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FACTORS INFLUENCING MOTIVATION AND IMPACT ON EMPLOYEE PERFORMANCE (Case: National Amil Zakat Agency in Dharmasraya County)

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ABSTRACT. This study aims to determine the effect of compensation and competence on work motivation and its impact on employee performance. This research is motivated by the low performance of agency performance, employee performance is not as expected, employee motivation is still relatively low, education and training received by employee is not effective, competence and compensation are not satisfactory, and employee discipline is still low.

The research method with a quantitative approach with the path analysis method. Data collection techniques with questionnaires, observation and interviews. The respondents of this study were 42 employees of the National Amil Zakat Agency in Dharmasraya Regency. The sampling method uses the total sampling method in which the entire population in this study is the research sample. Hypothesis testing was calculated with the IBM Statistical Package for Social Science (SPSS) program version 24.0.

The results of this study found that compensation has a significant effect on employee work motivation, competence has a significant effect on employee work motivation, work motivation has a significant effect on employee performance, compensation has a significant effect on employee performance, competence has a significant effect on employee performance, compensation has no significant effect on employee performance with work motivation as an intervening variable and competence does not significantly effect on employee performance with work motivation as an intervening variable in the National Amil Zakat Agency in Dharmasraya Regency.

Keywords: *compensation, competence, work motivation, employee performance*

I. INTRODUCTION

The National Amil Zakat Agency (BAZNAS) is the official and only body formed by the government based on Presidential Decree No. 8 of 2001 which has the duties and functions of collecting and distributing zakat, infaq, and alms (ZIS) at the national level. The issuance of Law No. 23 of 2011 concerning Management of Zakat further strengthens the role of BAZNAS as an institution authorized to conduct zakat management nationally. In the Act, BAZNAS is declared as a non-structural government institution that is independent and is responsible to the President through the Minister of Religion. The establishment of BAZNAS (National Amil Zakat Agency) Dharmasraya originated from the proposal of the Head of the Dharmasraya Regency Department of Religion to the Dharmasraya Regent who in his establishment experienced delays from the year of the Dharmasraya expansion which was in 2004, the establishment of the Dharmasraya Regency BAZNAS in 2008 in the framework of implementing Law Number Dharmasraya 38 of 1999 concerning Management of Zakat, so Dharmasraya Regency BAZNAS was formed which secretariat on Jalan Lintas Sumatera KM 5 Sikabau, Dharmasraya, the establishment of the Dharmasraya Regency BAZNAS in accordance with the Decree of Dharmasraya Regent Number: 189./223/KPTS-BUP-2007, Decree of the Regent Number: 189.1 / 184 / Kesra-2014, Regent's Decree Number 460/184 / Kesra-2014 and Regent's Circular Letter Number: 460/07 / Kesra-2008.

In subsequent developments, the existence of BAZNAS Dharmasraya Regency is becoming increasingly important given the potential of the Dharmasraya community who work as civil servants and entrepreneurs, which means that the existence of this BAZNAS is expected to help resolve social, economic, and religious problems in the Dharmasraya Regency. Human resource management has a goal which is to increase employee contributions to the company in order to achieve the productivity of the company / agency concerned. The success of various agency activities is largely determined by the performance of its employees, the better the level of employee performance owned by the agency, the better the performance of the agency. Performance in an organization is one element that does not be separated in carrying out organizational tasks.

According Sedarmayanti (2013, p.50), states that performance translates into performance, also means work achievement or show performance or work performance. An employee is said to have a good performance if the employee is able to produce results that work the same or exceed the standards or criteria that have been set together in the organization. Conversely, employees are said to have no performance if the work is less than the standards or criteria that have been set together.

Successful and effective organizations are organizations with individuals who have good performance (Sudarmanto, 2011, p.6). So, if employees who are in the organization have good performance, then the effectiveness or success of the organization will be achieved. Employee performance will be high influenced by several aspects of which are derived from good compensation, employee competencies and work motivation possessed by employees in order to improve their performance.

The following is a table of performance achievements of the programs / activities carried out at the BAZNAS Dharmasraya Regency for the period of 2017 to 2019, namely:

Table 1. Program / Activity Performance Report

No	Work Program	Target (%)	Realization (%)		
			2017	2018	2019
1	Smart Dharmasraya program	100	50	45	40
2	Healthy Dharmasraya Program	100	45	43	40
3	Prosperous Dharmasraya Program	100	60	53	45
4	Cares Dharmasraya Program	100	55	52	40
5	Taqwa Dharmasraya Program	100	50	47	50
Average		100	52	48	43

Source: Secondary Data, Source BAZNAS Kab. Dharmasraya, 2019.

