

# The Effect of Compensation, Empowerment and Competency Toward Performance of Lecture In Wiralodra University of Indramayu

Sumardi Hr

Universitas Wiralodra Indramayu

<sup>1</sup>Sumardi.hr@unwir.ac.id

\*Corresponding Author

Whatsapp number:

**How to Cite** : Hr., S. (2019). The Effect of Compensation, Empowerment and Competency Toward Performance of Lecture In Wiralodra University of Indramayu.. *International Journal for Educational and Vocational Studies*, 1 (8), 838-847. DOI: <https://doi.org/10.29103/ijevs.v1i8.2270>

## ARTICLE HISTORY

**Received:** 12 September 2019

**Revised:** 26 October 2019

**Accepted:** 21 November 2019

## KEYWORDS

Compensation,  
Empowerment,  
Competence,  
Performance

## ABSTRACT

The performance of UNWIR lecturers has not been fully in line with the expectations. Achievement of lecturer performance at UNWIR is quite good category. This study aims to determine the effects resulting from compensation, empowerment and competence on the performance and compensation and empowerment on competence of UNWIR lecturers. The method used in this study is quantitative associative that 104 respondents of UNWIR lecturers are assigned. The data was collected by using performance appraisal instrument by chairman of UNWIR and lecturer response instrument relating to the compensation, empowerment and competence of UNWIR lecturer. Data processing were analyzed using path analysis by LISREL 9.30 software. The result showed that performance appraisal of lecturers of UNWIR by chairman of UNWIR is quite less / low category, response of lecturer on compensation received is sufficient, the empowerment done by UNWIR to the lecturer is enough and the competency assessment of each lecturer are respectively in the good category and overall there is a significant there is a relationship between compensation, empowerment and competence on performance and relationship between compensation and empowerment on competence.

*This is an open access article under the CC-BY-SA license.*



## 1. INTRODUCTION

Wiralodra University of Indramayu (UNWIR) is one of few universities in Indramayu, there are eight faculty of academic degree that consists of thirteen courses and one post graduated faculty. [1] thirty years had passed by UNWIR, since established in 1985, it is not a short time. But although it has been such a long time, UNWIR have not showed an amazing development. This is caused by a variety of factors as a barrier to the development of UNWIR, one of which is the performance of a lecturer. Lecturer is a professional educator and scientist with the main task of transforming, developing and disseminating science technology and arts through education, research and community service. The lecturer holds position as professionals at the level of higher education appointed in accordance of legislation. The role of a lecturer as professionals serves to enhance the dignity and the role of the lecturer as agents of learning, developing science technology and arts as well as serving the community by improving the quality of national education. Performance

of UNWIR lecturers indicated with lecturers doing less research and dedication to society, the lecturers are busy with jobs that are not related to their main roles and functions as well as the generally apathetic behaviour. This situation will later can badly affect the college survival. So that, it needs to be analyzed for the factors cause the onset of these problems. The above phenomena are a form of low performance behavior of the lecturers in UNWIR. In fact the quality of UNWIR is largely determined by the performance of the lecturers. Therefore the university management and foundation are required to pay more attention and understand everything that is desired by lecturers. With references issue that has been explained above, this become main reason of the importance of researching the low performance of UNWIR lecturers performance more thoroughly and comprehensive.

## 2. LITERATURE REVIEW

### 2.1 The Employees Performance

The performance is basically what the employees do and did not do. The performance of employees is affecting the amount of contribution they contribute to the organization, among others, including: quantity of output, quality of output, time period output, presence at work and their cooperation. These qualities confirm that there are five aspects that need to be performed by employees in performing main tasks and functions which consist of: 1) Employees contribute to the organization in the form of quantity output. 2) Employees contribute to the organization in the form of quality output. 3) Employees contribute to the organization in the form of time used. 4) Presence at the places of work. 5) Cooperative attitude between fellow employees and obedient toward leaders. According to Pace and Faule says that:

Performance a functional task related to the ability of somebody to finish their work, especially in the completion of the technical aspects of the work, handling interpersonal tasks with other members, including addressing conflict, time management, empowering others, work in a group and work independently. They stated that performance of employees has seven aspects to comprise: 1) the completion of tasks in the technical aspects. 2) Completing the work with fellow employees. 3) Resolving conflicts that occur between fellow employees. 4) Get the job done effectively. 5) Able to finish the job by empowering others. 6) Able to finish the work in a group. 7) Able to finish the work independently.

According to Colquitt, et al., stating Formal performance is described as the value of the set of employee behaviors that support, both positively and negatively in order to achieve organizational goals.

According to George and Jones, argued that Performance is the result of an assessment of a person's behavior, which is related to the determination of how well a person has done his job or done his job.

Based on these definitions, employee performance is the level of achievement or the execution of the duties of an employee in performing their duties and responsibilities as functional workers. This means that Performance is the result of a specific job function or activity for a period of time. From that understanding, there are three aspects that need to be understood by any leader of an organization, namely: 1) the clarity of tasks that are the responsibility of employees. 2) the clarity of the expected results by the organization and 3) time required to finish the job.

Based on the opinions of experts above, it can be synthesized that employee performance is the achievement of functional duties of employees during a certain period of time both in qualitative as well as quantitative, in accordance of their authority and responsibility, as motives and opportunities in order to realize the goals, objectives, vision and mission of the organization legally, does not violate the law and in accordance with the moral or ethical values. The indicators are: objectives, standards, feedback, means, motive, opportunity. As for performance indicators

according to Wibowo is: Goals; Standard; Feedback; The Tools or Means; Competence; Motives and Opportunities.

