



THE MEDIATING ROLE OF COMPENSATION TO THE EFFECT OF WORK COMPETENCY AND WORKLOAD ON ORGANIZATIONAL COMMITMENTS' CIVIL SERVANT: THE STUDY OF REGIONAL CIVIL SERVICE AGENCY IN EAST JAVA PROVINCE

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Abstract

One important aspect of the organization was maintaining employee presence and reviewing the organizational commitments held by each individual. High commitment made individuals concerned with the future of the organization and tried to make the organization a better direction, on the contrary, individuals with low commitment would prioritize themselves or their groups and did not have the desire to make the organization towards a better direction. High work competency, an employee would be able to do much for the organization, conversely with low competency an employee would not be able to complete his duties as well as possible, which ultimately hamper the achievement of organizational goals. The distribution of employee workload that had not appropriate can make employees not have less than optimal performance. Compensation could be an incentive for someone to do an activity to get the best results, compensation needed to be raised so that employees could carry out maximum performance. The purpose of this study was to analyzing and testing the effect of work competence and workload on organizational commitment through compensation to Civil Servants in the Regional Civil Service Agency of East Java Province. This research used a quantitative approach with an explanative design. The results of this study provided several conclusions, including: 1.) Work competence had a significant positive effect on compensation; 2.) Workload had a significant effect on compensation; 3.) Work competence had a significant positive effect on organizational commitment; 4.) Workload had a significant positive effect on organizational commitment; 5.) Compensation had a significant positive effect on organizational commitment; 6.) Compensation became an intervening variable on the effect of work competence and workload on organizational commitment.

Keywords : Work Competency, Workload, Organizational Commitment, Compensation, Civil Servant

INTRODUCTION

Good Government is an effort to make fundamental reforms and changes to the system of government administration especially concerning aspects of institutional, management, and human resources of the apparatus (Lotunani, *et. al.*, 2015). Human resource development is one of the most important aspects of running a company to achieve its vision, mission, strategy and the creation of the objectives of Government Agencies managed by Civil Servants. The management development of Regional Civil Service Agency in East Java Province, especially in the management of human resource development is driven by the demand to pay more attention to the policies implemented by the Regional Civil Service Agency.

Policy Institutions that are not in accordance with the needs and expectations will have a negative impact on organizational commitment to Civil Servants where one important aspect in the organization is to maintain the existence of employees and review the organizational commitments held by each individual (Renyut, *et. al.*, 2017). Civil Servants are the foundation for implementing the government system. Organizational commitment is a necessity in carrying out their duties and functions as public servants (Sjahrudin and Normijati, 2013). High commitment makes individuals concerned with the future of the organization and tries to make the organization a better direction, conversely, individuals with low commitment will prioritize themselves or their groups and do not have the desire to make the organization a better direction (Adekola, 2012). The following is an assessment of the work discipline of Civil Servants in the Regional Civil Service Agency of East Java Province:

Table 1. Discipline Assessment of Civil Servants Work in the Regional Civil Service Agency of East Java Province

Indicators of Civil Servant Discipline Work	Percentage of Standard (%)	Percentage of Year's Achievement (%)			
		2015	2016	2017	2018
Accuracy at work	> 90	88,34	89,56	93,44	96,35
Accuracy after work	> 90	92,58	91,73	94,39	95,12
Calculation of work overtime	> 80	74,78	78,33	79,67	82,44
Attendance with information (sickness, permission, leave,	< 30	31,54	30,76	28,22	25,75
Attendance without explanation	< 10	12,88	11,47	9,53	9,02

(Source: e-MASTER Application Data / Management of Civil Servants Integrated the Regional Civil Service Agency of East Java Province, 2019)

Based on table 1, it explains that there is a fluctuation in the percentage of work accuracy that is below the standard percentage of the accumulated assessment of the work discipline of Civil Servants. This is in line with the concept adapted from Blau and Boal's opinion in Gunawan, *et. al.* (2017) stated that organizational commitment is the partisanship and loyalty of employees towards the organization and organizational goals. Commitment to the organization has an emphasis on individuals in identifying themselves with the values, rules, and goals of the organization as well as making individuals have the desire to maintain their membership in the organization and will lead to compliance of every individual with organizational rules (Anita and Kawiana, 2018).

Increased employee work competence in an organization that adequately participates in employee performance which can later improve organizational performance (Sumardi and Wibowo, 2016). Every organization must have a goal and to achieve these goals, it is necessary to carry out the effective duties of the employees. The achievement of the goal itself is the desired goal and has been predetermined. High work competence, an employee will be able to do much for the organization, conversely, with low competency, an employee will not be able to complete his duties as well as possible, which will ultimately hinder the achievement of organizational goals (Zaim, Yasar, and Ünal, 2013).

The fact is that not all employees have work competencies in accordance with organizational expectations. An employee who has the ability in accordance with organizational expectations (Delvia and Soegoto, 2018). Sometimes do not have a high work motivation so that the performance is not as expected. Likewise, in the organization of the Regional Personnel Agency of East Java Province, the smooth implementation of government tasks and national development which is the goal of the organization requires human resources who have good work competence. The following is a table of the achievements of the education, training, and development program for Civil Servants in the Regional Civil Service Agency of East Java Province:

Table 2. Achievements of the Education, Training and Development Program at the Regional Civil Service Agency of East Java Province

Indicators of Training and Development Program	Percentage of Standard (%)	Percentage of Year's Achievement (%)			
		2015	2016	2017	2018
Skill Training	> 50	55,78	54,85	54,12	56,47
Retraining	< 10	4,18	6,44	7,32	12,57
Cross Functional Training	> 10	10,33	9,65	8,82	10,41
Team Training	< 50	70,54	73,93	80,26	78,84
Creativity Training	< 10	8,56	8,43	8,32	7,55
Structural Training	> 70	81,94	84,75	87,11	87,55
Technical Training	> 70	84,79	85,89	85,12	86,76

Functional Training	> 70	80,51	82,43	83,59	85,75
Improvement of Formal Education	> 30	20,45	25,74	28,67	29,85
Improvement of Non-Formal Education	> 50	36,95	42,88	45,72	48,15
Competence Test	> 70	90,56	92,37	92,88	92,57

(Source: e-MASTER Application Data / Management of Civil Servants Integrated the Regional Civil Service Agency of East Java Province, 2019)

Based on table 2 shows that it is time for the Civil Servants who will occupy a position to be implemented. Those who will be in the position of High Leadership as head of the service in Government Agencies are needed good selection instruments, this is indicated among other things that there are still activities of employees who are still less productive such as playing games, reading newspapers, chatting and other activities that do not support work tasks.