From these data it can be concluded that there are problems that occur in the performance of BAZNAS Dharmasraya Regency, both from the system and its implementation. So that the target and realization of the achievement of work programs from year to year has decreased. The level of achievement requires a process of performance, at this stage of the process subordinates are more dominant in doing it, while the output is the level of achievement of results, good or bad achievement of output / performance of the most effect agencies are employees in the organization / agency / company. However, the leadership sometimes does not care about the potential conditions of existing employees, especially the issue of compensation, competence, work motivation and performance produced by employees, this will certainly effect the low performance of agencies. In general, the performance employees of BAZNAS Dharmasraya Regency has not been as expected.

Competence is a strategic study because it will support the organization to focus, mobilize and direct all human resource activities that greatly affect the organization's existence. A knowledge, skills, and abilities or capabilities possessed by someone who has become part of him is a competency that exists in someone (Sidharta and Lusyana, 2014). Competence will clearly predict someone who is working well or poorly as measured by specific criteria and standards. Competence as an attribute of the quality of human resources has a significant effect on individual performance (Spencer and Spencer, 2006). According to the results of research by Fansyuri Ilham Mudayana (2016), that the competencies possessed by employees of the production department of PT. Sai Apparel Industries as a whole is in the good category. While the results of research from the results of Yeny Rostiani's study (2017) that the competency variable is on a scale quite agree, meaning that the existing competencies meet established standards. And the results of Sihabudin's research (2016) that competence at PT. Hamatetsu Indonesia with 11 statements about the Competency variable based on the average results of the questionnaire shows that agreeing about competencies that already exist in the company.

One way for management to improve work performance, motivate and improve employee performance is through compensation (Mathis, J., 2002). Compensation is important for employees as individuals because the amount of compensation reflects the size of their work among the employees themselves, family and community (Handoko., 2012, pp.144-118). Compensation is often also called an award and can be defined as any form of award given to employees as a remuneration for the contribution they make to the organization (Panggabean, Mutiara. S., 2010). Various matters relating to the position and problems of employees are clearly regulated, including: obligations and prohibitions, disciplinary penalties, administrative efforts and enforcement of disciplinary penalties. Employees who do not come to work are sanctioned in stages. Starting from sanctions classified as mild discipline, moderate discipline and severe discipline.

The results of research from Fansyuri Ilham Mudayana (2016) that the provision of compensation effects employee performance of at PT. Sai Apparel Industries, and Sihabudin's research results (2016) that compensation at PT. Hamatetsu Indonesia influences employee performance. Work motivation is a process in which the need to encourage someone to do a series of activities that lead to the achievement of certain goals.

Work motivation is a condition or energy that moves employees to be directed or fixed to achieve the company's organizational goals. Robbin (2006, p.43) explains work motivation is the willingness to try as optimal as possible in achieving organizational goals that are effect by the ability of businesses to satisfy some individual needs. According to Hasibuan (2013, p.141), motivation concerns how to direct the power and potential of subordinates, so that they want to work together productively to achieve and realize the goals that have been determined. From the description above it can be concluded that work motivation is a process in which the need to encourage someone to do a series of activities that lead to the achievement of certain goals. According to the results of Kasiyanto's research (2019) that work motivation variables directly have a positive and significant effect on performance in Army Polytechnic educators. And the results of research Yeny Rostiani (2017) found that the effect of motivation on employee performance at STMIK Rosma Karawang was 89.1%. This indicates that there are still 11.9% variables. This certainly disturbs the quality of the implementation of the Agency, which in turn lowers the level of public trust in the Agency.

Work motivation at BAZNAS is actually not a new problem. Motivation of employees in carrying out tasks in the workplace must be considered by the leadership because employee motivation in carrying out tasks affects performance. But ironically, employee motivation is still relatively low. This is due to the education and training received by employees not yet effective. Lack of employee motivation can be caused by unsatisfactory competency and compensation conditions, even there are still work conflicts among some employees. Some employees become undisciplined and relaxed when not coming to work and will have an impact on declining employee performance. This certainly disrupts the quality of employee performance which ultimately reduces the level of employee performance that has been set / targeted.

Based on the description, finally the writer is interested and wants to discuss in a scientific paper about "The Effect of Compensation and Competence on Work Motivation and Impact to Performance Employee of The National Amil Zakat Agency in Dharmasraya Regency".