## 2.2 Compensation

Someone who working is contributing time, mind, and energy to the organization and as his achievements, the organization must provide a proper compensation or rewards for meeting the needs of self and family life of their employees. Compensation played an important role because in general the employees want the magnitude of the compensation given by the company in proportion to the workload, as it also expects to guarantees welfare for himself and his family while they were still active work and after they reach retirement. With a balanced compensation, employees' welfare will be fulfilled and expected employee will get job satisfaction so that the employee's performance will be high. With regard to that Ivancevich stated that: "Compensation is the Human Resources Management function that deals with every type of reward individuals receive in exchange for performing organization tasks". It means compensation in return from work that has been done by employees given by the company as form of recognition of the work done by employees.

It is also said by Milkovich that "Compensation is any income in the form of money, goods directly or indirectly received by employees in return for services rendered to the company". This statement have meaning that income in the form of money that employee received in return for services rendered on the company and all the income in the form of direct and indirect goods as rewards that employees received the services given to the employee.

Based on the opinions of experts above, it can be synthesized that compensation is the cons achievement from all forms of reward in the form of money, goods directly and indirectly promised will be received by an employee as retribution over perceived task in order to achieve goals, with indicators; salary, wages, incentives, direct goods and allowances. The indicators of compensation:

Direct income consists of: base salary (wages and salaries) and the income is not fixed (bonus, incentives, perks and daham option).

## 2.3 Empowerment

Empowerment of employees starting from the question "what can be achieved" by giving discretion to the employees to do planning and decision making over the work that became their responsibility. Employee empowerment is focused to the lowest-level employees in any organization. If in traditional organizations, employees are not accounted for in the division of power (power distribution), with employee empowerment, power thus dug out from inside of the employees.

According to Robbin as the placement of workers are responsible for what they do. While according to Greenberg and Baron states that: Empowerment is continuous between the state of workers who did not have

the power to consider how to work in a situation where workers have control fully over what they do and how to do it. The above opinions show; (a) planning of the work, (b) consider working the job, (c) the procedures for completing the work and (d) have any control over their own work.

According to Smith, empowerment means giving them a chance to show that they can give you a good idea and manifesting their skills and makes it into a reality. The opinions above have meaning; provides an opportunity to employees to pour their thoughts, provides an opportunity to employees to realize their idea into reality and provide an opportunity to employees to use the skills they have.

Empowerment is a process that distinguishes a greater autonomy to workers through exchanging relevant information and provision of observations over the factors that affect the profession. Opinion above have meanings which distinguishes the rights, authority, duties and responsibilities of each worker by means of exchanging information and factors that affect their working profession.

Empowerment in order to encourage and increase individuals to undertake personal responsibility over their efforts improves the way they carry out their jobs and contributed on the achievement of the goals of the organization. Opinion above has meaning an attempt to motivate the workers so that it is able to carry responsibilities, improve worker, responsibility, effort repair workers in carry out its work so that it is able to achieve the goal the organization.

Based on the opinions of experts above can be synthesized that employee empowerment is the giving of an opportunity to employees in an effort to improve their working ethos cooperatively, improving employees' abilities and skills in order to improve their ability to solve problems faced by giving trust to foster a sense of responsibility, with the indicator-indicator: each employee is appreciated for the thought-provoking contributions, employees are encouraged to provide thought-provoking contributions, employees have the awareness to complete his work, employees have a cooperative work culture, employees are responsible for his work.

As for the empowerment indicators according to Clutterbuck:

1. Each employee is valued to give private donations
2. Employees are encouraged to give private donations
3. Individual – the individual is always aware not only of what they're trying to achieve, but also why they try once achieving it and how it is aligned with corporate objectives.
4. The culture maybe well cooperative and aware of the goal-oriented attitude, not by blamed attitude.
5. Individuals have real willingness to assume personal responsibility over their own success, the success of the team in which they work and the Organization as a whole.

## 2.4 Competences

Competences derive from the word meaning skills, capabilities and authorities. Etymologically, competence is defined as the dimension of behavior skill or excellence leader or someone on staff that has the skill. Opinion above means that an employee must have a proficiency of employees in carrying out the task, the ability of employees to complete tasks, and skills of employees in completing his responsibilities.

Spencer and Spencer and Mitrani competency is defined as "an underlying characteristic's of an individual which is causally related to criterion-referenced or superior and effective performance in a job or situation ". [15] Underlying competencies means a part of of a person personality who is quite deep and relatively settled can predict behavior in a variety of situations and tasks. Casually related means that competence can cause or predict a person's behavior or performance.

Competence is the ability to execute or do a job or task that is based upon skills and knowledge as well as supported by the attitude of work required by the job. Thus the competency demonstrated skill or knowledge is characterized by prefosionalisme in a particular field as something that is paramount, as the pre-eminent that field. Opinion above means (1) the ability to carry out work that is grounded with a skill that is supported by the attitude of work to suit the job and (2) the ability to carry out work which is based on with the knowledge that is supported by the attitude of work to suit the job.

Competence is a fundamental characteristic of someone who lets them provide superior performance in a job, role or a particular situation. Skills are the things that people can do well; knowledge is a person knowledge about a topic. Social role is the demonstrated image of a person in advance of the public. Social role representing what people deem is important. Social roles reflect that person's values.

