

THE EFFECT OF JOB DESIGN AND COMPENSATION MEDIATION ON THE INFLUENCE OF LEADERSHIP TO EMPLOYEE PERFORMANCE (STUDY ON PLANNING OFFICER / PROGRAM SKPD OF MATARAM CITY)

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Abstract: *This study aims to analyze and know the role of job design and compensation mediation on the influence of leadership on employee performance. This type of research is a causal associative using the census method in the determination of the sample. The number of respondents is 75 people. The research was conducted on SKPD planning staff/program of Mataram City. The results showed that 1) Leadership positively and not significant to employee performance. 2) leadership has a positive and significant impact on job design. 3) Leadership has a positive and significant impact on compensation. 4) Job design has a positive and significant effect on employee performance. 5) Compensation has a positive and significant effect on employee performance. 6) The job design of full mediation work on the influence of leadership on employee performance, and 7) full mediate compensation on the influence of leadership on employee performance.*

Keywords: *employee performance, leadership, job design, compensation*

1. INTRODUCTION:

Civil Servant (PNS) as a servant of system take a big responsibility for the smooth development of the nation. To produce employees who are professional, honest, fair and responsible as mandated by the law required the guidance of Civil Servants (Law No. 43 of 1999 Article 3 paragraph 1). As a first step in conducting coaching required an assessment of the performance of Civil Servants. Performance of Civil Service is one of them is determined by leadership, job design and compensation (Article 4 PP N0.46 Year 2011). Study on leadership, job design, compensation and performance of employees, this is done at the Regional Device Work Unit (SKPD) of Mataram. Mataram City Government consists of 26 SKPD city and 6 districts.

The phenomenon that occurs the employees are usually a little late in the day, entering less discipline, not on time, because of various kinds of system. Regulation of work discipline and work order has been poured in the procedures work complete but not yet well implemented, still formality, and far from actualization in the form of real action. And the absence of clear and decisive sanctions if employees work inappropriately and not quickly. The leader still shows the attitude of demanding his subordinates to be loyal, obeying all orders and desires. The leader has not or lacked the awareness to make his leadership quality a center of positive attention and able to set an example for his subordinates.

With a variety of tupoksi owned by the field employees planning/program. The beginning of the year and the end of the year is the densest time for employees because preparing early planning for the year and evaluating the results of the previous year's planning. The compensation received by the program planning staff is in the form of basic salary, TKD, and incentives. Incentives to employees depend on the additional tasks assigned, not all employees are assigned to these tasks and the amount varies by department depending on the capability of the funds of each agency.

2. LITERATURE REVIEW:

2.1. Employee Performance

Performance of employees is the assessment of leadership/direct superior to the level of achievement of the implementation of tasks performed by employees in the field of planning/ program. Employee performance variable is measured using 8 indicator items according to Article 4 of Government Regulation no. (2) Quality of work, (3) Working time, (4) Integrity, (5) Orientation of service, (6) Commitment, (7) Discipline, and (8) Cooperation

2.2. Leadership

The concept of leadership in this study is the perception of respondents about the ability and behavior of direct supervisors/ boss to influence, mobilize and arouse the spirit of subordinates to be willing and have responsibility towards efforts to achieve organizational goals. Leadership variables were measured using 12 items of indicator according to Nawawi (2001), Rivai (2010) and Antoni (2007) as follows: (1) Instruction, (2) Supervision, (3) Evaluation, (4) Discussion, (7) Participation, (8) Support, (9) Learning, (10) Authority, (11) Creativity, and (12) Trust.

2.3. Design Work

Job design is the response of respondents to the tasks that have been given and done, how the workmanship and the relevance of the task with other tasks. The work design was measured using 6 items of indicator Sims, et.all (1976) in Gibson, et.al (2008) and Simamora (2006) as follows: (1) Varieties, (2) Autonomy, (3) Identity assignment, (4) Feedback, (5) Other parties, and (6) Friendship opportunities.

2.4. Compensation

Compensation is the response of respondents to all things given by the office SKPD of Mataram to the employees of the field of planning/program as a result of the implementation of work. Compensation is measured using 10 items indicator Mathis and Jackson, (2006), Mondy (2008) and Dessler, (2015) as follows: (1) Compatibility system salary given monthly, (2) Conformity of salary received by rank and class, (4) TKD based on work performance, (5) Level of guarantee of incentive, (6) Conformity of incentive value, (7) Availability of work facility, (8) Availability of promotional opportunities based on achievement work, (9) Availability of opportunities attending training for employees, and (10) There is equal opportunity in getting the award.

Based on previous research and theoretical basis, it can be formulated hypothesis as follows:

H1: Suspected leadership has a positive and significant effect on employee performance.

H2: Suspected leadership has a significant positive impact on job design.

H3: Suspected leadership has a significant influence on compensation.

H4: Suspected job design has a significant effect on employee performance.

H5: Suspected compensation has a significant effect on employee performance.

H6: Suspected job design mediates the influence of leadership on employee performance

H7: Suspected compensation mediates the influence of leadership on employee performance.

