



Accuracy of Compensation and Competency Improvement in Improving Performance, Knowledge Sharing as An Intervening Variable

Ahmad Syarifudin Anshori¹, Moh. Mukhsin², Indra Suhendra³, Didit Haryadi⁴

^{1,2,3} Universitas Sultan Ageng Tirtayasa

⁴ Universitas Primagraha

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ABSTRACT

An effective performance management system ensures that there is a continuous process to improve performance through the setting of individual and team goals that are aligned with the strategic objectives of the organization. This study examines the compensation system variables, knowledge-sharing competence and employee performance. This research was conducted at Al-Hasyimiyah Modern Islamic Boarding School, Cilegon City, Banten, Indonesia, with a sample of 85 respondents. Data collection methods include a questionnaire using an interval scale of 1 strongly disagree to 10 strongly agree. The data was collected and then analyzed using SEM PLS. The results showed a significant positive effect of providing a compensation system on employee performance. There is a significant positive effect of competence on employee performance. A significant positive effect of providing a compensation system on knowledge sharing is significant. There is a significant positive effect of competence on employee performance. Thus, knowledge sharing has a positive and significant effect on employee performance. To improve employee performance, it is necessary to do, among other things, the accuracy of providing a compensation system, increase competence and implement knowledge sharing effectively.

E-mail :

didit.haryadi.dh55@gmail.com

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1. Introduction

Human Resources is the power of human thought and work that is still stored within, which needs to be explored, nurtured, and developed to be used as well as possible for the welfare of human life. HR is a potential ability possessed by humans, which consists of the ability to think, communicate, act and be moral to carry out an activity of a technical or managerial nature (Tania et al., 2021). These abilities will influence human attitudes and behaviour in achieving life goals, individually and collectively. Human resources are all the potentials humans possess that can be donated/given to the community to produce goods and services (Alfarizi et al., 2022).

An effective performance management system ensures that there is a continuous process of improving performance through the setting of individual and team goals that are aligned with the strategic objectives of the organization. This involves reviewing and assessing performance and ensuring training and development of knowledge, skills and abilities/competencies (Haryadi et al., 2022; Rahmatullah et al., 2022). Employee performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally not violating the law, and not contrary to morals (Donkor et al., 2021; Haryadi, 2022).

In improving employee performance, it is necessary to adjust compensation accuracy. Compensation measures work's value, designing and maintaining salary structures, paying for performance, competencies and skills, and providing employee benefits. However, compensation management is not just about money. This also relates to non-financial compensation that provides

intrinsic or extrinsic motivation (Agusra et al., 2021). The right time for giving compensation will have a positive impact on the employees of the company concerned. The accuracy of the company's policymakers in the accuracy of compensation in terms of delivery time and the type of compensation provided will have a good impact on improving employee performance optimally (Sudiarditha et al., 2019).

In this performance improvement, another factor is the high competence of human resources. Competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes. Competence benefits are the basis of an organization or institution in recruiting employees (Indiyati et al., 2021). Competence is indicated by the ability to complete tasks with results between good and excellent scales. With this, a person/employee is considered competent if he/she shows excellent minimum performance. If the performance is below good, the employee cannot be called competent (Kurniawati et al., 2021).

Knowledge sharing has become a bridge between the accuracy of compensation and increased competence in improving employee performance. Knowledge sharing is a process of social interaction by establishing opportunities to share experiences, establishing the domain of informal relationships, by providing facilities for observing, listening, and imitating best practices, which are strengthened by trust between individuals (Al-Kurdi et al., 2018). When employees disseminate their knowledge, skills, and expertise among members of the organization, the organization will become more innovative. In this context, managing employee knowledge effectively and efficiently is critical to organizational success. Many organizations in other sectors have realized the benefits and advantages of sharing knowledge. Research on knowledge sharing in these sectors has been expanded to achieve the organisation's desired goals. Several studies have examined the factors influencing knowledge sharing in various environments (Ahmed et al., 2019; Al-Kurdi et al., 2018; Qureshi & Evans, 2015).