The aspects contained in the concept of competency as follows:

1. Knowledge. Namely, in the field of cognitive awareness.
2. Comprehension, i.e. the depth of the cognitive and affective, owned by individuals.
3. Skill is something that is owned by the individual to perform the task or the job that charged him.
4. Values which is a standard of behavior that had been believed to be psychologically and have fused in a person.
5. Attitude, feeling (happy, likes dislikes) or a reaction to a stimulus which is dating from the outside.
6. Interest, i.e. the tendency of a person to perform an act.

Based on the experts' opinions, it can be synthesized that the employee competency are characteristic of the knowledge, skills, competences and skills. Employee in performing the duties and responsibilities effectively characterized by quality improvement professional in an occupation, with indicators: characteristics of knowledge

belonging to employees, employee skill characteristics, carry out tasks effectively, responsibility responsibility, quality improvement professional.

Competence indicator:

1. The characteristics of individual knowledge
2. Characteristics of individual skills
3. Carry out tasks effectively
4. Individuals are responsible for effectively
5. Improvement of the quality of professional work

## 2.5 Previous Research

1. Research conducted by Lucia Feraro-Banta and Shirin Al Shaik in Bahrain with the auditing firm respondents 100 employees. This research using qualitative and quantitative methods, the results of this research are the compensation and benefits received by employees of the company audit in Bahrain, compensation and benefits is effectively influencing the performance of employees with average 0.41 entered in the classification currently, a summary of this research is: ' 1) The status of compensation and benefits in the Audit Firms are rated good. 2) Compensation and benefits is an effective tool in measuring the performance of employees in the Audit Firms. 3) There is considerable relationship between the status and the level of effectiveness of compensation and benefits on the performance of employees in Audit firms." [18] In the above variable compensation research merges with benefit and analisis of the correlation is done indirectly from variable compensation and performance benefits, but the correlation analysis was conducted of each indicator of compensation and benefits consisting of remunisasi, allowances, promotions and incentives. Whereas, in the study of variable compensation independently and correlation analysis was performed is not perindikator. The above equation of of research with the research is equally analyzing the effect of compensation on performance.
2. The study carried out by Rajalingam Yasothai et.al., across from the Prai, Penang by the number of respondents to 200 employees. This research using quantitative methods, the results of this research and stating that: "employee empowerment does influence their performance and such influence can be mediated with appraisal in an organization. Therefore, it is very important for each and every organization to enhance their empowerment activity and a good performance appraisal to increase the level of employee performance." [19] This research proves that empowerment effect on the performance of the employee, the employee's performance again more assertive can be improved by increasing the empowerment of employees. Each employee would certainly want to be recognized and valued begiu anyway in terms of thinking and contribute their opinions for the development and advancement of the institution. If this happens then the awareness and responsibility of employees in carrying out the duties will be increased so that little lot will affect the performance of the employees. Knowledge and skills of employees will be reflected in the implementation of the duties and responsibilities of improvements, if this is the case by itself would increase the employee's professional qualities so it will affect the performance of the employees. Research conducted by Megan Lotunani et.al., in the reign of Kendari, South East Sulawesi with number of pupolasi 152 employees, States that: "The result of the research reveals that to improve civil servants performance and satisfaction, they must have good competence and commitment. And the civil servants must be given reward to improve their quality and professionalism. " [20] the Penilitian proves that competence to performance even with the unequivocal mention for improving performance of employees should start with how to develop and improve the competence of employees.
3. Research conducted by Karthik namasivayam, et. al., which aims to examine the role of psychological empowerment and job satisfaction in the relationship between empowerment and customer satisfaction and organizational commitment. In this research that became the sample of the research were 238 employees from 40 restaurants. The method used is the peneitian method of the kuantitati research with SEM data analysis technique. The results of SEM showed that the presence of the influence of psychological empowerment employee against employee job satisfaction with value path analysis of 0.53. The difference between the above research with the research that will be implemented is the aspect of the site, the number of population, sample and background profession respondents research, the methods used in this research is quantitative with the associative method LISREL 9.30 Student software help to analyze the data. Parallels between the above researches with the research that will be done are the same – the same time analyzes the effect of empowerment against the job satisfaction of employees.
4. Research conducted by Andi Syahrur, Ida Aju Brahmasari and Riyadi Nugroho aims to analyse the influence of competency, organizational culture and organizational climate against organizational commitment, job satisfaction and performance of employees in the scope of Makassar City Government. The population used in this research is government employees who occupied the town of Makassar Echelon 2.3 and 4 with a total of 453 employees Together and the number of samples used is 298 employees Together. This research uses the SEM as analytical techniques data used. The results of this



research are to have a positive influence and competence significantly to organizational commitment, job satisfaction and employee performance to the value path analysis of 0313. The difference in the above research with the research that will be done is place of population, sample, methods and techniques of data analysis used. Parallels between this research with the research that will be done is equally analyse the influence of competencies against job satisfaction.

### 3 METHODS

The research method used was assosiatif quantitative methods. Because the free variables with variable between bound there are variable between (intervening), then the data analysis techniques using path analysis (Path Analysis). This research is using statistical

calculation by MS-EXCEL and LISREL 9.30 STUDENT Software.

