

The Effect of Individual Competence, Compensation and Organizational Climate on Employee Performance with Job Satisfaction As An Intervening Variable

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ABSTRACT: This research entitle of "Analysis influence of Individual Competence, Compensation and Organization Climate to Employee Performance with Job Satisfaction as Intervening Variable" (Case Study at Kospin Ibnu Khaldun Cirebon)". This research target is : To gain an understanding of the influence of the individual competence, compensation and organization climate to employee performance with job satisfaction as intervening variable. At this research used by purposive sampling as much 45 responders. As for examination of at this research done with validity test, reliability, classical assumptions, hypothesis test in the form of t test, F test, coefficient determinant, path analysis and sobel test. With multiple linear regression analysis at this research obtained by result $b_1 = 0,187$ showing influence which are positive of Individual Competence variable to Employee Performance, $b_2 = 0,258$ showing influence which are positive of Compensation to Employee Performance, $b_3 = 0,289$ showing influence which are positive of Organization Climate variable to Employee Performance, $b_4 = 0,261$ showing influence which are positive of Job Satisfaction variable to Employee Performance. Whereas for partial hypothesis testing the t test was used, obtained the t_{count} for Individual Competence to Employee Performance of 2,446, t_{count} for Compensation variable to Employee Performance of 3,090, t_{count} for Organization Climate to Employee Performance of 2,528 and t_{count} for Job Satisfaction variable to Employee Performance of 2,281. Then based on the results of calculations through the sobel test, Job Satisfaction mediate the relationship between Individual Competence, Compensation and Organization Climate to Employee Performance.

Keywords: Employee Performance, Individual Competence, Compensation, Organization Climate and Job Satisfaction.

INTRODUCTION

Human resources are one element that determines the success of an organization, on the other hand also as beings who have certain thoughts,

feelings, needs and expectations. This requires special attention because these factors will affect achievement, dedication, and loyalty as well as love for work and organization (Hasibuan, 2009).

Ibnu Khaldun Cirebon Savings and Loans Cooperative (Kospin) is a member-owned cooperative, which was formed by a group of small and medium entrepreneurs. The goal is to provide solutions in overcoming the difficulties of small and medium entrepreneurs in obtaining loans as business capital.

This study aims to analyze the effect of individual competence, compensation and organizational climate on employee performance with job satisfaction as an intervening variable.

Hypothesis Development

- H1 : There is a significant influence between individual competence on employee performance at Kospin Ibn Khaldun Cirebon
- H2 : There is a significant effect between compensation on employee performance at Kospin Ibn Khaldun Cirebon
- H3 : There is a significant influence between organizational climate variables on employee performance at Kospin Ibn Khaldun Cirebon
- H4 : There is a significant influence between individual competence on employee performance and job satisfaction as an intervening variable in Kospin Ibn Khaldun Cirebon
- H5 : There is a significant effect between compensation on employee performance and job satisfaction as an intervening

variable in Kospin Ibn Khaldun Cirebon

- H6 : There is a significant influence between organizational climate on employee performance and job satisfaction as an intervening variable in Kospin Ibn Khaldun Cirebon
- H7 : There is a significant influence between job satisfaction and employee performance at Kospin Ibn Khaldun Cirebon

METHOD

Population and Sample Selection Techniques

The population in this study is Kospin Ibnu Khaldun Cirebon employees who are active totaling 30 people in 2021, consisting of 20 people with permanent employee status and 10 non-permanent employees. The respondents who will be taken data in this study are 20 people with permanent employee status.

Variable Operational Definition

This study used the dependent variable Employee Performance (Y). Employee performance variables using the following indicators: Completing work, Supporting decisions, Independent, Responsive, and responsive. Independent variable used: Individual Competence (X1). Individual competency variables using the following indicators: Trying to do work, Working optimally, Prioritizing agency work, Effective and efficient. Compensation (X2). Compensation variables using the following indicators:

Reward, Overtime allowance, Feeling protected, Health program. Organizational Climate (X3). Organizational climate variables using the following indicators: Working days and hours, Working conditions, Trust, Responsibility. Intervening variable used: Job Satisfaction (Z). Job satisfaction variables using the following indicators: Skills and knowledge, Surveillance System, Security and safety assurance, Appropriate salary.

Data Analysis

The data collection method in this

study was using questionnaires or questionnaires given to employees of Kospin Ibnu Khaldun Cirebon. To analyze the data in this study using *Statistical Package for Social Science* (SPSS) version 24.

