



THE INFLUENCE OF COMPETENCE, COMPENSATION, AND CAREER DEVELOPMENT ON THE PERFORMANCE OF COMPUTER ADMINISTRATOR EMPLOYEES AT THE AUDIT BOARD OF THE REPUBLIC OF INDONESIA (BPK RI)

Nazifah Husainah¹, Imam Muhtadin², Idhan Junhanna³

Universitas Muhammadiyah Jakarta, Jakarta, Indonesia

nazifah.husainah@umj.ac.id¹, imam.muhtadin@umj.ac.id², idhan.j@gmail.com³

KEYWORDS	ABSTRACT
competence, compensation, career development, employee performance	This research aims to determine the influence of competence, compensation, and career development on the performance of computer administrator employees at the Audit Board of The Republic of Indonesia (BPK RI). This research adopts a quantitative data approach. Then, the data will be processed and analyzed using mathematical calculation techniques or multiple linear regression model statistics using SPSS 25 software. The sample involved in this research is a saturated sample of 98 computer administrator employees. The results of the analysis will be described using descriptive and associative research methods, which will be used to test the hypothesis. The conclusions of this research show that (1) Competence has a positive and significant effect on the performance of computer administrator employees; (2) Compensation has a positive and insignificant effect on the performance of computer administrator employees; (3) Career development has a negative and insignificant effect on the performance of computer administrator employees; and (4) Competence, compensation, and career development have a positive and significant effect on the performance of computer administrator employees.

DOI:10.58860/ijsh.v3i1.145

Corresponding Author: Idhan Junhanna

Email: idhan.j@gmail.com

INTRODUCTION

Information Technology (IT) has a significant role in the current era of Industrial Revolution 4.0, so human resources with superior competencies are needed in this field (Darmaji et al., 2019; Ammirato et al., 2023). The government responded to this challenge by establishing a functional position that specializes in the field of ICT, namely the Functional Position for Computer Administrator (JFPK). Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Permenpan-RB) of the Republic of Indonesia number 32 of 2020 concerning Functional Positions of Computer Administrators explains that JFPK is a position that handles duties, responsibilities, authority, and rights to carry out computer-based IT system activities. Civil servants hold JFPK in accordance with certain competency requirements and standards according to regulations.

Human Resources Management (HR) is an important part that can help a company or organization achieve its goals (Vardarlier, 2016; Mahapatro, 2021). One part of HR management is employee performance, which can be used as a measure or benchmark for organizational success. Rivai (2016) states that performance is a real manifestation of the behavior of each individual, reflecting the achievement of employee work results according to their role within the company or organization so that employee performance will have an impact on the performance of the company or organization.

The Audit Board of the Republic of Indonesia (BPK RI) is a high state institution which received a mandate from the 1945 Constitution (UUD) to carry out audits of the management and responsibility of state finances response to the development of the Industrial Revolution 4.0 era by making IT the driving force in carrying out every business process and ensuring the security of information system data. Employee data for 2022 shows that the number of new Computer Administrator employees is 33.33% of the total requirement or formation. This causes BPK RI to face significant challenges in

achieving sustainable improvements in audit performance and IT-based organizational structures. Apart from the condition of the number of computer administrator employees, which is not yet ideal, the performance score of the work unit which has duties and functions related to managing the IT sector at BPK RI, namely the Information Technology Bureau (IT Bureau), tends to experience a downward trend in the last three years (2020 to 2022).

It is thought that the performance of computer administrator employees performance has not been optimal and is also influenced by career development variables. Currently, in the BPK RI environment, career development is not entirely based on individual employee performance. Indeed, employee performance values have been used as one of the considerations in the employee career development system but have not yet become the main consideration. This condition is not in accordance with Government Regulation Number 30 of 2019 concerning civil servant (PNS) Performance Assessment, which states that civil servant performance assessments are used as a reference in developing civil servant careers. Apart from that, there are potential obstacles to career development for computer administrator employees in the future due to the decreasing number of formations for higher-level positions. Based on the research by Sri Rahayuningsih (2017) with the title "The Influence of Competence, Compensation, and Career Development on Employee Performance (A Study at PT. Aquafarm Nusantara Semarang)," it is shown that career development has a positive and significant impact on employee performance at PT Aquafarm Nusantara Semarang.

It is thought that the performance of computer administrator employees performance has not been optimal, which is also influenced by compensation variables. There is a strategic issue raised in the strategic plan at the personnel management work unit level at BPK RI, namely the HR Bureau, regarding the condition of compensation currently received by employees, namely that the compensation in the form of performance allowances given does not take into account the individual performance of the employee. Based on PAN-RB Ministerial Regulation number 62 of 2011 concerning Guidelines for Structuring the Performance Allowance System for civil servants, it is possible to add and subtract performance allowances based on employee performance achievements. However, currently, BPK RI provides compensation in the form of performance allowances and has not fully considered the performance of existing employees. Apart from that, based on the existing information for performance allowances for computer administrator employees within the BPK RI, the amount is still below the provisions of Presidential Regulation of the Republic of Indonesia number 188 of 2014 concerning Employee Performance Allowances within BPK RI. This is consistent with the findings of the research conducted by Prima Salam, Abid Djazuli, and Choiriyah (2022) titled "The Influence of Compensation, Competence, and Work Environment on the Performance of Employees of the Health Department of South Sumatra Province," which indicates that compensation has a positive and significant relationship with employee performance. The higher the compensation received by employees, the higher the performance produced by the employees of the Health Department of South Sumatra Province.