This research involves five variables, four variables can act as a free variable, and one variable as variable. The variable compensation (X1), lecturer empowerment (X2), is an exogenous variable, while competence of the lecturers (X3) can act as exogenous variable or endogenous depends on the structure of the path or anything to do performance lecturer (Y) Act as endogenous variable. The proposed relationship structure model included into the recursive model completely, because endogenous variables influenced by variables earlier in the causal sequence. Exogenous variables are the variables that can only act as free variables; While the variable is a variable that can be endogenous as variables bound at least, relies on a free variable. Constellation research path analysis (path) is described as the following Figure 1.

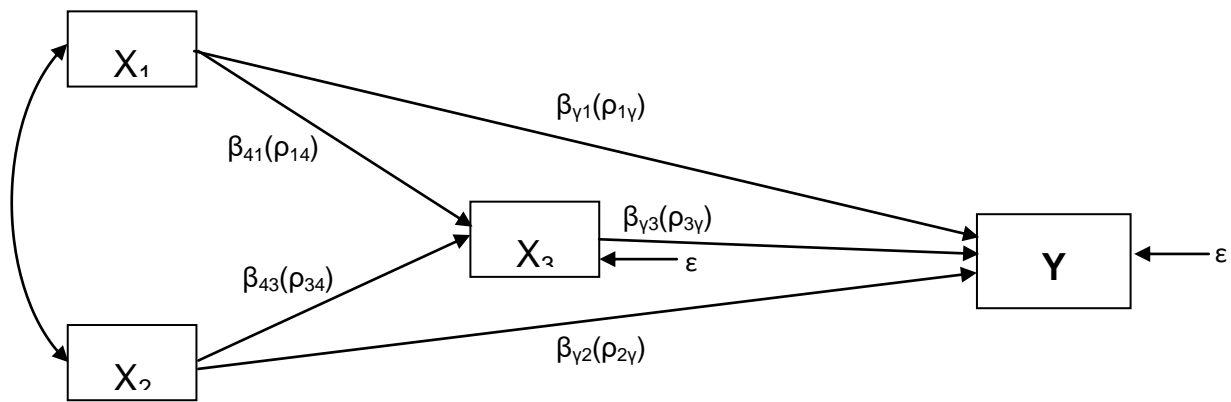


Figure 1. the constellation research

The population that set is the whole University Wiralodra lecturers with the number of 141 people scattered in 8 faculties and one Post Graduate.

Define samples, with following the Harken from Slovin. According to him, the minimum sample size is:

$$n = \frac{N}{1 + N \cdot e^2}$$

Description:

n = sample size

N = population size

1 = constant

e = critical values (limits of accuracy).

significant level set. Therefore, the minimal sample used a minimum of:

$$n = \frac{N}{1 + N \cdot e^2} = \frac{141}{1 + 141(0.05)^2} = \frac{141}{1.3525} = 104.25 \approx 104 \text{ lecturers}$$

This research has two types of variables, namely: Bound variable (performance of UNWIR lecturers); Intervening variables (job satisfaction of UNWIR Lecturers) and variables (Compensation, Lecturers empowerment and competence of UNWIR lecturers)

In this study, the critical value of 0.05, just taken with

Tabel 1. variable Indicator

Variabel	Indicator	Scale	reference
Compensation (X <sub>1</sub> )	1. base salary, 2. wages, 3. incentives, 4. the goods directly, and 5. allowances.	Likert	Robert L. mathis dan John H. Jacson(2006)
Lecturers empowerment (X <sub>2</sub> )	1. each lecturer UNWIR appreciated to contribute thoughts, 2. UNWIR lecturers are encouraged to contribute thoughts,	Likert	David Clutterbuck (2010)

Variabel	Indicator	Scale	reference
	3. Professor UNWIR has the awareness to complete his work, 4. Professor UNWIR has a culture of cooperative work, 5. UNWIR lecturer responsible for each of their work		
Lecturers Competencies (X <sub>3</sub> )	1. characteristics of Lecturer of UNWIR knowledge, 2. characteristics of lecturer skills UNWIR, 3. carry out tasks effectively, 4. Professor responsible UNWIR, 5. quality improvement professional.	Test and micro teaching	Wibowo (2015)
Lecturer performance (Y)	1. purpose, 2. standard, 3. feedback, 4. means, 5. motive, 6. opportunities.	Score 1-5	Wibowo (2015)

## 4 RESULT AND CONCLUSIONS

### 4.1 Technical Analysis

Data analysis on this research is using LISREL 9.30 Student software to find the coefficient analysis path. In addition to seeking the path coefficients, this research outlines data quality which consists of validity and reliability as well as assuming the penenelitian consists of a test of normality, its homogeneity and linieritas.

$$X3 = P31 * X1 + P32 * X2 + \epsilon$$

$$Y = Py1 * X1 + Py2 * X2 + Py3 * X3 + \epsilon$$

Description:

Y = Lecturer performance

X1 = Compensation

X2 = Empowerment lecturer

X3 = Lecturer competencies

P = path coefficient

$\epsilon$  = obstacle

### 4.2 Research Result

The respondents in this study consists of 3 graduates (2.89%) lecturers, 92 people (88.46%) master's degree graduates and 9 people (8.65%) are Doctoral graduates.

Table 2. Validity variable

Variable	R <sub>critical</sub>	R <sub>count</sub>		The questionnaire	Score		Exp.
		R <sub>below</sub>	R <sub>upper</sub>		Min.	Max.	
Lecturer performance	0.349	0.392	0.782	30	60	119	Valid
Compensation	0.381	0.350	0.465	25	50	99	Valid
Empowerment lecturer	0.349	0.368	0.654	25	51	107	Valid
Lecturer competencies	0.355	0.562	0.777	25	50	104	Valid

This normality test aims to study whether the distribution of selected samples that derived from a population that distribute normally or not. Test study on

normalitas using IBM SPSS software 24 assistance. Data distribution is said to be normal when the significance value (komogorof- Smirnova) > 0.05.