Al-Hasyimiyah Modern Islamic Boarding School is a boarding school that organizes formal educational and informal activities (extracurricular, religious and student creativity) by applying the government curriculum and combined with the modern Islamic boarding school curriculum Darussalam Gontor. The Al - Hasyimiyah Modern Islamic Boarding School consists of Madrasah Stanawiyah (MTS) and Madrasah Aliyah (MA), where all its activities are cared for by the leadership of the lodge and assisted by Astrid wal ustad, totalling approximately 85 acids. It consists of teachers who go back and forth to teach only and teachers who live in the cottage for 24 hours x 7 days. Based on an interview with the Director of KMI and the Nurturing Staff of the Modern Islamic Boarding School Al-Hasyimiyah on November 27, 2021, regarding the number of student violations in 2020, the data obtained are as follows:

Table 1.
Data on the Number and Target of Student Violations PPM Al-Hasyimiyah Year 2019 - 2020

Class	Number of Students	Number of Violations	Average Student Violations	Target Violations of each Student	Student Max Violation	Presentation (%)
I	117	964	8	3	351	275%
II	93	1.161	12	3	279	416%
III	84	692	8	3	252	275%
I INT	16	78	5	3	48	163%
III INT	11	106	10	3	33	321%
IV	37	328	9	3	111	295%
V	59	110	2	3	177	62%
VI	70	73	1	3	210	35%
Amount	487	3.512	7	3	1.461	240%

Source: Student Violation Annual Report 2019-2020.

Table 1.1 above shows that the number of violations is 240% of the target that has been set, meaning that many students are not disciplined in this case. Of course, the guidance and supervision, which is the performance of the employees in this boarding school, is not optimal. However, if the guidance and supervision of students in daily life are good, the number of students' violations will decrease and even adjust the leadership targets.

In this study, it is believed that the appropriate compensation system and high employee competence will affect employee performance. The compensation system and competence possessed will affect positively through Knowledge Sharing so that it has a high effect and will increase high performance. Also, Knowledge sharing is believed to be able to mediate so that it can significantly impact performance. Based on this thought, the researcher made and proposed a framework, as shown in the following figure:

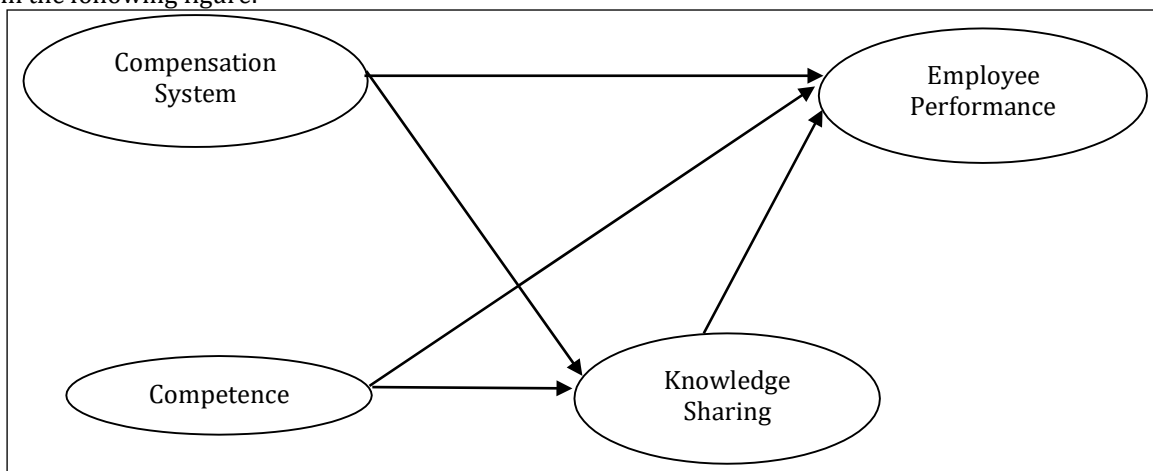


Figure 1. Research Design Model

2. Method

In this study, the researcher used quantitative analytical descriptive research with an associative approach. The descriptive research method aims to make a description, picture, or painting. With this method, the position (status) of a phenomenon or factor can be investigated and see the relationship between variables and other variables. This research was conducted at the Modern Islamic Boarding School Al-Hasyimiyah Cilegon Banten, which became the respondents who became the respondents as many as 85 employees. This study uses a total or saturated sampling technique, meaning that all populations are drawn into the sample. Thus 85 questionnaires were distributed to respondents with an interval scale method of 1 strongly disagree to 10 strongly agree. Then the researchers processed the data with a computer-assisted program based on structural equation modelling with SmartPLS software version 3.3.5, including outer model analysis with validity by looking at the value outer loading (OL) and reliability values by looking at the Cronbach alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE) values. Next is the Inner Model Analysis by looking at the value of R^2 (R square). Finally, to test the hypothesis, the researcher looked at the t-statistic value compared to the t-table, including 1.960 and the p-value compared to the sig value. In this study, the researchers set an error rate of 0.05 (5%) on the direct and indirect effects.

3. Result and Discussion

3.1 Result

a. Outer model Validity

In this study, the researchers measured the variables with 85 respondents with the variables the authors examined, were the compensation system (CS) and Competence (C) variables as independent variables. Thus the variable Employee Performance (EP) is the dependent variable. Then the role of the Knowledge Sharing (KS) variable is the Intervening variable. Before discussing the hypothesis test, the researcher tested the outer model, including the validity test, by looking at the loading factor value and then obtaining the reliability value by looking at the (CA), (CR) and (AVE) values. A research concept and model cannot be tested in a relational and causal relationship prediction model if it has not passed

the purification stage in the measurement model (Hartono et al., 2020). The measurement model shows how the manifest variable (indicator) represents the latent variable to be measured. In Partial Least Square (PLS), the measurement model or outer model with reflective indicators is evaluated with convergent validity and discriminant validity from the indicators and composite reliability for the indicator block. The absolute validity value can be seen in the image below:

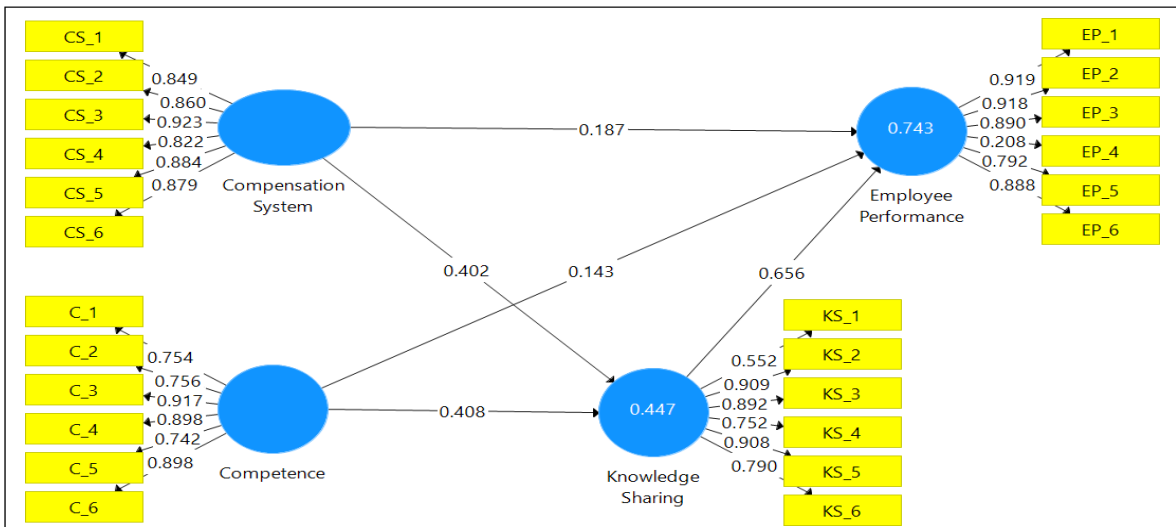


Figure 2. Test 1 Outer Model

From Figure 2, there are two indicators of the knowledge sharing variable, namely the indicator (KS_1) and the employee performance variable, namely the indicator (EP_4), which has a loading factor value of < 0.70. The two indicators of these variables have a value of < 0.70, so they must be eliminated and then the author retests until it meets the validity criteria. According to Ghazali & Latan., (2015) indikator dinyatakan valid jika masing-masing indikator memiliki nilai loading faktor > 0.70.

