
The Effect of Competence, Career Development, and Compensation on ASN Performance at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia in 2022

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Abstract. This study aims to determine the effect of competence, career development, and compensation on ASN performance at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia in 2022. This study uses data through the distribution of research questionnaires, and secondary data from journals and books. This study uses a probability technique in a simple way (simple random sampling). The sample in this study were employees at the Directorate General of Social Rehabilitation, amounting to 71 people. The data analysis technique used in this research is Multiple Linear Regression with IBM SPSS 26.0 Statistics for Windows application to find the correlation coefficient and the effect of independent variables on the dependent variable.

Analysis of statistical test results using $\alpha = 0.05$. The results showed that competence and career development had a significant positive effect on the performance of ASN at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia, while compensation had a negative effect on the performance of ASN at the Directorate General of Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia. Competence, career development, and compensation simultaneously affect the performance of ASN at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia. Based on the analysis of the coefficient of determination shows that the magnitude of the coefficient of determination (Adjusted R Square) is 0.301. This shows that the variables of competence, career development, and compensation simultaneously have an influence on the ASN performance variable by 30.1%, while the remaining 69.9% is influenced by other variables not included in this study.

Keywords: Competence, Career Development, Compensation, Performance ASN

Preliminary

Low-performance employee still becomes a fundamental problem for Apparatus State Civil. Ministry of Empowerment State Apparatus and Bureaucratic Reform (KemenPAN-RB) at the end of 2018 reveals there 30% or about 1.35 million civil servants (PNS) whose performance belongs to bad (Sindonews, 2018). Evaluation results of application management performance carried out by the National Civil Service Agency (BKN) against agency government and local government in the period 2018-2019 time show 3.3% of agencies already very good, 35% agency already good, 50% enough, and 11.7% bad in application management performance of civil servants (Okezone, 2020).

In Constitution Number 5 of 2014 concerning Apparatus State Civil, clear be delivered that ASN is a profession for Civil Servants (PNS) and Employees Government with Agreement Employment (PPPK) who work in agencies government. ASN employees are source power officers on duty doing public policy, giving service professional and quality public, and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia. Implementation policies governing the ASN, expected could realize and create quality civil servants who have competence and professionalism in operating duties and positions, to be able to provide excellent public services.

To obtain a professional apparatus, competence and quality of apparatus resources are needed by the demands and needs of the organization. Competency development can be done, among others, through education and training, seminars, courses, and upgrading. So an organization needs to develop employee competencies following their abilities and expertise. Likewise, the variables: competence, professionalism of human resources have a significant effect on improving employee performance.

The overview of competence of Ministry of Social Affairs employees could be seen in the following table.

Table 1. Amount Ministry of Social Employees Based on Education

| Based on Education | Male | % | Female | % | Amount | % |
|--------------------|-------------|--------------|-------------|--------------|-------------|---------------|
| Doctoral (HC) | 0 | 0 | 1 | 1 | 1 | 100.00 |
| Doctor | 38 | 53.52 | 33 | 46.48 | 71 | 100.00 |
| Profession | 1 | 12.50 | 7 | 87.50 | 8 | 100.00 |
| Master | 373 | 50.41 | 367 | 49.59 | 740 | 100.00 |
| Bachelor's Degree | 536 | 46.81 | 609 | 53.19 | 1145 | 100.00 |
| Diploma IV | 208 | 50.61 | 203 | 49.39 | 411 | 100.00 |
| Diploma III | 160 | 39.70 | 243 | 60.30 | 403 | 100.00 |
| Diploma II | 0 | 0.00 | 4 | 100.00 | 4 | 100.00 |
| Diploma I | 6 | 40.00 | 9 | 60.00 | 15 | 100.00 |
| High school | 401 | 64.47 | 221 | 35.53 | 622 | 100.00 |
| Junior high school | 59 | 76.62 | 18 | 23.38 | 77 | 100.00 |
| SD | 36 | 80.00 | 9 | 20.00 | 45 | 100.00 |
| Total | 1818 | 51.33 | 1724 | 48.67 | 3542 | 100.00 |

Source: SIMPEG (21 March 2022) data processed

The data above shows that the overall ratio of male employees (51.33%) is almost the same as female employees (48.67%). Meanwhile, judging from the type of education, the three largest employee rankings are as follows: Employees with a bachelor's degree in Strata 1 (S1), which are 32.33% or 1,145 people, followed by employees with a Master's education, amounting to 20.89% or 740 people, then employees have a high school education of 17.56% or 622 people. Uniquely, there is 1 employee who is Doctor Honoris Causa, namely Tri Rismaharini, while there are 2% of employees who are academic doctors or 71 people. Judging from the level of education, the Ministry of Social Affairs employees are relatively good because 67.05 % have been at the undergraduate, master's, and doctoral levels.