The objectives to be achieved in this study are to find out and analyze:

1. Effect of compensation on work motivation employee of BAZNAS Dharmasraya Regency employees.
2. Effect of competence on work motivation employee of BAZNAS Dharmasraya Regency employees.
3. Effect of work motivation on performance employee of BAZNAS Dharmasraya Regency.
4. Effect of compensation on performance employee of BAZNAS Dharmasraya Regency.
5. Effect of competence on performance employee of BAZNAS Dharmasraya Regency.
6. Effect of work motivation as a mediating variable between compensation and performance employee of BAZNAS Dharmasraya Regency.
7. Effect of work motivation as a mediating variable between competence and performance employee of BAZNAS Dharmasraya Regency.

II. LITERATURE REVIEW

Compensation; According to Rivai (2014, p.74), compensation is something that is received by employees as a substitute for the contribution of their services to the company. The indicators of compensation according to Rivai (2014), namely: (a) Salary, (b) Wages, (c) Incentives, (d) Insurance, (e) Benefits, and (f) Pension.

Competence ; According to Sutrisno (2011, p.202), competence is an ability based on skills and knowledge supported by work attitudes that refer to specified work requirements. The indicators of competency according to Ruky A., (2006) are: (a) Consistent, (b) Attitudes, (c) Value Systems, (d) Information, (e) Scope of Work, (f) Ability to Complete Technical Tasks, (g) Ability to Complete Managerial Tasks, (h) Directing, and (i) Guiding.

Performance; According to Mangkunegara (2012, p.67) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given. The indicators of performance according to Mangkunegara (2012, p.67) are: (a) tidiness and ability, (b) success and speed, (c) satisfaction and work results, (d) decision making, (e) facilities and infrastructure; (f) cohesiveness, (g) good relations with colleagues and superiors; and (h) independence. **Work Motivation;** According to Robbin (2008, p.43) work motivation is a willingness to try as optimal as possible in achieving organizational goals that are influenced by the ability of businesses to satisfy some individual needs. The indicators of work motivation according to Robbin & Coutler (2010, p.67) consist of: (a) Physiological Needs, (b) Safety Needs, (c) Social Needs, (d) Rewards, and (e) Self Actualization Needs

III. RESEARCH LOCATION

The research conducted by the author is a study within the scope of human resource management, namely analyzing the effect of compensation and competence on employee performance through work motivation as an intervening variable on BAZNAS Dharmasraya Regency employees. This research was conducted at BAZNAS Dharmasraya Regency which addressed at Jalan Lintas Sumatera KM. 5 Sikabau Dharmasraya Regency. As for the time of this research the author began in November 2019 until February 2020, which was carried out by distributing questionnaires to respondents

Conceptual Framework

Based on the research objectives, the conceptual framework of this study:

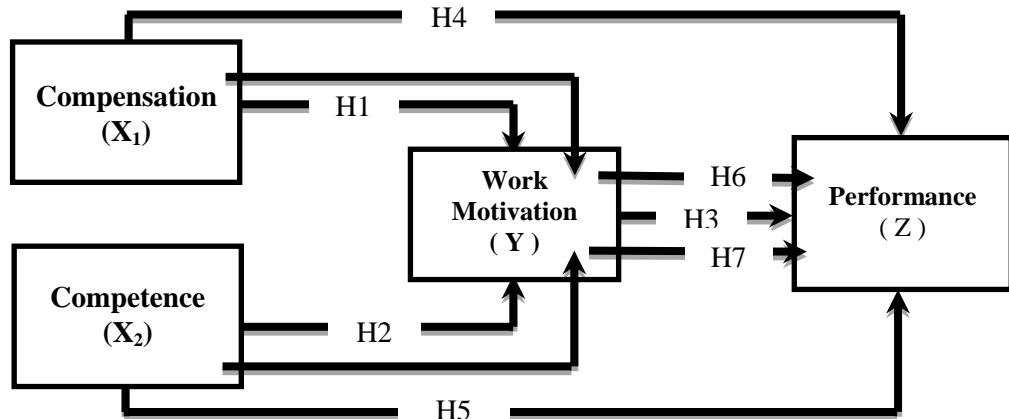


Figure 1. Research conceptual framework

Hypothesis

Based on the conceptual framework above, it can be formulated a hypothesis in this study as follows:

- H1** : Compensation has a significant effect on work motivation employee of BAZNAS Dharmasraya Regency employees.
- H2** : Competence has a significant effect on work motivation employee of BAZNAS Dharmasraya Regency employees.
- H3** : Work motivation has a significant effect on performance employee of BAZNAS Dharmasraya Regency employees.
- H4** : Compensation has a significant effect on performance employee of BAZNAS Dharmasraya Regency employees.
- H5** : Competence has a significant effect on performance employee of BAZNAS Dharmasraya Regency employees.
- H6** : Compensation has a significant effect on performance of BAZNAS Dharmasraya Regency employees with work motivation as an intervening variable (mediation).
- H7** : Competence has a significant effect on performance of BAZNAS Dharmasraya Regency employees with work motivation as an intervening variable (mediation).

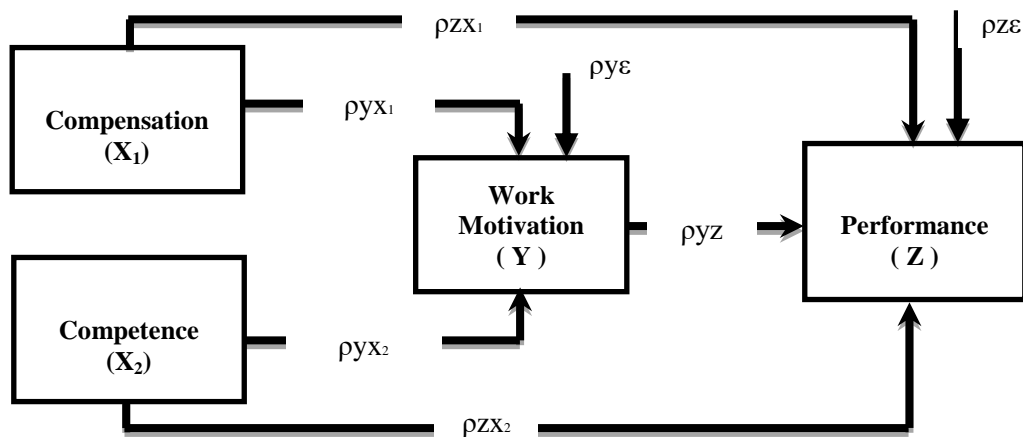


Figure 2. Path Chart - Effect of Compensation, Competence, Work Motivation on Performance

IV. RESEARCH METHODS

Path Chart

The first step in path analysis is to design a path diagram according to the hypothesis developed in the study. Based on the research title, the path analysis model in this study can be described as follows:

Structural Equation

The picture or diagram used in this research is to use path analysis technique which is a picture that shows the structure of causal relationships between variables. The results of the path diagram magnitude show the magnitude of the effect of each independent variable on the dependent variable called the path coefficient. Furthermore, the diagram above can be broken down into 2 (two) substructures as follows:

A. Substructure I

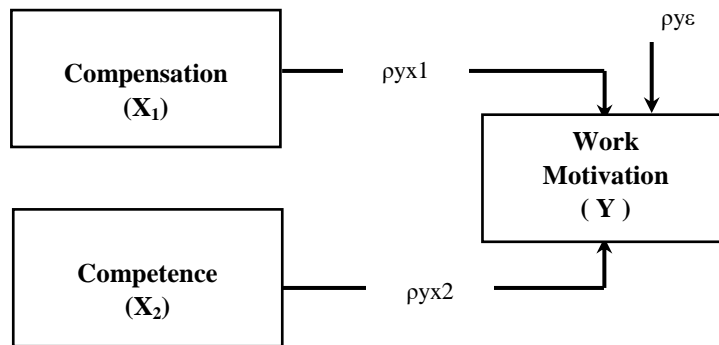


Figure 3. Substructure I - Effect of Compensation and Competence on Work Motivation

Based on Substructure I, the following equation can be put forward that structure is:

$$Y = \rho_{yx_1} X_1 + \rho_{yx_2} X_2 + \rho_{y\epsilon}$$

Information:

- X₁ = Compensation
- X₂ = Competence
- Y = Work Motivation
- ρ_{yx_1} = Correlation coefficient of compensation with work motivation
- ρ_{yx_2} = Correlation coefficient of competence with work motivation
- $\rho_{yx_1} X_1$ = Path coefficient of compensation to work motivation
- $\rho_{yx_2} X_2$ = Path coefficient of competence to work motivation
- $\rho_{y\epsilon}$ = Other factors that effect work motivation