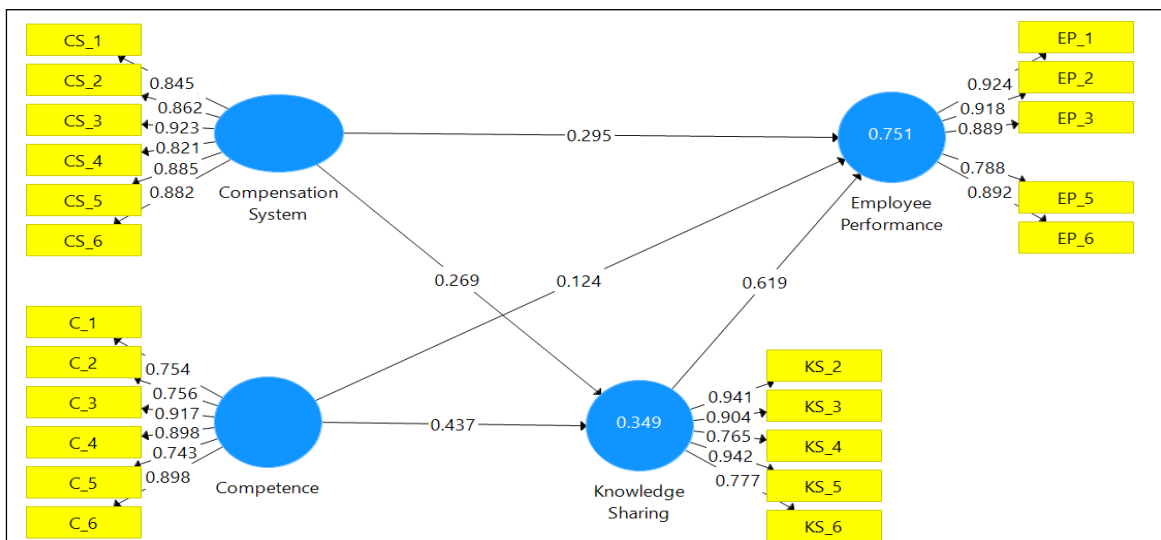


Figure 3. Test 2 Outer Model

From Figure 3, in the second test, all variables from each indicator have a loading factor value > 0.70 to meet the validity criteria. According to Ghazali & Latan. (2015) indicators are declared valid if each indicator has a loading factor value > 0.70. In addition to looking at the value of the loading factor, convergent validity can also be seen from the Average Variance Extracted (AVE) value, which must be greater than 0.50 (Chin et al., 2020; Ghazali. I & Latan. H, 2015; Sarstedt et al., 2020).

b. Outer Model Reliability

The test was conducted to prove the instrument's accuracy, consistency and accuracy in measuring variables. As for measuring variables, it can be done by assessing the value of Cronbach's alpha and composite reliability or what is often called Dillon Goldstein's Rule of Thumb, which can be used to assess the reliability of variables, namely > 0.70.

Table 2.
Cronbach's Alpha and Composite Reliability
(Construct Reliability and Validity)

Variable	CA	CR	AVE
Employee Performance	0.929	0.947	0.781
Knowledge Sharing	0.917	0.939	0.756
Compensation System	0.936	0.949	0.757
Competence	0.909	0.930	0.691

Table 2 shows that the value of Cronbach's Alpha and Composite Reliability of all variables is > 0.70. Thus it can be concluded that all variables in this study are reliable or meet the reliability test.