The data shows that most ASNs have paid attention to the development of their competencies because competence is one of the things considered in placing an ASN in a position. However, this is not proportional to the number of administrative position formations and high (structural) leadership positions that are considered and employee competition in their career development.

Since the policy of bureaucratic simplification was implemented at the Ministry of Social Affairs in 2022, employee career development has changed direction from structural to functional, and structural position formations are decreasing, so all employees must be able to improve their professionalism in performing public services through increasing competence so that they can compete for positions.

Apart from competence and career development that will support the performance of ASN in providing services, compensation is also needed as a form of reward and appreciation for ASN. Because every activity or effort carried out by humans in a company or organization

cannot be separated from their motives to meet their needs. Compensation given appropriately and correctly to employees can provide job satisfaction and motivation to achieve organizational goals. Therefore, the organization's attention to rational and fair compensation arrangements is needed.

The institution hopes that ASN will always be superior and professional in human resources. Human resource development which includes career development and competence is expected to influence the performance of ASN. Because the performance of ASN is said to be good if it has high competence. In addition, award support in the form of appropriate compensation is also expected able to influence the performance of ASN at the Ministry of Social Affairs.

Research related to the effect of competence, career development, and compensation on performance has been widely carried out. The results of Distyawati's research (2017), found that competence and career development have a significant effect on performance. The results of Nugraha's research (2022) on the Effect of Career Development, Competence, and Job Satisfaction on the Performance of Civil Servants at the Marine and Fisheries Service of West Java Province, that career development has a considerable impact on efforts to improve employee performance.

Taking this into account, the research problem is formulated as follows: (1) Is there an influence of career development on employee performance at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia in 2022?; (2) Is there any influence of competence on employee performance at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia in 2022?; (3) Is there any effect of compensation on employee performance at the Directorate General of Social Rehabilitation of the Indonesian Ministry of Social Affairs in 2022?; (4) Is there an effect of joint career development, competence, and competence on employee performance at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia in 2022?

Literature Review

Human Resource Management

Human Resource Management aims to manage human resources in an agency because HR is an important asset and acts as the main driving factor in the implementation of all agency activities or activities. The study of Human Resource Management begins with Job Analysis, HR Planning, Recruitment, selection, development, maintenance, to retirement.

Employee Performance

According to Sinambela (2012), it is very difficult to establish a definition of performance that can provide a comprehensive understanding. The use of the word performance itself is sometimes equated with work performance, work effectiveness, work results, goal achievement, work productivity, and various other terms. Even though there are similarities in the understanding of performance with these various terms, there are differences in the basic meaning and process. The same thing

Performance is a translation of the word "performance" (job performance). According to Sinambela (2019), performance means the execution of an action. From this understanding, it can be concluded that performance or performance means the act of displaying or carrying out an activity.

Organizational performance cannot be separated from the performance of employees in carrying out their duties and work. Thus, the progress or failure of an organization is largely determined by the role and quality of its employees. According to Prawirosentono (2008),

"performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and following morals, as well as ethics".

There are many concepts and propositions about employee performance, but in this study, what is meant by employee performance is the ability of employees or organizations to carry out their duties and responsibilities by their duties, authorities, and responsibilities, and the results of their work can be seen in terms of quality, quantity, and productivity.

Competence

Competence is the ability and characteristics possessed by a civil servant, in the form of knowledge, skills, and behavioral attitudes needed in carrying out the duties of his position, so that the civil servant can carry out his duties professionally, efficiently, and effectively. Competency-based HR development can provide results following the goals and objectives of the organization with established performance standards.

According to Boulteret in Rosidah (2003: 11), competence is a basic characteristic of a person that allows employees to issue superior performance in their work. Hutapea and Thoha (2014: 28) reveal that there are three main components of competency formation, namely the knowledge a person has, abilities, and individual behavior.