The performance of computer administrator employees has not been optimal and is thought to be influenced by competence variables. Currently, the capacity of IT human resources at BPK RI who have Data Science competency does not yet meet the needs for utilizing Big Data Analytics and Business Intelligence to support BPK RI to become the center for state financial analysis. Apart from that, the technical education and training agenda in the field of information technology (IT) organized by the State Financial Audit Education and Training Agency (Bandiklat PKN) experienced a downward trend in the number of lesson hours from 2019 to 2021. The research results from "Sri Rahayuningsih (2017) with the title 'The Influence of Competence, Compensation, and Career Development on Employee Performance (A Study at PT. Aquafarm Nusantara Semarang)' show that competence has a positive and significant impact on the performance of employees at PT. Aquafarm Nusantara Semarang."

Based on the issues explained in the preceding paragraphs, the researcher is interested in conducting a research with the title "The Influence of Competence, Compensation, and Career Development on the Performance of Computer Administrator Employees at the Audit Board of The Republic of Indonesia (BPK RI)."

Performance

Performance includes work achievements achieved by individuals or groups in a company in line with their responsibilities and authority and in accordance with efforts to achieve company targets by legal means, without committing illegal acts, and without conflicting with ethics and morals (Afandi, 2018). A similar opinion was expressed by Rivai (2016) that performance is a real manifestation of the behavior of each individual, reflecting the achievement of employee work results according to their role within the company or organization. Therefore, it can be said that employee performance will influence the performance of the company or organization. The government issued the Republic of Indonesia Government Regulation Number 30 of 2019, or PP no.30/2019, concerning the Performance Evaluation of Civil servants (Cahyarini & Samsara, 2021). According to PP no.30/2019, the definition of civil servant performance is the work achievement obtained by each civil servant in an organization or unit in accordance with Employee Performance Targets (SKP) and Work Behavior (Government Regulations of the Republic of Indonesia, 2019). Furthermore, Employee Performance Targets is a performance plan and targets to be achieved within one year, while every behavior carried out or not carried out by civil servants based on legal regulations is referred to as Work Behavior.

Mathis and Jackson explain that the aspects that influence employee performance (Iresa et al., 2015) are:

1) Organizational support

This factor is related to organizations/companies that provide facilities in the form of management for their employees, equipment, development and training, and technology.

2) Hard work put in

These factors include attendance, work ethic, and motivation.

3) Individual abilities

These factors include personality, talent and aptitude factors.

The performance achieved by employees can be determined by assessing employee performance within a certain period of time. Mathis and Jackson argue that performance appraisal is an evaluation process to assess how well employees carry out their duties compared to the parameters and guidelines of the company or organization, which is then communicated to employees (Yohannes, 2017; Aliu, 2020). There are special regulations in PP no.30/2019 to assess the performance of civil servants (Siyoto & Wardani, 2023). These regulations state that evaluation of civil servant performance is carried out by referring to performance planning at the employee's personal level, as well as at the work unit or organization level (Government Regulations of the Republic of Indonesia, 2019). This assessment considers the achievement of results, achievement of targets, benefits generated, and behavior of civil servants.

According to PP regulation no.30/2019, the dimensions and indicators of civil servant performance are:

1) Employee Performance Targets

It is a performance plan and targets to be achieved within one year. Indicators include:

- a. Quality,
- b. Quantity,
- c. Cost,
- d. Time.

2) Work behavior

Is every behavior carried out or not carried out by civil servants based on legal regulations. Indicators include:

- a. Cooperation,
- b. work initiative,
- c. Commitment,
- d. Leadership,
- e. Service orientation.

Competence

Optimal performance for an employee is influenced by various factors, including their competence. Employees need to have adequate competence according to the scope of their work (Parashakti et al., 2020). According to Spencer and Spencer, as quoted by Edison et al. (2017), competence can be identified as a basic individual characteristic related to a cause-effect relationship or the impact of the best and most effective implementation on a particular job or situation. Furthermore, Mitrani's opinion quoted by (Busro, 2018) explains that competence includes a person's innate characteristics that can be predicted in various conditions and work tasks. Furthermore, in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia number 38 of 2017 or Permen PAN-RB no.38/2017 concerning Competency Standards for State Civil Apparatus (ASN), it is explained that civil servant competency standards include all skills, knowledge, and behavior that civil servant is needed to complete their responsibilities in the workplace (PAN RI, 2017).