Table 3 Test Normality Results

	Tests of Normality					
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
X1	.068	104	.200*	.988	104	.493
X2	.074	104	.187	.986	104	.360
X3	.069	104	.200*	.988	104	.452
Y	.067	104	.200*	.987	104	.406

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the results of test of normality as stated in Table 4.2 above, it can be concluded that all variables distribute normally because the value significance of >

0.05. So the terms of (assuming) path analysis of error normality equation regression estimates are met.

Homogeneity data means that data has a variation or

diversity of equal value or statistically the same. So the emphasis of homogeneity data is contained on the diversity of the variance or the standard deviation of the data. Homogeneity data is a requirement which is recommended to be tested statistically.

This research uses the formulation of its homogeneity of variance test with  $F_{maks}$  Hartley.

**Table 4.** Calculation of variance homogeneity tests

Group	N	Db	S <sup>2</sup>
X1	104	103	135.6698
X2	104	103	128.2181
X3	104	103	122.1792
Y	104	103	153.5906

$$F_{maks} = \frac{153.5906}{122.1792} = 1.2570$$

$$F_{table} = 1.39$$

Because the  $F_{maks}$  is less than  $F_{table}$ , then the fifth distribution of samples have the same variance or homogeneous.

This test aims to find out whether two variables have a linear relationship or not significantly. The following table 4.3 presents the results of a test of linieritas by using IBM SPSS software 24 assistance.

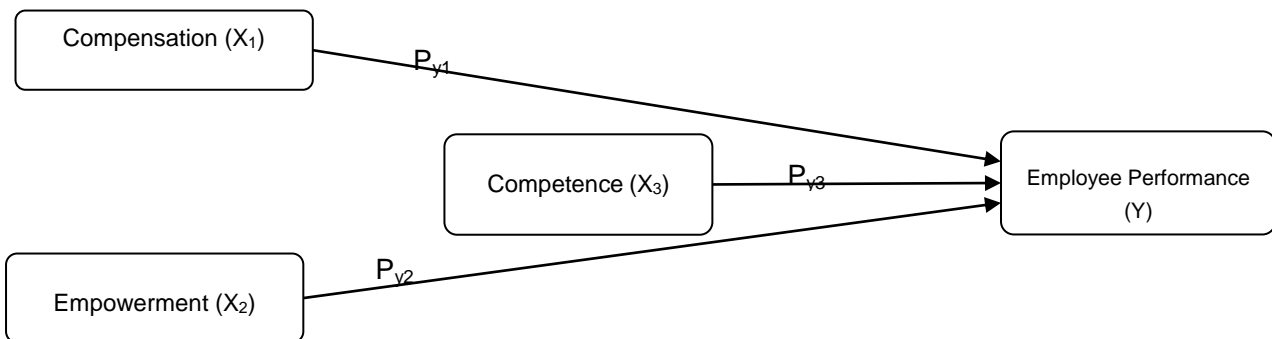
**Table 5.** Summary Of Linieritas Test Result

NO.	Group	F <sub>table</sub>	F <sub>count</sub>	Summary
1	X <sub>1</sub> to Y	0.99	1.39	Linier
2	X <sub>2</sub> to Y	1.34	1.39	Linier
3	X <sub>3</sub> to Y	1.22	1.39	Linier
4	X <sub>1</sub> to X <sub>3</sub>	1.09	1.39	Linier
5	X <sub>2</sub> to X <sub>3</sub>	1.04	1.39	Linier

Based on the results of linieritas tests like in table 4.3, then it appears that the linieritas test for the entire  $F_o < F_{critical}$ . That means, the entire regression line equation in the model are linear.

To test the hypothesis the researcher used Packages Program (Software) LISREL version 9.30. The analysis Method using the method f SIMPLIS with syntax, while also testing the hypothesis of the study.

Causal relationships between variables in sub structural 1 consists of one endogenous variable, namely the performance of (Y) and the thre variables exogenous namely compensation (X1), empowerment (X2), and competence (X3) . Structural equation 1  $Y = \beta_{y1}X_1 + \beta_{y2}X_2 + \beta_{y3}X_3 + \epsilon$ . Causal relationships between variables on structural sub 1 can be seen in Figure 4.1.



**Figure 2.** Causal Relationships On Structural Sub 1

The results of the data processing by using the assistance software LISREL 9.30 Student can be seen in the following equation:

$$Y = 0.366 \cdot X_1 + 0.392 \cdot X_2 + 0.221 \cdot X_3, \text{ Errorvar.} = 74.457, R^2 = 0.643$$

Standerr	(0.0663)	(0.0667)	(0.0551)	(10.426)
Z-value	5.521	5.870	4.002	7.141
P-values	0.000	0.000	0.000	0.000

Based on the results of path analysis structural sub 1 as shown in the equation above, each of the retrieved value:

$$\beta_{y1} = \beta_{y1} = 0.366 [t = 5.521]$$

$$\beta_{y2} = \beta_{y2} = 0.392 [t = 5.870]$$

$$\beta_{y3} = \beta_{y3} = 0.221 [t = 4.002]$$

The results of the analysis showed that all of the coefficients are significant at the  $\alpha = 0.05$ , since all

thitung greater than tabel = 1.66. Based on the results of the LISREL 9.30 Student can be expressed that the influence of direct Compensation (X 1) against performance (Y) of 0.366; Empowerment Lecturer (X2) against performance (Y) by 0.392; competence (X3) against the performance of (Y) of 0.221. Collectively contribute of 0.643 or 64.3%. A Variant means of compensation (X1), empowerment (X2),and competence (X3) collectively can account for 63.4% of the performance variant of the Lecturer Unwir (Y).

