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Effect of the Working Environment, Competence, and Compensation on the Performance of Marketing Cooperative Employees in Abiansema, Badung District

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ABSTRACT: In every company, human resources have a dominant role in carrying out the company's operational activities in achieving their goals. To achieve company goals, cooperatives must be able to optimize the performance of their employees. The factors that are known to affect employee performance namely, the work environment, competence, and compensation. Therefore, this study aims to examine and explain the effect of the work environment, competence, and compensation on employee performance part marketing cooperatives at the Abiansema district of Badung Regency.

The study was conducted at a Cooperative in the Abiansema district of Badung Regency with a total population of 60 employees with the sampling technique used was saturated samples in which the total sample was the entire number of employees of 60 people. All data obtained from the results of questionnaires are feasible to use and analyze using descriptive statistical analysis and inferential statistical analysis.

The results showed that the work environment, competence, and compensation had a positive and significant effect on employee performance. Nevertheless, the results of the study also showed that the work environment had a dominant influence in improving employee performance part marketing cooperatives at the Abiansema district of Badung Regency.

KEYWORDS: *employee performance, work environment, competence, compensation*

I. INTRODUCTION

In facing the times that are full of various challenges, economic actors in both the business world and industry are moved to be the best. They must be able to compete by continuously improving, the effectiveness, efficiency, and performance of their company to maintain the survival of the company. In savings and loan cooperatives, companies measure employee performance based on the level of achievement of the amount of savings, deposits, and credit each month. Based on data obtained through sampling in the Abiansema sub-district, it is known that there is a decline in employee performance with an indication that the targeted amount of savings, deposits, and loans has not been achieved.

Based on the results of interviews with several employees at the cooperative in Abiansema, several factors become a problem including some workspaces that feel hot because the air conditioner is broken, employees feel that they are placed and given tasks that are not by their competence and compensation by the company, which employees feel unfair. To fix these problems, efforts can be made to pay attention to the condition of the work environment by providing better ones that can support the work of employees both physically and non-physically, assign tasks that are by the competencies of employees, and provide fair and proper compensation. By the work results of these employees, Sarwono (2005) states that the work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to perform optimally. The working environment is everything that is around the employee and can influence the task assigned to him (Nit isemit, 2010). In a clean, comfortable, and satisfying work environment, employees will feel comfortable and have more enthusiasm to work. A work environment that is satisfactory for company employees will motivate these employees to work as well as possible so that implementation within the company will run well (Ahyar i: 2007).

Based on the results of research conducted by Widyanata (2015) which shows that the work environment has a positive effect on employee performance. Research conducted by Leni Sriharmiati et al. (2018) found that the work environment has a positive and significant effect on employee performance. The results of research by Wijaya and Susanty (2017) show that the work environment has a positive and significant impact on employee performance. Research conducted by Triastuti et al. (2018) show that the work environment has a positive and significant effect on employee performance. The results of research conducted by Pratama and Wismar'ein (2018) show that the work environment has a positive and significant effect on employee performance. In contrast to the research results shown by Vertasari and Zunaidah (2014), which shows that the work environment has a negative but insignificant effect on employee performance. Therefore, research on the influence of the work environment on employee performance needs to be done again.

In addition to the work environment, in managing operational activities at the company, assigning tasks and jobs to employees must be adjusted to the competence of the employee so that employees do not feel burdened by the work given and will be motivated to improve their performance. Sedarmayanti (2009) argues that competence is a fundamental characteristic possessed by a person that has a direct influence on or can predict excellent performance. In line with what was conveyed by Sudarmanto (2009: 47) which defines competence as knowledge of skills, abilities, or individual personal characteristics that directly affect job performance. According to Mangkunegara (2009: 41), the competence of human resources is the competence that is related to knowledge, skills, and prudential characteristics that directly affect performance.

Based on Joune's (2015) research results, competence has a positive effect and significant to performance. This is different from the research results shown by Maizar's (2017) research which shows that competence has a negative but insignificant effect on employee performance. Therefore, research on the influence of competence on employee performance needs to be done again. In addition to competence, providing compensation to employees fairly and properly by the work results of employees can also improve employee performance. According to Panggabean (2002: 75) compensation is also called an award and can be defined as a form of reward given to subordinates as remuneration for the contribution they give to the organization. Compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company. (Hasibuan, 2012: 118).

