

The Effect of Competence, Compensation, Motivation and Commitment on the Performance of the Family Assistance Team (TPK) at the Lamongan Regency Population Control and Family Planning Office

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ARTICLE INFO

Keywords:

Competency, Compensation, Motivation, Commitment, TPK Performance

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ABSTRACT

This study aims to analyze the influence of competency, compensation, motivation, and commitment on the performance of Family Assistance Teams (TPK) at the Lamongan Regency Population Control and Family Planning Service. The research background is based on the low TPK performance achievement of only 67.77% of the 100% target in 2022, as well as issues regarding the placement of officials whose backgrounds did not match the required competencies. This study used a quantitative method with a survey approach. The research population was all TPK members in Lamongan Regency totaling 3,108 people, with a sample of 526 respondents. Data were collected through questionnaires and analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results show that: (1) competency has a positive and significant effect on TPK performance (coefficient = 0.444; T-stat = 14.135; p = 0.000); (2) compensation has a positive and significant effect on TPK performance (coefficient = 0.062; T-stat = 2.455; p = 0.014); (3) motivation has a positive and significant effect on TPK performance (coefficient = 0.331; T-stat = 10.015; p = 0.000); and (4) commitment has a positive and significant effect on TPK performance (coefficient = 0.272; T-stat = 8.902; p = 0.000). The R² value of 0.789 indicates that the four variables jointly explain 78.9% of the variation in TPK performance. Competency is the most dominant variable, followed by motivation, commitment, and compensation.

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INTRODUCTION

Effective government administration requires optimizing the performance of every state apparatus, including field teams that are in direct contact with the community. The Lamongan Regency Population Control and Family Planning Office (DPPKB) has a Family Assistance Team (TPK) which is tasked with providing counseling, facilitation of referral services, and early detection of stunting risk factors to target families. With a total of 1,036

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teams (3,108 members), TPK is the spearhead in population control and reducing stunting rates in Lamongan Regency.

The 2022 data shows a serious problem: the performance achievement of TPK is only 67.77% of the 100% target, accompanied by work completion that has not been maximized and the placement of team members who are not always in accordance with the competency background. This condition encourages a more in-depth exploration of factors that affect TPK performance.

Organizational performance is a function of individual performance in it. Hasibuan [2] stated that performance is the result of work achieved by a person based on skill, experience, and seriousness. Various studies show that competence [3], compensation [4], motivation [5], and commitment [6] are the main determinants of employee performance. However, the study of these four factors simultaneously in the context of TPK of local government agencies is still very limited.

Elsariyana and Yaskun's research shows that competence, compensation, and motivation have a positive effect on employee performance. In addition, Rosyad and Nugraheni found that organizational commitment is also able to improve employee performance through increased loyalty and responsibility to the organization. The findings indicate that competence, compensation, motivation, and commitment are important factors that can affect the performance of the Family Assistance Team (TPK) in carrying out family assistance tasks in Lamongan Regency.

Based on this description, this study aims to analyze the influence of competence, compensation, motivation, and commitment on the performance of TPK in the Lamongan Regency DPPKB. The results of the study are expected to provide evidence-based recommendations for agency management to prioritize performance improvement interventions with limited existing resources.

LITERATURE REVIEW AND PROBLEM FORMULATION

Employee Performance

Performance is an overview of the level of achievement of program implementation in realizing the goals, goals, vision, and mission of the organization [7]. Mangkunegara [8] explained performance as the result of work in terms of the quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given. Performance indicators in this study include: task comprehension, ability to work in urgent conditions, accuracy and speed of task execution, decision-making initiative, willingness to accept additional tasks, speed of responding to problems, willingness to learn, and ability to guide colleagues.

Competence

Competency is a behavioral dimension of expertise or excellence that includes skills, knowledge, and good behavior [9]. According to Moeheriono [10], there are five dimensions of competence: task-skills, task management skills, taking action (contingency management skills), working together (job role environment skills), and adapting (transfer skills). High

competence allows employees to make a more effective contribution in the implementation of tasks.

