

The Influence of Competency and Compensation on Performance of Full-Time Employees in Parahyangan Catholic University Bandung

Sedarmayanti Sedarmayanti*, Teni Listiani, Edah Jubaedah

STIA LAN Bandung
Bandung, Indonesia

*sedarmayanti@gmail.com, tenistiani@gmail.com,
e_jubaedah@yahoo.com

Veronica A. Khristiningrum
UNPAR

Bandung, Indonesia
veronica.afridita@gmail.com

Abstract—The aim of this research is to analyze the influence of competency and compensation on performance of full time employees in Parahyangan Catholic University (UNPAR). The method of this research is explanatory. Sample chosen for this research is using proportionate stratified random sampling method and the data analyzed is gained from questionnaires of 78 sample respondents. The analysis techniques used are multiple regression analysis, coefficient determination analysis simultaneously and partially, and also F test and t test for hypothesis tests. Based on the questionnaire result and descriptive analysis, it is showed that competency of full time employees in Parahyangan Catholic University Bandung categorizes as “good”, compensation of full time employees in UNPAR Bandung categorizes as “fair”, and performance of full time employees categorizes as “high”. The result of this research is respondents’ responses about competency, compensation and performance of full time employees. The result of hypothesis examination shows that there is influence of competency and compensation simultaneously (36,6%) on performance of full time employees. Partially, only competency has influence on performance of full time employees (35,88%), while there is no influence of compensation on performance of full time employees in UNPAR Bandung.

Keywords—human resource; competency; compensation; performance

I. INTRODUCTION

The competence Human Resources becomes an important part in supporting the improvement of employee performance that ultimately will improve the performance of the organization which certainly will contribute in determining the future of the organization. According to Pablos and Lytras companies that pay attention to human resources will be a source of competitive advantage for the organization. Effective human resource management will create a qualified human resource capacity that will also attract and retain qualified and motivated employees [1]. According to Risher, the organization must be committed to the performance of its employees as well as a system that connects between compensation and performance [2]. Ashton, argues that identifying competence accurately is an important task. He also argues that the competency model is an integral approach to

selection, training and development, as well as performance management. The linkage of human resource management with the achievement of organizational goals is very closely related. Having a good competency system will improve employee and company performance. Having a competency-based compensation system can increase employee motivation and satisfaction to be more productive in achieving the organization's work goals [3].

According to the pre-survey results of employees performance in Parahyangan Catholic University based on interviews conducted on August 23, 2017 to 20 employees, there are allegations about less employees performance. There are 3 factors in less employee’s performances: frequent mistakes, less accuracy, and slow job speed. The following table of pre-survey results:

TABLE I. PRE-PERFORMANCE SURVEY RESULTS OF EMPLOYEES IN PARAHYANGAN CATHOLIC UNIVERSITY

No	Measured Performance	Expected Results	Survey Results
1	Quality of work	100%	57%
2	Promptness	100%	80%
3	Initiatives	100%	100%
4	Ability	100%	90%
5	Communication	100%	100%

Source: Pre Survey, 2017

The less employee’s performance can be seen from the less readiness and less structured of services in each section, problems in service level agreements between each section, and the data output inaccuracies generated by some units, therefore all supports unit haven’t been done collaboration in supporting the organization. There are currently no structured records about the problems but some examples of problems in performance are including: 1). Services to the user such as less fast and accurate data requests. 2). Inaccuracy of work results that can be rated from numbers of mistakes (for example in submitting hours and fee of overtime as well as incentives of attendance). 3). Inappropriate knowledge possessed by employees compared with his/her job (e.g. persons from legal background are placed in the procurement of goods department). 4). Communication is often blocked by

perceptions and unclear procedures which influence the speed and accuracy of work completion.

The phenomenon that arises relates to the statement of Sedarmayanti that the development of human resource competence can improve performance and that the competency-based reward system is a system of rewarding (salary, incentive / bonus) based on the competence achieved by the employee, so that the competence will be basis of the evaluation / evaluation of the performance of the stakeholders so that the award will be based on the achievement of the competency-based performance targets [4].

