

The Influence of Leadership, Competence, and Compensation on Employee Performance Health Center Pancur Batu

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Abstract: Employee performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. Improved performance is the most important thing desired by either the employee or the organization. The organization wants the optimal performance for the benefit of the increase in the results of the work and the profits of the organization. On the other hand, employees are concerned for self-development and job promotion. To meet both of these desires, it takes a performance management system that better. The formulation of the research is How the Influence of Leadership, Competence and Compensation Toward the Performance of the Employees of the health center Pancur Batu? while the purpose of the study 1) to analyze the influence of Leadership on Employee Performance? 2) analyze the effect of Competence on Employee Performance, 3) Analyze the influence of Compensation on Employee Performance, and 4) Analyze the influence of Leadership, Competence, and Compensation on Employee Performance health center Pancur Batu. This type of research is correlational research the relationship between an element/element by element/other element to produce the shape and form of the new different with the previous. Population in this research is all employees of the health center Pancur Batu amounted to 60 people with the sampling technique is total sampling, where the number of samples of the same population, so the number of samples as many as 60 people.

Keywords: Leadership, Competencies, Compensation, Employee Performance

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I. Introduction

The smooth implementation of government tasks and national development is highly dependent on the perfection of state apparatus, especially Civil Servants. Therefore, in the context of achieving national development goals, namely realizing civil society and law-abiding, modern civilization, democratic, prosperous, just and moral, civil servants who are elements of the state apparatus who serve as state servants and public servants are needed.

Civil Servants are located as elements of the State apparatus whose duty is to provide services to the community in a professional, honest, fair and equitable manner in the implementation of state, government and development tasks to the community based on loyalty and obedience to Pancasila and the 1945 Constitution.

Implementation of the task properly, it is necessary to guide employees to improve the quality of human resources in order to have attitudes and behaviors that are core to service, honesty, responsibility, discipline and authority so that they can provide services according to the demands of community development.

HR has an important role for the organization because human resources as the system manager, so that the system continues to run, of course, in its management must pay attention to important aspects such as competence, discipline, education and training and the level of comfort so employees can be encouraged ability according to what is needed by the organization. HR with good performance will ultimately produce good performance.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to Mangkunegara (2006). Performance improvement is the most important thing desired by both employees and organizations. Organizations want optimal employee performance for the benefit of increasing work outcomes and organizational profits. On the other hand, employees have an interest in self-development and job promotion. To fulfill these two desires, a good performance management system is needed.

The Puskesmas is the spearhead of health services to support the successful implementation of the program at the Deli Serdang District Health Office. Pancur Batu Health Center, as a health service in Deli Serdang District that implements JKN services which was established in January 2014 has a working area of 22

villages, where employee performance in the Pancur Batu Health Center is classified as low, this is the result of every employee in the inside of which has been given duties and responsibilities. Therefore, the overall performance of Pancur Batu Community Health Center employees will be reflected in the results of the performance of the Pancur Batu Community Health Center in implementing the established program activities.

In the study of Setiawan and Kartika (2014), it is known that employees who have high performance are characterized by several things, including: employees can complete tasks quickly and quickly, employees are willing to comply with applicable regulations in the company, employees are able to work within a specified time, employees can cooperate with other employees in completing work or a task determined by the company. Based on the data shows that the indicator of the low level of employee can be seen from: as many as 5 people (16.67%) did not complete the assignment given in a timely manner, as many as 5 people (16.67%) worked out the specified working hours, as many as 8 people (26.67%) employees rarely absent if they are not really in an urgent situation, as many as 7 people (23.33%) employees do not cooperate with colleagues, and as many as 5 people (16.67%) employees are not happy to help coworkers who have difficulty working.

Based on the interview with the Head of Pancur Batu Health Center in carrying out the duties and responsibilities as the State Apparatus, his party could not / would not be burdened with the target. However, what he emphasized to the employees at Pancur Batu Health Center was how to provide the best service. If the community is well served, the people who feel will come back and also inform other communities about the services at Pancur Batu Pusekesmas. Although it must be admitted that it is not easy, considering many jobs sometimes small problems can be the cause of not being able to maximize employee performance.

Performance can also be influenced by several factors, namely internal factors, including factors originating from within employees and external factors are factors supporting employees in work that comes from the environment, such as employee competency. Employee competencies are reflected, among others, through knowledge. While knowledge is gained through formal education. The data shows that there are still 7 junior high school graduates. If employee competency increases, performance will also increase. Therefore, between competence and performance has a very close relationship. Competency improvement through training aims to improve employee performance.