Referring to various concepts of competence, in this research it is formulated that competence is the workability of each individual which includes aspects of knowledge, skills, abilities, and individual behavior that become the experience that can support employee performance improvement.

Career Development

Career development is an effort made by the organization to plan the careers of its employees, consisting of career management, namely planning, implementing, and supervising careers. Handoko (2008) suggests that career development is a personal improvement made by a person to achieve the desired career plan. Saydam (2011) states that HR development (Human Resources) is an activity that must be carried out by organizations so that their knowledge, abilities, and skills are following the demands of the work they do.

The human resource management process according to Mangkunegara (2013) is a series of processes of planning, organizing, coordinating, implementing, and supervising up to the procurement/recruitment evaluation stage, career development, payment or compensation systems, integration, and employee classification to accelerate the process of achieving organizational goals.

The purpose of career development is to match individual needs with the career opportunities provided by the organization by establishing a well-designed career development system, to assist employees in determining their career needs. Thus it is concluded that career development is a person's action to achieve his career plan which is supported by a career development system in the organization. The employee career development system is implemented through education, promotion, mutation, and based on recommendations from the leader.

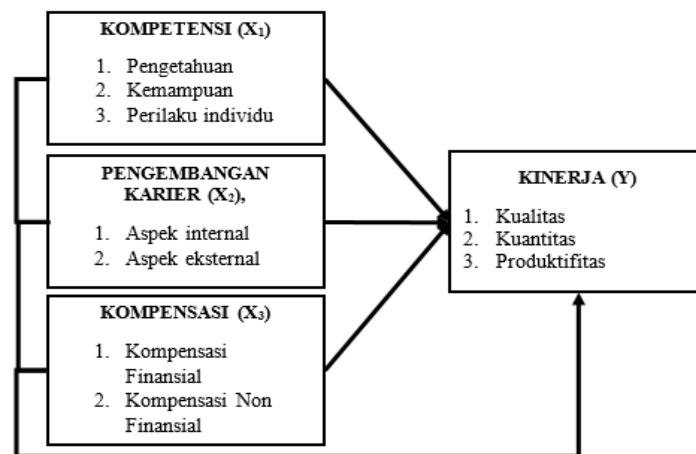
Compensation

According to Martoyo (2000: 216), compensation is a regulator of all remuneration for employers and employees, both directly in the form of money (financial) and indirectly in the form of money (non-financial). According to Sastrohadiwiryono (2003: 181), "compensation is compensation for services/remuneration provided by the company to workers because these workers have contributed labor and thoughts for the progress of the company to achieve the goals that have been set".

According to Rivai and Sagala (2011), compensation is something that employees receive as a substitute for their service contribution to the organization. According to Sinambela (2019: 448), "compensation is the total of all awards given to employees in return for their services rendered to the organization". The overall purpose of compensation is to attract, retain and motivate employees. Wibowo (2012) argues that compensation is a counter-achievement to the use of labor or services that have been provided by the workforce. Compensation is the number of packages that the organization provides to workers in return for the use of their workforce.

From some of these views, it can be concluded that compensation is everything that employees receive in return for their work return for sacrifices, and also the labor that employees have given to the organization/company. This compensation can be in the form of direct financial and indirect financial as well as non-financial compensation in the form of services so that employees feel valued at work.

Framework Thinking



Based on the research framework, the following hypothesis is presented:

- H1: Competence has a significant effect on the performance of ASN at the Directorate General of Social Affairs
- H2: Career development has a significant effect on the performance of ASN at the Directorate General of Social Affairs
- H3: Compensation has a significant effect on the performance of ASN at the Directorate General of Social Affairs

Research Methodology

The approach used in this research is quantitative. This research was conducted at the Directorate General of Social Rehabilitation, Ministry of Social Affairs of the Republic of Indonesia, which is located at Jalan Salemba Raya No. 28 Central Jakarta, in June 2022. Meanwhile, instrument trials were also carried out in early June 2022.

The focus of this research is to find out and analyze the effect of competence, career development, and compensation on the performance of ASN at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia in 2022. The independent variables in this study are competence (X1), career development (X2), and compensation (X3), while the dependent variable is employee performance (Y).