The purpose of this research is to analyze and describe and prove empirically: Competency of full time employees in Parahyangan Catholic University Bandung; Compensation of full time employees in Parahyangan Catholic University Bandung; Performance of full time employees in Parahyangan Catholic University Bandung; The influence of competency and compensation on performance of full time employees simultaneously in Parahyangan Catholic University Bandung; The influence of competency on performance of full time employees partially in Parahyangan Catholic University Bandung; The influence of compensation on performance of full time employees partially in Parahyangan Catholic University Bandung.

II. LITERATURE REVIEW

A. Human Resources Management

Dessler says that Human Resource Management is the process of finding (the right person), training, assessing, and compensating, and arranging relationships with employees, health and safety (work) and matters relating to justice for employees [5]. Meanwhile, according to Mondy, human resource management is the utilization of individuals, in this case employees, to achieve organizational goals [6].

B. Competency

Spencer and Spencer in Sedarmayanti, mentions that competency as a basic characteristic of an individual which causally related to criterion-referenced effective and / or very high performance in doing a job [4]. Competency is part of a person's ability to survive and can predict his behavior in broader situations and occupations. Dessler says competency as a characteristic of a person who can be demonstrated, which includes knowledge, skills, and behavior, which can produce performance and achievement [7]. Rampersad, mentions that job-oriented competency is the ability, behavior or skill that has been shown to generate or predict superior performance in a particular job [8]. Spencer and Spencer in Sedarmayanti, describes the following competency dimensions [4]: 1) Motive. Motive is something that is continually thought of / desired by someone that causes action. This motive 'moves, directs, and selects' behavior toward a particular action / purpose and is different from others. 2) Traits. Trait is a physical characteristic and a consistent response to situations and information. 3) Self-Concept. The Self Concept is one's personal behavior, values, and impressions. 4) Knowledge. Knowledge is information about a person who possesses a particular substance field. 5)

Skill. Skill is the ability to perform certain physical and mental tasks.

C. Compensation

One way of management to improve work performance, motivate and improve employee performance is through compensation [9]. Mondy, defines compensation as a whole of all rewards given to employees in return for their services. The overall compensation is to attract, maintain, and motivate employees [6]. According to de Pora, in general, compensation is defined as giving rewards to employees, either directly in the form of money (financial) or indirect (non financial) in the form of allowances [10]. Sedarmayanti argues that compensation is everything that employees receive in return for their work [11]. According to Mondy, the form of compensation given to employees is divided into 2 (two) parts, which are [12]:

1) *Financial compensation*: Financial compensation is the compensation in the form of cash payment which is given to the employee. Implementation of financial compensation consists of direct financial compensation.

Direct financial compensation is a form of cash payments that employees receive directly in the form of salaries / wages, economic benefits, bonuses and commissions. Salary is remuneration paid periodically to permanent employees and has a definite guarantee, while wages are remuneration paid to workers in accordance with the agreement agreed upon payment. Another is indirect financial compensation. Indirect financial compensation includes all financial rewards that exclude direct compensation. Indirect compensation can be a labor insurance program (*jamsostek*), payment of sickness (medication), leave, holiday expenses, and others.

2) *Non-financial compensation*: Non-financial compensation is remuneration provided by the company to employees who are not in the form of money but in the form of facilities. This type of compensation is divided into 2 (two) parts, which are non-financial the job (compensation relating to work). Non-financial compensation related to this work may be interesting work, opportunities to increase their abilities, training, authority and responsibility, rewards for performance. Compensation of this form is a manifestation of the fulfillment of the need for self-esteem and actualization. Another is non-financial job environment (compensation related to work environment). Non-financial compensation regarding this work environment may include supervision, supporting working conditions, and the working division.