PAN-RB Ministerial Decree no.38/2017 competency includes knowledge, skills, attitudes, and behavior that can be observed, measured, and developed, so the competency aspects of civil servant positions are the following (PAN RI, 2017) :

- a. Technical competency
This competency is related to the technical field of the position.
- b. Managerial competence
This competency is to help lead and manage an organization.
- c. Socio-cultural competence
This competency is to achieve work results in accordance with their role, function, and position. Each position holder must have experience interacting with diverse communities in terms of religion, ethnicity, culture, behavior, national insight, ethics, values, morals, emotions, and principles.

Several choices of methods/techniques can be used to measure these competencies. According to Sedarmayanti (2016), competency can be measured through the following methods:

- 1) Behavior-Event-Interview (BEI)
This interview method has been proven to accurately determine a person's abilities. The main principle of BEI is to collect comprehensive information about an employee's work history related to:
 - a. Concrete actions taken by employees in certain situations, not just potential actions that might be taken.
 - b. The thoughts and feelings experienced by employees in certain situations.
Through this approach, we can not only identify the existence of competence in a person but can also determine the exact level or level of competence. This information becomes the basis for applying competencies in various aspects of human resource management in an organization.
- 2) Test
Work sample tests, mental ability tests, and personality tests are types of tests to measure a person's abilities.
- 3) Assessment-Center
Employees are placed in a location for several days to participate in a series of activities, which are then assessed by assessors. Some activities generally carried out include mail basket exercises, pressure training exercises, interviews, presentations about vision, mission, and strategy, or group exercises without a leader.
- 4) Biodata
Work experience can show several abilities, such as achievement motivation, which can be seen from academic results, the ability to build relationships from the social activities in which one participates, or team leadership in the organizational activities that one leads.

5) Ratings

Leaders, peers, subordinates, customers, or specialists can assess ratings. Several assessment methods are often referred to as 360 assessments, including customer surveys, management style, organizational environment, and competency assessment questionnaires.

Regulation of the Secretary General of the Republic of Indonesia BPK Number 23 of 2022 concerning Descriptions, Specifications, and Maps of Functional Positions of Computer Administrators within the Financial Audit Agency states that job specifications in the form of dimensions and competency indicators that must be possessed by employees who hold functional positions of computer administrators (JFPK) include: as follows:

1) Rank and class, which includes:

- a. Rank is the lowest rank requirement to occupy certain positions in the JFPK.
- b. Space group is a requirement for the lowest space group to occupy certain positions at JFPK.

2) Education and Experience, which includes:

- a. Education is the lowest educational requirement to occupy certain positions at JFPK.
- b. Experience is the minimum experience requirement (in years) to occupy certain positions at JFPK.

3) Managerial Competencies, which include:

- a. Collaboration is the ability to form, maintain, and maintain productive working relationships, with a commitment to supporting each other in completing tasks and optimizing all resources to achieve the organization's strategic goals.
- b. Integrity means behaving consistently in accordance with organizational values, ethics, and standards; being honest with management, coworkers, direct reports, and stakeholders; creating an ethical work environment; and being responsible for the decisions or actions taken, as well as the risks accompanying them.
- c. Results orientation, namely the ability to maintain a high commitment to completing tasks, be reliable and responsible, and systematically identify risks and opportunities by paying attention to the relationship between planning and results.
- d. Communication is the ability to convey ideas and views clearly, systematically, and supported by logical arguments both orally and in writing; ensuring that people listen; and influencing, convincing, and encouraging others to achieve organizational goals.
- e. Self-development and other people's development is a skill to increase knowledge and hone personal skills. This involves inspiring others to develop and refine knowledge and skills relevant to employment and long-term career development. In addition, it also includes motivating people to have a willingness to learn throughout life and providing advice, feedback, and guidance to help others explore their potential.
- f. Public Service is the skill to carry out tasks and develop and manage government to meet public service needs in a professional and transparent manner. This is carried out in accordance with service standards that are objective, neutral, impartial, without discrimination, and not influenced by personal interests, groups, or political parties.
- g. Decision-making is the skill of making the right decision at the right time and with confidence after considering the precautionary principle. This involves making decisions systematically and thoroughly based on various information, solution options, and their consequences. Apart from that, individuals who have this ability are also responsible for the decisions they make.
- h. Managing change is the skill of adapting to new or changing situations without relying too much on old methods and processes. This involves taking action to support and implement change initiatives, leading change efforts, and taking personal responsibility for ensuring that change is implemented effectively.

4) Socio-Cultural Competency, which includes:

The bond of unity is the ability to increase attitudes of tolerance, openness and sensitivity towards individual or community differences. By uniting people in Indonesia's diversity and building socio-psychological relationships with them, we can become an extension of the government. This creates strong relationships not only between civil servant and stakeholders but also between the

stakeholders themselves. This involves maintaining, developing, and creating a sense of unity and oneness in living together as an Indonesian society, nation, and state.

5) Technical Competency, which includes:

Technical abilities in the field of Information and Communication Technology (ICT) at the position level at JFPK.