Empirically, there are many phenomena that arise in the practice of carrying out basic tasks and functions, as believed by superiors in carrying out many tasks, at first doing work is fun, but if it exceeds a certain time limit, the conditions will change, monotonous, and often feeling saturated. Attacking employees can also be caused by workload that is too much so that the completion exceeds the specified work time (overtime). In the following table is a description of the workload problem for Civil Servants working in the Regional Civil Service Agency of East Java Province:

Table 3. Factual Problems of Workload in the Regional Civil Service Agency of East Java

Province	
Factual Condition	Problems
Civil Servants' Workload	Job title.
	Overlap in the implementation of tasks.
	Jobs are not held by employees who are competent in their respective fields.
	Details of job descriptions for each position are unclear.
	There is no standard work unit
	The number of effective working hours needed for each task has not been used optimally
	There is no target working time in time unit
	There is no determination of the work volume of the time unit
	Effective working time does not meet standards
	Determination of effective working days is not optimal

(Source: e-MASTER Application Data / Management of Civil Servants Integrated the Regional Civil Service Agency of East Java Province, 2019)

Based on table 2 shows that the division of job descriptions that are not yet clear can cause workloads that are not appropriate. The distribution of employee workload that is not appropriate can make employees not have less than optimal performance. However, by providing effective workloads, a Government Agency can find out the extent to which employees can be given the maximum workload and the extent of its effect on the performance of the organization itself. Employees who are not disciplined in utilizing work time will have an impact on the workload that is piled up so that it requires more time than the normal work time determined to complete the tasks assigned (Suyitno, 2017).

The workload is the amount of work that must be borne by an office / organizational unit and is the product of work volume and time norms (Ngatimun, Sanusi, and Manan, 2019). Based on the observation of researchers, some employees are also still less innovative and initiative in carrying out tasks, just waiting for orders from the leadership does not try to develop self-creativity to show work performance. It is feared that this condition will affect the workload which also leads to work results.

Compensation is a very important factor in a company, giving compensation can be used to motivate employees in a company (Saputra, Sudiro, and Irawanto, 2018). Compensation is very important in improving employee performance. According to Pratama and Aima (2018) stated that compensation can be a driving force for someone doing an activity to get the best results, compensation needs to be raised so that employees can perform maximum performance, otherwise, employees who do not have high performance in doing work will find it difficult to work with maximum and tends not to be responsible even if the employee has good operational skills and even low work commitment.

Government agencies will have a good chance to survive and advance if they have the right or competent employees or workforce. Civil Servants are entitled to get a salary following the rank or class along with the benefits attached to the basic salary. In article 7 of Law Number 8 of 1974 concerning Personnel Principles, it is stated that every civil servant is entitled to receive a fair and decent salary under his workload and responsibilities. The provision of Article 7 of Law Number 8 of 1974 is a basis for the payroll of Civil Servants towards the realization of a decent standard of living for Civil Servants and their families.

A government agency should have a good payroll system, because if the government agency does not have a good payroll system, it will cause fraud or irregularities in carrying out their respective responsibilities (Salisu, Chinyio, and Suresh, 2015). Evidenced by many institutions or government agencies that use computerized systems as a tool to increase the creativity and activities of employees to make government agencies or agencies have high competence and the creation of accountability and

transparency of financial information, especially payroll information and other compensation. The following is a table of compensation rates for Civil Servants in the Regional Civil Service Agency of East Java Province:

Table 4. Amounts of Compensation for Civil Servants in the Regional Civil Service Agency of East

Civil Servant Level	Java Province The Amount of Compensation Received Per Year (IDR)			
	2016	2017	2018	2019
IV/B	IDR 9.000.000,- to IDR 25.000.000,-	IDR 10.000.000,- to IDR 27.500.000,-	IDR 12.000.000,- to IDR 30.000.000,-	IDR 15.000.000,- to IDR 40.000.000,-
IV/A	IDR 4.500.000,- to IDR 10.000.000,-	IDR 5.000.000,- to IDR 11.000.000,-	IDR 6.000.000,- to IDR 12.000.000,-	IDR 10.000.000,- to IDR 15.000.000,-
III/D	IDR 4.000.000,- to IDR 10.000.000,-	IDR 4.500.000,- to IDR 12.000.000,-	IDR 5.000.000,- to IDR 13.000.000,-	IDR 8.000.000,- to IDR 13.000.000,-
III/C	IDR 3.500.000,- to IDR 7.000.000,-	IDR 4.000.000,- to IDR 7.750.000,-	IDR 4.500.000,- to IDR 8.000.000,-	IDR 7.000.000,- to IDR 12.000.000,-
III/B	IDR 3.000.000,- to IDR 5.500.000,-	IDR 3.250.000,- to IDR 6.000.000,-	IDR 3.500.000,- to IDR 7.000.000,-	IDR 6.000.000,- to IDR 11.000.000,-
III/A	IDR 2.750.000,- to IDR 4.800.000,-	IDR 2.800.000,- to IDR 5.000.000,-	IDR 3.000.000,- to IDR 6.000.000,-	IDR 5.000.000,- to IDR 10.000.000,-
II/D	IDR 2.250.000,- to IDR 4.000.000,-	IDR 2.500.000,- to IDR 4.500.000,-	IDR 2.750.000,- to IDR 5.000.000,-	IDR 4.000.000,- to IDR 9.000.000,-
II/C	IDR 1.750.000,- to IDR 3.500.000,-	IDR 2.000.000,- to IDR 3.750.000,-	IDR 2.250.000,- to IDR 4.000.000,-	IDR 3.500.000,- to IDR 7.000.000,-
II/B	IDR 1.500.000,- to IDR 3.000.000,-	IDR 1.600.000,- to IDR 3.250.000,-	IDR 1.750.000,- to IDR 3.500.000,-	IDR 3.000.000,- to IDR 6.750.000,-
II/A	IDR 1.200.000,- to IDR 2.500.000,-	IDR 1.250.000,- to IDR 2.750.000,-	IDR 1.500.000,- to IDR 3.000.000,-	IDR 2.750.000,- to IDR 6.500.000