c. Inner Model

The value of R-Square in this study, the assessment of R-Square according to (Ghozali & Latan., 2015), can be broken down into three categories, namely Strong (0.75), Medium (0.50), and Weak (0.25). The results of the R-Square in this study prove that the Performance Variable is worth 0.751, which means it is included in the Strong category. This shows that employee performance is influenced by 75.1% by the variable of the Compensation, Competence and Knowledge Sharing System. The remaining 24.9% is influenced by other variables not included in this study. On the other hand, the value of the R-Square Knowledge Sharing variable is 0.349, which is included in the Weak category. This shows that Knowledge Sharing is influenced by 34.9% by the Compensation Giving System Variable and Competency Variable then. The remaining 65.1% is influenced by other variables not included in this study.

d. Bootstrapping Analysis

The hypothesis result is expressed acceptance if the value of t statistic > T table (1.960) or p values < 0.05 (Hair et al., 2021). These results can be seen in the table below:

Table 3.
Bootstrapping Direct Effect Test Results
Path Coefficient Direct Effect

Hypothesis	Variable effect	Coefficient	T Statistic	P Values
H1	Compensation System → Employee Performance	0.295	3,641	0.000
H2	Competence → Employee Performance	0.124	2.041	0.042
H3	Compensation System → Knowledge Sharing	0.269	2.008	0.045
H4	Competence → Knowledge Sharing	0.473	3.847	0.000
H5	Knowledge Sharing → Employee Performance	0.619	8.493	0.000

From the statistical data test using SEM PLS, table 3 explains related to the results of testing the direct influence hypothesis, among others:

- H1: The compensation system has a significant positive effect on employee performance, the acquisition of the coefficient value of 0.295, the acquisition of the t statistic value of 3.641 > 1.96 t table, p-value 0.000 < sig 0.05.
- H2: Competence has a significant positive effect on employee performance. The acquisition of the coefficient value is 0.124, the value of the t statistic is 2.041 > 1.96 t table, p-value 0.042 < sig 0.05.
- H3: The compensation system has a significant positive effect on knowledge sharing, the acquisition of the coefficient value of 0.269, the acquisition of the t statistic value of 2008 > 1.96 t table, p-value 0.045 < sig 0.05.

H4: Competence has a significant positive effect on knowledge sharing, the acquisition of the coefficient value of 0.437, the acquisition of the t statistic value of 3,847 > 1.96 t table, p-value 0.000 < sig 0.05.

H5: Knowledge sharing has a significant positive effect on employee performance, the acquisition of the coefficient value of 0.619, the acquisition of the t statistic value of 8,493 > 1.96 t table, p-value 0.000 < sig 0.05.

In the following, the researcher presents the interaction of indirect effects between variables. More specifically, it can be observed in the following table:

Table 4.
Bootstrapping Indirect Effect
Path Coefficient Direct Effect

Variable effect	Coeffisient	T Statistic	P Values
Compensation System → Knowledge Sharing → Employee Performance	0.167	2.022	0.044
Competence → Knowledge Sharing → Employee Performance	0.271	3.560	0.000

From the results of the study, Table 4 shows that there is a mediating effect, including knowledge sharing, that can mediate the effect of the compensation system on employee performance, as evidenced by the coefficient value of 0.167, the acquisition of the t statistic value of 2.022 > t table 196, the acquisition of a p-value of 0.044 < sig 0.05. Thus, the indirect influence of the knowledge sharing variable mediates the influence of competence on employee performance, as evidenced by the acquisition of a coefficient of 0.271, the acquisition of a t statistic of 3.560 > t table 1.96 and a p-value of 0.000 < 0.05. However, the mediation of two is more dominant than the effect of mediation one.

3.2 Discussion

This study's first finding states that the compensation system significantly positively affects employee performance. This means that the more appropriate the compensation system, the more employee performance will increase. The objectives of effective compensation management are to obtain quality human resources, retain existing employees, ensure fairness, reward desired behaviour, control costs, and follow the rule of law. Rewarding the behaviours needed to achieve organizational goals is at the heart of corporate strategic planning (Mondy. R. W, 2008). This research is in line with (Hoque et al., 2018; Jean et al., 2017; Syahreza et al., 2017) stated that the distribution of the proper compensation system has a significant positive effect on employee performance.