Compensation

Compensation is a form of return, both financial and non-financial, given by a company or organization to its employees in recognition of their contribution to the company or organization (Jaleta et al., 2019). Dessler (2017) explains that compensation includes payments given to employees and matters related to them. Meanwhile, Hasibuan (2012) explains compensation as all forms of income in the form of money and direct or indirect goods employees receive as a contribution to the company.

Edison et al. (2017) explain the aspects that influence compensation, namely:

1) Applicable payroll rate

The determination of salary/wage amounts is based on survey results regarding payroll systems used by various organizations for certain fields of work.

2) Union demand

Demand for wage and salary levels by trade unions greatly influences the size of wages and salaries.

3) Productivity

Organizations need a productive workforce to achieve organizational goals and objectives. If employees do not receive compensation commensurate with their work, they will likely not do their best work, which in turn leads to decreased productivity.

4) Company salary/wage standards

The company's salary/wage standards can be seen in the amount of salary received by employees. Apart from the basic salary, other components are considered in this policy, such as position allowances, family, child, health assistance, bonuses, transportation, and others.

5) Legislation

The government regulates employment elements and various aspects of employee life. This includes rules regarding working hours, minimum wages, overtime, and other aspects.

Regarding the type of compensation given to civil servants according to Law of the Republic of Indonesia number 5 of 2014 or Law no. 5/2014 concerning State Civil Apparatus (2014:15) in the form of salary, allowances, facilities, leave, pension security, old age security, protection, and competency development.

Providing compensation to employees has a number of objectives, one of which is to encourage employee motivation to continue to improve their performance to achieve company or organizational goals. According to Sedarmayanti (2016), the objectives of the compensation system include:

1) Rewarding Performance

Compensation is used as a form of reward for good performance.

2) Guarantee Justice

The compensation system is designed to ensure fairness in payments to each employee.

3) Retaining Employees

Through competitive compensation, organizations strive to retain talented and potential employees.

4) Obtaining Quality Employees

Compensation systems can help organizations attract and retain high-quality employees.

5) Controlling Costs

It is the goal to manage compensation costs efficiently and effectively.

6) Meet Regulations

The compensation system must comply with the applicable rules and regulations within the scope of employment.

Badriyah (2015) explains that there are several dimensions and indicators of compensation, namely:

1) Salary/wages

Salary/wages are a form of compensation given periodically to permanent employees with definite guarantees. Some indicators related to salary provision include:

- a. Salaries are paid on time.
- b. Salaries are paid fairly.
- c. Salaries are paid well.

2) Incentive.

Incentives are paid to employees who achieve or exceed performance standards. Incentives are intended to increase their motivation to work and increase productivity. Some indicators related to providing incentives are:

- a. Incentives are paid on time.
- b. Incentives are paid fairly.
- c. Incentives are well paid.

3) Bonus

Bonuses are given as appreciation for work results that exceed predetermined targets. Provided regularly as part of company profits. Some indicators related to giving bonuses involve the following:

- a. Bonuses are paid on time.
- b. Bonuses are paid fairly.
- c. Bonuses are paid well.

4) Allowance

Benefits such as health benefits, old age benefits, and compensation for illness, leave, and major holidays are forms of compensation that aim to provide comfort and security in the workplace. Several indicators related to the provision of benefits include:

- a. Providing accident benefits.
- b. Providing health benefits.
- c. Providing holiday allowances.

5) Facility

Activities that provide services to employees by providing necessities that make it easier for them to work are called facilities. Some indicators in providing facilities include:

- a. Complete work facilities.
- b. Decent work facilities

Career development

According to Andrew J. Dubrin, as quoted by Mangkunegara (2011), career development is an activity in the field of human resources that helps employees plan their future careers in the company. This career development aims to ensure that both the company and employees can achieve optimal self-development (Nahoda, 2020).

Aspects that influence career development are based on the explanation from (Siagian, 2012) below:

1) Fair treatment in career.

Career fairness can be achieved if promotion standards are based on rational, objective considerations and are widely known by employees.

2) Concern from superiors.

Most employees expect that their superiors are directly involved in their career planning.

3) Information related to job promotion opportunities.

Employees need information media regarding opportunities for promotion, especially if the vacancies are filled through a competitive internal selection process.

4) Desire to be promoted.

A flexible and proactive approach to fostering employee desire for career development is a flexible approach.

5) Level of satisfaction.

Most people want to achieve development and progress in their careers, but the measurements of this success vary. The measure of success in this context does not always have to be achieving a high position in the organization. In reality, satisfaction can mean reaching a certain level in a career, realizing that this achievement is already the maximum result, and that further effort may be unrealistic or unattainable.

Career development is necessary because it has certain goals; according to Muhammad Busro (2018), the goals of career development are as follows:

- 1) Analyzing a person's abilities and interests to match the needs of the organization.
- 2) Develop yourself to improve your abilities in accordance with organizational needs, both in profit and non-profit environments.
- 3) Provide opportunities for employees to fill important positions in the organizational structure.