D. Performance

Performance management is very important in the management of human resources. Performance management is closely related to organizational goals and achievements because employees are expected to achieve the organization's work targets. According Sedarmayanti, the meaning of the word performance is a noun where one meaning is "thing done" (something that has been done) [13]. Mangkunegara argues that the term performance comes from the word Job Performance or Actual Performance (performance or actual

achievement achieved by someone). Definition of performance (work performance) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him [14]. Mitchell in Sedarmayanti puts forward some performance indicators. These aspects can be used as a basis for assessing a person's performance within each organization. These aspects are [15]:

- 1). Quality of work. Quality of work has several indicators that need to be considered including the work achieved, the suitability of the work with organizational goals and the benefits of the work.
- 2). Promptness. Promptness has several indicators that need to be considered including the arrangement of activity plans or work plans, the accuracy of work plans with the results of work and timeliness in completing the task.
- 3). Initiative. The initiative has several indicators that need to be considered including giving ideas or ideas in the organization and actions taken to solve the problems faced.
- 4). Ability. Ability to have several indicators that need to be considered include the ability possessed, the skills possessed and the ability to utilize resources or potential.
- 5). Communication. Communication has several indicators that need to be considered including internal communication in an organization, external communication between one organization to another organization and cooperation in the implementation of tasks between relations.

III. MODEL AND RESEARCH HYPOTHESIS

In this study, the influence of competence and compensation on performance will be seen in the model and research hypothesis as follows:

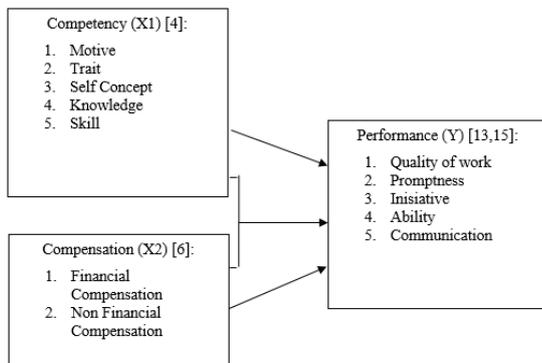


Fig. 1. Research model scheme.

IV. RESEARCH METHOD

The population in this research is full time employees in Parahyangan Catholic University especially in administrative field consist of 246 people. The sample is part of the number and characteristics possessed by the population. Therefore sample taken from the population must be truly representative (representing). The minimum sample that will be used in this research is 72 full time employees in Parahyangan Catholic University. In this research, the number of samples taken is using probability sampling technique. The probability sampling technique used is *proportionate stratified random sampling*. Data analysis is done to simplify and describe the result of data processing from each independent variable that is competency

and compensation as well as dependent variable that is performance. Position of respondents' answers can be divided into 5 (five) categories in accordance with the use of Likert scale as a research instrument, such as: Bad, Less, Fair, Good, Very Good.

V. RESULTS

A. Descriptive Analysis of Competency Variable

To know the categories of respondent's attitudes toward the competency variable in full time employees in Parahyangan Catholic University, can be known by doing the calculation of the average score per dimension as seen in the following table 2.

TABLE II. RESPONSE DATA PROCESSING AS PER THE COMPETENCY DIMENSION

Dimension	Dimensions Average	Category	Variables Average	Category
Motive	4.36	Very Good	4.12	Good
Trait	4.06	Good		
Self Concept	4.10	Good		
Knowledge	4.09	Good		
Skills	3.98	Good		

Source: Questionnaire data processing, September 2017.

Based on table 2, can be seen that based on the results of the recapitulation of the responses of respondents to the competency variables with 19 statement items, the average score of competency variables of 5 (five) dimensions measured is 4.12 in good category. It is also known that the smallest average value is in the skill dimension with score 3.98 although in good category. This shows that the skills are the lowest part that affects the competency of full time employees in Parahyangan Catholic University Bandung. While the highest average value is in the motive dimension with score 4.36 in very good category. So that the motive is the highest part that affects the competency possessed by full time employees in Parahyangan Catholic University Bandung.