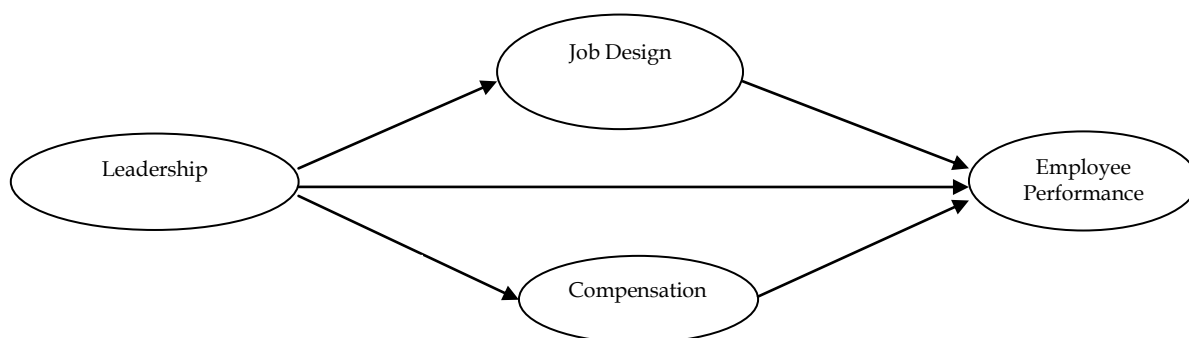


Figure 2.1 Conceptual Research Structure

3. METHODOLOGY:

This research is done in the planning / program of SKPD in Mataram city. The type of research used is causal research. Data were collected by distributing questionnaires to 75 respondents. Employee performance variable adopted from Article 4 of Government Regulation no. 46 (2011), Dharma (2003), Mangkunegara (2010). Leadership was adopted from Nawawi (2001), Rivai (2010) and Antoni (2007) in Suparman (2012). Design work was adopted from Sims, et.all (1976) in Gibson, et.al (2008) and Simamora (2006), compensation adopted from Mathis and Jackson, (2006), Mondy (2008) and Dessler, (2015).

Weights on each variable using a five-level scale (likert scale) consisting of strongly agree, agree, simply, disagree, and strongly disagree. The result of instrument reliability test showed that all items in research variable are reliable because Cronbach's Alpha is above 0.6, while the result of validity test of research instrument by using correlation technique of Product Moment Pearson shows that four items on job satisfaction variable is invalid because the value of r count is less than 0,3 so removed from the analysis, while the other research variable items used are valid. Data analysis in this research using Partial Least Square (PLS).

4. RESULT AND DISCUSSION:

In accordance with the hypothesis that has been formulated, then in this study analysis of inferential statistical data measured using SmartPLS 3.0 software ranging from model measurement (outermodel), model structure (inner model) and hypothesis testing (Ghozali, 2014). Based on model measurement (outermodel) that is test of discriminant validity and composite reliability show all variables are valid (value $\sqrt{AVE} > 0,5$) and reliable (CR value $> 0,7$)

Table 4.1. Value of Square Root of Average Variance Extract (AVE) and Composite Reliability (CR) Latent Variables Research

	AVE	√ AVE	CR	Keterangan
Leadership	0,332	0,576	0,843	Valid
Job Design	0,432	0,657	0,814	Valid
Compensation	0,414	0,643	0,874	Valid
Employee Performance	0,404	0,635	0,797	Valid

Assessment of structural model or inner model is done to see the relationship between construct, significance value and R-Square research model.

Table 4.2. R-Square Value of Dependent Construction

Variabel	R-Square
Job Design	0,266
Compensation	0,136
Employee Performance	0,162

Q-Square quantity has a value with the range $0 < Q^2 < 1$, which is closer to one means the model the better. Q-Square values can be obtained through the formula:

$$Q^2 = 1 - (1 - R_{12}) (1 - R_{22}) \dots (1 - R_{p2})$$

$$Q^2 = 1 - (1 - 0.2662) (1 - 0.1362) (1 - 0.1622) = 0.111$$

The value of Q-Square is known as 0.111 or 11.1% for leadership as an independent variable that gives effect to employee performance through job design and compensation of 11.1% indicates that model has predictive relevance because it has value greater than zero, good and worthy to be used in prediction. Based on the results of this calculation also gives the meaning that there are still 88.9% other variables that can affect the performance of staff planning/program on SKPD of Mataram outside the model that is not researched.

Furthermore, hypothesis testing can be seen from the coefficient of path and p value significant ($\alpha = 0.05$) on the relationship between variables.