Career development in an organization or company has a cycle or stages; according to Fatahullah (2018), the stages of career development are:

1) Early stage.

The initial stage, often referred to as early career, emphasizes attention to ensuring basic needs are met during the initial period of work.

2) Advanced Stage.

The advanced stage marks a reduced focus on ensuring security but still emphasizes self-esteem, liberation, and achievement.

3) Maintenance Stage.

The maintenance stage involves a person's efforts to maintain the benefits of success that have been obtained from work in the past.

4) Retirement Stage.

The retirement stage is when a person has passed a predetermined productive period.

Several dimensions and indicators are used as references in assessing career development within an organization or company. Busro (2018) explains that there are three dimensions of career development, namely:

1) Clarity about careers.

Assessed by indicators:

- a. Clear job promotion.
- b. Opportunity to become a leader.
- c. Opportunity to occupy a position in the organizational structure.

2) Self-development opportunities.

Assessed by indicators:

- a. Ease of participating in training.
- b. Ease of continuing higher level education.
- c. Ease of participating in seminars.
- d. Ease of taking part in courses related to skill certification.

3) Improved performance quality.

Assessed by indicators:

- a. Increased discipline.
- b. Loyalty.
- c. Employee motivation increases.

The performance of computer administrator employees has not been optimal and is thought to be influenced by competency variables. Currently, the capacity of IT human resources at BPK RI who have Data Science competency does not yet meet the needs for utilizing Big Data Analytics and Business Intelligence to support BPK RI to become the center for state financial analysis. Apart from that, the technical education and training agenda in the field of information technology (IT) organized by the State Financial Audit Education and Training Agency (Bandiklat PKN) experienced a downward trend in the number of lesson hours from 2019 to 2021.

METHOD

In the context of this research, researchers will adopt a quantitative data approach, where data processing and analysis involve mathematical or statistical calculation techniques that will be applied to a particular sample or population. The results of the analysis will be described using descriptive and associative research methods, which will be used in hypothesis testing. The sampling technique used in this research is saturation sampling, where the population consisting of 98 computer administrator employees is taken as the research sample. The Likert scale is used to measure each variable in social research, and it is utilized in assessing respondents' attitudes, opinions, or perceptions toward a statement or event. This study has specifically defined the variables that will be measured by the researcher. Each item in the instrument using the Likert scale has a range of gradation from very positive to very negative or is in the form of intervals on a scale from 1 to 5.

RESULTS AND DISCUSSION

Test Research Instruments

1) Validity test

Machali (2021) explains that validity is a measure that indicates the extent to which a measuring instrument is reliable and valid. Measuring instruments that have low validity show invalidity, while valid measuring instruments show a high level of validity. To test the validity of measuring instruments, the SPSS (Statistical Product and Service Solution) method can be used with the Correlate Bivariate method with the following principles that must be applied:

- **“VALID”** Instrument if the r_{count} value $>$ r_{table} or the p -value $<$ 0.05.
- **“INVALID”** Instrument if the value of r_{count} $<$ r_{table} or p -value $>$ 0.05.

It is known that the r_{table} value for $N = 98$ is 0.197, and the $r_{calculated}$ is obtained from data processing using the SPSS application. It was concluded that all questionnaire instruments for each variable were declared valid, because the value of r_{count} $>$ r_{table} (0.197).

2) Reliability Test

A research instrument is considered to have high reliability, according to Machali (2021), if the tests carried out by the instrument produce significant consistency or stability in measuring certain objectives. To measure the reliability of this instrument, analysis uses SPSS software with Cronbach's alpha method. The basis for making decisions regarding the reliability of the instrument is by comparing the Cronbach's alpha value on the output reliability statistics according to the following criteria:

- Instrument **“ Less Reliable”** if the value of Cronbach's alpha $<$ 0.7.
- **“ Reliable”** → Instrument if the Cronbach's alpha value is $>$ 0.7.

It was concluded that all questionnaire instruments or questions for each variable were declared reliable because Cronbach's alpha was $>$ 0.7.

Classic assumption test

1) Normality test

Normality tests are explained in Figure 1.

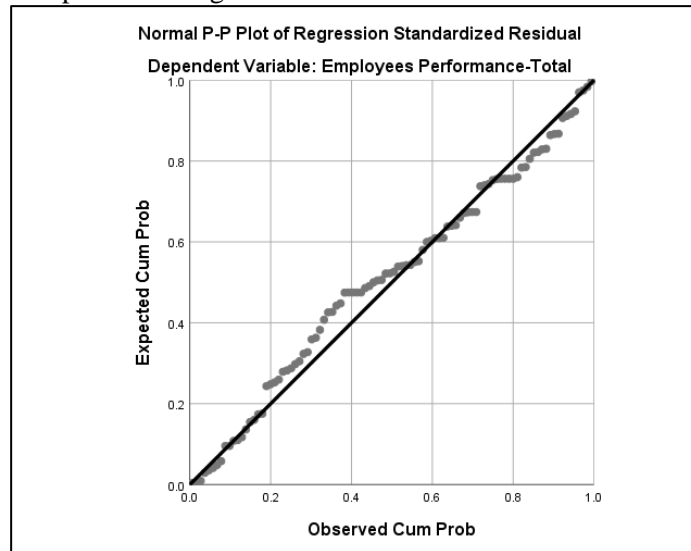


Figure 1. Normal PP Plot of Regression Standardized Residual Graph

Source: Results of primary data processing, 2023

As seen in Figure 1 above, the data points follow a diagonal line, so it can be concluded that the regression model is normally distributed.