B. Descriptive Analysis of Compensation Variable

To know the categories of respondent's attitudes toward the compensation variable in full time employees in Parahyangan Catholic University, it can be known by doing calculations on the average score per dimension. The results of the recapitulation of the responses of respondents to the compensation variable with 26 statement items, the average score of compensation variable of 5 (five) dimensions measured is 3.39 in fair category. It is also known that the smallest average value is in the sub variable of financial compensation is 3.25. While the smallest average value is in the dimension of career reward with score 2.98 in fair category. This indicates that career compensation provided as part of compensation is rated low by full time employees in Parahyangan Catholic University Bandung. While the highest average score is in the dimension of social reward with score 4.07 in good category. So the social rewards given as part of compensation are valued well by the full time employees in Parahyangan Catholic University Bandung.

C. Descriptive Analysis of Performance Variable

To know the category of respondent's attitude toward the performance variable of full time employees in Parahyangan Catholic University, can be known by doing the calculation of the average score per dimension. The results of the recapitulation of the responses of respondents to the performance variables with 10 statement items, the average score of performance variable of 5 (five) dimensions measured

is 4.08 in high category. It is also known that the smallest average value is in the dimension of job quality with score 3.62 in high category. This shows that the quality of work is the lowest part that affects the performance of full time employees in Parahyangan Catholic University Bandung. While the highest average value is in the initiative dimension with score 4.56 in very high category. So the initiative is the highest part that affects the performance of full time employees in Parahyangan Catholic University Bandung.

TABLE III. RESPONSE DATA PROCESSING AS PER THE COMPENSATION DIMENSION

Dimension	Dimensions Average	Category	Sub Variable	Sub Variables Average	Variables Average	Category
Salary	3.33	Fair	Financial	3.25	3.39	Fair
Allowances	3.04	Fair				
Insentives (bonuses)	3.38	Fair				
Social benefits	4.07	Good	Non Financial	3.52		
Career rewards	2.98	Fair				

Source: Questionnaire data processing, September 2017.

D. Descriptive Analysis of Performance Variable

To know the category of respondent's attitude toward the performance variable of full time employees in Parahyangan Catholic University, can be known by doing the calculation of the average score per dimension. The results of the recapitulation of the responses of respondents to the performance variables with 10 statement items, the average score of performance variable of 5 (five) dimensions measured is 4.08 in high category. It is also known that the smallest average value is in the dimension of job quality with score 3.62 in high category. This shows that the quality of work is the lowest part that affects the performance of full time employees in Parahyangan Catholic University Bandung. While the highest average value is in the initiative dimension with score 4.56 in very high category. So the initiative is the highest part that affects the performance of full time employees in Parahyangan Catholic University Bandung.

E. Results of Data Testing

1) *Normality test:* The results of data normality test in this research can be seen in the following table 5.

TABLE V. NORMALITY TEST RESULTS

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			78
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.40421029
Most Extreme Differences	Absolute		.070
	Positive		.070
	Negative		-.051
Test Statistic			.070
Asymp. Sig. (2-tailed)			.200 ^{c,d}

Source: Data processing using SPSS, September 2017

Based on table 5, can be seen that the value of Asymp. Sig. (2-tailed) for competency, compensation and performance variables worth 0.200. The value is greater than the significance value of 0.200 > 0.05. It can be concluded that the residual value of the data for competency, compensation and performance variables are normally distributed.

2) *Multicollinearity test:* The results of data multicollinearity test in this research can be seen in the following table 6.

TABLE IV. RESPONSE DATA PROCESSING AS PER THE PERFORMANCE DIMENSION

Dimension	Dimensions Average	Category	Variables Average	Category
Quality of Work	3.62	High	4.08	High
Promptness	3.92	High		
Initiative	4.56	Very High		
Capability	4.09	High		
Communication	4.22	Very High		

Source: Questionnaire data processing, September 2017.

TABLE VI. MULTICOLLINEARITY TEST RESULTS

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	8.433	1.888			4.466	.000		
Competency	.536	.086		.583	6.212	.000	.961	1.040
Compensation	.056	.063		.084	.891	.376	.961	1.040

a. Dependent Variable: Performance

Source: Data processing using SPSS, September 2017.