The results of research conducted by Latief et al. (2018) show that compensation has a positive effect on employee performance. Research conducted by Putra et al. (2018) found that compensation has a positive but insignificant effect on employee performance. This is different from the results of research by Aromea (2016) which shows that compensation has a negative but insignificant effect on employee performance. Therefore, research on the effect of compensation on employee performance needs to be done again. Based on the explanation above, it can be said that there is a research gap regarding the influence of the work environment, competence, and compensation on employee performance. This study will retest and provide better information and fill existing research gaps on the effect of the work environment, competence, and compensation on employee performance.

II. LITERATURE REVIEW

Work Environment

Nitisemito (2010), which states that the work environment is something that is around workers and which affects them in carrying out assigned tasks. On the other hand, Schultz and Schultz (2006) provide an understanding of the work environment, which is a condition related to the characteristics of the workplace on the behavior and attitudes of employees where it is related to the occurrence of psychological changes due to things experienced in their work or certain circumstances. which organizations should continue to pay attention to which includes work boredom, monotonous work, and burnout. Previous research conducted by Widyanata (2015) showed that the work environment has a positive effect on employee performance. The same thing was also found in a study conducted by Sriharmiati et al. (2018) who found that the work environment has a positive and significant effect on employee performance. However, it is different from the research results shown by Vertasari and Zunaidah's (2014) research which shows that the work environment has a negative but not significant effect on employee performance.

Competence

The definition of competence according to Wibowo (2014: 271) is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. This is in line with what was conveyed by Mangkunegara (2009: 41) who stated that human resource competence is competence related to knowledge, skills, and personal characteristics that directly affect the performance of competencies, which are related to knowledge, skills, and personal characteristics. which directly affects its performance. by research conducted by Joune (2015) which shows that competence has a positive and significant effect on employee performance. However, this is different from the results of the research has shown by Maizar's (2017) study which shows that competence has a negative but insignificant effect on employee performance.

Compensation

Compensation is all types of rewards in the form of money given to employees properly and fairly for their services in achieving company goals (Edy Sutrisno, 2011: 187). According to (William B. Wearther and Keith Davis in Hasibuan, 2003: 119) "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". Another thing stated by Hasibuan (2012) states that compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company. Previous research conducted by Latief et al. (2018) which shows that compensation has a positive effect on employee performance. Kenelak et al. (2016) show that compensation has a positive and significant effect on employee performance. The same results are also shown from the results of research conducted by Riana et al. (2016) found that compensation has a positive and significant effect on employee performance. However, this is different from the results of research by Aromega (2016) which shows that compensation has a negative but insignificant effect on employee performance.

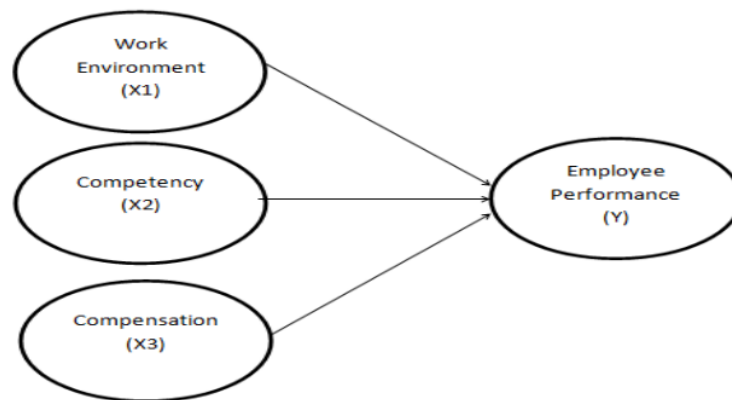
Employee Performance

According to Notoatmodjo (2009) performance is what a person can do by their duties and functions. Of the existing restrictions can be formulated that performance is the result of work that can be displayed or the job performance of an employee. Thus the performance of an employee can be measured from the results of work, the results of tasks, or the results of activities within a certain period. Rivai (2013), which states that performance is a real behavior that is displayed by everyone as work performance produced by employees by their role in the company. Employee performance is very important in the company's efforts to achieve its goals. In a company, the role of human resources is important to achieve optimal performance. Therefore, every employee is required to be able to show good performance. Human resource is one of the most important factors in a company in addition to other factors such as capital. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization (Hariandja, 2002). Several efforts can be made, namely by paying attention to the work environment, assigning tasks and jobs by employee competencies, and providing fair compensation according to employee work results.

Based on the above phenomena, it can be described the influence of the work environment, competence, and compensation on employee performance at the Marketing Section Cooperative in Abiansema District, Badung Regency in a conceptual framework model, as follows:

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Figure 1
Conceptual Framework



Based on Figure 1 above, the relationship between variables in this study can be explained, namely:

- The effect of the environment work on employee performance.
- The effect of competence on employee performance.
- The effect of compensation on employee performance.

