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THE EFFECT OF JOB DESCRIPTION ON EMPLOYEE PERFORMANCE WITH COMPENSATION AS AN INTERVENING VARIABLE (Case Study on Nurse and Medical Doctor of Chicago District)

Jonathan Dingel[1], Mark G Maffet[2]
Kemper Foundation Faculty Scholar[1]
The University of Chicago[2]

Abstract

This study aims to determine how the influence of job descriptions on employee performance with compensation as an intervening variable for Nurse and Medical Doctor of Chicago District. The research method used is the method of qualitative data and quantitative data. While the data used is primary data. The method of data analysis in this study uses simple linear regression analysis to obtain a comprehensive picture of the effect of job description variables on employee performance with compensation as an intervening variable for Nurse and Medical Doctor of Chicago District using the SPSS 25 for Windows program. To find out whether there is a significant effect of the independent variable on the dependent variable, a simple linear regression model is used. The results of testing the hypothesis using simple regression analysis and t test show that: that the t-table value of the job description variable is 4.181 > the t-table value (df: 38, α: 5%) is 1.685 so it can be concluded that the job description has a positive effect and significant to employee performance. Furthermore, from table 4.17 it can also be seen that the t-table value of the compensation variable is 1.186 < the t-table value (df: 38, α : 5%) is 2.024 so it can be concluded that compensation has no significant effect on employee performance.

Keywords:*Job Description, Compensation, Financial Performance*

INTRODUCTION

The role of HR Management itself is very influential on the performance of employees, because human resources are the most important resource and very decisive in the survival of a company/organization. Basically everyone has extraordinary potential and has not been fully utilized. In this affirmation, it is the manager's duty to utilize these resources in such a way for the benefit of achieving organizational goals, while still providing an appreciation and respect for the HR concerned. It is said that the company's goals can be achieved not only depending on modern equipment, adequate facilities and infrastructure, but more depending on the human resources who carry out the work. The achievement of an organization is strongly influenced by the individual performance of its employees.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Hidayah, 2016). One way to spur employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other

forms of attention to all. his employees. The existence of activities will greatly affect the provision of compensation.

The following is data or facts on the performance of PT.Karya Hevea Indonesia's harvesting employees with data on production results as of 2019 in the last few months.

Table 1.1

Production results as of 2019

Month	Amount / Ton	Percentage
September	1,200 Tons	70%
October	1,450 Tons	80%
November	1,150 Tons	68%
December	1,223 tons	69%

Source: Nurse and Medical Doctor of Chicago District

Job descriptions in an organization, both private and government, are a collection of information about jobs or an outline of what obligations, responsibilities and authorities are held and must be carried out by officials. In addition, job descriptions also explain the procedures for carrying out these tasks in order to achieve organizational goals effectively and efficiently. Job description is a written statement that contains what must be done by workers, how to do it, and under what conditions the work is done (Dessler, 2013). Job description states the duties and responsibilities of a job. It states "what is done, why is it done, and where is it done, and briefly how to do it". The problem of performance is certainly inseparable from the process, results and usability, in this case work performance or achievement is the result of work in quality and quantity achieved by an apparatus in carrying out their duties in accordance with the responsibilities given to them. Job descriptions include those described in this study only for employees who collect or harvest oil palm fruit. They do not discuss other jobs.

According to Hasibuan (2017: 119) Compensation is all income in the form of money, direct or indirect goods received by employees as a reward for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance. Compensation is also the provision of compensation financially or non-financially, directly or indirectly, which is equally distributed to all employees for the achievement of an organization.

This research found several things that are phenomena and facts that are currently happening in the company where it was found that there was a lack of motivation given by the company to all employees in terms of adding forms of compensation needed by employees so that they are better at completing their work.Based on the phenomenon that occurred to Nurse and Medical Doctor of Chicago Districtis still very much found fault with employees who do not comply with the standards set by the company. The fact is that employee job descriptions should be taken into consideration by the company in providing jobs that are clear and in accordance with expertise in order to further improve employee performance within the company

LITERATURE REVIEWS

1. **Job Description (Job Description)**

   *Job*Description is a written statement that contains what workers must do, how to do it, and under what conditions the work is done (Dessler, 2013). The job description will contain various job information which are the responsibilities, authorities, and limitations in carrying out the work, so that with a job description, activities are carried out in accordance with responsibilities and cannot interfere with each other's tasks, there is no overlapping in the implementation tasks, as well as well-formed communication due to a good cooperative relationship between employees.