Causal relationships between variables in sub structural 2 consists of one endogenous variable which is competence (X3) and three variables exogenous namely compensation (X1), and empowerment (X2) a. Structural equation 2 which is  $X_3 = \beta_{31}X_1 + \beta_{32}X_2 + \epsilon$ . Causal relationships between variables on structural sub 2 can be seen in Figure 3.

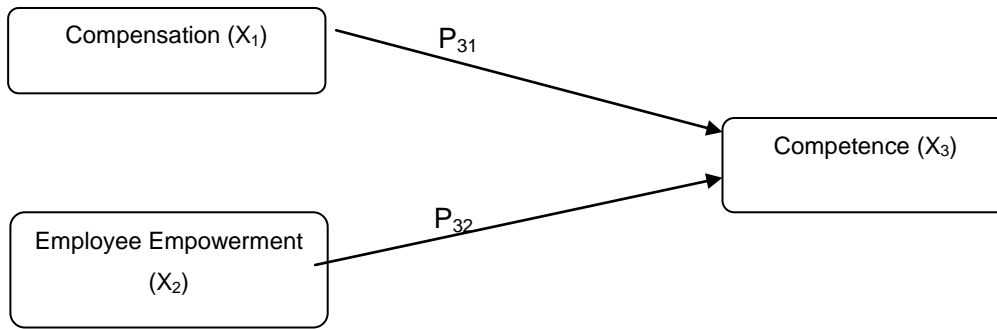


Figure 3. Causal Relationships On Structural Sub 2

The results of the data processing by using the assistance software LISREL 9.30 Student can be seen in the following equation:

$$X3 = 0.413 \cdot X1 + 0.175 \cdot X2 + \text{Errorvar.} = 240.014, R^2 = 0.197$$

Standerr	(0.112)	(0.119)	(33.609)
Z-values	3.692	1.475	7.141
P-values	0.000	0.140	0.000

Based on the results of path analysis structural sub 2 as shown in the equation above, each of the retrieved value:  
 $P31 = \beta_{31} = 0.413 [t = 3.692]$   
 $P32 = \beta_{32} = 0.175 [t = 1.475]$

The results of the analysis showed that all of the coefficients are significant at the  $\alpha = 0.05$ , since all  $t$ -values greater than  $t_{table} = 1.66$ . Based on the results of the LISREL 9.30 Student can be expressed that the influence of direct Compensation ( $X_1$ ) towards job competence ( $X_3$ ) of 0.413; Empowerment Lecturer ( $X_2$ ) towards competence ( $X_3$ ) of 0.175; Collectively contribute of 19.7%. A Variant means of compensation ( $X_1$ ), empowerment ( $X_2$ ), and competence ( $X_3$ ) collectively can account for 19.7% Y Variant.

Based on the results of the calculation of the coefficients of sub paths structural 1 and sub 2 and overall structural diagram of the path variables  $x_1, x_2$ , and  $X_3$  against  $Y$  can be described as in Figure 4.

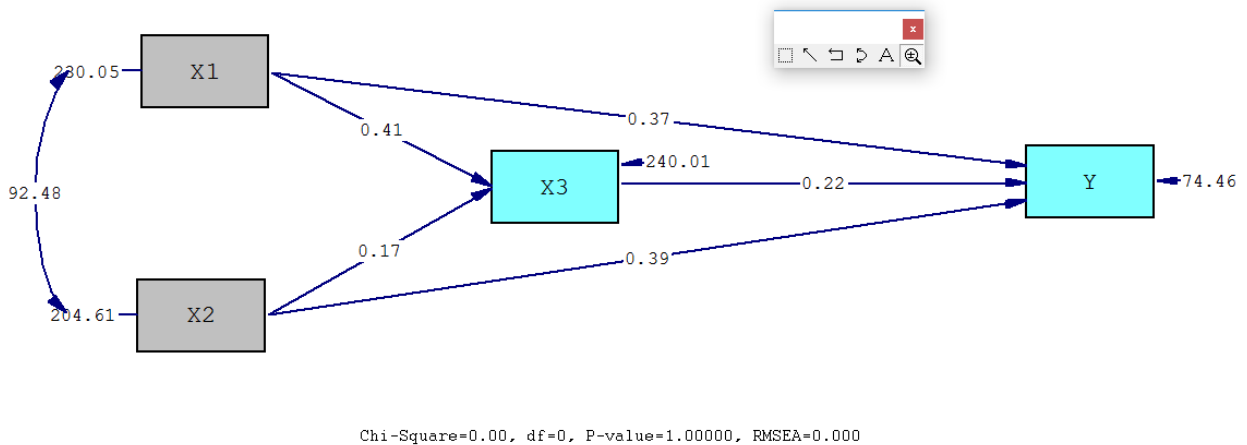


Figure 4. Picture Diagram of line  $X_1, X_2$ , and  $X_3$  against  $Y$

Goodness-of-Fit Statistics

Degrees of Freedom for (C1)-(C2)	0
Maximum Likelihood Ratio Chi-Square (C1)	0.00(P=1.0000)
Browne's (1984) ADF Chi-Square (C2_NT)	0.0(P=1.0000)

The Model is Saturated, the Fit is Perfect !