Based on the background description, problem formulation, and explanation of studies. Theoretical as well as the results of previous research that have been stated previously, the following hypotheses can be formulated:

Hypothesis 1 (H1): The work environment has a positive effect on employee performance.

Hypothesis 2 (H2): The competence has a positive effect on employee performance.

Hypothesis 3 (H3): The compensation has a positive effect on performance employees.

IV. RESEARCH METHODS

This research was conducted at a savings and credit cooperative located in the district of Abiansema, Badung. The object of this study is the work environment, competencies, compensation, and employee performance in the District Cooperative Marketing Division Abiansema, Badung.

- Independent variables (exogenous) are work environment (X1), competence (X2), and compensation (X3).
- The dependent variable (endogenous) is employee performance (Y).

Definition aims to determine the nature of the variables to be studied so that they can be measured.

Table 1
Operational Variable

No	Variable	Indicator
1.	Work Environment (X1) (Nitisemito, 2010) and (Sedarmayanti, 2009)	1. Work atmosphere (X1.1) 2. Work facilities (X1.2) 3. Work relations between superiors and subordinates (X1.3) 4. Relationships with colleagues (X1.4)
2.	Competence (X2) (Sanjaya, 2009: 70) and (Wibowo, 2014: 283)	1. Knowledge (X2.1) 2. Understanding (X2.2) 3. Proficiency (X2.3) 4. Interests (X2.4) 5. Experience (X2.5)
3.	Compensation (X3) (Mondy, 2008) and (Umar, 2007: 16)	1. Salary (X3.1) 2. Incentives (X3.2) 3. Insurance (X3.3) 4. Promotion (X3.4)
4.	Employee Performance (Y) (Mangkunegara, 2013: 75) and (Robbins, 2012: 156)	1. Quality of work (Y1) 2. Quantity of work (Y2) 3. Cooperation (Y3) 4. Responsibility (Y4) 5. Achievement of targets (Y5)

Types of Data

- Quantitative data is data in the form of numbers so that the analysis uses quantitative analysis (Sugiyono, 2014). In this study, the data on the number of target attainments for savings, deposits, credit, and the results of the score answers to questions on the employees of the Marketing Division Cooperative in Abiansema District, Badung Regency.
- Qualitative data, namely data that is not in the form of a narrative or question (Sugiyono, 2014). In this research is the history and structure of the cooperative.

Data Sources

- Primary data is data that is collected and processed by an agency or individual directly from its object (Wirawan, 2002). In this study, the results of interviews with employees and questionnaires regarding the work environment, employee competence, compensation, and employee performance were distributed to respondents, namely employees of the Marketing Department Cooperative in Abiansema District, Badung Regency.
- Secondary data is obtained in a ready-made form, which has been collected and processed by other parties (Wirawan, 2002). In this study are company documents and literature that have a relationship with research.

Population in this study were 60 employees of the Marketing Section of the Cooperative in Abiansema District, Badung Regency. The sampling technique in this study was saturated samples (census). The number of samples in this study was the total number of employees at the Marketing Division Cooperative in Abiansema District, Badung Regency, as many as 60 people. Data collection methods in this study used are instruments in the form of questionnaires, which are distributed directly to respondents. The items used in the questionnaire are measured using five-level Likert scale, categorized as disagree = 1, disagree = 2, quite agree = 3, agree = 4, and definitely agree = 5

According to Sugiyono (2014), validity is the degree of accuracy between data that occurs on the object of research and data that can be reported by researchers. With the provisions of an instrument is said to be valid if the correlation coefficient Pearson Product Moment (r) > 0.3. According to Sugiyono (2014), the variable is said to be reliable if the value Cronbach's Alpha is more than 0.6. Furthermore, the data will be processed using multiple linear regression analysis techniques using the SPSS 24.00 for windows program. The analysis model of multiple regression in question is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots\dots\dots (1)$$

Information:

- Y = Performance (variable endogenous)
- α = Constanta (constant)
- $\beta_1, \beta_2, \beta_3$ = Regression coefficients of each variable
- X_1 = Working Environment (variable exogenous)
- X_2 = Competence (variable exogenous)
- X_3 = Compensation (variable exogenous)
- ε = Variable Error