Based on table 6, can be seen that the tolerance value for the competency variable and the compensation variable is

0.961. The value is greater than the reference tolerance value of 0.961 > 0.10. The VIF value for the competency variable and

the compensation variable is 1.040. The value is less than the reference value of VIF is $1.040 < 10.00$. Then it can be concluded that there is no multicollinearity of independent variables in the regression model in this research.

F. Hypothesis Testing Results

1) Test result of linear multiple regression test

TABLE VII. TEST RESULTS OF LINEAR MULTIPLE REGRESSION TEST

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.433	1.888		4.466	.000
Competency (X1)	.536	.086	.583	6.212	.000
Compensation(X2)	.056	.063	.084	.891	.376

a. Dependent Variable: Performance (Y)

Source: Data processing using SPSS, September 2017.

Based on table 7, when included in linear multiple regression formula, it can be formed equation model prediction of competency variable (X1) and compensation (X2) to performance (Y) as follows:

$$Y = 8,433 + 0,536X1 + 0,056X2$$

2) Simultaneous test results (F test): Hypothesis testing is done by using F test statistic with the result as follows:

TABLE VIII. F TEST RESULT

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	87.506	2	43.753	21.613	.000 ^b
Residual	151.829	75	2.024		
Total	239.336	77			

a. Dependent Variable: Performance (Y)
b. Predictors: (Constant), Compensation (X2), Competency (X1)

Source: Data processing using SPSS, September 2017.

Given the value of F table = $F(k; n-k) = F(2; 78-2) = F(2; 76) = 3.12$

Based on table 8, can be seen that the sig value for the simultaneous test or the F test is 0,000. The value is smaller than the reference sig value of $0.000 < 0.05$. The F count value for simultaneous test or F test is 21.613. The value is greater than the value of F table that is $21.613 > 3.12$. Then it can be concluded that there is influence of competency variable (X1) and compensation variable (X2) simultaneously to performance variable (Y).

Based on these conclusions, Ho is rejected and Ha accepted, meaning that the competency and compensation simultaneously have an influence on the performance of full time employees in Parahyangan Catholic University Bandung.

3) Partial test results (t test): Hypothesis testing is done by using t test statistic with the result as follows:

TABLE IX. T TEST RESULT

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.433	1.888		4.466	.000
Competency (X1)	.536	.086	.583	6.212	.000
Compensation (X2)	.056	.063	.084	.891	.376

a. Dependent Variable: Performance (Y)

Source: Data processing using SPSS, September 2017.

Given the value of t table = $t(a/2; n-k-1) = t(0.05/2; 78-2-1) = t(0.025; 75) = 1.995$

Based on table 9, can be seen that:

- In the competency variable, the sig value for partial test or t test is 0.000. The value is smaller than the reference sig value of $0.000 < 0.05$. The value of t count for partial test or t test is 6.212. The value is greater than the value of t table is $6.212 > 1.995$. Then it can be concluded that there is influence of competency variable (X1) partially to performance variable (Y).

Based on these conclusions, Ho is rejected and Ha accepted, meaning that the competency has a positive influence on the performance of full time employees in Parahyangan Catholic University Bandung.

- In the compensation variable, the sig value for partial test or t test is 0.376. The value is greater than the reference sig value is $0.376 > 0.05$. The value of t count for partial test or t test is 0.891. The value is smaller than the value of t table is $0.891 < 1.995$. Then it can be concluded that there is no influence of compensation variable (X2) partially to the performance variable (Y).

Based on these conclusions, Ho accepted and Ha rejected, it means that compensation has no effect on the performance of full time employees in Parahyangan Catholic University Bandung.