The empirical study that underlies the testing of the Effect of Competence on Employee Performance, namely the research conducted by (Yunus, 2009) found this study, employee competence through the inability to communicate employees is a barrier to the success of group work or a work team. Employee competency in good communication will produce positive synergies in the group. Good communication will be created through organized efforts by a leader who is able to mobilize, harmonize, lead the group, and has the ability to explain ideas so that they can be accepted by others.

Pancur Batu Health Center has employees with competencies that do not support each other between education, work experience, and training. Examples of positions as financial managers are competencies required by D3 Management / Accounting education, but held by someone with vocational education competencies. Medical competence of both general practitioners and dentists is still very low. In addition, there are still several functional positions such as archivists (archival managers) carried out by employees who are not in accordance with their competencies.

Observation of the author during conducting research at the Pancur Batu Health Center office, in this compensation payment the amount of money received is based on class. But the fact that the authors see, the payment is often late. In fact, this money is very meaningful for employees in improving service to the community. But in reality compensation payments are often late and not even paid. The reason for the government, the city government budget last week experienced a deficit to be the cause of the money not yet entered. In fact, the addition is very meaningful to provide material for service to the community.

Therefore, the close relationship between satisfying the compensation needs received by civil servants (Civil Servants), then compensation becomes the dominant element in influencing the performance of civil servants (Civil Servants). Employee behavior or performance will also be related to efforts to achieve certain desired goals and conditions so that the results achieved are satisfactory. For example the level of work discipline of employees, absenteeism, employee loyalty to superiors and organizations, especially in Pancur Batu Health Center Deli Serdang District.

II. Theoretical Review

2.1 Performance

Armstrong and Baron in Fahmi (2012) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributing to the economy.

According to Dharma (2004) that performance measurement considers the following:

1. Quantity, which is the amount that must be completed or achieved, involves calculating what is achieved and related to the number of outputs produced.

2. Quality, the quality produced, reflects the measurement of satisfaction level, namely how well it is completed.
3. Timeliness in accordance with what is not planned time.

2.2 Leadership

Leadership naturally comes from the word lead. The word lead contains the meaning of directing, fostering or regulating, guiding and also showing or influencing. Leaders have a responsibility both physically and spiritually towards the success of work activities from those led, so that being a leader is not easy and will not have everyone in common in carrying out their leadership

According to Wahjosumidjo (2005) leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, position of an administrative position, and persuasion, and perceptions of others about the legitimacy of influence.

2.3 Competence

The company has made many efforts to build competency models to identify the main competencies needed by the organization to be more competitive and successful in the future. Organizations benefit from the use of competencies because it gives them better and more sophisticated ways to manage, measure and improve the quality of employees. Organizations use the competencies they have identified to help screen and interview the best candidates, evaluate employees, determine compensation and help make better decisions about training, promotion and assignments.

Understanding competencies in public and private organizations is needed especially to answer the demands of the organization, where changes are very rapid, the development of very complex and dynamic problems and uncertainty about the future in the life order of society.

2.4 Compensation

Compensation is an important function in human resource management (HRM). Because compensation is one of the most sensitive aspects of a work relationship. Cases that occur in work relationships contain compensation problems and various related aspects, such as benefits, compensation increases, compensation structures and compensation scales. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve higher productivity. This compensation is intended as a reward for the sacrifice of time, effort and thought they have given to the company.

2.5 Research Hypothesis

Hypotheses are defined as logically estimated relationships between two or more variables expressed in a testable statement (Sekaran, 2006). The hypothesis in this study are as follows:

1. Leadership has a significant effect on the Employee Performance of Pancur Batu Health Center.
2. Competence has a significant effect on the employee performance of Pancur Batu Health Center.
3. Compensation has a significant effect on the performance of Pancur Batu Community Health Center employees.
4. Leadership, Competence and Compensation have a significant effect on the employee performance of Pancur Batu Health Center.

III. Materials and Method

3.1 Types of Research

This type of research is correlational research that has a relationship between an element / element with other elements / elements to produce new forms and forms that are different from before. The quantitative associative method in this study aims to determine the relationship between Pancur Batu Community Health Center staff skills in carrying out the skills of explaining and asking questions with the implementing party (Sugiyono, 2014).

3.2 Location Research

The location of this research was conducted at the Pancur Batu Community Health Center in Deli Serdang District, Jamin Ginting Km. 17 Namo Riam Village, Pancur Batu, Deli Serdang Regency, North Sumatra 20353.

3.3 Population and Samples

The population in this study were all employees who served as employees of Pancur Batu Health Center were 60 people. The sample is a subset drawn by a particular method from the population to be studied to

describe the characteristics of the population (Sinulingga, 2014) suggest that the appropriate sample size ranges from 100-200 respondents.