V. RESULTS AND DISCUSSION

In this research, respondents consisted of 25 male respondents (41.67%) and 35 female respondents (58.33%). This shows that employees who are female have a greater proportion than employees who are male. Research respondents based on age characteristics can be explained that the most research respondents are the 31-40 years old category as many as 28 people (46.66%), followed by the 21-30 year age category as many as 16 people (26.67%), then the age level is 41 years and over are as many as 15 people (25%) and the lowest age level is the age category of 20 years and under as many as a person or (1.67%). This shows that the employees of the Marketing Division Cooperative in Abiansema District, Badung Regency are mostly at the age level of 31-40 years. Research respondents based on the most recent education were 18 people (30%) undergraduate level (S1), followed by 5 diploma (8.33%), followed by 34 in senior high school (56.67%), and the lowest level of education was junior high school as many as 3 people (5%). This shows that the employees of the Marketing Department Cooperative in Abiansema District, Badung Regency have more employees with high school/vocational education. Research respondents based on the characteristics of the length of work can be explained that the most research respondents are in the category of 6-13 years of work as many as 43 people (71.67%), and followed by the lowest category of the length of work, namely 1-5 years as many as 17 people (28.33%)) This shows that the employees of the Marketing Division Cooperative in Abiansema District, Badung Regency have worked more for 6-13 years.

a. Results of Multiple Linear Regression

Analysis This analysis is used to determine whether there is an influence between three independent variables, namely, work environment (X_1), competence (X_2), and compensation (X_3) on the dependent variable, namely, employee performance (Y). In conducting multiple linear regression tests, there is a classic assumption test that must be met first. The results of the classical assumption test can be described as follows:

- 1) Test Results of Classical Assumption
- 2) Assumption test used in this study includes the normality test, multicollinearity test, and heteroscedasticity which in detail can be explained in the following table:

Table 2
Recapitulation of Classical Assumption Test Results

Variable	Tolerance	VIF	Sig.
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Work Environment (X1)	0,778	1,285	0,134
Competence (X2)	0,974	1,027	0,797
Compensation(X 3)	0,767	1,304	0,305
Kolmogorov	0,766		
Smirnov-Z	0,601		
Asymp.Sig (2 tailed)			

Table 2 which presents the recapitulation of the classical assumption about the test normality, multicollinearity test, and heteroscedasticity test can be described as follows:

- The results of the normality test have a Kolmogorov Smirnov-Z value of 0.766 and the Asymp.Sig (2-tailed) coefficient is 0.601. Value Asymp.Sig .601 (2-tailed) is greater than the value of 0.05, which means data from the work environment variables (X1), competence (X2), and compensation (X3) normal distribution.
- The multicollinearity test results obtained that the value Tolerance for the work environment (X1), competence (X2), and compensation (X3) are greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10. So it can be concluded that there is no multicollinearity. between variables in the regression model.
- The results of the heteroscedasticity test which shows the significant value of the work environment variable (X1), competence (X2), and compensation (X3) is greater than 0.05, it can be concluded that the variable does not contain heteroscedasticity.

Based on the results of the tests carried out, the regression test results can be presented in Table 3 as follows:

Table 3
Recapitulation of
Multiple Linear Regression Test Results

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	b	Std. Error	Beta (β)		
Work Environment (X1)	0,838	0,171	0,482	4,900	0,000
Competency (X2)					
Compensation (X3)	0,379	0,121	0,276	3,139	0,003
	0,378	0,129	0,292	2,943	0,005
Adjusted R ²	0,556				
F-Value	25,619				
Sig.	0,000				
Constanta	-7,423				
Regression equation model	Y= -7,423 + 0,838 X1 + 0,379 X2 + 0,378 X3				

Based on Table 3 above about the recapitulation of multiple linear regression test results, it can be stated that the results of testing the suitability of the model use the coefficient Adjusted R² of 0.556 provides an indication that employee performance (Y) can be explained or predicted by the work environment (X1), competence (X2), and compensation (X3) by 55.6%, while the remaining 44.4% is influenced or predicted other variables that are not in the research model. This result is also confirmed in the table ANOVA where the

significant result is F count = 25.619 with a significance below 0.05 ($\text{Sig } F = 0.000$). Thus, the work environment (X1), competence (X2), and compensation (X3) have the meaning as predictors of employee performance (Y) with the regression equation obtained or it can be said that this model is feasible. Table 3 also explains the regression equation model obtained from the results test, namely, $Y = -7.423 + 0.838X1 + 0.379X2 + 0.378X3$. Based on the model the regression equation that has been described, it can be interpreted that the constant $a = -7.423$ which means that if the work environment (X1), competence (X2), and compensation (X3) are 0, then the employee performance (Y) is - 7,423. If the work environment (X1) is increased by one, then employee performance (Y) will increase by $b1 = 0.838$, which means that the work environment (X1) has a positive effect on performance employees (Y). If competency (X2) is increased by one, then employee performance (Y) will increase by $b2 = 0.379$, which means that competence (X2) has a positive effect on the performance employee (Y). If the compensation (X3) is increased by one, the employee's performance (Y) will increase by $b3 = 0.378$ which means that compensation (X3) has a positive effect on employee performance (Y).