4) Coefficient of determination: Here are the results of SPSS calculation of the coefficient of determination simultaneously:

TABLE X. COEFFICIENT OF DETERMINATION TEST RESULTS SIMULTANEOUSLY

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.349	1.42281

a. Predictors: (Constant), Compensation (X2), Competency (X1)

Source: Data processing using SPSS, September 2017

Based on table 10, can be seen that the value of coefficient of determination simultaneously is equal to 0.366 or 36.6%. So it can be concluded that there is simultaneous influence between competency variable and compensation variable on performance variable equal to 36,6% or variation of independent variable used in competency model that is competency and compensation are able to explain 36,6% dependent variable (performance), while the rest equal to

63.4% is affected or explained by other variables which are not covered in this research.

Here is the result of SPSS calculation of the coefficient of determination value partially:

TABLE XI. COEFFICIENT OF DETERMINATION TEST RESULTS PARTIALLY

		Correlations		
		Performance (Y)	Competency (X1)	Compensation (X2)
Pearson Correlation	Performance (Y)	1.000	.599	.198
	Competency (X1)	.599	1.000	.197
	Compensation (X2)	.198	.197	1.000
Sig. (1-tailed)	Performance (Y)	.	.000	.041
	Competency (X1)	.000	.	.042
	Compensation (X2)	.041	.042	.
N	Performance (Y)	78	78	78
	Competency (X1)	78	78	78
	Compensation (X2)	78	78	78

Source: Data processing using SPSS, September 2017.

Based on test result shown by table 11, the influence of competency (X1) on performance (Y) is equal to $[(0.599)]^2 \times 100\% = 35.88\%$, while the effect of compensation (X2) on performance is not counted again because according to test t (partial test), there is no effect of the compensation variable (X2) partially on the performance variable (Y) as described in the previous chapter. So it can be concluded based on partial test, competency has influence on performance that is equal to 35,88%.

VI. CONCLUSIONS AND RECOMMENDATION

A. Conclusions

- Based on the results of the analysis, the competency of full time employees in Parahyangan Catholic University Bandung is included in good category with the average score of competency variables is 4.12. The average score of the highest dimension is in the motif dimension with score 4.36 in very good category. The lowest dimension of the average dimension is in the skill dimension with score 3.98 in good category. This indicates that the respondents assume that the competency of full time employees in Parahyangan Catholic University is good.
- Based on the results of the analysis, the compensation of full time employees in Parahyangan Catholic University Bandung is included in the category fair with the average score of the compensation variable is 3.39. The highest average dimension score is in the social dimension of 4.07 with good category. The lowest average dimension score is in the career reward dimension with score 2.98 in fair category. This indicates that respondents assume that the compensation of full time employees in Parahyangan Catholic University is fair.
- Based on the results of the analysis, the performance of full time employees in Parahyangan Catholic University Bandung included in the high category with the average score of performance variables is 4.08. The highest average dimension score is in the initiative dimension

with score 4.56 in very high category. The lowest dimension of the average dimension found in the dimension of job quality with score 3.62 in high category. This shows that full time employees in Parahyangan Catholic University have high performance.

- There is an influence of competency and compensation simultaneously on the performance of full time employees in Parahyangan Catholic University Bandung seen from the sig value for simultaneous test or F test is 0.000 value. The value is smaller than the reference sig value of 0.000 < 0.05. The F value for simultaneous test or F test is 21.613. The value is greater than the value of F table that is 21.613 > 3.12. The influence of competency and compensation on the performance of full time employees in Parahyangan Catholic University Bandung simultaneously is 36.6%.
- There is an influence of competency on performance of full time employees in Parahyangan Catholic University Bandung seen from the sig value for partial test or t test is 0,000. The value is smaller than the reference sig value of 0.000 < 0,05. The value of t count for partial test or t test is 6.212. The value is greater than the value of t table is 6.212 > 1.995. The influence of competency on the performance of full time employees in Parahyangan Catholic University Bandung partially is 35.88%.
- There is no effect of compensation on performance of full time employees in Parahyangan Catholic University Bandung seen from the sig value for partial test or t test is worth 0.376. The value is greater than the reference sig value is 0.376 > 0.05. The value of t count for partial test or t test is 0.891. The value is smaller than the value of t table is 0.891 < 1.995.