2. **Compensation**

   According to Hasibuan (2017: 119) Compensation is all income in the form of money, direct or indirect goods received by employees as a reward for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance. According to Marwansyah (2016: 269) Compensation is a reward or reward directly or indirectly, financially or non-financially, that is fair and proper to employees, in return or contribution/service to achieving company goals. something employees receive in return for their work. Apart from being a reward, it can also motivate them in achieving the goals of the organization or company. Compensation is everything employees receive in return for their work.

3. **Employee performance**

   Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Hidayah, 2016). One way to spur employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other forms of attention to all. his employees. The existence of activities will greatly affect the provision of compensation.

METHODS

Data Types and Sources

1. Data Type

According to Sugiyono (2015), the types of data are divided into 2, namely qualitative and quantitative. This study uses data types in the form of qualitative and quantitative.

a. Qualitative Data
   Qualitative data according to Sugiyono (2015) is data in the form of words, schemes, and pictures. The qualitative data of this research are the names and addresses of the research objects
b. Quantitative Data
   Quantitative data according to Sugiyono (2015) is data in the form of numbers or qualitative data that is numbered.

2. Data Source

According to Sugiyono (2012: 193) the types of data are divided into two, namely:

a. Primary data is a data source that directly provides data to data collectors. In this study, the primary data was in the form of data from questionnaires and interviews conducted by researchers.
b. Secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents.

Data collection technique

The data collection technique used is by:

1. Questionnaire

Questionnaires or questionnaires are a number of questions or written statements about factual data or opinions relating to the respondent, which are considered facts or truths that are known and need to be answered by the respondent. In this questionnaire, a closed question model will be used, namely questions that have been accompanied by alternative answers before so that respondents can choose one of the alternative answers.

The processing of data in this study uses a Likert Scale.According to Sugiyono (2013: 132) "Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena".

In answering this Likert scale, the respondent only gives a mark, for example a checklist or a cross on the answer chosen according to the statement. The questionnaire that has been filled in by the respondent needs to be scored. The following is the weight of the rating on the Likert scale.

Table 3.1
Rating Weight

Statement	Positive Score
Strongly Agree / Always	Score 5
Agree/Often	Score 4
Doubtful/Sometimes/Normally	Score 3

Don't agree	Score 2
Strongly Disagree	Score 1

Source: Sugiyono (2012:94)

2. Interview

According to Sugiyono (2015: 231) interviews are a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be studied, but also if the researcher wants to know things from respondents that are more in-depth.

3. Library Studies

Literature study, according to Nazir (2013) data collection technique by conducting a review study of books, literature, notes, and reports that have to do with the problem being solved.

RESULTS AND DISCUSSION

1. Validity Test

Validity testing uses SPSS version 25.00 with criteria based on the calculated r value as follows:

a) If r count > r table or – r count < - r table then the statement is declared valid.

b) If r count < r table or – r count > - r table then the statement is declared invalid.

This test was carried out on 40 respondents, then df = 40-k = 38, with α = 5%, an r table value of 0.312 was obtained (Ghozali, 2016), then the calculated r value will be compared with the r table value as shown in table 4.5 below :

Table 4.5 Validity Test Results

***Job descriptions*(X)**			
Statement	**rcount**	**rtable**	**validity**
1	0.566	0.312	Valid
2	0.738	0.312	Valid
3	0.833	0.312	Valid
4	0.678	0.312	Valid
Employee Performance (Y2)			
Statement	**rcount**	**rtable**	**validity**
1	0.730	0.312	Valid
2	0.615	0.312	Valid
3	0.831	0.312	Valid
4	0.721	0.312	Valid
Compensation (Y1)			
Statement	**rcount**	**rtable**	**validity**
1	0.807	0.312	Valid
2	0.785	0.312	Valid

3	0.807	0.312	Valid
4	0.092	0.312	Valid

Source: Data processed from attachment 3 (2020)

Table 4.5 shows that all statement points, both the job description (X), employee performance (Y2) and compensation (Y1) variables, have a higher r count than the r table value, so that it can be concluded that all statements for each variable are declared valid.