Compensation

Compensation is all forms of payment given to employees, either directly or indirectly [11]. Hasibuan [12] defines compensation as all income in the form of money or goods received by employees in exchange for services rendered. Compensation indicators in this study include wages/honors, performance-based incentives, awards, security guarantees, and work support facilities.

Motivation

Motivation is a potential force that drives a person to act to achieve a certain goal [13]. Maslow's hierarchy theory of needs and Alderfer's ERG theory became the basis for this study. Employees who are intrinsically and extrinsically motivated tend to be more productive, focused, and have resilience to challenges [14].

Organizational Commitment

Organizational commitment is a state in which an employee takes sides with a particular organization and intends to maintain its membership [15]. Allen and Meyer distinguish commitment into three dimensions: affective, normative, and continuance. Highly committed employees work with dedication, consistency, and delivering the best results for the organization.

Formulation of Problems and Hypotheses

Based on the study of the theories and empirical phenomena found, this study formulates the following hypothesis:

- H1: Competence has a positive and significant effect on TPK performance.
- H2: Compensation has a positive and significant effect on TPK's performance.
- H3: Motivation has a positive and significant effect on TPK performance.
- H4: Commitment has a positive and significant effect on TPK performance.

RESEARCH METHODS

This study uses a quantitative approach with a survey design. The population is the entire Family Assistance Team (TPK) in Lamongan Regency which amounts to 3,108 people from 1,036 teams. Sampling using the proportionate stratified random sampling technique based on the origin of the sub-district, resulted in 526 respondents spread across 16 sub-districts.

Primary data were collected through questionnaires with a Likert scale of 1–5. The research instrument included five variables: employee performance (9 items), competence (9 items), compensation (9 items), motivation (9 items), and commitment (7 items). The validity and reliability of the instruments are tested through pilot tests prior to data collection.

Data analysis was conducted using Partial Least Square Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software. Model evaluation is carried out in two stages: (1) external model analysis to test convergent validity, discriminant validity, and internal consistency; and (2) internal model analysis to test collinearity, coefficient of determination

(R²), predictive relevance (Q²), model fit (SRMR), and hypothesis testing through bootstrapping.

RESULTS AND DISCUSSION

Characteristics of Respondents

Of the 526 respondents, most of them came from Kembangbahu District (13.5%). By age, the largest group was aged 41–50 years (41.1%), followed by 31–40 years old (39.2%). The majority of respondents have been members of TPK for 2 years (63.1%), and 47% have a high school/vocational/equivalent education. This profile reflects TPK members who have adequate life experience but still need to improve technical competence through training.

Description of Research Variables

The average respondents' assessment of all variables was in the very high category (interval 4.2–5.0): performance (mean = 4.27), competence (mean = 4.29), compensation (mean = 4.27), motivation (mean = 4.32), and commitment (mean = 4.22). This shows that TPK perceptually already has a strong level of competence, motivation, and commitment, and feels that the compensation received is commensurate with their workload.

Table 1. Hypothesis Testing Results (PLS-SEM Bootstrapping)

Yes	Direct Influence	Koef.	T-Stat	P-Value	Ket.
1	Employee Performance → Competencies	0,444	14,135	0,000	H1 Accepted
2	Compensation → Employee Performance	0,062	2,455	0,014	H2 Accepted
3	Employee Performance → Motivation	0,331	10,015	0,000	H3 Accepted
4	Commitment → Employee Performance	0,272	8,902	0,000	H4 Accepted

Source: Data processed with SmartPLS (2024)

Evaluation of Measurement Models (Outer Model)

The results of the convergent validity analysis showed that all the external loading values of the indicator > 0.50 and the Average Variance Extracted (AVE) of each construct > 0.50, so that all indicators have met the convergent validity. Discriminant validity testing through the Fornell-Larcker Criterion and HTMT (the whole value < 0.90) confirms that each construct is empirically different from the other. Internal consistency testing resulted in Cronbach's Alpha and Composite Reliability values of all constructs > 0.70, so that all constructs were declared reliable. The VIF value of the inner model ranges from 1.29–1.57, well below the limit of 5, so it is free from collinearity problems.