The population for sampling in this study was State Civil Apparatus Employees at the Directorate General of Social Rehabilitation with a total of 118 people (Bezetting as of March 31, 2022). A population of 118 people was reduced by 32 employees of the Secretariat of the

Directorate General of Social Rehabilitation as respondents to the pretest of the instrument trial so the population in this study was 86 people. The data analysis technique was carried out using the SPSS 16 program.

Research Results and Discussion

Validity and Reliability Test

All instruments used in this study have been tested on 30 respondents. All four items of the instrument variable have been validated, and some items that are not valid have been excluded. Furthermore, reliability analysis was also carried out. The four instruments are reliable so that they can be used to obtain the required data.

Normality Test

The results of the normality test of this research variable used the Kolmogorov Smirnov statistical analysis as follows:

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 71 |
| Normal Parameters ^{a,b} | mean | .0000000 |
| | Std. Deviation | 6.06055598 |
| Most Extreme Differences | Absolute | .086 |
| | Positive | .086 |
| | Negative | -.083 |
| Test Statistics | | .086 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

From the test results with Kolmogorov Smirnov, it gives a significance value of 0.200 which means it is greater than a significance value of 0.05 so it can be concluded that the data is normally distributed.

Multicollinearity Test

The results of the multicollinearity test can be seen in the following table:

| Model | Coefficients ^a | | | | | Collinearity Statistics | |
|--------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Tolerance | VIF |
| | B | Std. Error | Beta | | | | |
| 1 (Constant) | 42.068 | 7.414 | | 5.674 | .000 | | |
| Competence | .290 | .103 | .338 | 2.827 | .006 | .700 | 1,429 |
| Development Career | .556 | .124 | .511 | 4.479 | .000 | .766 | 1.306 |
| Compensation | -.110 | .096 | -.152 | -1.142 | .258 | .560 | 1,786 |

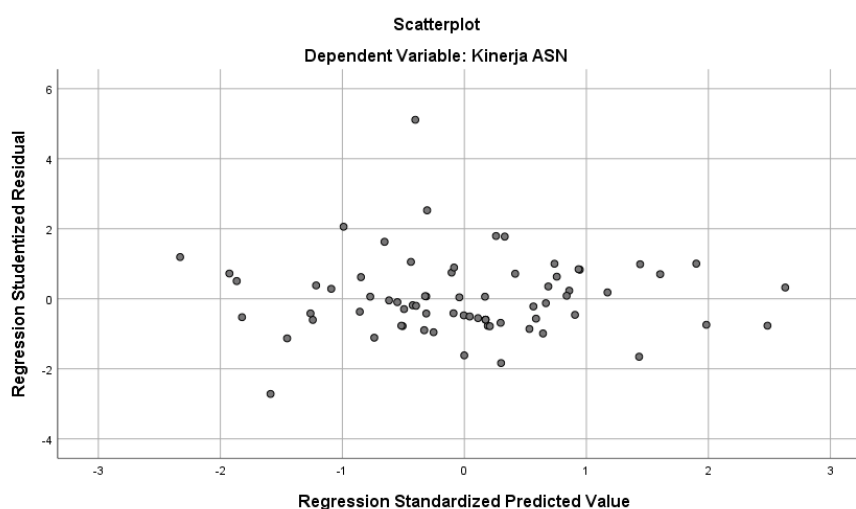
a. Dependent Variable: ASN Performance

Source: SPSS output Version 26.0 (data processed)

Based on the test results, it can be seen that the competency variable has a tolerance value of 0.700 with a VIF of 1.429. The career development variable has a tolerance value of 0.766 with a VIF of 1.306. While the compensation variable has a tolerance of 0.560 with a VIF of 1.786. From these results, it can be concluded that the variables of competence, career development, and compensation do not have multicollinearity problems because they have a tolerance value above 0.1 and a VIF value of less than 10. So that could be concluded that the multicollinearity test was fulfilled.

Heteroscedasticity Test

The results of the heteroscedasticity test of the research variables are shown in the following figure:



Source: SPSS output Version 26.0 (data processed)

From the scatterplot image, it can be seen that the points spread randomly and are spread both above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the equation model used. And the heteroscedasticity test is fulfilled.