2) Multicollinearity Test

The results of the multicollinearity test are explained in Figure 2

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.164	2.538		2.822	.006		
	Competence-Total	.397	.036	.757	10.952	.000	.896	1.116
	Compensation-Total	.064	.099	.051	.644	.521	.698	1.433
	Career Development-Total	-.002	.050	-.004	-.050	.961	.717	1.395

a. Dependent Variable: Employees Performance-Total

Figure 2. Coefficient Table

a. According to Figure 2, the tolerance values obtained for each independent variable are as follows:

- Competence (X1) : 0.896 > 0.1
- Compensation (X2) : 0.698 > 0.1
- Career Development (X3) : 0.717 > 0.1

for the three independent variables above, the tolerance value is greater (>) than 0.1.

b. Then, according to Figure 2, the VIF values obtained for each independent variable are as follows:

- Competence (X1) : 1.116 < 10
- Compensation (X2) : 1.433 < 10
- Career Development (X3) : 1.395 < 10

for the three independent variables above, the VIF value is smaller (<) than 10.

According to the results of points a) and b), it was concluded that the regression model did not experience symptoms of multicollinearity.

3) Heteroscedasticity Test

heteroscedasticity tests are explained in Figure 3.

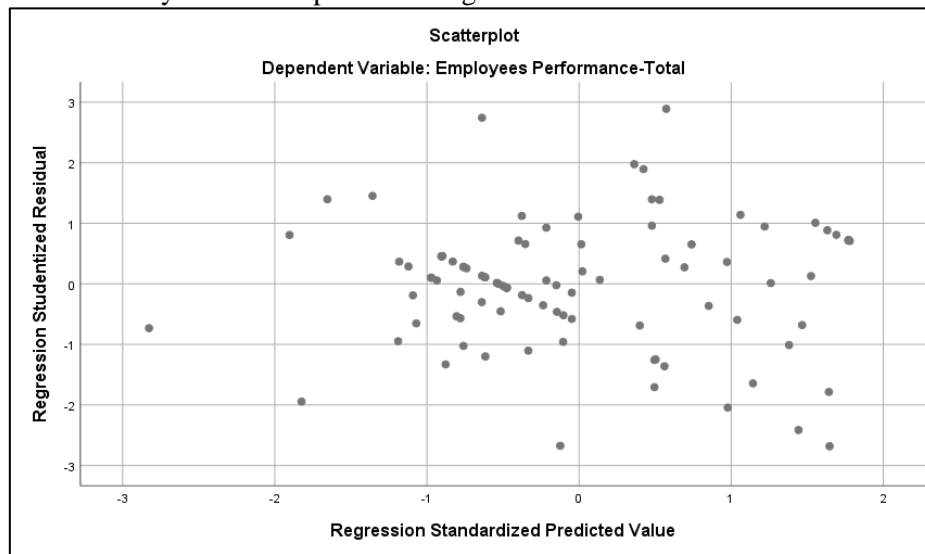


Figure 3. Scatter plot

Source: Results of primary data processing, 2023

According to Figure 3 above, the distribution of points in the scatterplot does not form a particular pattern, so it can be concluded that the regression model does not have symptoms of heteroscedasticity.

Data analysis method

a. t-test

The t-test results can be explained by referring to Figure 2 above, and the $t_{table\ value} = (0.05/2; 98-3-1) = (0.025; 94) = 1.98552$. Here are the results:

1) Competence Variable (X1)

- The significance value obtained is $0.000 < 0.050$; And
- calculated t value $(10.952) > t_{table} (1.98552)$.

So it can be concluded that the hypothesis H1 is accepted, this means that there is a partial influence of Competence (X1) on the dependent variable Employee Performance (Y).

2) Compensation Variable (X2)

- The significance value obtained was $0.521 > 0.050$, And
- calculated t value $(0.644) < t_{table} (1.98552)$.

So it can be concluded that the hypothesis H2 is rejected, this means that there is no partial influence of Compensation (X2) on the dependent variable Employee Performance (Y).

3) Career Development Variable (X3)

- The significance value obtained was $0.961 > 0.050$; And
- calculated t value $(-0.05) < t_{table} (1.98552)$.