Table 4.3. Relationship between Variables

No	Relationship between variable	Path Coefficient	P values	Conclusion
1	Leadership (X1) -> Employee Performance (Y)	0,053	0,046	Not Significant
2	Leadership (X1) -> Job Design (X2)	0,516	0,000	Significant
3	Leadership (X1) -> Compensation (X3)	0,369	0,325	Significant
4	Job Design (X2) -> employee performance (Y)	0,226	0,000	Significant
5	Compensation (X3) -> Employee performance (Y)	0,218	0,030	Significant
6.	Leadership (X1) -> Job Design (X2) -> Employee Performance (Y)	0,116	-	Full Mediation
7.	Leadership (X1) -> Compensation (X3) -> Employee Performance (Y)	0,080	-	Full Mediation

Based on Table 4.3. leadership relationship with employee performance is positive and not significant (koef = 0,053, t stat = 0,455, p value = 0,046). This shows that leadership has a positive effect on employee performance but its influence is not significant. The results of this study in line with research conducted by Susanto & Aisyah (2010) states that leadership has no significant effect on employee performance. However, the results of this study are not in line with the results of research conducted by Suryadana (2014), Basri, et.al (2015), Jumadi, et.al (2015), Nurmala, et.al (2015), Noorfakhururazi, et.al (2015), Razali, et.al (2015) states that leadership has a significant effect on performance.

Based on table 4.3. leadership relationship with job design is positive and significant (koef = 0,516, t stat = 6,275, p value = 0,000). The test results on the coefficient of parameters between the leadership of the design work showed a positive influence with the value showed significant influence. The results of this study in line with research conducted by According to research Buttigieg & West (2013) states leadership has a significant influence on the design work.

The result of test to parameter coefficient between leadership to compensation shows the existence of positive and significant influence (koef = 0,369, t stat = 3,483, p value = 0,325). The results of this study are in line with research Suryadana, et.al (2014) leadership variables have a significant influence on the compensation variable.

The result of the test to the parameter coefficient between the job design on the employee performance shows the positive influence (koef = 0,226, t stat = 1,690, p value = 0,000) shows significant influence. The results of this study are in line with research Khaizir, et.al (2015), said the design work has a significant effect on employee performance.

The result of the test to the parameter coefficient between compensation on employee performance shows that there is a positive influence (koef = 0,218, t stat = 1,881, p value = 0,030) shows significant influence. The results of this study are in line with the results of research conducted by Akmal, et.al (2012), Asmawar, et.al (2014), Jumadi, et.al (2015), Nurmala, et.al (2015), Noorfakhururazi, et. al (2015), Razali, et.al (2015), states that compensation has a significant effect on performance. While research conducted by Afrita (2014) states that compensation has no significant effect on employee performance.

The amount of indirect effect of variables obtained through the multiplication of the coefficient of the path (beta) between the direct influence of leadership on the work design (0,516) and with the direct influence of job design on employee performance (0.226)

Leadership (X1) (job design (X2) (employee performance (Y) = (0.516 x 0.226) = 0.116

The amount of indirect effect of variables obtained through the multiplication of coefficients path (beta) between direct influence of compensated leadership (0.369) and with the direct influence of compensation on employee performance (.0.218)

Leadership (X1) (compensation (X3) (employee performance (Y) = (0.369 x 0.218) = 0.080

Comparison of indirect influence of leadership with employee performance through mediation with direct influence between leadership on employee performance is obtained result 0,116 > 0,053 so it can be stated that job design function as full mediation in influence of leadership to employee performance of field of planning / program SKPD Se- City of Mataram. This means that leadership is not able to significantly influence the performance of employees without going through job design.

Comparison of indirect influence of leadership with employee performance through compensation mediation with direct influence between leadership to employee performance obtained result 0,080 > 0,053 so it can be stated that compensation serve as full mediation in influence of leadership to performance of field officer of planning / program SKPD Se- City of Mataram. This means that leadership is not able to significantly influence the performance of employees without going through compensation.

5. CONCLUSION:

Based on the results of research on the respondents of the SKPD planning / program staff in Mataram City can be summarized as follows: Leadership positively but not significant to employee performance, Leadership positively and significantly influence on job design, Leadership positively and significantly to compensation, positive and significant effect on employee performance, Compensation has positive and significant effect on the performance of the planning staff. There is a full effect of job mediation on the influence of leadership on performance, and There is a full effect of mediation compensation on the influence of leadership on employee performance.

Based on the results of the research there are some suggestions can be recommended that can contribute to employees and policy makers in the environment of SKPD planning / program staff in Mataram City in improving the performance of employees in the organization environment: (1) Employees need to improve performance, especially in terms of work that must be in accordance with standards, reaching the target of work and ability in completing work and attitude of employee cooperation in completing the job, (2) In the leadership function need an increase to treat employees (officer) in the same, that is giving personal attention and at giving aid to hard worker, employees who want to continue their education to a higher level, (3) In the design work, employees need to be given detailed and measurable job descriptions and conduct periodic evaluations to improve employee performance, (4) In terms of compensation, which needs to be improved holiday allowance, non-physical work environment that needs to be improved is a working atmosphere that can provide encouragement and high morale while the discipline that needs to be improved is the responsibility for the work and maintain a good working atmosphere in carrying out the work, (5) Different methods of collecting data such as qualitative motode will strengthen subsequent research. (6) It is necessary to research the variables in this model with other field staff respondents in the SKPD such as the financial officer in order to improve the generalization of the research findings, and (7) for future research to be conducted on wider scope of area, for example on the scope of Lombok island, so the recommendations of the research results can be generalized.

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