The sampling technique in this study was total sampling. Total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking total sampling is because according to Sugiyono (2014) the total population of less than 100 all of the population is all research samples. So that the number of samples in this study were 60 people.

3.4 Data Analysis Method

This study uses descriptive qualitative analysis method to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

a. Descriptive Analysis

Sugiyono (2014) explains that qualitative research methods are research methods used to examine natural objects, where researchers are key instruments, while data collection techniques are conducted by interview methods, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization.

b. Multiple Linear Regression Analysis

This analysis is conducted to see if there is a causal relationship between the two variables or examine how large one variable affects the other variables. Relationship between variables that describe the function, namely: $y = f(x)$. This function explains the relationship between the dependent variable (Y) and the free variable (X). Hypothesis testing using t test, F test, r squared test.

IV. Results and Discussion

4.1 Descriptive Statistics Analysis

Descriptive analysis in this study is a description or explanation of the results of primary data collection in the form of a questionnaire that has been filled in by the respondents of the study which is a personal statement about the questionnaire. The number of samples in this study were respondents who were employees of Pancur Batu Health Center and were willing to be sampled as many as 60 people. The characteristic in question is the identity of the respondents who filled out the questionnaire as samples in this study.

The characteristics of the respondents consisted of gender, age, last education and length of work. Data relating to the characteristics of the respondents were then processed by descriptive analysis. This descriptive analysis is used to be able to get an idea of the identity or characteristics of respondents. the characteristics of the research respondents will be described.

Based on the data, the majority of respondents in this study were female sex of 46 people (76.67%). Respondents aged 28-37 years were the highest respondents at 24 people (40.00%), indicating that respondents were generally productive age and had innovations that high in work. Furthermore, the majority of respondents in this study were undergraduate education (S1) of 21 people (35.00%), registered as active civil servants, loyal in completing the tasks and responsibilities given by the leadership. Respondents with length of work <11-20 years are the most respondents as many as 34 people (56.67%) are employees of Pancur Batu Health Center with proven loyalty and service.

4.2 Results and Discussion

a. Effect of Leadership on Employee Performance

The value of t partially from the Leadership variable obtained results that is sig value < 0.05 ($0.001 < 0.05$), so it can be concluded that Leadership partially has a significant effect and becomes the dominant factor that influences the Employee Performance of Pancur Batu Health Center, 12,658.

Position leadership carried out by company management is an important role for every employee, even every employee makes position leadership as an imipian and a goal that is always expected by employees. With the position leadership, it is expected to increase employee attitudes towards their work and build high compensation. Position leadership is a form of appreciation that is expected by employees for the work performance achieved. With the existence of Leadership based on objective assessment, employees will be encouraged to be more active and more disciplined in their work so as to produce good performance.

Leadership occurs when employees are transferred from one job to another that is higher in payments, responsibilities, and / or levels. If leadership is realized to employees they will be encouraged to work hard, be

passionate, disciplined, which has an impact on good performance so that the company's goals can be optimally achieved (Rivai, 2003).

b. Effect of Competence on Employee Performance

The value of t partially from the Competency variable obtained results namely sig value < 0.05 ($0,000 < 0,05$), so it can be concluded that Leadership partially has a significant effect on Pancur Batu Community Health Center Employee Performance of 4,347.

Competence is a basic characteristic of someone that allows employees to deliver superior performance in their jobs. Based on the description above the meaning of competency contains a part of personality that is deep and attached to someone with behavior that can be predicted in various circumstances and work tasks. Prediction of who is performing well and not good can be measured by the criteria or standards used.

Competition is located on the inside of every human being and forever there is a person's personality and can predict behavior and performance widely in all situations and job tasks (Spencer & Spencers in Moheriono, 2010).

c. Effect of Compensation on Employee Performance

The value of t partially from the Compensation variable obtained results, namely the sig value < 0.05 ($0,003 < 0,05$), so it can be concluded that Compensation partially has a significant effect on the Pancur Batu Community Health Center Employee Performance of 9,886.

According to Mangkunegara (2006) motivation is a condition that moves employees to be able to achieve the goals of their motives. Salusu (2000) says that someone is willing to do a job because it is stimulated by motivation. So motivation is an important factor as a driver of employee productivity, one of which is obtained from the application of good compensation.

d. Effect of Leadership, Competence and Compensation on Employee Performance at Pancur Batu Health Center

Sig value < 0.05 ($0,000 < 0,05$). Thus, simultaneously there is a significant influence between Leadership, Competence and Compensation on Employee Performance at Pancur Batu Health Center.