RESULT AND DISCUSSION

In this study the instrument test was carried out through two stages, namely: Test validity and reliability. The following is a summary of the validity test results:

Table 1
Summary of Validity Test Analysis Results
From Each Variable

Variable	Question Point	R _{Count}	r _{table}	Information
Individual Competence (X1)	X1	0,719	0,294	VALID
	Question 1			
	X1	0,790	0,294	VALID
	Question 2			
	X1	0,887	0,294	VALID
	Question 3			
	X1	0,780	0,294	VALID
	Question 4			
	Variable	Question Point	R _{Count}	r _{table}
Compensation (X2)	X2	0,791	0,294	VALID
	Question 1			
	X2	0,852	0,294	VALID
	Question 2			
	X2	0,861	0,294	VALID
	Question 3			
	X2	0,820	0,294	VALID
	Question 4			
Variable	Question Point	R _{Count}	r _{table}	Information
Organizational Climate (X3)	X3	0,688	0,294	VALID
	Question 1			
	X3	0,692	0,294	VALID
	Question 2			
	X3	0,776	0,294	VALID

		Question 3		
	X3	0,732	0,294	VALID
	Question 4			
Job Satisfaction (Z)	Z Question 1	0,791	0,294	VALID
	Z Question 2	0,730	0,294	VALID
	Z Question 3	0,781	0,294	VALID
	Z Question 4	0,762	0,294	VALID
	Variable	Question Point	R _{Count}	r _{table}
Employee Performance (Y)	Y Question 1	0,827	0,294	VALID
	Y Question 2	0,804	0,294	VALID
	Y Question 3	0,680	0,294	VALID
	Y Question 4	0,745	0,294	VALID

Source: Primary data processed

The method of testing the validity test is to compare the calculated value with r_{table} at a significance level of 5% degrees of freedom (n-2), for n of 45 - 2 = 43, so that the value of r_{table} (r; 43;

5%) is 0.294. From the table above all variables are said to be valid because the value of r_{calculate} > r_{table}. While the results of the reliability test obtained the following results:

Table 2
Summary of Reliability Test Analysis Results From Each Variable

Variable	Cronbach Alpha	Standard Alpha	Information
Individual Competence (X ₁)	0,806	0,60	Reliable
Compensation (X ₂)	0,850	0,60	Reliable
Organizational Climate (X ₃)	0,694	0,60	Reliable
Job Satisfaction (Z)	0,766	0,60	Reliable
Employee Performance (Y)	0,755	0,60	Reliable

Source: Primary data processed

The above results are considered reliable because the *Cronbach Alpha value* > 0.60.

Classical Assumption Test

Normality Test Results

The Normality Test was carried out using *Normal P-P Plot* chart analysis, with the following results:

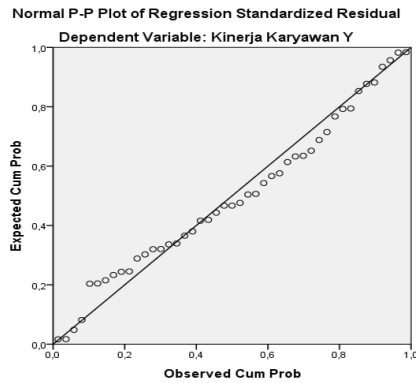


Figure. 2

From the figure above, you can see the dots spread around the diagonal line and follow the direction of the diagonal line, this shows that the regression

model meets the assumption of normality. This is also supported from the results of the *Kolmogorov-Smirnov (K-S)* test with the following results:

Table 3
Normality Test Analysis Results
One-Sample Kolmogorov-Smirnov Test

		Individual Compete ncies X1	Compens ation X2	Organizati onal Climate X3	Job Satisfac tion Z	Employee Performa nce Y
N		45	45	45	45	45
Normal Paramete rs ^{a,b}	Mean	15,42	15,67	15,82	16,04	16,27
	Std.	1,948	2,023	1,386	1,476	1,286
	Deviation					
Most Extreme	Absolut e	,183	,146	,190	,179	,182
Differenc es	Positive Negative	,183 -,107	,146 -,106	,190 -,188	,179 -,132	,182 -,140
Kolmogorov- Smirnov Z		1,230	,977	1,275	1,199	1,222
Asymp. Sig. (2- tailed)		,097	,295	,077	,113	,101

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary data processed

From the table above, the significance value for all variables shows

a greater probability of *Kolmogorov-Smirnov* than the research test (Sig. >

0.05), so it can be concluded that the data are normally distributed.

Multicollinearity Test Results

Table 4
Multicollinearity Test Results
Coefficientsa

Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Individual Competencies X1	,873	1,145
Compensation X2	,680	1,470
Organizational Climate X3	,769	1,301
Job Satisfaction Z	,679	1,473

a. Dependent Variable: Employee Performance Y
Source: Processed primary data

From the table it is obtained that all independent variables have a *Tolerance* value below 1 and a VIF value

far below 10. Thus, in this model there is no problem of multicollinearity.