Multiple Linear Regression

The results of the multiple linear regression equation are shown as follows:

| Coefficients^a | | | | | | |
|---------------------------------|--------------------|-----------------------------|------------|--------------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Beta Coefficients | t | Sig. |
| | | B | Std. Error | | | |
| 1 | (Constant) | 42.068 | 7.414 | | 5.674 | .000 |
| | Competence | .290 | .103 | .338 | 2.827 | .006 |
| | Development Career | .556 | .124 | .511 | 4.479 | .000 |
| | Compensation | -.110 | .096 | -.152 | -1.142 | .258 |

a. Dependent Variable: ASN Performance

Source: SPSS output Version 26.0 (data processed)

Based on the table above, the multiple linear regression equation can be described as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 42,068 + 0,103X_1 + 0,124X_2 + (-0,096)X_3 + e$$

From the multiple linear regression equation above, it can be explained as follows:

1. Constant (a)
The constant value (a) is 42,068. This means that if X₁, X₂, and X₃ are 0 or have not changed, then the ASN Performance is worth 42,068.
2. Competence (X₁) on ASN Performance (Y)
The regression coefficient (b₁) for Competence (X₁) of 0.103 has a positive (unidirectional) effect on ASN Performance (Y). If the percentage of the Competency variable (X₁) increases by one unit, the ASN Performance (Y) will increase by 0.103 units assuming other independent variables are considered constant. This means that the higher the competency value, the higher the ASN performance. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.
3. Development Career (X₂) on ASN Performance (Y)
The regression coefficient (b₂) for career development (X₂) of 0.124 has a positive (unidirectional) effect on ASN performance (Y). If the percentage of the career development variable (X₂) increases by one unit, the ASN Performance (Y) will increase by 0.124 units assuming other independent variables are considered constant. This means that the higher the value of career development, the higher the employee performance.
4. Compensation (X₃) on ASN Performance (Y)
The regression coefficient (b₃) for compensation (X₃) of 0.096 has a negative effect on the performance of ASN (Y). If the value of the compensation variable increases/increases/increases by one unit, the value of the performance variable will decrease/decrease by 0.096. This means that employee performance is not fully in line with the compensation value obtained.

Coefficient Correlation and Coefficient Determination

Calculation of the coefficient of determination partially each variable will pay attention to the correlation coefficient in the following table:

| | | Correlations | | | |
|-----------------------|------------------------|---------------------|------------|-----------------------|--------------|
| | | ASN Performance | Competence | Development Career | Compensation |
| ASN Performance | Pearson Correlation | 1 | .347 ** | .500 ** | .273 * |
| | Sig. (2-tailed) | | .003 | .000 | .021 |
| | N | 71 | 71 | 71 | 71 |
| Competence | Pearson Correlation | .347 ** | 1 | .179 | .541 ** |
| | Sig. (2-tailed) | .003 | | .135 | .000 |
| | N | 71 | 71 | 71 | 71 |
| Development Career | Pearson Correlation | .500 ** | .179 | 1 | .475 ** |
| | Sig. (2-tailed) | .000 | .135 | | .000 |
| | N | 71 | 71 | 71 | 71 |

| | | | | | |
|--------------|---------------------|--------|---------|---------|----|
| Compensation | Pearson Correlation | .273 * | .541 ** | .475 ** | 1 |
| | Sig. (2-tailed) | .021 | .000 | .000 | |
| | N | 71 | 71 | 71 | 71 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output Version 26.0 (data processed)

From the table above, the relationship between each variable in this study can be explained as follows:

1. Relationship of Competence to ASN Performance

The value of the competency variable correlation coefficient is 0.347, then the value of the Partial Coefficient of Determination (r) is:

$$r = (0.347)^2 \times 100\% = 0.120409 \times 100\% = 12\%$$

From the results of these calculations, it can be said that the competency variable contributes 12% to the performance of ASN.

2. Relationship of Career Development to ASN Performance

The value of the correlation coefficient of career development variables is 0.500, then the value of the Partial Coefficient of Determination (r) is:

$$r = (0.500)^2 \times 100\% = 0.25 \times 100\% = 25\%$$

From the results of these calculations, it can be said that the career development variable contributes 25% to the performance of ASN.

3. Relationship of compensation to the performance of ASN

The value of the correlation coefficient of the competency variable is 0.273, then the value of the Partial Coefficient of Determination (r) is:

$$r = (0.273)^2 \times 100\% = 0.074 \times 100\% = 7\%$$

From the results of these calculations, it can be said that the compensation variable contributes 7% to the performance of ASN.