In this study, three hypotheses can be presented based on the results of hypothesis testing in the following description:

a) The Effect of Work Environment (X1) on Employee Performance (Y)

To find out in more detail about the effect of the work environment (X1) on employee performance (Y), it can be seen from the value of the regression coefficient beta (b) of 0.838 and the t-count value of 4.900 with a significance value t-test of 0.000 less than 0.05, which means that the work environment has a positive and significant effect on employee performance so it can be said that H1 is accepted, which means an increase in the work environment will be followed by an increase in employee performance.

b) The Effect of Competence (X2) on Employee Performance (Y)

To find out in more detail the influence of competence (X2) on employee performance (Y), it can be seen from the regression coefficient beta (b) of 0.379 and the t-count value of 3.139. with a significance value t-test of 0.003 less than 0.05, which means that competence has a positive and significant effect on employee performance so that it can be said that H2 is accepted, which means increase incompetence will be followed by an increase in employee performance.

c) Effect of Compensation (X3) on Employee Performance (Y)

To find out in more detail the effect of compensation (X3) on employee performance (Y), it can be seen from the regression coefficient beta (b) of 0.378 and the t-count value of 2.943. with a significance value t-test of 0.005 less than 0.05, which means that compensation has a positive and significant effect on employee performance so that it can be said that H3 is accepted, which means an increase in compensation will be followed by an increase in employee performance.

Based on Table 3 above, it is known also that the work environment (X1) has a dominant influence, this is shown by the beta (β) value in the work environment (X1) of 0.482. Competence (X2) and compensation (X3) need be to considered because these two things also affect employee performance (Y).

VI. CONCLUSIONS

Based on the results of the analysis and discussion described in the previous chapter, it can be concluded:

- The work environment has a positive and significant effect on employee performance at the Marketing Division Cooperative in Abiansema District, Badung Regency. The work environment is a condition around employees, both physical and non-physical, which can affect the work process of employees, in this case, the work atmosphere, the availability of work facilities, a harmonious relationship with superiors and colleagues. Therefore, the work environment can encourage employees to work well to improve employee performance.
- Competence has a positive and significant effect on employee performance at the Marketing Section Cooperative in Abiansema District, Badung Regency. Competence is an ability possessed by employees that affect the process and results of their work, in this case, the knowledge and understanding of the tasks they have, the skills and interests of the employees, as well as the experiences of the employees. Therefore, employees who have better competencies will be able to improve employee performance.
- Compensation has a positive and significant effect on employee performance at the Marketing Section Cooperative in Abiansema District, Badung Regency. Compensation is remuneration provided by the company both financially and non-financially, in this case, the salary, incentives, and insurance provided by the company as well as the same promotion opportunities given to every employee. By increasing the compensation provided by the company, it will improve employee performance.

VII. SUGGESTIONS

Based on the test results, it is known that the work environment has a dominant role in the work environment in the work environment that needs to be considered is work facilities because based on the results of the research shows that work facilities have the highest average value, meaning that work facilities have a big

role in the work process of employees. It is expected that in the work environment, the company can provide better and supportive work facilities so that each employee can carry out and produce a better job. The work atmosphere, work relationships between superiors and subordinates, and relationships among colleagues need to be considered because these things also play a role in improving employee performance. The competency that needs to be considered is experienced because it is based on research results that the experience of employees plays a major role in the work process. It is expected that every employee can implement their work experiences so that they can produce better work results. Knowledge, understanding, skills, and interests need to be considered because these things also play a role in improving employee performance. The compensation that needs to be considered is insurance because the insurance provided by the company has a big role. It is hoped that the company will pay more attention to providing insurance to employees so that it can encourage employee morale to work better. Apart from that, the provision of salaries, incentives, and promotions also needs to be considered because these things also play a role in improving employee performance.

On employee performance that needs to be considered is cooperation because cooperation plays a major role in the process of working for employees. It is hoped that every employee will be able to increase cooperation to complete work and produce better work results. Besides, the quality of work results, quantity of work results, responsibilities, and target achievement also need to be considered because these things also play a role in improving employee performance.

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