B. Substructure II

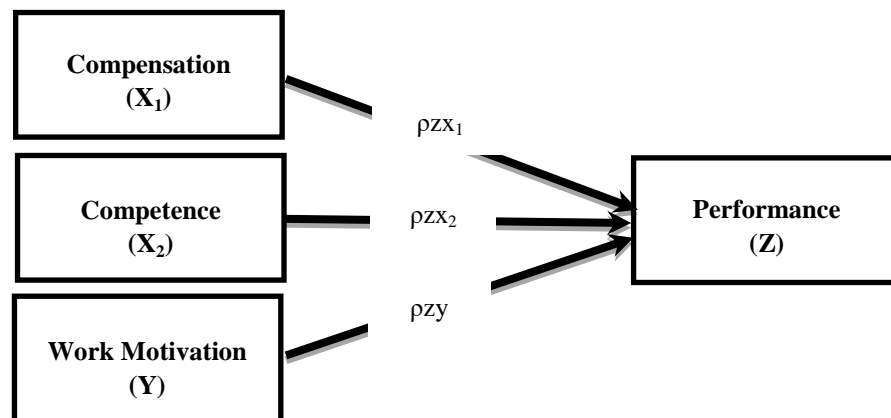


Figure 4. Substructure II - Effect of Compensation, Competence and Work Motivation on Performance

Based on Substructure II, the following structure equation can be stated, namely:

$$Z = \rho_{zx_1} X_1 + \rho_{zx_2} X_2 + \rho_{zy} Y + \rho_{z\epsilon}$$

Information:

- X₁ = Compensation
- X₂ = Competence
- Y = Work Motivation
- Z = Performance
- ρ_{zx_1} = Correlation coefficient of compensation with performance

- ρ_{zx_2} = Correlation coefficient of competence with performance
 ρ_{zy} = Correlation coefficient of work motivation with performance
 $\rho_{zx_1 X_1}$ = Path coefficient of compensation to performance
 $\rho_{zx_2 X_2}$ = Path coefficient of competence to performance
 $\rho_{zx_2 Y}$ = Path coefficient of work motivation to performance
 $\rho_{z\epsilon}$ = Other factors that effect performance

Direct and Indirect Effects

To determine the effect of an independent variable on the dependent variable directly or indirectly, it can be seen as follows:

- a. Variable X_1
 - The direct effect of variable X_1 to Z
 $Z \leftarrow X_1 \rightarrow Z(\rho_{zx_1})(\rho_{zx_1})$
 - The indirect effect from X_1 to Z through Y
 $Z \leftarrow X_1 \Omega Y \rightarrow Z(\rho_{zx_1})(\rho_{yx_1})(\rho_{zy})$
- b. Variable X_2
 - The direct effect of variable X_2 to Z
 $Z \leftarrow X_2 \rightarrow Z(\rho_{zx_2})(\rho_{zx_2})$
 - The indirect effect from X_2 to Z through Y
 $Z \leftarrow X_2 \Omega Z \rightarrow Z(\rho_{zx_2})(\rho_{yx_2})(\rho_{zy})$
- c. Variable Y
 - The direct effect of variable Y to Z
 $Z \leftarrow Y \rightarrow Z(\rho_{zy})(\rho_{zy})$

Hypothesis Test

Analysis of the results of the study was based on the formulation of the problem and the hypotheses put forward. And the analysis conducted in the discussion is based on data obtained through research which is then processed with the IBM SPSS version 24.0 program to determine the significance and magnitude of the coefficient of influence of independent variables on the dependent variable through path analysis. Path analysis is a test used to analyze the pattern of relationships between variables. Path analysis is the use of regression analysis to estimate the relationship of causality between variables (causal models) that are predetermined based on theory.

Substructure Hypothesis Test I

To analyze the effect of the compensation variable (X_1) and competence (X_2) on Work motivation (Y) which is put forward in the following table:

Tabel 2. Effect of X_1 and X_2 to Y

Effected Variable	Standardized coefficients	Sig
Compensation (X_1)	0.556	0.000
Competence (X_2)	0.527	0.000

Source: Primary Data, IBM SPSS Data Processing Results Ver. 24.0, 2020.

Based on table above, it can be seen the equation of substructure I, namely:

$$Y = 0.556X_1 + 0.527X_2$$

Substructure I equation description:

$b_1 = 0.556$; it means that there is a positive effect between the compensation variable (X_1) on work motivation (Y). This shows that the better the compensation, the employee's work motivation will increase.