So it can be concluded that hypothesis H3 is rejected, this means that there is no partial influence of Career Development (X3) on the dependent variable Employee Performance (Y).

b. F test

The f test results can be explained by referring to Figure 4 below, and the $f_{table\ value} = (3; 98-3) = (3; 95) = 2.70$. Here are the results:

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	749.204	3	249.735	46.466	.000 ^b
	Residual	505.204	94	5.375		
	Total	1254.408	97			

a. Dependent Variable: Employees Performance-Total
 b. Predictors: (Constant), Career Development-Total, Competence-Total, Compensation-Total

Figure 4. ANOVA table

Source: Results of primary data processing, 2023

The significance value obtained is $0.000 < 0.05$, and the calculated f value (46.466) $> f_{table}$ (2.70), it can be concluded that hypothesis H4 is accepted; this means that there is an influence of Competence (X1), Compensation (X2) and Career Development (X3) simultaneously on Employee Performance (Y).

c. Coefficient of Determination (R^2)

The results of calculating the Coefficient of Determination (R^2) refer to Figure 5.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.773 ^a	.597	.584	2.318	2.283

a. Predictors: (Constant), Career Development-Total, Competence-Total, Compensation-Total
 b. Dependent Variable: Employees Performance-Total

Figure 5. Model Summary Table

Source: Results of primary data processing, 2023

According to Figure 5 of the Summary Model Table, the R Square value is 0.597, meaning that the influence of the Competence (X1), Compensation (X2), and Career Development (X3) variables simultaneously or together on the Employee Performance variable (Y) has an influence of 59.7% and the remaining 40.3% is influenced by other variables not studied.

The results of previous testing and data analysis provide some information related to the research results and how each variable influences other variables. The following is a discussion of each variable:

The Influence of Competence on Employee Performance

The research results show that competence has a positive and significant effect on employee performance. This is known from the results of the t-test, namely the calculated t value (10.952) $> t_{table}$ (1.98552). The significance value obtained is $0.000 < 0.050$, and the regression coefficient value is 0.397. Competence is a variable that has a positive and significant influence on the performance of computer administrator employees at BPK RI, so management needs to pay attention to policy direction and aspects of competency development that computer administrator employees really need.

The Effect of Compensation on Employee Performance

The research results show that compensation has a positive and insignificant effect on employee performance. This is known from the results of the t-test, namely the calculated t value (0.644) $< t_{table}$ (1.98552) and, the significance value obtained is $0.521 > 0.050$, and the regression coefficient value is 0.064. Compensation is a variable that has a positive and insignificant effect on the performance of computer administrator employees at BPK RI. However, management needs to pay attention and ensure

that the determination of compensation values in the form of performance allowances for computer administrator employees at BPK RI must be in accordance with the regulations that have been established so that computer administrator employees can be motivated to further improve their performance.

The Influence of Career Development on Employee Performance

The research results show that career development has a negative and insignificant effect on employee performance. This is known from the results of the t-test, namely the $t_{\text{calculated}} \text{ value } (-0.05) < t_{\text{table}} (1.98552)$. The significance value obtained is $0.961 > 0.050$, and the regression coefficient value is -0.002 . Career development is a variable that has a negative and insignificant effect on the performance of computer administrator employees at BPK RI. This can be a concern for management, who must develop a structure and pattern of career development that is clearer and more attractive for the functional positions of computer administrator employees to achieve career development. Clear and interesting can improve the performance of computer administrator employees in the future.

The Influence of Competence, Compensation, and Career Development on Employee Performance

The research results show that competence, compensation and career development have a positive and significant effect on employee performance. This is known from the results of the f test, namely the $f_{\text{calculated}} \text{ value } (46.466) > f_{\text{table}} (2.70)$. The significance value obtained is $0.000 < 0.05$, and the coefficient of determination value is 0.597 . Competence, compensation, and career development are variables that have a positive and significant influence on the performance of computer administrator employees at BPK RI, with an influence value of 59.7%. These three variables can be used as basic aspects for management to make policies and decisions related to improving the performance of employees who hold functional positions in computer administration employees within the BPK RI.

CONCLUSION

The outcomes of the conducted data analysis and discussion have yielded various conclusions pertinent to this research, notably: 1) the positive and significant impact of competence on the performance of computer administrator employees, 2) the positive yet insignificant influence of compensation on the performance of computer administrator employees, 3) the negative and insignificant association between career development and the performance of computer administrator employees, and 4) the collectively positive and significant effects of competence, compensation, and career development on the performance of computer administrator employees. The author makes several suggestions for various parties, including (1) for future research related to the performance of computer administrator employees, it is recommended that they do not involve compensation variables| and |career development| as |free/independent |variable but involving variables| another is variable | motivation and job satisfaction which have not been studied for their influence on the performance of computer administrator employees in this research, and (2) for management to pay attention to policy directions and aspects of competency development that are needed by computer administrator employees so that their performance can increase.

