on endogenous variables or endogenous variables on endogenous variables.

**Table 1. Hypothesis Testing**

Hip.	Effects between Variables	Coefficient Path	T stat.	Notes
H <sub>1</sub>	Competency → Performance	0.353	3.505	Affected
H <sub>2</sub>	Work Stress → Performance	-0.175	2.414	Affected
H <sub>3</sub>	Compensation → Performance	0.213	1.743	Not affected

**Discussion**

In this study, competency was defined as a capability that was used as a standard performance of a health-care personnel who was expected to contribute positively to the performance of health-care provider. The personnels' increasing competency was considered having a great impact on their job performance since they tended to contribute higher degree of competency in achieving their performance. Likewise, the health-care personnels' increasing competency was indicated advancing their

organizational support as well as their job performance. Accordingly, some researches, for example, Ahern *et al.* (2005) and Murgianto *et al.* (2016) found that competency can affect performance. However, inconsistent research result is indicated by Colakoglu (2013) that competency gives no impact on Job performance

Moreover, this study found that work stress affected the job performance of health-care personnels in Barru Regency. Work stress happened due to a worker's responses on a condition or an event as the result of interactions between workers within an organization. Obviously, work stress was considered being able to disturb the health-care personnels' physical and psychological conditions. Besides, the higher degree of work stress was indicated increasing the tendency of work conflicts between employees that, in turn, could degrade their job performance level. Therefore, Suhermin (2015) confirming work stress that occurs among workers may have different effects.

Then, this study indicated that compensation did not have an effect on the performances of health-care personnels who implemented a program of alert village in Barru Regency. To this extent, the participants argued that the remuneration and compensation system in Barru Regency is based on standard that is regulated by the government. In fact, the personnels who perform their work excellently and those who perform deficiently were treated the same. As the result, compensation had no greatly impact on job performance.

In this study, competency was also seen having an affect on the performance of health-care personnels, either for those who got excellent organizational support or for those who were lack of organizational support. Therefore, this study argued that the health-care offices in Barru regency had to pay more attention on personnels' competency in order to produce and maintain better job performance of their personnels. the results of this study in accordance with the study results are found by Rizal *et al.* (2014) and Juniarti (2014). They indicate that compensation has no effect on performance.

### **Conclusion**

Competence officers positively affect the job performance, the higher the competence of the officer then its performance will increase. Increasing the competence of officers in the implementation of active village and village programs in the district of Barru can be done primarily by improving the self-concept of each officer in looking at the work he lived.

Work stress experienced by officers have a negative effect on performance, the lower the work stress experienced by the officer then its performance can increase. Reducing job stress officers in the implementation of active village and village programs in the district of Barru can be done primarily by paying attention to work overload.

Compensation received by officers has no effect on job performance. Organizational support also has no role in strengthening the effect of compensation on officer performance. The bonus/incentive reward system is the least valued compensation indicator. However, by looking at the results of hypothesis testing, the bonus / incentive system is not a priority that needs to be improved by the Barru District Health Office, because at present, although the bonus / incentive system is improved, it can not improve officer job performance. This is partly because it is in the implementation

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