Meanwhile, to determine the value of the coefficient of determination or the magnitude of the contribution of competence, career development, and compensation variables to ASN performance simultaneously, Ghazali (2006) recommends using the adjusted R square value to measure the extent to which the model's ability to explain the independent variables. This is because the adjusted R2 value can increase or decrease if one independent variable is added to the model. The measurement results are as follows:

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|--------------------------------|
| Model | R | R Square | Adjusted R Square | Std. The error of the Estimate |
| 1 | .575 ^a | .331 | .301 | 6.19475 |

a. Predictors: (Constant), Compensation, Development Career, Competence

b. Dependent Variable: ASN Performance

Source: SPSS output Version 26.0 (data processed)

The table above shows that the magnitude of the coefficient of determination (r) is seen from the Adjusted R Square value of 0.301 or 30.1%. And according to the guideline for interpretation of the coefficient of determination proposed by Gilford in Supranto (2001), this value indicates that the variables of competence, career development, and compensation simultaneously influence the ASN performance variable of 30.1%, while the remaining 69.9% is influenced by another variable that not included in this study.

Test Hypothesis

The analysis of the t-test in this study can be explained as follows:

| Coefficients ^a | | | | | | |
|---------------------------|--------------------|-----------------------------|------------|--------------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Beta Coefficients | t | Sig. |
| | | B | Std. Error | | | |
| 1 | (Constant) | 42.068 | 7.414 | | 5.674 | .000 |
| | Competence | .290 | .103 | .338 | 2.827 | .006 |
| | Development Career | .556 | -.124 | .511 | 4.479 | .000 |
| | Compensation | -.110 | .096 | -.152 | -1.142 | .258 |

a. Dependent Variable: ASN Performance

Source: SPSS output Version 26.0 (data processed)

1. Competence in ASN Performance

The significance value (sig) obtained is 0.006, where the value is smaller than the probability value of 0.05 ($0.006 < 0.05$), then H_1 is accepted, and H_0 is rejected. This means that partially there is a significant influence between the competence variables on the performance of ASN. The calculated t value obtained is 2.827, while the t table value ($a/2; n-k-1$) with $a = 5\%$ probability, $n =$ number of samples, $k =$ number of independent variables) is 1.99495. Because the value of t count $>$ t table, then H_1 is accepted, H_0 is rejected, meaning that partially there is a significant influence between the competency variables on the performance of ASN.

2. Development Career (X_2) on ASN Performance (Y)

The significance value (sig) obtained is 0.000, where the value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then H_2 is accepted, and H_{02} is rejected. This means that partially there is a significant influence between career development variables on ASN performance. The calculated t value obtained is 4.479, while the t table value ($a/2; n-k-1$) with $a = 5\%$ probability, $n =$ number of samples, $k =$ number of independent variables) is 1.99495. Because the value of t count $>$ t table, then H_2 is accepted, H_0 is rejected, meaning that partially there is a significant influence between career development variables on ASN performance.

3. Compensation (X_3) on ASN Performance (Y)

The significance value (sig) obtained is 0.258, where the value is higher than the probability value of 0.05 ($0.258 > 0.05$), then H_3 is rejected, and H_0 is accepted. This means that partially there is no significant effect between compensation variables on ASN performance. The calculated t value obtained is -1.142, while the t table value ($a/2; n-k-1$) with $a = 5\%$ probability, $n =$ number of samples, $k =$ number of independent variables) is 1.99495. Because the value of t count $<$ t table, then H_3 is rejected, H_{03} is accepted, meaning that partially there is no significant effect between compensation variables on ASN performance.

The analysis of the F test in this study can be seen and explained as follows:

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1272,369 | 3 | 424123 | 11.052 | .000 ^b |
| | Residual | 2571,124 | 67 | 38.375 | | |
| | Total | 3843,493 | 70 | | | |

a. Dependent Variable: ASN Performance

b. Predictors: (Constant), Compensation, Development Career, Competence

Source: SPSS output Version 26.0 (data processed)

Based on the results of the simultaneous test in the table above, shows that the independent variable has a p-value of 0.000 where the probability value is below 0.05. Thus, by the provisions in the test criteria, if the probability value is < 0.05 , it can be concluded that the variables of competence, career development, and compensation simultaneously affect the performance of ASN at the Directorate General of Social Rehabilitation, Ministry of Social Affairs, Republic of Indonesia.