REFERENCES

- Afandi, P. (2018). *Manajemen sumber daya manusia (Teori, konsep dan indikator)*. Riau: Zanafa Publishing, 3.
- Aliu, F. (2020). Satisfaction with performance appraisal system as a tool to enhance employee outcomes in banking sector organizations—evidence from Republic of Kosovo. *Journal of Human Resource Management*, 23(2), 72–84.
- Ammirato, S., Felicetti, A. M., Linzalone, R., Corvello, V., & Kumar, S. (2023). Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution. *Journal of Innovation & Knowledge*, 8(3), 100403.
- Badriyah, M. (2015). *Manajemen Sumber Daya Manusia*. Pustaka Setia.
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Prenada Media.
- Cahyarini, B. R., & Samsara, L. (2021). *Public Sector Responsiveness in the Strategic Environment*
-

- Change. 2nd International Conference on Administration Science 2020 (ICAS 2020), 212–216.
- Darmaji, D., Mustiningsih, M., & Arifin, I. (2019). Quality management education in the industrial revolution era 4.0 and society 5.0. 5th International Conference on Education and Technology (ICET 2019), 565–570.
- Dessler, G. (2017). *Manajemen Sumber Daya Manusia*, Edisi kesembilan. Indek Kelompok Gramedia.
- Edison, E., Yohny, A., & Imas, K. (2017). *Manajemen Sumber Daya Manusia*. Alfabeta.
- Fatahullah, J. (2018). *Manajemen Sumber Daya Manusia: Strategi Pengelolaan SDM Berkualitas Dan Berdaya Saing*. Cetakan Pertama Intrans Publishing, Wisma Kalimetro, Malang Jatim.
- Hasibuan, M. S. P. (2012). *Manajemen SDM*. Edisi Revisi, Cetakan Ke Tigabelas. Jakarta: Bumi Aksara.
- Iresa, A. R., Utami, H. N., & Prasetya, A. (2015). Pengaruh konflik kerja dan stres kerja terhadap komitmen organisasional dan kinerja karyawan (studi pada karyawan PT. Telekomunikasi Indonesia, Tbk Witel Malang). *Jurnal Administrasi Bisnis (JAB)*, 23(1).
- Jaleta, K. M., Kero, C. A., & Kumera, L. (2019). Effect of non-financial compensation on the employees' job performance: a case of jimma geneti worda health centers in horro guduru, Ethiopia. *International Journal of Commerce and Finance*, 5(2), 31–44.
- Machali, I. (2021). Metode penelitian kuantitatif (panduan praktis merencanakan, melaksanakan, dan analisis dalam penelitian kuantitatif).
- Mahapatro, B. (2021). *Human resource management*. New Age International (P) Ltd.
- Mangkunegara, A. A. A. P. (2011). *Manajemen sumber daya manusia perusahaan*.
- Nahoda, N. P. (2020). *Impacts of Career Development on Employees' Performance: A Case of TRA-Headquarters*. Mzumbe University.
- PAN RI. (2017). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 38 Tahun 2017 Tentang Standar Kompetensi Jabatan Aparatur Sipil Negara. In *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi*.
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). The influence of work environment and competence on motivation and its impact on employee performance in health sector. 3rd Asia Pacific International Conference of Management and Business Science (AICMBS 2019), 259–267.
- Peraturan Pemerintah Republik Indonesia. (2019). Peraturan Pemerintah Nomor 30 Tahun 2019 Tentang Penilaian Kinerja Pegawai Negeri Sipil. In *Kementerian Sekretariat Negara Republik Indonesia*. <https://peraturan.bpk.go.id/Home/Details/107573/pp-no-30-tahun-2019>
- Rivai, V. (2016). *Manajemen sumber daya manusia untuk perusahaan*.
- Sedarmayanti, H. (2016). *Manajemen sumber daya manusia; reformasi birokrasi dan manajemen pegawai negeri sipil*. Reflika Aditama.
- Siagian, S. P. (2012). *Manajemen sumber daya manusia*. Bumi aksara.
- Siyoto, S., & Wardani, R. (2023). Analysis Of The Midwife's Performance At Dr. Sayidiman Magetan After An Accredited Hospital. *Journal for Quality in Women's Health*, 6(2), 142–148.
- Vardarlier, P. (2016). Strategic approach to human resources management during crisis. *Procedia-Social and Behavioral Sciences*, 235, 463–472.
- Yohannes, T. (2017). *An Assessment Of Employees'performance Appraisal Practice: The Case Of Mugher Cement Factory*. St. Mary's University.
- Rahayuningsih, S. (2017). Pengaruh Kompetensi, Kompensasi Dan Pengembangan Karier Terhadap Kinerja Karyawan (Studi Pada PT. Aquafarm Nusantara Semarang).
- Salam, P., Djazuli, A., & Choiriyah, C. (2022). Pengaruh Kompensasi, Kompetensi dan Lingkungan Kerja terhadap Kinerja Pegawai Dinas Kesehatan Provinsi Sumatera Selatan. *Jurnal Nasional Manajemen Pemasaran & SDM*, 3(4), 177-196.



© 2024 by the authors. It was submitted for possible open-access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).