I/D	IDR 1.100.000,- to IDR 2.500.000,-	IDR 1.200.000,- to IDR 2.600.000,-	IDR 1.300.000,- to IDR 2.750.000,-	IDR 2.500.000,- to IDR 6.000.000,-
I/C	IDR 1.125.000,- to IDR 2.200.000,-	IDR 1.200.000,- to IDR 2.300.000,-	IDR 1.250.000,- to IDR 2.500.000,-	IDR 2.250.000,- to IDR 5.500.000,-
I/B	IDR 1.130.000,- to IDR 2.100.000,-	IDR 1.150.000,- to IDR 2.250.000,-	IDR 1.200.000,- to IDR 2.300.000,-	IDR 2.000.000,- to IDR 5.000.000,-
I/A	IDR 1.100.000,- to IDR 2.000.000,-	IDR 1.125.000,- to IDR 2.100.000,-	IDR 1.150.000,- to IDR 2.200.000,-	IDR 1.750.000,- to IDR 4.000.000,-

(Source: e-MASTER Application Data / Management of Civil Servants Integrated the Regional Civil Service Agency of East Java Province, 2019)

Based on table 4, it shows a significant increase in 2016 to 2018 of 10% to 15% and it also depends on the class of each Civil Servant, but in 2019 there was a surge of compensation which was so drastic by 35% to 40%. This shows the seriousness of the Government in providing compensation to the Civil Servants based on career paths that are seen in the level group and also the structural positions occupied and lead to the impact of workload and organizational commitment that is so significant. The purpose of this study was to analyze the test of the effect of work competence and workload on organizational commitment through compensation to Civil Servants in the Regional Civil Service Agency of East Java Province.

LITERATURES

Organizational Commitment

Pratama and Aima (2018) defined that work commitment is a force that binds individuals to take action towards one or several organizational goals where individuals who are committed to performing specific actions or behaviors are based on moral beliefs rather than personal gain. Nawab and Bhatti (2011) stated that work commitment is partisanship and employee loyalty to the organization and organizational goals. Whereas Khan, Nawaz, and Khan (2013) defined work commitment as an attitude that reflects the likes or dislikes of employees towards the organization. Khan and Jan (2015) defined work commitment as a condition of organizational members who are bound by their activities and beliefs, while their function is to maintain their activities and involvement in the organization.

According to Azeez and Omolade (2013), there are several ways to build employee organizational commitment to organizations, including 1.) Make it charismatic; 2.) Build the

tradition; 3.) Have comprehensive grievance procedures; 4.) Provide extensive two-way communication; 5.) Create a sense of community; 6.) Build value-based homogeneity; 7.) Share and share alike; 8.) Emphasize barn-raising, cross-utilization, and teamwork; 9.) Get together; 10.) Employee support; 11.) Commit to actualizing; 12.) Provide a first-year job challenge; 13.) Enrich and empower; 14.) Promote from within; 15.) Provide developmental activities; 16.) The question of employee security; 17.) Commit to people-first values; 18.) Put it in writing; 19.) Hire "Right-Kind" managers; 20.) Walk the talk.

Work Competency

Competence is a basic characteristic of individuals who have a causal relationship or causal relationship with criteria that are used as a reference or standard, effective, or superior appearance in the workplace in certain situations (Renyut, *et. al.*, 2017). According to Suyitno (2017) stated that competence is defined as the capacity that exists in someone who can make that person able to fulfill what is required in the work in an organization so that the organization can achieve the expected results. According to Lotunani, *et. al.* (2015) pointed out the difference between the notions of competence and competence. Competency is a concept that has a relationship with people that shows the dimensions of behavior that can underlie superior achievement (competent) ".

Spencer and Spencer in Gunawan, *et. al.* (2017) stated that competence is a basic characteristic of someone who has a causal relationship with work performance that is beyond normal or with work effectiveness. Work competence is the workability of an individual that is inseparable from individual talents to be developed covering aspects of knowledge, skills, and attitudes that are following the standards determined to carry out various tasks in a job (Abdullah and Ramay, 2012). According to Sumardi and Wibowo (2016), there are three dimensions of work competence, including the following: 1.) Intellectual Competence; 2.) Emotional Competence; 3.) Social Competence.

Workload

According to Ngatimun, Sanusi, and Manan (2019), the workload can be defined as a difference between the capacity or ability of workers with the work demands that must be faced. Considering human work is mental and physical, each has a different loading level where the level of loading that is too high allows excessive energy usage and overstress occurs, conversely, the intensity of loading is too low allowing boredom and burnout or understress because it is necessary to strive for the optimum level of loading intensity that exists between these two extreme boundaries and certainly differ between one individual and the other (De Cuyper and De Witte, 2006).

According to Odunlami and Oludele (2014), that workload is something that arises from the interaction between task demands, work environment where it is used as a workplace, skills, behavior, and perceptions of workers. According to Ngatimun, Sanusi, and Manan (2019), the workload is influenced by 2 factors, namely: First, external factors originating from outside the

worker's body, such as a.) Physical tasks; b.) Work organization; c.) Work environment. Second, internal factors originating from within the body itself as a result of external workload reactions, include a.) Somatic factors (sex, age, body size, nutritional status, and health conditions); b.) Psychological factors (motivation, perception, beliefs, desires, and satisfaction).