The above statistics provide information that shows the GOF indicators The Fit is Perfect which may imply that the model can be accepted. Therefore, it can be disimpulkan that the model line matches or corresponds to

the constellation research.

Compensation is important for lecturers because compensation not only as a tool to meet the necessities of life. In addition, the magnitude of the compensation will reflect the size of their prices. However, the University's point of view to see that the biggest expenses as compensation (labor cost) so that compensation could be said as a tool to influence lecturers. Based on things that could be interpreted if compensation with incentive indicators, wages, salary, and benefits directly received a lecturer then it will result in increased performance of



UNWIR lecturers.

This finding is supported by the opinion of Steven c. Howey which States that cognitive social satisfaction contributing factors can be narrowed down into three invalid constructs: hope, satisfaction, value and affection (love to be). The statement can be interpreted that if the professor was given a good compensation, then the performance will go up, and vice versa.

This research in accordance with the results of previous studies carried out by the existence of the correlation Sopiah positively variable compensation on performance.

Lecturer duties are to carry out education, research and servis to community service. To carry out these tasks are not easy because a lot of the challenges are yet to resolve. Lecturer is a scientists who are able to embody his idea become reality it is required with the research he does when professors get a chance and trust from the university, he will become a qualified lecturer, in other word, lecturer empowerment with the indicators of responsibility toward his job, a cooperative work culture, consciousness of lecturers to complete his work, contribute thought and respect for every donations increased, then lecturer of thinking resulted in the performance of UNWIR lecturers increases.

The findings of this study are in line with the Research of Razavinejhad and Mohammad Rahim Najafzadeh that examines the influence of teacher empowerment towards job satisfaction and performance of teachers. The results of his research concluded that empowering effective teachers to improve performance. According to his findings, teacher empowerment proved effective in helping teachers to have good performance. In addition to that, also in accordance with the research done D. Suresh and N. Abdul Jaleel showed that empowerment lecturer, both in written and oral form, increasing job satisfaction, and also performance.

The position of a lecturer as professional job serves to enhance the dignity and role of the lecturer as agents of learning, the development of SCIENCE and art as well as community service. To carry out these roles, lecturers must have the characteristics of knowledge and skill that is characterized by improving in professional quality. In other words, the lecturer has the characteristics of knowledge and skills will not experience difficulties when he undertakes the Tri Dharma universities. This means if the competence of the lecturers with the indicators of effective implementation, effective responsibility, skill owned lecturer, professional quality in work and the knowledge owned by the lecturers increased, it will be resulted in increased performance of UNWIR lecturers.

This research was supported by the results of research carried out by Lotunani et.al Alamsyah., which States that "The effect of competence on civil servants performance, based on PLS data analysis, it is found that there are positive and significant effect of the employees competence on their performance. Its's path is 0543 with P-value = 0000 < 0.05., "

When lecturers get adequate compensation, they will be motivated to work diligently and enthusiastically so that they will improve their abilities and skills in working in other words will improve competence.

Lecturers should obtain recognition and trust in their duties as educators and scientists. if this is done properly, the lecturer will be free to carry out the tri dharma of higher education with full responsibility.in other words giving this trust will improve competence.

#### 4. CONCLUSION

Based on the formulation of the problem, theoretical study, theoretical frameworks and research results, then it can be concluded that:

1. Compensation gives positive effect on UNWIR lecturers' performance. That is, if the compensation is increased it will result in increased performance UNWIR lecturers.
2. Empowerment gives positive influential on UNWIR lecturers' performance. That is, if the empowerment of lecturers increased then it will result in increased of UNWIR lecturers' performance.
3. Competence gives positive in increased performance UNWIR lecturers.
4. Compensation gives positive effect on UNWIR lecturers' competence. That is, if the compensation is increased it will result in increased competence UNWIR lecturers.
5. Empowerment gives positive influential on UNWIR lecturers' competence. That is, if the empowerment of lecturers increased then it will result in increased of UNWIR lecturers' competence.

#### REFERENCES

- Pace,R,W. and D.F. Faules. Komunikasi Organisasi:Strategi Meningkatkan Kinerja Perusahaan.penyunting Deddy Mulyana. Bandung: Remaja Rosdakarya.2006.
- Colquit, Jason A.Lephine and Michael J. Wesson. Organizational Behavior. New York: McGraw Hill. 2012.
- George,Jennifer M. and Gareth R. Jones. Understanding and Managing Organization Behavior.New Jersey: Pearson Prentice Hall.2008.
- Wibowo, Manajemen Kinerja, (Jakarta: Rajawali Pers, 2013). p. 348
- Ivancevich, John M. and Michael T. Matteson. Organizational Bahavior and Management. Boston: McGraw-Hill. 2002.
- Milkovich, George dan Jerry Newman. Compensation. New York: Mc Graw-Hill. 2005.
- Mathis, Robert L. dan John H. Jacson, Manajemen Sumber Daya manusia, Peneterjemah : Diana Angelica.Jakarta: Salemba Empat, 2006