$b_2 = 0.527$; it means that there is a positive influence between the competency variable (X_2) on work motivation (Y). This shows that the better the competency, the employee's work motivation will increase.

From table 5, we can do partial tests of each of the cause variables on the effect variables as follows:

1. Effect of compensation (X_1) on work motivation (Y)

The results of the effect analysis of the compensation variable (X_1) on work motivation (Y) obtained the value of $\rho_{yx_1} = 0.556$ with a significant level of $0,000 < 0.05$. The analysis showed that there was a significant effect between the compensation variables on work motivation of BAZNAS Dharmasraya Regency employees.

2. Effect of competence (X_2) on work motivation (Y)

The results of the effect analysis of the competency variable (X_2) on work motivation (Y) obtained the value of $\rho_{yx_2} = 0.527$ with a significant level of $0,000 < 0.05$. The results of the analysis showed that there was a significant effect between the competency variables on work motivation of BAZNAS Dharmasraya Regency employees.

The results of substructure I can be shown in the following figure:

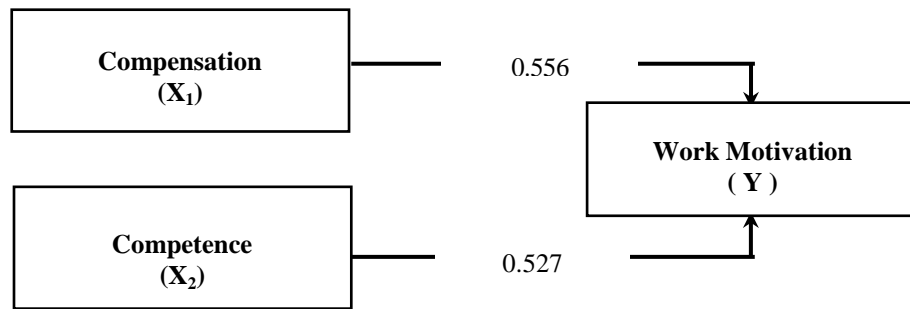


Figure 5. Model I – Substructure I

The summary of the first and second hypothesis testing can be shown in the following table:

Table 3 Summary of Hypothesis Testing Results Substructure I

Hypothesis	Statement	Result
H ₁	Compensation has a significant effect on work motivation of BAZNAS Dharmasraya Regency employees.	Accepted
H ₂	Competence has a significant effect on work motivation of BAZNAS Dharmasraya Regency employees.	Accepted

Source: Primary Data, IBM SPSS Data Processing Results Ver. 24.0, 2020.

6.2 Substructure Hypothesis Test II

To analyze the effect of the compensation variable (X₁), competence (X₂) and work motivation (Z) on employee performance (Z) which are presented in the following table:

Table 4. Effect of X₁, X₂ and Y on Z

Effected Variable	Standardized coefficients	Sig.
Work Motivation (Y)	0.408	0.009
Compensation (X ₁)	0.337	0.026
Competence (X ₂)	0.627	0.002

Source: Primary Data, IBM SPSS Data Processing Results Ver. 24.0, 2020.

Based on table above, it can be seen the equation of substructure II, namely:

$$Z = 0.408 + 0.337 + 0.627$$

Substructure II equation description:

b₁ = 0.408; it means that there is a positive effect between the variables of work motivation (Y) on employee performance (Z). This shows that the better the employee's work motivation, the better the employee's performance will be.

b₂ = 0.337; it means that there is a positive effect between the compensation variable (X₁) on employee performance (Z). This shows that the better the compensation, the better the employee's performance will be.

b₃ = 0.627; it means that there is a positive effect between the competency variable (X₂) on employee performance (Z). This shows that the better the competency, the better the employee's performance will be.

From table 7, we can do partial tests of each of the cause variables on the effect variables as follows:

- Effect of work motivation (Y) on performance (Z)
The analysis showed that the significant levels of 0.009 < 0.05. This result can be interpreted that there is a significant effect between work motivation on performance of BAZNAS Dharmasraya Regency employees.
- Effect of compensation (X₁) on performance (Z)
The analysis showed that the significant level of 0.026 < 0.05. This result can be interpreted that there is a significant influence between compensation on performance of BAZNAS Dharmasraya Regency employees.
- Effect of competence (X₂) on performance (Z)
The analysis shows that the significant level of 0.002 < 0.05. This result can be interpreted that there is a significant effect between competence on performance of BAZNAS Dharmasraya Regency employees.