Compensation

The term compensation refers to all forms of remuneration for money and all goods or commodities used as remuneration for employees (Salisu, Chinyio, and Suresh, 2015). Compensation can be divided into two, namely: Direct compensation in the form of salary, wages and incentives; and indirect compensation in the form of insurance, benefits, leave, awards (Ashfaq, Bibi, and Majid, 2016). According to Mabaso and Dlamini (2017), "compensation is what employees receive in exchange for their work. Whether hourly wages or periodic salaries, the personnel department usually designs and administers employee compensation ". According to Islam, *et. al.* (2015), compensation is any form of appreciation given by employees as a remuneration for the contribution they make to the organization. The establishment of an effective compensation system is an important part of human resource management because it helps attract and retain talented workers (Galanou, *et. al.*, 2012)

The reward system can include salary, income, pension, vacation money, promotion to a higher position (in the form of higher salary and benefits) as well as work safety insurance, transfer horizontally to get a more challenging position or to a prime position for growth and subsequent development, as well as various forms of service (Nawab and Bhatti, 2011). As for several things that become the basis to grant compensation according to Primary and Aima (2018), among others: 1.) Collaborative Association; 2.) Job Satisfaction; 3.) Effective Procurement; 4.) Motivation; 5.) Ensuring Justice; 6.) Discipline; 7.) The influence of trade unions; 8.) Government Influence.

METHOD

Research Approach and Design

The approach used in this research is quantitative. Quantitative research emphasizes numerical research that focuses on the results of data processing through statistical methods for the discovery of new facts to prove a theory. This research is included in the survey explanatory research where researchers are required to build a research hypothesis and test it in the field

because the format of this study aims to find the causal relationship of the variables studied. In this study the research design used was an explanatory study (Sekaran and Bougie, 2010). While the type of research used is correlational research.

Settings

The population in this study is the Civil Servants in the Regional Civil Service Agency of East Java Province. This study uses a non-probability sampling technique that is a sampling technique that provides different opportunities for each element (member) of the population to be selected as a sample member or better known as a sampling technique that does not provide equal opportunities for population members to be sampled. The sampling technique used in this study is the convenience sampling method, which is a sampling technique using certain considerations (Apuke, 2015). The instrument in this study used a questionnaire. The research variables include work competence and workload on organizational commitment through compensation to Civil Servants in the Regional Civil Service Agency of East Java Province.

In measuring the research variables on the questionnaire items, each respondent was asked for his opinion on a statement and chose one of the available answers, with a rating scale from 1 to 5 (Sekaran and Bougie, 2010). The measurement scale used by researchers to state the attitude/response of respondents to each question given is to use a Likert Scale. According to Apuke (2015), the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The answer for each instrument item that uses a Likert scale has a gradation from strongly agree to strongly disagree which can be in the form of words including:

Table 5. Respondent Answer Score

Scoring	Information
5	Strongly Agree (SA)
4	Agree (A)
3	Neutral (N)
2	Disagree (D)
1	Strongly Disagree (SD)

(Source: Apuke, 2015)

Collection Data and Analysis Data

The questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Apuke, 2015). Decision making that each indicator is valid if the calculated r-value is greater than or equal to r-table. To

determine the calculated value, assisted with the SPSS 24.0 For Windows program which is stated by the value of the Corrected Item Total Correlation. To determine r-table is by knowing $df = N - 2 (n_1 + n_2 - 2) = 122$, according to the statistical table then r-table = 0.178. Reliable instruments will produce reliable data too. An instrument is said to be reliable if it has a reliability coefficient (r) of 0.6 or more. Analysis of the data used in this research is by, descriptive analysis, classic assumption test, influence test, determinant coefficient, multiple linear regression analysis, and path analysis methods.

Variable	Dimension	Item	r-count	Critical Value	Information
		x1.15	0,665	0,178	valid
Workload	Physical Tasks	x2.1	0,556	0,178	valid
		x2.2	0,613	0,178	valid
	Work Organization	x2.3	0,613	0,178	valid
		x2.4	0,729	0,178	valid
	Work environment	x2.5	0,638	0,178	valid
		x2.6	0,655	0,178	valid
	Somatic Factor	x2.7	0,687	0,178	valid
		x2.8	0,566	0,178	valid
		x2.9	0,673	0,178	valid
	Psychological Factors	x2.10	0,663	0,178	valid
x2.11		0,630	0,178	valid	
x2.12		0,683	0,178	valid	
Compensation	Partnership Collaboration	z1.1	0,699	0,178	valid
		z1.2	0,548	0,178	valid
	Job satisfaction	z1.3	0,691	0,178	valid
		z1.4	0,589	0,178	valid
	Effective Procurement	z1.5	0,718	0,178	valid
	Motivation	z1.6	0,553	0,178	valid
		z1.7	0,589	0,178	valid
	Guarantee Justice	z1.8	0,659	0,178	valid
	Discipline	z1.9	0,428	0,178	valid
		z1.10	0,587	0,178	valid
	Workers Influence	z1.11	0,571	0,178	valid
Government Influence	z1.1	0,560	0,178	valid	
	z1.13	0,542	0,178	valid	
Organizational Commitment	Make it charismatic	y1.1	0,476	0,178	valid
	Build the tradition	y1.2	0,398	0,178	valid
	Have comprehensive grievance procedures	y1.3	0,344	0,178	valid
	Provide extensive two-way communication	y1.4	0,400	0,178	valid
	Create a sense of community	y1.5	0,457	0,178	valid
	Build value-based homogeneity	y1.6	0,325	0,178	valid
	Share and share alike	y1.7	0,378	0,178	valid
	Emphasize barnraising, cross-utilization, and teamwork	y1.8	0,445	0,178	valid
	Get together	y1.9	0,551	0,178	valid
	Support employee	y1.10	0,556	0,178	valid
	Commit to actualizing	y1.11	0,444	0,178	valid
	Provide first-year job challenge	y1.12	0,569	0,178	valid