The second finding in this study, among others, is that competence significantly and positively influences employee performance. This means that the higher the competence an employee possesses, the higher the employee's performance. Competence is a person's ability to create at a pleasant level in the workplace, including the ability of a person to transmit and apply these explanations and insights in an updated environment and enhance the agreed benefits (Syah et al., 2021). This study's results support the research (Dearnly & Hethari, 2021; Santoso et al., 2021; Usman, 2021). The results of his research stated that there was a positive and significant influence on employee performance.

Thus the third finding in this study is that there is a significant positive effect of providing a compensation system on knowledge sharing. This means that the management gives the more appropriate compensation, the more employees will share knowledge. Compensation is a counter-achievement to the workforce's use of labour or services (Wibowo, 2016). Compensation is one way that companies can provide in the form of rewards to employees. Compensation must have a robust, accurate and fair basis, and if compensation is felt to be unfair, it will cause disappointment to employees (Wijaya & Andreani, 2018). Employee performance can be improved through increased compensation because with compensation provided by the company to employees, the enthusiasm, willingness, and thoroughness of employees at work will be maximized, focused, and disciplined (Nurcahyani. N. M, & Adnyani. D, 2016). The researcher formulated the hypothesis in the previous chapter that providing an appropriate compensation system has a positive and significant effect on knowledge sharing.

Thus the fourth finding in this study is that employee competence has a positive and significant influence on employee performance. This means that the higher the competence of employees, the higher the knowledge sharing. One of the factors that can affect performance is employee competence. Without the balanced competence of qualified human resources, we will not be able to anticipate the conditions for achieving organizational goals. Therefore, adequate abilities and competencies must support the achievement of employee work results. Competence refers to people who perform better, more consistently and more effectively than general and even incompetent people (Nugroho & Paradifa, 2020). Competence is an essential concept in organizational management because it is closely related to excellent work performance and then develops the concept of ability into a fixed concept that cannot predict employee performance and success. (Borch & Roud, 2021). Competence is the ability of a person to carry out a job that includes skills, knowledge and attitudes in accordance with the work itself (Lukar et al., 2020). The author builds hypotheses in the previous chapter. Among others, competence has a significant positive effect on knowledge sharing.

The fifth finding in this study is that knowledge sharing has a positive and significant effect on employee performance. This means that the more effective knowledge sharing, the higher the employee's performance. Knowledge sharing in organizations can be seen as behaviour in which an individual gives other members of the organization some access to his knowledge and experience (Akhavan et al., 2013). The potential role of knowledge sharing in contributing to the success of organizations in general and universities, in particular, should not be ignored. Knowledge sharing improves decision-making by making it faster and more efficient to find relevant information and resources (Al-Kurdi et al., 2018). When employees disseminate their knowledge, skills, and expertise among members of the organization, the organization will become more innovative. In this context, managing employee knowledge effectively and efficiently is critical to organizational success. Many organizations in other sectors have realized the benefits and advantages of sharing knowledge. Research on knowledge sharing in these sectors has been expanded to achieve the organisation's desired goals. Several studies have examined the factors influencing knowledge sharing in various environments (Ahmed et al., 2019; Al-Kurdi et al., 2018; Qureshi & Evans, 2015). The author formulates hypotheses in the previous chapter. Among others, knowledge sharing has a significant positive effect on employee performance.

4. Conclusion

From the results of the study, researchers can formulate conclusions. Among others, there is a significant positive effect of providing a compensation system on employee performance, and it is necessary to provide an appropriate compensation system to increase employee performance. Thus there is a significant positive effect of competence on employee performance, among others, by increasing employee competence so that employee performance can increase. In addition, there is a significant positive effect of providing a compensation system on knowledge sharing, and it is necessary to have an appropriate compensation system to increase knowledge sharing. Thus there is a significant positive effect of competence on employee performance, among others, by increasing employee competence so that knowledge sharing can increase. In addition, there is the influence of knowledge sharing on employee performance. Thus, sharing adequate knowledge to improve employee performance needs to be done.

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