2. Reliability Test

Reliability is an index that shows the extent to which a measuring device can be trusted or relied on. According to Sugiyono (2013) A factor is declared reliable if the Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results are obtained:

Table 4.6 Reliability Test Results

Variable	***Cronbach Alpha***	**Constant**	**Reliability**
Job descriptions(X)	0.771	0.6	Reliable
Employee Performance (Y2)	0.787	0.6	Reliable
Compensation (Y1)	0.759	0.6	Reliable

Source: Data processed from attachment 3 (2020)

Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable because Cronbach Alpha is greater than 0.6, the results of this study indicate that the measurement tools in this study have fulfilled the reliability test (reliable and can be used as a measuring tool).

3. Test the Classical Assumptions of Equation 1

As for testing the classical assumptions with the SPSS program25.00 which was carried out in this study included:

a. Normality test

The Normality Test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Data normality testing can be done using two methods, graphics and statistics. The normality test for the graphical method uses the normal probability plot, while the normality test for the statistical method uses the one sample Kolmogorov Smirnov test. The normality test using the graphical method can be seen in the following figure:

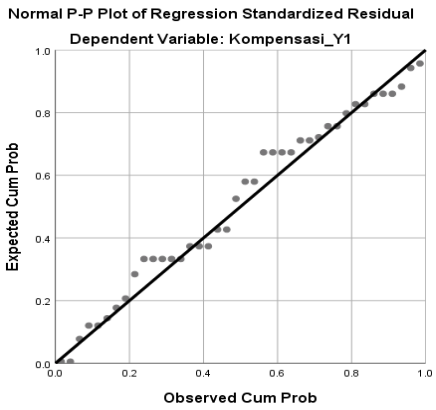

Figure 4.1 Normal P Plot

Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line, if the distribution of the residual data is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table 4.7 One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			40
Normal Parameters, b	Means		.0000000
	std. Deviation		.95490364
Most Extreme Differences	absolute		.159
	Positive		.159
	Negative		-.156
Test Statistics			.159
asymp. Sig. (2-tailed)			.012c
Monte Carlo Sig. (2-tailed)	Sig.		.250d
	99% Confidence Intervals	LowerBound	.074
		Upperbound	.426

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 40 sampled tables with starting seed 926214481.

Source: Data processed from attachment 4 (2020)

From the output in table 4.7 it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.250. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser test, in the glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication of heteroscedasticity occurring. Conversely, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016).

The results of data processing using SPSS 17.00 show the results in the following table:

Table 4.8 Glejser Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	.302	.899		.336	.739
	Job_description_X	.020	054	059	.366	.717

a. Dependent Variable: Abs_RES

4. Simple Linear Regression Testing

Multiple linear regression testing explains the role of variables*job descriptions*(X) to the compensation variable (Y1). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for windows. The analysis of each variable is explained in the following description:

Table 4.9 Simple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.	Collinearity Statistics tolerance	Collinearity Statistics VIF
1	(Constant)	7,017	1,206		5,818	.000		
	Job_description_X	.590	.073	.797	8.135	.000	1,000	1,000

a. Dependent Variable: Compensation_Y1

Source: Data processed from attachment 4 (2019)

Based on these results, the multiple linear regression equation has the formulation:**Y1 = a + b X + ε**, so the equation is obtained: Y1 = 7.017 + 0.590 X + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 7.017 indicates the magnitude of the compensation variable (Y1) if the job description variable (X) is equal to zero.
b. The regression coefficient value of the job description variable (X) (b1) is (0.590) indicating the large role of the job description variable (X) on the compensation variable (Y1). This means that if the job description variable factor (X) increases by 1 unit value, it is predicted that the compensation variable (Y1) will increase by (0.590) units.

5. Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R^2) the greater (closer to 1), it can be said that the influence of the variable*job descriptions*(X)is big againstcompensation variable (Y1).

The value used in viewing the coefficient of determination in this study is in the adjusted R square column. This is because the value of the adjusted R square is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 4.10 below:

Table 4.10 Coefficient of Determination

Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.797a	.635	.626	.967	1,502

a. Predictors: (Constant), Job_description_X

b. Dependent Variable: Compensation_Y1

Source: Data processed from attachment 4 (2020)

Based on table 4.10, it can be seen that the value of the adjusted R square is 0.626 or 62.6%. This shows ifvariable*job descriptions*(X) can explain the compensation variable (Y1) of 62.6%, the remaining 37.4% (100% - 62.6%) is explained by other variables outside this research model.