Leadership is the backbone of organizational development, because without good leadership it will be difficult to achieve organizational goals. Leadership patterns play an important role, in improving employee performance. How not, because in fact all external factors that can improve the individual performance of employees come from the appearance and pattern of leadership.

4.3 Managerial Implication

1. Based on the results of the distribution of the distribution of the Leadership questionnaire, the highest respondent's answers were obtained, the majority of employees were 53.23%. The respondents agreed on statement number 4: the leaders had skills and experience according to ASN standards so they had high initiative and statement number 8, namely leaders were always responsive and diligent and help subordinates in carrying out the work, and minority respondent's answers disagree at 29.03% in statement number 3 namely the leader understands and gives assignments in accordance with relevant regulations and ASN standards. Therefore, it is expected that the leaders of Pancur Batu Health Center Deli Serdang Regency in give assignments according to the duties and functions of the standards of the State Civil Apparatus by paying attention to employee work competencies.
2. Based on the results of the distribution of the distribution of Competency questionnaires the highest respondent answers were obtained, the majority of employees 51.20% of respondents agreed statement number 1 that employees had knowledge in using equipment such as computers and internet media and minority respondents' answers were less than 21.67% in statement number 8 employees always be responsive and diligent in carrying out the work given by the leader. Therefore, it is expected that the leaders encourage and motivate employees to be responsive to responding to the tasks given by the leadership as well as to patients by prioritizing a sense of empathy.
3. Based on the results of the distribution of the distribution of the Compensation questionnaire, the highest respondent's answers were obtained, the majority of employees were 48.33% of respondents after statement number 5, namely the leader giving awards to high-ranking employees, and minority respondents' answers less than 20.00% in statement number 4 namely the bonus given by the leader is proportional to overtime work and the leader pays attention to meeting employee needs and facilities. Therefore, it is expected that the leaders pay attention to the provision of financial compensation when working too much in fulfilling the needs and facilities needed to submit the budget to the Deli Serdang District Health Office.
4. Based on the distribution frequency distribution of the performance of the Puskesmas employee's performance, the highest respondent's answers were obtained, the majority of employees were 55.00% after

statement number 2, namely employees had extensive knowledge in working to help patients in high decision making and loyalty, and minority respondents' answers were lacking in agreement with 16.67% in statement number 8, Puskesmas employees prioritized on time according to the policies and direction of the leadership. Therefore, the leader of Pancur Batu Health Center in Deli Serdang Regency is expected to support employees by giving assignments according to relevant ASN regulations and standards so that employees are responsive and diligent in carrying out the work given, as well as in meeting employee needs and facilities to be immediately submitted to the Office Health of Deli Serdang District so that employees at work prioritize punctuality according to the policies and directions of the Puskesmas leaders.

V. Conclusion and Suggestion

Conclusion

Based on the results of research and discussion, research on the influence of Leadership, Competence and Compensation on Employee Performance at Pancur Batu Community Health Center can be concluded as follows:

1. Leadership has a significant effect on employee performance. This is indicated by the significance value smaller than the significance level of 0.05 and is the dominant variable that influences the performance of the Pancur Batu Community Health Center Employee. Employee Performance must be balanced with strong leadership, knowing subordinates well in giving assignments in accordance with relevant regulations.
2. Competence has a significant effect on the employee performance of Pancur Batu Community Health Center employees. This is indicated by the significance value smaller than the significance level of 0.05. Employee competencies need to be improved by giving motivation and direction so that employees are responsive in doing work.
3. Compensation has a significant effect on Pancur Batu Community Health Center Employee Performance. This is indicated by the significance value smaller than the significance level of 0.05. Therefore, it is expected that leaders pay more attention to fulfilling the needs of equipment and facilities used by employees so that employees can work more optimally.

Suggestion

Regarding the research results, while the research suggestions that can be given to the leaders of Pancur Batu Health Center are:

1. The leaders of Pancur Batu Health Center are advised to be able to improve the development of employee work competencies that have been implemented so far. the leader of the Pancur Batu Community Health Center in Deli Serdang District in giving assignments according to the standard duties of the State Civil Apparatus by paying attention to employee work competencies
2. The leaders of Pancur Batu Health Center are advised to pay more attention to employee performance. The leadership encourages and motivates employees to be responsive to responding to the tasks given by the leader as well as to the patient by promoting empathy and communication and the creation of a relationship between family atmosphere.
3. The leaders of Pancur Batu Health Center are advised to pay more attention to compensation for employees, taking into account the provision of financial compensation when working too often in meeting the needs and facilities needed to submit the budget to the Deli Serdang District Health Office
4. For further researchers it is expected to develop the results of this study by adding several other variables not examined in this study.

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