- Robbins, Stephen P. dan Timothy A. Judge. *Organizational Behavior*. New Jersey: Pearson Prentice Hall. 2003.
- Greenberg, Jerald dan Robert A. Baron. *Behavior in Organizations*. New Jersey :Prentice. 2003.
- Smith, Jane. *Empowering People*. Londong :Kogan Page Limited. 2000.
- Newstrom, John, W., and Keith Davis. *Organizational Behavior*. New York :McGraw-Hill Companies, Inc. 1997.
- Clutterbuck, David. *The power of empowerment: release the hidden talents of your employees*. Jakarta: PT Bhuana Ilmu Populer .2010.
- Sutrisno, *Manajemen Sumber Daya Manusia*, (Jakarta: Kencana Prenada Media Grup, 2014
- Spencer, Lyle, M. Jr. dan Signe M. Spencer. *Competence at Work*. New York :John Wiley & Sons, Inc. 1993.
- Gibson, James L. et al. *Organizational Behavior Structure Processes*. *New York: McGraw-Hill /Irwin. 2006*.
- Newstrom, *Organizational Behavior: Human Behavior at Work, 11th Edition* New York :McGraw-Hill Companies, Inc. 1997.
- Lucia Feraro-Banta dan Shirin Al Shaikh, "Relation of Compensation and Benefits on Employees' Performance: A Study of Audit Firms in Bahrain", *International Advanced Research Journal in Science, Engineering and Technology*, Vol. 4, Issue 5, May 2007
- Rajalingam Yasothai, Junaimah Jauhar dan Abdul Ghani Bashawir, "A Study on the Impact of Empowerment on Employee Performance: The Mediating Role of Appraisal", *International Journal of Liberal Arts and Social Science* Vol. 3 No.1, January 2015
- Alamsyah Lotunani et al., "The Effect of Competence on Commitment, Performance and Satisfaction with Reward as a Moderating Variable (A Study on Designing Work plans in Kendari City Government, Southeast Sulawesi)", *International Journal of Business and Management Invention* Vol. 3 Issue 2, February 2014, p.18-25
- Masydzulhak, Hapzi Ali dan leni Dewi Anggraeni, "The Influence of work Motivation and Job Satisfaction on Employee Performance and Organization", *Journal of Research in Business and Management*, Volume 4, Issue 10(2016) ,p. 01-10
- Jamilu B. Salisu, Ezekiel Chinyio dan Subashi Suresh, "The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria", *The Business and Management Review*, Volume 6 Number 4, August 2015
- www.ssicentral.com /lisrel/student.html Accessed on 3 June 2017 at 01.00
- Umar, Husein. *Riset Pemasaran dan Perilaku Konsumen*. Jakarta: Gramedia Pustaka Utama. 2003.
- Kadir. *Statistika untuk Penelitian Ilmu-Ilmu Sosial*. Jalarta: Rosemata Sampurna. 2010.
- Steven C. Howey, "Factors in student motivation", <http://www.nacada.ksu.edu/Resources/Clearinghouse/View-Articles/Motivation.aspx> (Accessed on 13 November 2016).
- Sopiah, *The Effect of Compensation toward Job Satisfaction and Job Performance of Outsourcing Employees of Syariah Banks in Malang Indonesia*, *International Journal of Learning & Development* ISSN 2164-4063 2013, Vol. 3, No. 2
- Babak Razavinejad dan Mohammad Rahim Najafzadeh, "The relationship between empowerment and job Satisfaction with the performance of physical Education teachers in east azarbaijan province," *Indian Journal of Fundamental and Applied Life Sciences* ISSN: 2231- 6345 (Online) An Open Access, Online International Journal Available at [www.cibtech.org/sp.ed/jls/2014/03/jls.htm](http://www.cibtech.org/sp.ed/jls/2014/03/jls.htm) 2014 Vol. 4 (S3), pp. 709-714/ (Accessed on 14 January 2016 at 20.07)
- D. Suresh dan N. Abdul Jaleel, "Impact of Employee Empowerment on Organisational performance Case of Automobile Industry in Chennai city of Tamil Nadu in India", *IJISSET - International Journal of Innovative Science, Engineering & Technology*, Vol. 2 Issue 4, April 2015. ISSN 2348 – 7968.
- Alamsyah Lotunani et al., *The Effect of Competence on Commitment, Performance and Satisfaction with Reward as a Moderating Variable (A Study on Designing Work plans in Kendari City Government, Southeast Sulawesi)*, *International Journal of Business and Management Invention* Volume 3 Issue 2, February. 2014, PP.18-25
- Almadar Hussain Khan, dkk., "Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan", *African Journal of Business Management* Vol. 6 (7), pp. 2697-2705, 22 February, 2012 Available online at <http://www.academicjournals.org/AJBM> DOI: 10.5897/AJBM11.2222 ISSN 1993-8233 ©2012 Academic Journals.
- Jamilu B. Salisu, Ezekiel Chinyio dan Subashini Suresh. "The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria". *Journal of The Business and Management Review*, Volume 6 Number 4, August 2015.
- Surekha Rana dan Vandana Singh, "Employee Empowerment And Job Satisfaction: An Empirical Study Of Manufacturing Sector", *International Journal of Business Quantitative Economics and Applied Management Research*. ISSN: 2349-5677 Volume 2, Issue 9, February 2016/
- Makiko Ebata (2008), "Motivation Factors in Language Learning", *The Internet TESL Journal*, Vol. XIV, No. 4, April 2008,

<http://iteslj.org/Articles/Ebata-MotivationFactors.html>  
ml (Accessed on 16 January 2017).