6. Test the Classical Assumptions of Equation 2

As for testing the classical assumptions with the SPSS program25.00 which was carried out in this study included:

a. Normality test

The Normality Test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Data normality testing can be done using two methods, graphics and statistics. The normality test for the graphical method uses the normal probability plot, while the normality test for the

statistical method uses the one sample Kolmogorov Smirnov test. The normality test using the graphical method can be seen in the following figure:

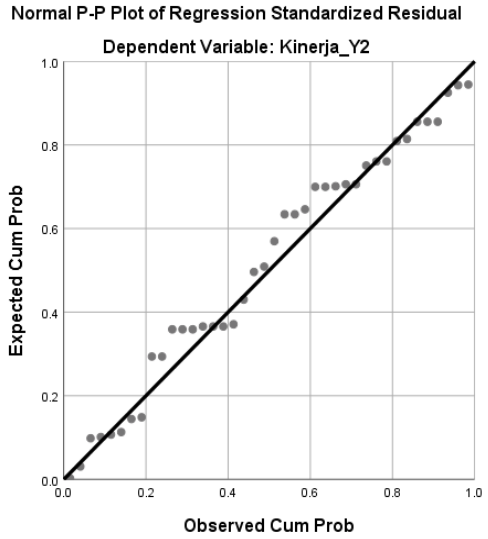

Figure 4.2 Normal P Plot

Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line, if the distribution of the residual data is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table 4.11 One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			40
Normal Parameters, b	Means		.0000000
	std. Deviation		1.10079108
Most Extreme Differences	absolute		.112
	Positive		063
	Negative		-.112
Test Statistics			.112
asymp. Sig. (2-tailed)			.200c,d
Monte Carlo Sig. (2-tailed)	Sig.		.675e
	99% Confidence Intervals	LowerBound	.484
		Upperbound	.866

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 40 sampled tables with starting seed 299883525.

Source: Data processed from attachment 4 (2020)

From the output in table 4.11 it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.675. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study was seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 25.00 program for windows can be seen in Table 4.12 below:

Table 4.12 Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	3,407	1937		1,759	087		
	Job_description_X	.586	.140	.659	4,181	.000	.365	2,742
	Compensation_Y1	.225	.190	.187	1,186	.243	.365	2,742

a. Dependent Variable: Performance_Y2

Source: Data processed from attachment 4 (2020)

Based on table 4.12 it can be seen that:

The tolerance value of the job description (X) is 0.365, compensation (Y1) is 0.365 where everything is greater than 0.10 while the VIF value of the job description (X) is 2.742 and compensation (Y1) is 2.742 where everything is less than 10. Based on the results of the calculation above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 5 so that there are no correlation symptoms in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser test, in the glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication of heteroscedasticity occurring. Conversely, if the independent variable is not statistically significant in influencing the dependent variable, then there is no

indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016).

The results of data processing using SPSS 17.00 show the results in the following table:

Table 4.13. Glejser Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	1,330	1,124		1,183	.244
	Job_description_X	-.065	081	-.216	-.802	.428
	Compensation_Y1	.037	.110	091	.340	.736

a. Dependent Variable: Abs_RES

7. Multiple Linear Regression Testing

Multiple linear regression testing explains the role of job description (X) and compensation (Y1) on employee performance (Y2). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for windows. The analysis of each variable is explained in the following description:

Table 4.14 Multiple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.	Collinearity Statistics tolerance	Collinearity Statistics VIF
1	(Constant)	3,407	1937		1,759	087		
	Job_description_X	.586	.140	.659	4,181	.000	.365	2,742
	Compensation_Y1	.225	.190	.187	1,186	.243	.365	2,742

a. Dependent Variable: Performance_Y2

Source: Data processed from attachment 4 (2019)