Discussion of Research Results

Based on hypothesis testing conducted, the results of this study are as follows:

1. *The Influence of Competence on ASN performance at the Directorate General Social Rehabilitation Ministry of Social Affairs in 2022*

Based on the regression analysis, it is known that the value of the regression coefficient (b1) for Competence (X_1) of 0.103 has a positive (unidirectional) effect on ASN performance (Y) and a significance value of Sig. (2-tailed) between Competence (X_1) and ASN Performance (Y) is $0.003 < 0.05$. And based on the t-test, the significance value (sig) obtained is 0.006, where the value is smaller than the probability value of 0.05 ($0.006 < 0.05$), then H_1 is accepted, and H_0 is rejected. This means that partially there is a significant influence between the competence variables on the performance of ASN.

It is concluded that competence has a positive and significant effect on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs. So, increasing ASN competence will improve ASN performance and vice versa. Because according to Boulteret al. (in Rosidah, 2003: 11), competence is a basic characteristic of a person that allows employees to issue superior performance in their work. In addition, competence is the workability of each individual which includes aspects of knowledge, skills, abilities, and individual behavior that become an experience that can support employee performance improvement. So that employees with good competence will provide better performance.

The results of this study are in line with Distyawati's research (2017), which found that competence and career development had a significant effect on the performance of the Supervisory Apparatus of the Regional Inspectorate of Central Sulawesi Province, and Asniwati's research (2004) which found that competence, work experience, skills, and incentives had a significant influence on employee performance, and the dominant influence is work experience.

2. *The Influence of Development Career on ASN performance at the Directorate General Social Rehabilitation Ministry of Social Affairs in 2022*

Based on the regression analysis, it is known that the regression coefficient (b2) for career development (X_2) of 0.556 has a positive (unidirectional) effect on ASN performance (Y) and the significance value of Sig. (2-tailed) between career development variables and performance variables is $0.000 < 0.05$. And based on the t-test, the significance value (sig) obtained is 0.000,

where the value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then H_2 is accepted, and H_{o2} is rejected. This means that partially there is a significant influence between career development variables on ASN performance.

This means that career development has a positive and significant effect on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs. So increasing ASN career development will improve ASN performance and vice versa. As has been regulated in Government Regulation Number 11 of 2017 which has been amended in Government Regulation Number 17 of 2020 concerning Management of Civil Servants, that career development is carried out based on qualifications, competencies, performance assessments, and needs of Government Agencies as well as through career development management by considering the integrity and morality.

The results of this study are in line with the research of Dion Alan Nugraha, (2022) on the Effect of Career Development, Competence, and Job Satisfaction on the Performance of Civil Servants at the Marine and Fisheries Service of West Java Province, that career development has a considerable impact on efforts to improve employee performance.

3. *The Influence of Compensation on ASN performance at the Directorate General Social Rehabilitation Ministry of Social Affairs in 2022*

Based on the regression analysis, it is known that the value of the regression coefficient (b₃) for compensation (X₃) of 0.110 has a negative (not unidirectional) effect on the performance of ASN (Y) and the value of Sig. (2-tailed) between compensation (X₃) and ASN performance (Y) is $0.021 < 0.05$, so it can be concluded that compensation has a negative and significant effect on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs. If the value of the compensation variable increases/increases/increases by one unit, then the value of the performance variable decreases/decreases by 0.110. This means that employee performance is not fully in line with the compensation value obtained.

The results of the study support the research of Riyadi (2011) and Mutmainah (2013) which show that compensation does not affect employee performance. The size of the compensation received does not affect performance. This is because employees work not only to seek compensation.

4. *The Influence of Competence, Career Development, and Compensation on ASN Performance*

Based on the results of simultaneous testing, it shows that the independent variable has a p-value of 0.000 where the probability value is below 0.05. Thus, by the provisions in the test criteria, if the probability value is < 0.05 . Thus, by the provisions in the test criteria, if the probability value is < 0.05 , it can be concluded that the variables of competence, career development, and compensation simultaneously affect the performance of ASN at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs of the Republic of Indonesia.