Heteroscedasticity Test Results

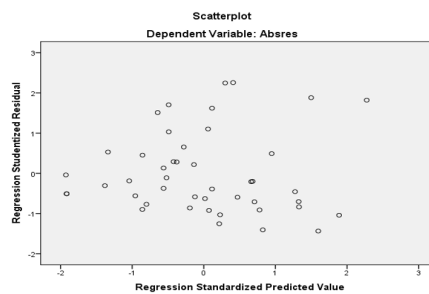


Figure 3.

From the scatterplot garfik the points spread randomly and are scattered both above and below the number 0 on the Y axis. Thus, it can be concluded that this regression model

does not occur heteroscedasticity. The heteroscedasticity test can also be done with *the Glejser test* with the following results:

Table 5.
Glejser Test Results
Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			

1	(Constant)	,561	1,599	,351	,728
	Individual Competencies X1	-,014	,047	-,049	-,303
	Compensation X2	,081	,052	,287	1,568
	Organizational Climate X3	-,019	,071	-,046	-,267
	Job Satisfaction Z	-,040	,071	-,104	-,570

a. Dependent Variable: Absres
Source: Primary data processed

From the table above, it shows that there is no heteroscedasticity disturbance that occurs in the process of estimating the parameters of the estimator model, where there is no significant calculated value, or a

significant value (Sig.) greater than 0.05 ($p > 0.05$). So overall it can be concluded that there is no heteroscedasticity problem.

Autocorrelation Test Results

Table 6
Durbin-Watson Test
Model Summary^b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.730 ^a	,533	,486	,922	2,118

a. Predictors: (Constant), Job Satisfaction Z, Organizational Climate X3, Individual Competencies X1, Compensation X2
b. Dependent Variable: Employee Performance Y

Source: Processed primary data

From the table above, the Durbin-Watson calculated value is 2.118. So, from the calculation above, it is concluded that the DWcalculate value lies between the upper bound (d_U) and

($4 - d_U$), then the autocorrelation coefficient is equal to zero, meaning there is no autocorrelation. This can be seen in the picture as follows:

Figure 4

Statistics *d* Durbin-Watson

Autocorrelation (+)	Area nervous	Free areas Autocorrelation	Area nervous	Autocorrelation (-)
d_L	d_U	\uparrow	$4 - d_U$	$4 - d_L$
1.3357	1.7200	2.118	2.2800	2.6643

Linearity Test Results

Table 7
Summary of Linearity Test Analysis Results
From Each Variable

Variable	Linearity	Significance	Information
Individual Competence (X1)	0,008	0,05	Linear
Compensation (X2)	0,003	0,05	Linear
Organizational Climate (X3)	0,014	0,05	Linear
Job Satisfaction (Z)	0,000	0,05	Linear

Source: Primary data processed

From the table above, it can be concluded that between each variable and the Credit Making Decision (Y) there is a linear relationship because the

significance value is less than 0.05.

Hypothesis Testing

Test Results t

Table 8
Test t Analysis Results
From SPSS Processing
Coefficientsa

Type		Unstandardized		Standardize	t	Sig.
		Coefficients		d		
		B	Std. Error	Beta		
1	(Constant)	,591	2,580		,229	,820
	Individual Competencies X1	,187	,076	,283	2,446	,019
	Compensation X2	,258	,083	,405	3,090	,004
	Climate Organization X3	,289	,114	,312	2,528	,016
	Satisfaction Work Z	,261	,114	,299	2,281	,028

a. Dependent Variable: Employee Performance Y

Source: Primary data processed

From the calculation results through the SPSS program computer version 24.0 (Regression, coefficients table, column t) obtained t calculate for the variable Individual Competency (X1) of 2.446, variable Compensation (X2) of 3.090, variable of Organizational Climate (X3) of 2.528 and variable of Job

Satisfaction of 2.281 while ttable with degrees of freedom (n-2) of 2.017. Thus, the hypothesis that states the variables Individual Competency (X1), Compensation (X2), Organizational Climate (X3) and Job Satisfaction variables partially affect Employee Performance (Y) **is accepted**.

Hasil Uji Sobel

1. The effect of individual competence on employee performance with job satisfaction as an intervening variable

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sab = \sqrt{0,261^2 \cdot 0,009^2 + 0,321^2 \cdot 0,114^2 + 0,009^2 \cdot 0,114^2}$$

$$Sab = \sqrt{0,068121 \cdot 0,000081 + 0,103041 \cdot 0,012996 + 0,000081 \cdot 0,012996}$$

$$Sab = \sqrt{0,000006 + 0,001339 + 0,000001}$$

$$Sab = 0,03669$$

$$t_{hitung} = \frac{ab}{Sab}$$

$$t_{hitung} = \frac{(0,321)(0,261)}{0,03669}$$

$$t_{hitung} = \frac{0,083781}{0,03669}$$

$$t_{hitung} = 2,284$$

From the calculation above, it is known that the calculated value of 2.284 is greater than the value of $t_{table} = 2.017$ so that H_0 **is rejected**, which means that there is an influence of individual competency variables on employee performance with job satisfaction as an intervening variable. Thus the fourth hypothesis

(H4) which states there is a significant influence between individual competence on employee performance with job satisfaction as an intervening variable in Kospin Ibn Khaldun Cirebon **is accepted**.