RESULT AND DISCUSSION

Validity Testing

Validity shows how well an instrument can measure a particular concept. Validity test is

carried out on each statement item that forms the research variable. To measure the validity used Pearson product moment correlation. If Pearson product moment correlation between each statement with a total score produces a positive correlation value (r-count) and $r\text{-count} > 0.178$ (r-table), then the statement item is declared valid. Following are the results of testing the validity of each statement item on the research variables and dimensions:

Table 6. The Result of Validity Testing

Variable	Dimension	Item	r-count	Critical Value	Information
Work Competency	Intellectual Competency	x1.1	0,661	0,178	valid
		x1.2	0,679	0,178	valid
		x1.3	0,722	0,178	valid
		x1.4	0,701	0,178	valid
		x1.5	0,611	0,178	valid
	Emotional Competency	x1.6	0,692	0,178	valid
		x1.7	0,600	0,178	valid
		x1.8	0,643	0,178	valid
		x1.9	0,666	0,178	valid
		x1.10	0,695	0,178	valid
	Social Competency	x1.11	0,632	0,178	valid
		x1.12	0,683	0,178	valid
		x1.13	0,738	0,178	valid
		x1.14	0,709	0,178	valid

Variable	Dimension	Item	r-count	Critical Value	Information
	Enrich and empower	y1.13	0,576	0,178	valid
	Promote from within	y1.14	0,496	0,178	valid
	Provide developmental activities	y1.15	0,698	0,178	valid
	The question of employee security	y1.16	0,628	0,178	valid
	Commit to people-first values	y1.17	0,640	0,178	valid
	Put it in writing	y1.18	0,701	0,178	valid
	Hire "Right-Kind" managers	y1.19	0,654	0,178	valid
	Walk the talk	y1.20	0,501	0,178	valid

(Source: Primary Data, 2020)

Based on table 6 it is known that all statements on the variable work competence, workload, compensation, and organizational commitment produce a positive count and greater than 0.178, thus statement items measuring each research variable are declared valid and can be further analyzed.

Reliability Testing

Reliability shows the extent to which the gauges are reliable. To measure the reliability used Cronbach alpha value. If the Cronbach alpha value > 0.600 , then the statement items that make up the research variable are declared reliable. Here are the results of testing the reliability of research variables:

Table 7. The Result of Reliability Testing

Dimensi	Alpha Cronbach	Nilai Kritis	Keterangan
Kompetensi Kerja	0,913	0,600	Reliabel
Beban Kerja	0,870	0,600	Reliabel
Kompensasi	0,848	0,600	Reliabel
Komitmen Organisasional	0,858	0,600	Reliabel

(Source: Primary Data, 2020)

Table 7 shows that the magnitude of the Cronbach alpha value in each dimension on all research variables is greater than the critical value 0.6, thus the statement items that make up the research variable are declared reliable.

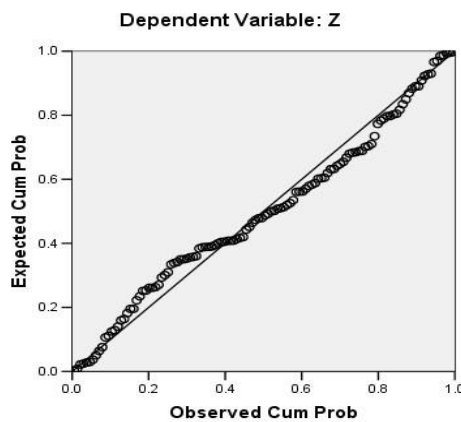
Classical Assumption Testing

The following will also explain the results of testing the assumptions needed for path

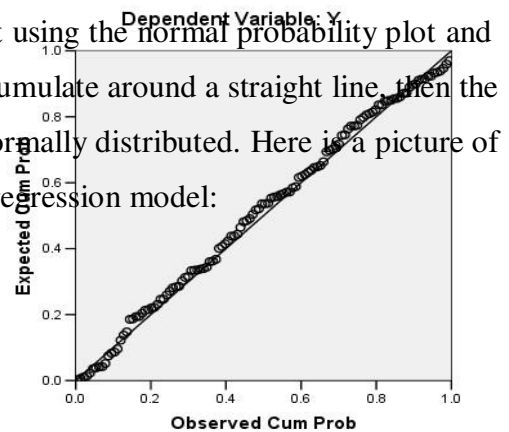
analysis. In the path analysis, several assumptions must be met so that the resulting equation will be valid. In this study, there are five hypotheses, namely the effect of work competence (X_1) on compensation (Z), the effect of workload (X_2) on compensation (Z), the effect of work competence (X_1) on organizational commitment (Y), influence of workload (X_2) on organizational commitment (Y), the effect of compensation (Z) on organizational commitment (Y). The five paths will be worked out through two regression equations, the first is the effect of work competence (X_1) and workload (X_2) on compensation (Z), the second is the effect of work competence (X_1), workload characteristics (X_2) and compensation (Z) towards organizational commitment (Y). The assumptions used in this study include assumptions of normality, multicollinearity, heteroscedasticity, and autocorrelation:

1. Residual Normality Test

Residual normality testing is carried out using the normal probability plot and the Kolmogorov Smirnov test. If the points accumulate around a straight line, then the residual regression model is concluded to be normally distributed. Here is a picture of the normal probability plot generated from the regression model:



**Figure 1. Normal Probability Plot Model
Regresi X_1 and X_2 on Z**
(Source: Primary Data, 2020)



**Figure 2. Normal Probability Plot Model
Regresi X_1 , X_2 and Z on Y**
(Source: Primary Data, 2020)

From Figure 1 and Figure 2 above it is known that the points are collected around the normal line so that the residual regression model follows the normal distribution. To determine the normality of the residual regression model the researchers also used the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov Smirnov test is > 0.05 ($\alpha = 5\%$), it can be concluded that the regression model residuals are normally distributed. The normality test aims to test whether, in the regression model, confounding or residual variables have a normal distribution. The following table is the result of residual normality test:

Table 8. The Testing Result of Kolmogorov-Smirnov

Model	Regression	Significancy	Information
First	Pengaruh X_1 dan X_2 Terhadap Z	0,434	Normal
Second	Pengaruh X_1 , X_2 dan Z Terhadap Y	0,964	Normal

(Source: Primary Data, 2020)

Table 8 shows that the Kolmogorov-Smirnov test of the two regression models produced significance values of 0.434 and 0.964, respectively, where the value was greater than 0.05 ($\alpha = 5\%$), so it can be concluded that the residuals of the two regression models were normally distributed. Thus the normality assumption has been fulfilled and continued to the next assumption test.