The magnitude of the coefficient of determination in the Adjusted R-Square value in this study is 0.301 or 30.1%. This value indicates that the variables of competence, career development, and compensation simultaneously affect the ASN performance variable of 30.1%, while the remaining 69.9% is influenced by other variables that are not included in this study. The low contribution of the three variables studied in influencing the performance of ASN at the Directorate General of Social Rehabilitation of the Ministry of Social Affairs is because the competence of employees has not been maximally implemented by the formation of positions occupied by employees.

The results of this study support the research conducted by Distyawaty (2017) which resulted in the conclusion that competence and career development simultaneously affect the performance of the supervisory apparatus of the Regional Inspectorate of Central Sulawesi Province. While the results of the study that compensation does not affect performance support the research of Riyadi (2011) and Mutmainah (2013) which shows that compensation does not affect employee performance.

The results showed that the compensation variable had an effect of 12%, the career development variable had an effect of 25% and the compensation variable had an effect of 7%. Career development variables are more dominant in influencing the performance of ASN because career development is a combination of future training needs and human resource planning. From the employee's point of view, career development provides an overview of future career paths within the organization and indicates the long-term importance of the organization to its employees.

Closing

Conclusion

1. There is a significant influence between competencies on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs with a contribution of 12%.
2. There is a significant influence between Career Development on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs with a contribution of 25%.
3. There is no significant influence between compensation on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs.
4. There is a significant influence between Competence, Career Development, and Compensation simultaneously on the performance of ASN at the Directorate General of Social Affairs, Ministry of Social Affairs with a contribution of 30.1%, the remaining 69.9% is influenced by various other variables that not examined in this study.

Theoretical Implication

By the results of research conducted, it turns out that the variables of competence, career development, and compensation do not automatically become determinants in influencing the performance of ASN, because their contribution is only 30.1%. A total of 69.9% of other variables that can affect the performance of ASN such as a good management system and leadership system are also able to affect the performance of ASN.

In the theory of HR development, Saydam (2011) states that the development of Human Resources is an activity that must be carried out by organizations so that their knowledge, abilities, and skills are by the demands of the work they do. The human resource management process according to Mangkunegara (2013) is a series of processes of planning, organizing, coordinating, implementing, and supervising up to the procurement/recruitment evaluation stage, career development, payment or compensation systems, integration, and employee classification to accelerate the process of achieving organizational goals. . So it can be concluded that the various variables in this study, namely competence, career development, and compensation are an important part of human resource development.

Based on the results of research, competence and career development have a significant effect on ASN performance, while compensation has no significant effect. Therefore, the theoretical implications are only those that have a significant effect. As has been explained that the most influential independent variable is career development. In this study, there are two dimensions studied, namely the Internal Aspect which is correlated with the career

development of 0.77, while the External Aspect is 0.86. Seeing this, it is recommended that organizational leaders pay more attention to improving internal aspects.

Meanwhile, the Competency variable has three dimensions, namely: Knowledge with a correlation coefficient with Competence of 0.94; the dimension of ability is 0.94 and the dimension of individual behavior is 0.84. Seeing these three dimensions tend to have a high correlation with competence. However, it is recommended that organizational leaders focus more on improving the dimensions of individual behavior while continuing to maintain the dimensions of knowledge and ability.

Managerial Implications

The results showed that the Regression Coefficient of Career Development was the most dominant positive factor influencing the motivation of ASN performance, followed by Competence. While the coefficient of Compensation on ASN Performance is 0.096, it has no significant effect, so the hypothesis is rejected.

This shows that leaders should pay attention to career development and ASN competencies by planning ASN development and designing transparent and objective career development. Meanwhile, compensation which is contrary to the theory that there is an effect of compensation on performance in this study has an anomaly, so further research needs to be done to find out the cause.

Suggestion

1. Competence has a significant effect on the performance of ASN, therefore it is recommended that organizational leaders pay attention to ASN competencies, especially the improvement of individual behavior, by continuing to motivate all ASN at the Directorate General of Social Affairs, Ministry of Social Affairs so that they can work together to achieve the targets and goals that have been set.
2. Employee career development contributes greatly to ASN performance. For this reason, it is recommended that the leadership of the Directorate General of Social Rehabilitation, of the Ministry of Social Affairs, prioritize transparent and objective career development so that ASN continues to be passionate about working and can improve ASN performance. In this study, it is suggested that career development should be more focused on internal aspects by building interests and attitudes to achieve more.

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