Evaluation of Structural Models (Inner Model)

The R² value of employee performance of 0.789 (substantial category) indicates that the four independent variables together explain 78.9% of the variation in TPK performance. The value of Q² = 0.371 (large) indicates the model has strong predictive relevance. The SRMR value = 0.059 (< 0.08) confirms a good model fit. The PLS Predict results also show that the majority of indicators (89%) have a smaller error value than linear models, indicating the model's excellent predictive capabilities.

Hypothesis Testing and Discussion

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H1: Competencies have a positive and significant effect on TPK performance

Competency proved to be the variable with the greatest contribution to TPK performance ($\beta = 0.444$; $T = 14.135$; $p = 0.000$). These results are consistent with the findings of Suhadi et al. [16] which stated that competence has a positive effect on employee performance. TPKs who have high competence are able to contribute more effectively in counseling and family assistance. The most important indicators were the ability to work together in a team (mean = 4.56) and confidence in decision-making. Implicitly, regular training programs that focus on strengthening technical expertise and decision-making need to be prioritized.

H2: Compensation has a positive and significant effect on TPK performance

Compensation had a positive and significant effect on performance ($\beta = 0.062$; $T = 2,455$; $p = 0.014$), although it has the smallest coefficient. This is in line with research by Sudiarditha et al. [17] who found that compensation has a positive effect on performance through job satisfaction. The Lamongan Regency DPPKB provides two types of compensation: directly in the form of honorarium and additional income, and indirectly in the form of health insurance and office facilities. The indicator with the highest score was the monthly credit (mean = 4.58). Improving the compensation system, especially related to the availability of adequate work support facilities, needs to be a concern for management.

H3: Motivation has a positive and significant effect on TPK performance

Motivation occupies the second position in the magnitude of influence on performance ($\beta = 0.331$; $T = 10.015$; $p = 0.000$). These findings support Alderfer's ERG theory and Rudlia's research [18] which confirms that motivation has a significant effect on performance. TPK has very high motivation (mean = 4.32), especially personal satisfaction when completing difficult tasks and achieving targets. Realistic target setting strategies and providing constructive feedback from leaders can maintain and increase the motivation of TPK members.

H4: Commitment has a positive and significant effect on TPK's performance

Commitment had a positive and significant effect on performance ($\beta = 0.272$; $T = 8,902$; $p = 0.000$), ranks third in the amount of contribution. These results are in line with Murgianto and Suhermin [19] who found commitment as a dominant variable in influencing motivation and performance. Pride in being a member of TPK (mean = 4.42) and strong identification of the organization's mission reflect high affective commitment. Team building programs and providing space for active participation in decision-making can strengthen team commitment.

CONCLUSION

This study proves that competence, compensation, motivation, and commitment partially have a positive and significant effect on the performance of the Family Assistance Team (TPK) at the Lamongan Regency DPPKB. In order of magnitude: competence ($\beta = 0.444$) was the most dominant factor, followed by motivation ($\beta = 0.331$), commitment ($\beta =$

0.272), and compensation ($\beta = 0.062$). Simultaneously, the four variables explain 78.9% variation in TPK performance.

Recommendations for the Lamongan Regency DPPKB: (1) provide an ongoing training program focused on strengthening technical competence and decision-making; (2) setting realistic work targets to maintain motivation; (3) facilitating activities that strengthen team cohesiveness to increase affective commitment; and (4) evaluate the compensation system, especially related to the availability of work support facilities and equipment. Further research is suggested to explore mediating variables such as job satisfaction or organizational climate in the relationship between these four variables and TPK performance.

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