2. Multicollinearity Test

Multicollinearity is a condition where among the independent variables in the regression model there is a high correlation or correlation. A good regression model is one that does not contain multicollinearity. To detect the presence or absence of multicollinearity, the Variance Inflation Factor (VIF) is used, if the tolerance value >0.10 or VIF value < 10 , then there is no multicollinearity between the independent variables in the regression model. The following are the values of tolerance and VIF in the two regression models in this study:

Table 9. The Result Testing of Multicollinearity

Regression	Independent Variable	Tolerance	VIF	Information
The Effect of X_1 and X_2 on Z	Work Competency (X_1)	0,805	1,243	Non-Multicollinearity
	Workload (X_2)	0,805	1,243	Non-Multicollinearity
The Effect of X_1 , X_2 and Z on Y	Work Competency (X_1)	0,730	1,370	Non-Multicollinearity
	Workload (X_2)	0,541	1,850	Non-Multicollinearity
	Compensation (Z)	0,505	1,981	Non-Multicollinearity

(Source: Primary Data, 2020)

Based on table 9 it can be seen that the tolerance value of each independent variable in the two regression models is above 0.10, as well as the VIF values are all below 10, so it can be

concluded that both regression models are free from multicollinearity or in other words the assumption of non-multicollinearity has been fulfilled.

3. Heteroscedasticity Test

Heteroscedasticity test is used to test whether or not the variance between residual observations with one another. If the residual variant is not homogeneous, then heteroscedasticity occurs. A good regression model does not contain heteroscedasticity, in other words, the residual variant must be homogeneous. Detection of the presence or absence of heteroscedasticity is done by the spearman test method which correlates the independent variables to the absolute residual value. If the spearman test produces a significance value > 0.05 ($\alpha = 5\%$), then concluded in the regression model does not occur heteroscedasticity. Here are the results of the heteroscedasticity test:

Table 10. The Result Testing of Heteroscedasticity

Regression	Independent Variable	Significancy	Information
The Effect of X ₁ and X ₂ on Z	Work Competency (X ₁)	0,911	Non- Heteroscedasticity
	Workload (X ₂)	0,396	Non- Heteroscedasticity
The Effect of X ₁ , X ₂ and Z on Y	Work Competency (X ₁)	0,453	Non- Heteroscedasticity
	Workload (X ₂)	0,433	Non- Heteroscedasticity
	Compensation (Z)	0,492	Non- Heteroscedasticity

(Source: Primary Data, 2020)

Based on table 10 above, it is known that the spearman test produces significant values for each independent variable in both regression models whose values are greater than 0.05 ($\alpha = 5\%$), so it is concluded that there is no heteroscedasticity in the regression model. Thus the assumption of non- heteroscedasticity has been fulfilled.

4. Autocorrelation Test

Autocorrelation shows that in a linear regression model there are confounding errors in the period with errors in the previous time period. A good regression model is free from autocorrelation. Detection of the presence or absence of autocorrelation can be done using the Durbin-Watson test (DW-test). An observation is said to not occur autocorrelation if the value of Durbin-Watson $dU < dw < 4-dU$. Following are the Durbin-Watson values generated from the regression model:

Table 11. Value of Durbin-Watson

Tahap	du	DW	4-du	Keterangan
Pengaruh X_1 dan X_2 Terhadap Z	1,76	2,14	2,24	Non Autokorelasi
Pengaruh X_1 , X_2 dan Z Terhadap Y	1,74	2,13	2,26	Non Autokorelasi

(Source: Primary Data, 2020)

Based on table 11 it is known that each Durbin-Watson (DW) value is in the Du and 4-Du intervals. So that the results indicate no autocorrelation in the two regression models or the assumption of free autocorrelation in both regression models has been fulfilled.

ANALYSIS FINDINGS

The Results of Analysis Findings on the Effects of Work Competency and Workload on Compensation

The findings of the analysis of the effect of work competency (X_1) and workload (X_2) on compensation (Z) produce the path coefficient and the significance value of t is listed in the following table:

Table 12. The Findings of the Analysis of the Effect of Work Competency (X_1) and Workload (X_2) on Compensation (Z)

Model	Path Coefficient	t-count	Sig.	Information
Work Competency (X_1)	0,201	3,498	0,001	Significant
Workload (X_2)	0,466	7,622	0,000	Significant
R-Square = 0,495				

(Source: Primary Data, 2020)

Testing the effect of work competence on compensation produces a t-count of 3.498 with a significance value of 0.001 less than 0.05 ($\alpha = 5\%$), it is concluded that work competence has a significant effect on compensation for Civil Servants in the Regional Civil Service Agency of East Java Province. The path coefficient value of the influence of work competence on compensation by 0.201 indicates that work competence has a direction of positive influence on compensation for Civil Servants in the Regional Civil Service Agency of East Java Province and the positive effect is significant. This means that increasing work competence will significantly increase compensation for the Civil Servants in the Regional Civil Service Agency of East Java Province.

Testing the effect of workload on compensation produces a t-count of 7.662 with a significance value of 0,000 less than 0.05 ($\alpha = 5\%$), it is concluded that the workload has a significant effect on compensation for Civil Servants in the Regional Civil Service Agency of East Java Province. The path coefficient value of the influence of workload on compensation of

0.466 shows that workload has a positive direction of influence on compensation for Civil Servants in the Regional Civil Service Agency of East Java Province and the positive effect is significant. This means that the increased workload will increase the compensation received by the Civil Servants in the Regional Civil Service Agency of East Java Province significantly.

The R-Square value generated from lane 1 is 0.495, indicating that changes in compensation to Civil Servants in the Regional Civil Service Agency of East Java Province are influenced by work competence and workload by 49.5%, the remaining 50.5% is influenced by other factors in addition to work competence and workload.