Based on these results, the multiple linear regression equation has the formulation:**Y2 = a + b1X + + b3Y1 + ε**, so the equation is obtained: Y2 = 3.407 + 0.586X + 0.225Y1 + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 3.407 indicates the level of employee performance (Y2) if the job description (X) and compensation (Y1) are equal to zero.
b. The regression coefficient value of job description (X) (b1) is 0.586 indicating the magnitude of the role of job description (X) on employee performance (Y2) assuming the compensation variable (Y1) is constant. This means that if the job description factor (X) increases by 1 value unit, it is predicted that employee performance (Y2) will increase by 0.586 value units assuming constant compensation (Y1).

c. The value of the compensation regression coefficient (Y1) (b3) of 0.225 indicates the magnitude of the role of compensation (Y1) on employee performance (Y2) assuming the job description variable (X) is constant. This means that if the compensation factor (Y1) increases by 1 value unit, it is predicted that employee performance (Y2) will increase by 0.225 value units assuming the job description (X) is constant.

8. Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R^2) the greater (closer to 1), it can be said that the effect of variable X is large oncompensation(Y1).

The value used in viewing the coefficient of determination in this study is in the adjusted R square column. This is because the value of the adjusted R square is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 4.15 below:

Table 4.15 Coefficient of Determination

Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.816a	.665	.647	1,130	2008

a. Predictors: (Constant), Compensation_Y1, Job_description_X

b. Dependent Variable: Performance_Y2

Source: Data processed from attachment 4 (2020)

Based on table 4.15, it can be seen that the value of the adjusted R square is 0.647 or 64.7%. This shows that compensation (Y1) and job description (X) can explain employee performance (Y2) by 64.7%, the remaining 35.3% (100% - 64.7%) is explained by other variables outside the research model This.

9. Hypothesis testing

a. t test (Partial)

The t statistical test is also known as the individual significance test. This test shows how far the influence of the independent variables partially on the dependent variable.

In this study, partial hypothesis testing was carried out on each independent variable as shown in Table 4.16 below:

Table 4.16 Partial Test (t) Equation 1

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	7,017	1,206		5,818	.000		
	Job_description_X	.590	.073	.797	8.135	.000	1,000	1,000

a. Dependent Variable: Compensation_Y1

Source: Data processed from attachment 4 (2020)

Hypothesis test of the effect of job description variable (X) on compensation variable (Y1).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1) Accept H0 If tcount < ttable or -tcount> - ttable orSig value. >0.05.
2) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05.

From table 4.16, a tcount value of 8.135 is obtained. With α = 5%, ttable (5%; nk = 38) a ttable value of 2.024 is obtained. From this description it can be seen that tcount (8.135) > ttable (2.024), so does the significance value 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning the job description variable(X) positive and significant effectto compensation (Y1).

Table 4.17 Partial Test (t) Equation 2

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	3,407	1937		1,759	087		
	Job_description_X	.586	.140	.659	4,181	.000	.365	2,742
	Compensation_Y1	.225	.190	.187	1,186	.243	.365	2,742

a. Dependent Variable: Performance_Y2

Source: Data processed from attachment 4 (2020)

a. Hypothesis test of the influence of job descriptions(X)on employee performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount> - ttable orSig value. >0.05
b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From table 4.17 the value of t is obtained$_{count}$of 4.181 With α = 5%, ttable (5%; nk = 38) obtained a ttable value of 2.024 From this description it can be seen that tcount (4.181) > ttable (2.024), and its significance value is 0.00 <0.05, so it can be

concluded that the second hypothesis is accepted, meaningjob descriptions(X) significant effecton employee performance (Y2).

b. Hypothesis test of the effect of compensation (Y1) on employee performance (Y2)
The form of hypothesis testing based on statistics can be described as follows:
Decision Making Criteria:
   a) Accept H0 If tcount < ttable or -tcount> - ttable orSig value. >0.05
   b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From table 4.17, a tcount value of 1.186 is obtained. With α = 5%, ttable (5%; nk = 38) a ttable value of 2.024 is obtained. From this description it can be seen that tcount (1.186) < ttable (2.024), and its significance value is 0.124 > 0.05, it can be concluded that the third hypothesis is rejected, meaningcompensation (Y1)influentialNosignificanton employee performance (Y2).