2. The effect of compensation on employee performance with job satisfaction as an intervening variable

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sab = \sqrt{0,261^2 \cdot 0,011^2 + 0,225^2 \cdot 0,114^2 + 0,011^2 \cdot 0,114^2}$$

$$Sab = \sqrt{0,068121 \cdot 0,000121 + 0,050625 \cdot 0,012996 + 0,000121 \cdot 0,012996}$$

$$Sab = \sqrt{0,000008 + 0,000658 + 0,000002}$$

$$Sab = 0,025844$$

$$t_{hitung} = \frac{ab}{Sab}$$

$$t_{hitung} = \frac{(0,225)(0,261)}{0,025844}$$

$$t_{hitung} = \frac{0,058725}{0,025844}$$

$$t_{hitung} = 2,272$$

From the calculation above, it is

known that the calculated value of

2.272 is greater than the value of $t_{table} = 2.017$ so H_0 **is rejected**, which means that there is an effect of compensation variables on employee performance with job satisfaction as an intervening variable. Thus the fifth hypothesis (H5) which states there is a significant influence between

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

$$S_{ab} = \sqrt{0,261^2 0,047^2 + 0,229^2 0,114^2 + 0,047^2 0,114^2}$$

$$S_{ab} = \sqrt{0,068121 \times 0,002209 + 0,052441 \times 0,012996 + 0,002209 \times 0,012996}$$

$$S_{ab} = \sqrt{0,000150 + 0,000682 + 0,000029}$$

$$S_{ab} = 0,029335$$

$$t_{hitung} = \frac{ab}{S_{ab}}$$

$$t_{hitung} = \frac{(0,229)(0,261)}{0,029335}$$

$$t_{hitung} = \frac{0,059769}{0,029335}$$

$$t_{hitung} = 2,037$$

From the calculation above, it is known that the calculated value of 2.037 is greater than the value of $t_{table} = 2.017$ so that H_0 **is rejected**, which means that there is an influence of organizational climate variables on employee performance with job satisfaction as an intervening variable. Thus, the sixth hypothesis (H6) which states there is a significant influence between organizational climate on employee performance and job satisfaction as an intervening variable in Kospin Ibn Khaldun Cirebon **is accepted**.

CONCLUSION

Based on the results of the

compensation on employee performance and job satisfaction as an intervening variable in Kospin Ibn Khaldun Cirebon **is accepted**.

3. The effect of organizational climate on employee performance with job satisfaction as an intervening variable

research and discussion of the analysis and hypothesis test carried out, this research can be concluded as follows: 1). From the results of hypothesis testing, it shows that there is a significant influence of the Individual Competency variable (X1) with a calculated value of 2.446 on Employee Performance (Y) at Kospin Ibnu Khaldun Cirebon because the calculated value $> t_{table}$ ($2.446 > 2.017$). 2). From the results of hypothesis testing, it shows that there is a significant influence of the variable Compensation (X2) on Employee Performance (Y) at Kospin Ibnu Khaldun Cirebon because the calculated value $> t_{table}$ ($3,090 > 2,017$). 3). From the results of hypothesis testing, it shows that there

is a significant influence of the Organizational Climate variable (X2) on Employee Performance (Y) at Kospin Ibnu Khaldun Cirebon because the calculated value $>$ ttable ($2.528 > 2.017$). 4). From the results of hypothesis testing, it shows that there is a significant influence of the Individual Competency variable (X1) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable in Kospin Ibn Khaldun Cirebon because the calculated value of $>$ table ($2.284 > 2.017$). 5). From the results of hypothesis testing, it shows that there is a significant influence of the Compensation variable (X2) on Employee Performance with Job Satisfaction as an intervening variable in Kospin Ibnu Khaldun Cirebon because the calculated value $>$ ttable ($2.272 > 2.017$). 6). From the results of hypothesis testing, it shows that there is a significant influence of the Organizational Climate variable (X3) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable in Kospin Ibn Khaldun Cirebon because the calculated value of $>$ table ($2.037 > 2.017$). 7). From the results of hypothesis testing, it shows that there is a significant influence of the variable Job Satisfaction (Z) on Employee Performance (Y) at Kospin Ibnu Khaldun Cirebon because the calculated value $>$ table ($2.281 > 2.017$).

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1657 | The Effect of Individual Competence, Compensation and Organizational Climate on Employee Performance with Job Satisfaction as An Intervening Variable

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