The Results of Analysis Findings on the Effects of Work Competency and Workload on Organizational Commitment Through Compensation

The findings of the analysis of the effect of work competence (X_1) and workload (X_2) on organizational commitment (Y) through compensation (Z) produce path coefficients and significance values t are listed in the following table:

Table 13. The Findings of the Analysis of the Effect of Work Competency (X_1) and Workload (X_2) on Organizational Commitment (Y) Through Compensation (Z)

Model	Path Coefficient	t-count	Sig.	Information
Work Competency (X_1)	0,209	4,820	0,000	Significant
Workload (X_2)	0,157	2,940	0,009	Significant
Compensation (Z)	0,174	2,639	0,004	Significant
R-Square = 0,509				

(Source: Primary Data, 2020)

Testing the effect of work competence on organizational commitment produces t -count of 4,820 with a significance value of 0,000 less than 0.05 ($\alpha = 5\%$), it is concluded that work competence has a significant effect on organizational commitment on Civil Servants in the Regional Civil Service Agency of East Java Province. The path coefficient value of the influence of work competence on organizational commitment of 0.209 indicates that work competence has a direction of positive influence on organizational commitment of Civil Servants in the Regional Civil Service Agency of East Java Province and the positive effect is significant. This means that increasing work competence will significantly increase the organizational commitment of Civil Servants in the Regional Civil Service Agency of East Java Province.

Testing the effect of workload on organizational commitment produces a t -count of 2.940 with a significance value of 0.009 less than 0.05 ($\alpha = 5\%$), it is concluded that workload has a significant effect on organizational commitment of Civil Servants in the Regional Civil Service

Agency of East Java Province. The path coefficient value of the influence of workload on organizational commitment of 0.157 indicates that workload has a direction of positive influence on organizational commitment of Civil Servants in the Regional Civil Service Agency of East Java Province and the positive effect is significant. This means an increase in workload, will significantly increase the organizational commitment of Civil Servants in the Regional Civil Service Agency of East Java Province. Testing the effect of compensation on organizational commitment results in a t-count of 2.639 with a significance value of 0.004 less than 0.05 ($\alpha = 5\%$), so it is concluded that compensation has a significant effect on organizational commitment on Civil Servants in the Regional Civil Service Agency of East Java Province. The path coefficient value of the effect of compensation on organizational commitment of 0.174 indicates that compensation has a direction of positive influence on organizational commitment of Civil Servants in the Regional Civil Service Agency of East Java Province and the positive effect is significant. This means that increased compensation will significantly increase the organizational commitment of Civil Servants in the Regional Civil Service Agency of East Java Province.

The R-Square value generated from lane 2 is 0.509 showing that changes in organizational commitment to Civil Servants in the Regional Civil Service Agency of East Java Province are influenced by work competency, workload, and compensation by 50.9%, the remaining 49.1% is influenced by other factors besides work competency, workload, and compensation. Based on the results of the analysis in path 1 and path 2 can be made a path diagram as follows:

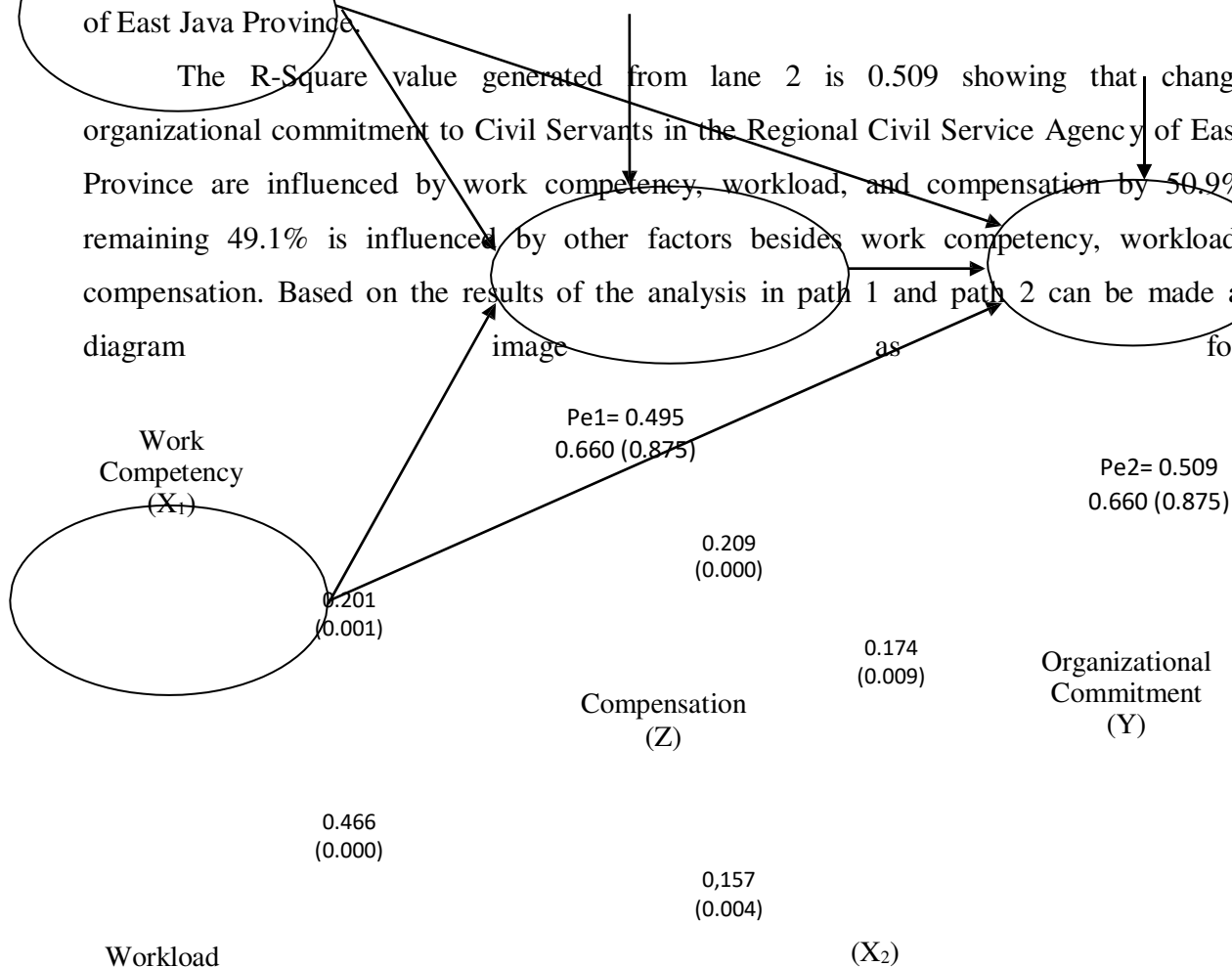


Figure 3. Path Diagram as The Finding Result
(Source: Primary Data, 2020)

From the path diagram above, it is known that the amount of error in each effect of the independent variable on the dependent variable obtained through calculations as follows:

$$Pe_1 = (1-0,495)^{0.5} = 0,711$$

$$Pe_2 = (1-0,509)^{0.5} = 0,701$$

Based on these results the model validity can be calculated through the total determination coefficient as follows:

$Rm^2 = 1 - P_{e1}^2 P_{e2}^2$ $Rm^2 = 1 - (0,711^2 \times 0,701^2)$ $Rm^2 = 0,752$

The total determination coefficient value of 0.752 shows that 75.2% of the information contained in the research data can be explained by the model, while the remaining 24.8% is explained by errors or other variables not used in the model.

Hypothesis test

Based on the results of the analysis that has been done, a summary of the direct and indirect effects can be made as follows:

Table 14. Direct Effect Value

Direct Effect	Direction Effect	Effect Value
Work Competency (X ₁) ⇒ Compensation (Z)	Positive	0,201
Workload (X ₂) ⇒ Compensation (Z)	Positive	0,466
Work Competency (X ₁) ⇒ Organizational Commitment (Y)	Positive	0,209
Workload (X ₂) ⇒ Organizational Commitment (Y)	Positive	0,157
Compensation (Z) ⇒ Organizational Commitment (Y)	Positive	0,174

(Source: Primary Data, 2020)

Based on table 14 shows that the effect of work competency (X₁) on compensation (Z) is significant, with a large effect of 0.201. Based on these results the first hypothesis of the study which suggests that there is an influence of work competency (X₁) on compensation (Z) of Civil Servants in the Regional Civil Service Agency of East Java Province is proven. The effect of workload (X₂) on compensation (Z) is significant, with a large influence of 0.466. Based on these results the second hypothesis of the study which suspects there is an influence of workload (X₂) on compensation (Z) of Civil Servants in the Regional Civil Service Agency of East Java Province is proven.

The effect of work competency (X₁) on organizational commitment (Y) is significant, with a large effect of 0.209. Based on these results the third hypothesis of the study which suggests that there is an influence of work competency (X₁) on organizational commitment (Y) of Civil Servants in the Regional Civil Service

Agency in the East Java Province is proven. The effect of workload (X_2) on organizational commitment (Y) is significant, with a large effect of 0.157. Based on these results the fourth hypothesis of a study that suggests there is an influence of workload (X_2) on organizational commitment (Y) of Civil Servants in the Regional Civil Service Agency in the East Java Province is proven.

The effect of compensation (Z) on organizational commitment (Y) is significant, with a large effect of 0.174. Based on these results the fifth hypothesis of the study which suggests the influence of compensation (Z) on organizational commitment (Y) on Civil Servants in the Regional Civil Service Agency of East Java Province is proven. As the following table:

Table 15. Undirect Effect Value

Undirect Effect	Direction Effect	Effect Value
Work Competency (X_1) \Rightarrow Compensation (Z) \Rightarrow Organizational Commitment (Y)	Positive	0,201 x 0,174 = 0,034
Workload (X_2) \Rightarrow Compensation (Z) \Rightarrow Organizational Commitment (Y)	Positive	0,466 x 0.157 = 0,073

(Source: Primary Data, 2020)

A variable Z can be said to be a mediating variable if it meets the following conditions: 1.) The effect of X on Z must be significant; 2.) The effect of Z on Y must be significant. It is known that the effect of work competency (X_1) on compensation (Z) is significant, the effect of compensation (Z) on organizational commitment (Y) is significant, then conditions 1 and 2 have been fulfilled. Thus compensation (Z) is a variable that intervenes or partially mediates the effect of work competency (X_1) on organizational commitment (Y) of Civil Servants in the Regional Civil Service Agency of East Java Province.

It is known that the effect of workload (X_2) on compensation (Z) is significant, the effect of compensation (Z) on organizational commitment (Y) is significant, then conditions 1 and 2 have been fulfilled. Thus compensation (Z) is a variable that intervenes or partially mediates the effect of workload (X_2) on organizational commitment (Y) of Civil Servants in the Regional Civil Service Agency of East Java Province.

CONCLUSION

The results of this study conclude several things related to Civil Servants in the Regional

Civil Service Agency of East Java Province, including the following: *First*, work competency has a significant effect on compensation. It also shows that work competency has a positive effect on organizational commitment and means that increasing work competency will increase compensation. *Second*, workload has a significant effect on compensation. It also shows that workload has a positive effect on compensation and means an increase in workload, will increase compensation. *Third*, work competency has a significant effect on organizational commitment. It also shows that work competency has a direct positive effect on organizational commitment and means an increase in work competence, will increase organizational commitment.

Fourth, workload has a significant effect on organizational commitment. It also shows that workload has a direct positive effect on organizational commitment and means an increase in workload, will increase organizational commitment. *Fifth*, compensation has a significant effect on organizational commitment. It also shows that compensation has a positive effect on organizational commitment and means that increased compensation will increase organizational commitment. *Sixth*, compensation is a variable that mediates (as an intervening variable) to the effect of work competency and workload on organizational commitment simultaneously.

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