b. Path Analysis

In order to prove that whether a variable is capable of being a variable that mediates the relationship between the independent variable and the dependent variable, a direct and indirect effect calculation will be carried out between the independent variable and the dependent variable. If the indirect effect of the independent variable on the dependent variable through the intervening variable is greater than the direct effect of the independent variable on the dependent variable, then this variable can be a variable that mediates between the independent variable and the dependent variable (Ghozali, 2016). To carry out direct and indirect calculations, it is carried out from the standardized values of the regression coefficients equations I and II as follows:

Table 4.18 Value of Standardized Coeffients Equation I

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
1 (Constant)	7,017	1,206	
Job_description_X	.590	.073	.797

a. Dependent Variables:Compensation_Y1

Table 4.19 Value of Standardized Coeffients Equation II

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
1 (Constant)	3,407	1937	
Job_description_X	.586	.140	.659
Compensation_Y1	.225	.190	.187

a. Dependent Variable: Performance _Y2

Furthermore, the value of standardized coefficients beta will be entered into the path analysis image as follows:

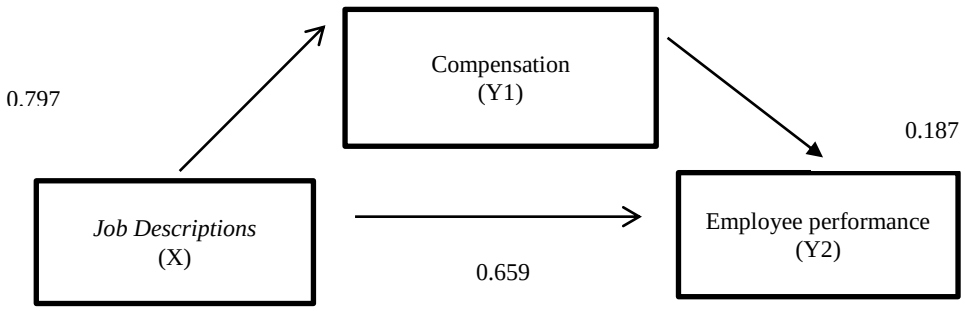

Figure 4.3 Path Analysis

In Figure 4.3 the path analysis shows the direct effect of variable X on variable Y2 of 0.659. While the indirect effect through the Y1 variable is 0.797 x 0.187 = 0.149, the calculation results obtained show that the indirect effect through the Y1 variable is greater than the direct effect on the Y2 variable. These results can be seen in table 4.20 below:

Table 4.20 Direct and Indirect Relationship

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	*Job Descriptions*(X)	0.659	0.797	-	Significant	As Independent Variable
2	Compensation(Y1)	0.187	-	0.149	No Significant	No As an Intervening Variable

Source: Data processed from attachment 4 (2020)

CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. What was submitted stated that:From table 4.16, a tcount value of 8.135 is obtained. With α = 5%, ttable (5%; nk = 38) a ttable value of 2.024 is obtained. From this description it can be seen that tcount (8.135) > ttable (2.024), so does the significance value 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning the job description variable(X) positive and significant effectto compensation (Y1).

2. From table 4.17, a tcount value of 4.181 is obtained. With α = 5%, ttable (5%; nk = 38) a ttable value of 2.024 is obtained. From this description it can be seen that tcount (4.181) > ttable (2.024), and its significance value is 0. 00 < 0.05, it can be concluded that the second hypothesis is accepted, meaningjob descriptions(X) significant effecton employee performance (Y2).
3. From table 4.17, a tcount value of 1.186 is obtained. With α = 5%, ttable (5%; nk = 38) a ttable value of 2.024 is obtained. From this description it can be seen that tcount (1.186) < ttable (2.024), and its significance value is 0.124 > 0.05, it can be concluded that the third hypothesis is rejected, meaningcompensation (Y1)influentialNosignificanton employee performance (Y2).
4. In Figure 4.3 the path analysis shows the direct effect of variable X on variable Y2 of 0.659. While the indirect effect through the Y1 variable is 0.797 x 0.187 = 0.149, the calculation results obtained show that the indirect effect through the Y1 variable is greater than the direct effect on the Y2 variable.

Suggestions

To perfect this research, there are several additional aspects proposed in the suggestions in this research, namely as follows:

1. Further research is suggested to consider variables not examined in this study.
2. It is recommended for future researchers to expand the scope of research objects, for example in the scope of provincial or national governments throughout Indonesia.

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