The results of substructure II can be shown in the following figure:

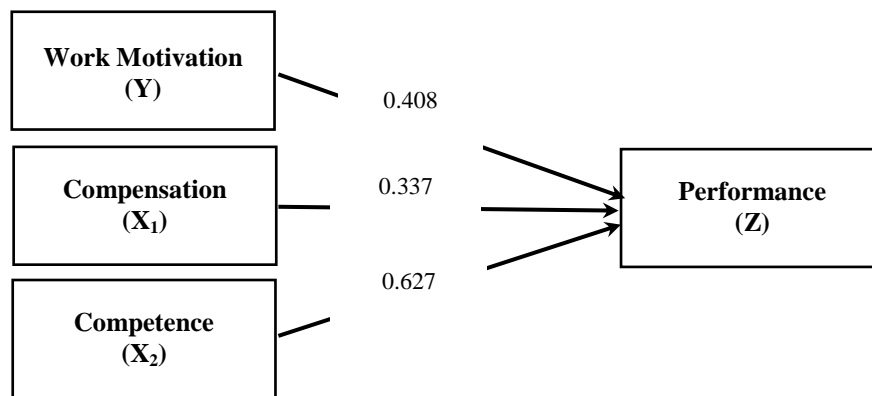


Figure 6. Model

II –

Substructure II

The summary results of testing the third, fourth and fifth hypotheses can be shown in the following table:

Table 5. Summary of Hypothesis Testing Results Substructure II

Hypothesis	Statement	Results
H ₃	Work motivation has a significant effect on performance employee of BAZNAS Dharmasraya Regency.	Accepted
H ₄	Compensation has a significant effect on performance employee of BAZNAS Dharmasraya Regency.	Accepted
H ₅	Competence has a significant effect on performance employee of BAZNAS Dharmasraya Regency.	Accepted

Source: Primary Data, Author Processed in 2020.

Path Analysis

Intervening is an intermediate variable that mediates the relationship between the independent variable and the dependent variable. The research model provides an indirect effect of compensation and competence on employee performance through work motivation. Intervening test is carried out using path analysis as follows:

1. Work motivation plays acts as an intervening variable between compensation and employee performance at BAZNAS Dharmasraya Regency. To determine the effect of an independent variable to the dependent variable directly or indirectly, it can be seen as follows:

- a. The direct effect of variable X₁ to Z
 $Z \leftarrow X_1 \rightarrow Z = (\rho_{ZX_1}) \times (\rho_{ZX_1})$
 $= (0.337) \times (0.337) = 0.1135 = 11.35\%$
- b. The indirect effect from X₁ to Z through Y
 $Z \leftarrow X_1 \rightarrow Y \rightarrow Z = (\rho_{ZX_1}) \times (\rho_{YX_1}) \times (\rho_{ZY})$
 $= (0.337) \times (0.556) \times (0.408) = 0.0764 = 7.64\%$

Based on the above calculation, it is obtained that the direct effect of compensation on employee performance is 0.1135 (11.35%), while the indirect effect of compensation variables on employee performance through work motivation is 0.0764 (7.76%). From these results it can be concluded that the work motivation variable cannot act as a variable intervening relationship between compensation and employee performance because the coefficient value is smaller than the direct effect (0.0764 < 0.1135).

2. Work motivation plays acts as an intervening variable between competence and performance employee at BAZNAS Dharmasraya Regency. To determine the effect of an independent variable to the dependent variable directly or indirectly, it can be seen as follows:

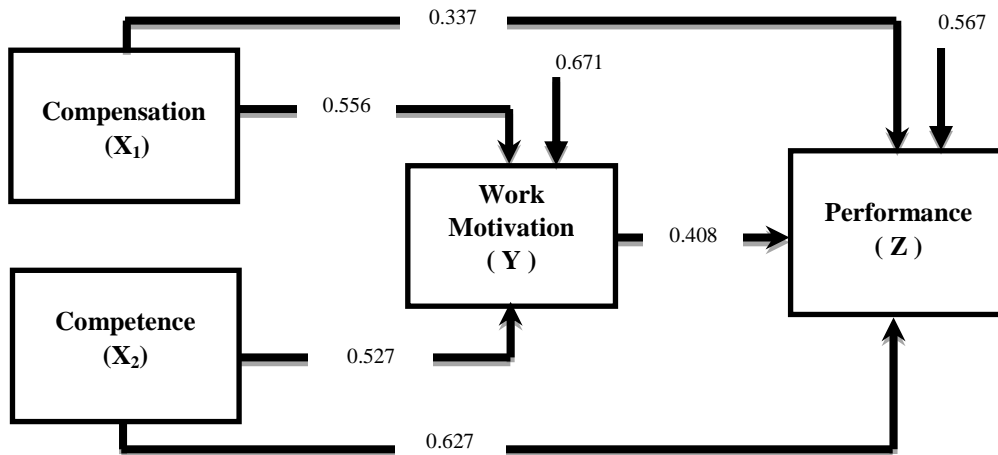


Figure 7. Path Analysis Model

- a. The direct effect of variable X₂ to Z
 $Z \leftarrow X_2 \rightarrow Z \Rightarrow (\rho ZX_2) \times (\rho ZX_2) = (0.627) \times (0.627) = 0.3931 = 39.31\%$
- b. The indirect effect from X₂ to Z through Y
 $Z \leftarrow X_2 \rightarrow Y \rightarrow Z \Rightarrow (\rho ZX_2) \times (\rho YX_2) \times (\rho ZY) = (0.337) \times (0.527) \times (0.408) = 0.0724 = 7.24\%$

Based on the above calculation, it is obtained that the direct effect of competence on employee performance is 0.3931 (39.31%), while the indirect effect of competency variables on employee performance through work motivation is 0.0724 (7.24%). From these results it can be concluded that the work motivation variable cannot act as a variable intervening relationship between competence and performance employee because the coefficient value is smaller than the direct effect (7.24 < 39.31).

Based on the results of path analysis, the following sixth and seventh hypothesis test results can be obtained as follows:

Table 6. Summary of Path Analysis Testing Results

Hypothesis	Statement	Results
H ₆	Compensation has significant effect on employee performance with work motivation as an intervening variable in BAZNAS Dharmasraya Regency.	Rejected
H ₇	Competence has significant effect on employee performance with work motivation as an intervening variable in BAZNAS Dharmasraya Regency.	Rejected

Source: Primary Data, Author Processed in 2020.

The path structure of the results of this study can be described again as follows:

Coefficient of Determination (R²)

The results of the calculation of the coefficient of determination for the equation of substructures I and II can be shown in the following table:

Table 7. Result of Calculation Determination Coefficient

Equation	Variable relationship	R Square
Substructure I	Compensation and competence on work motivation.	0.671
Substructure II	Compensation, competence and work motivation on performance.	0.567

Source: Primary Data, IBM SPSS Data Processing Results Ver. 24.0, 2020.

Based on the table above, we can calculate the total R² value as follows:

1. For substructure equation I
 $P_{e1} = \sqrt{1 - R^2} = \sqrt{1 - 0.671}$
 $P_{e1} = \sqrt{0.329} = 0.573$
2. For substructure equation II
 $P_{e2} = \sqrt{1 - R^2} = \sqrt{1 - 0.567}$
 $P_{e2} = \sqrt{0.433} = 0.658$
3. Total R²

$$= 1 - (0.573 \times 0.658) = 1 - 0.377 = 0.6229$$

From the above results obtained a total determination coefficient of 0.6229. This means that 62.29% of employee performance can be explained by compensation, competence and work motivation variables. While the remaining 37.71% is explained by other variables not examined in this study

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of research and data processing that have been done before, some conclusions can be drawn as follows:

1. Compensation has a significant effect on work motivation of BAZNAS Dharmasraya Regency employees.
2. Competence has a significant effect on work motivation of BAZNAS Dharmasraya Regency employees.
3. Work motivation has a significant effect on the performance of BAZNAS Dharmasraya Regency employees.
4. Compensation has a significant effect on the performance of BAZNAS Dharmasraya Regency employees.
5. Competence has a significant effect on the performance of BAZNAS Dharmasraya Regency employees.
6. Compensation has a significant effect on employee performance with work motivation as an intervening variable in BAZNAS Dharmasraya Regency.
7. Competence has a significant effect on employee performance with work motivation as an intervening variable in BAZNAS Dharmasraya Regency.

VI. RECOMMENDATIONS

Based on the findings and conclusions of the study, the reasons of authors propose the following:

1. Researchers suggest that BAZNAS Dharmasraya Regency employees can improve performance and maximize work time as effectively as possible in order to achieve agency work targets well.
2. Researchers suggest to the BAZNAS Dharmasraya Regency to be able to provide retirement benefits to employees so that employees can be motivated at work which will also have an impact on employee performance.

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