B. Recommendation

Based on the conclusion of research's results on full time employees in Parahyangan Catholic University, the suggestions that can be given and considered by the management of Parahyangan Catholic University are as follows:

1) *Competency:* The competency of full time employees in Parahyangan Catholic University is good but still needs to be done some efforts to improve and develop the competency of full time employees to have better competency so that level of employee commitment to organization can increase because employees will engage to the development of the organization. When employee development is done, the employee has a level of confidence in doing the task and work given to him. The development of the competency of full time employees in the form of skills should be a priority that can be done with the provision of training and direct assignment from superiors to increase the ability of conceptual thinking, linguistic skills and especially to increase the ability of employees in leading and communicate the vision and goals to be achieved with the work unit.

The competency of full time employees in Parahyangan Catholic University is good, it is indirectly influenced by the education background of full time employees. The number of Bachelor's graduates (S1) is increasing as the impact of the last few years' recruitment. The number of full time employees who also continue their study to a higher level also affects the competency of full time employees to improve their performance. Particularly on the development of the competency of full time employees, it is expected that Parahyangan Catholic University can develop the competency of full time employees based on the goals and structure of the organization. The development of the competency of full time employees can be done by doing comprehensive assessment of competency, the appropriate job placement of full time employees based on their competency, and the training to improve the competency based on their tasks and job placement.

2) *Compensation*: The compensation of full time employees in Parahyangan Catholic University is categorized as sufficient where almost all dimensions such as salary, benefits, incentives, and career rewards are also included in the sufficient category. Therefore, the advice given is that the Parahyangan Catholic University must have a better compensation formulation system by developing the current concept where compensation is calculated on the basis of working period. Parahyangan Catholic University is expected to formulate compensation in the form of salary, allowances and incentives based on the performance achieved by full time employees. Especially for the benefit cost of recreation, Parahyangan Catholic University should consider to give the amount of recreation cost based on the purpose in providing the benefit cost of recreation facility itself. Parahyangan Catholic University should also pay more attention to the career for full time employees by having a clear career formulation system and in accordance to the performance achieved and the competency possessed by the full time employees so that the full time employees still have the opportunity to develop their career at Parahyangan Catholic University. The formulation of a explicit career system as part of compensation can lead to significant improvements in the performance of full time employees who ultimately improve organization's performance to achieve organization's goals.

The compensation given to full time employees in Parahyangan Catholic University is sufficient, it is influenced by the compensation that still refers to the working period of full time employees. The compensation system in Parahyangan Catholic University has not been based on the competencies possessed by the full time employees and the work performance of full time employees. It is expected that Parahyangan Catholic University can pay more attention and improve the compensation system so that the compensation can be adjusted according to the competency of full time employees including the adjustment of educational background which will improve the competency of full time employees academically. Compensation is also expected to be performance-based.

3) *Performance*: The performance of full time employees in Parahyangan Catholic University is high but efforts need to be undertaken to improve and reform the performance of full time employees according to the goals will be achieved by the organization. To improve the work quality of full time employees by reducing the level of mistakes made in their works, improvements and review of the implementation of Standard Operational Procedures (SOPs) need to be done periodically.

It is expected that Parahyangan Catholic University can also pay more attention to the achievement of full time employees; performance and make a measurement such as making Key Performance Indicator (KPI) in accordance with the target and work plan derived from the vision and mission of the organization. With the achievement of optimal performance, full time employees can also provide optimal service to each of his service users such as lecturers, students and fellow co-workers. It is expected that the improvement and achievement of the performance of the full time employees can also be linked to the development of their competency and the compensation based on their performances.

REFERENCES

- [1] P.O. Pablos and M.D. Lytras, "Competencies and human resource management: implications for organizational competitive advantage," *Journal of Knowledge Management*, vol. 12, no. (6), pp. 48-55, 2008.
- [2] H. Risher, "Refocusing Performance Management for High Performance." *Compensation and Benefits Review*, vol. 35, no. (5). p. 20, 2003.
- [3] C. Ashton, "How competencies boost performance," *Management Development Review*, vol. 9, no. (3), pp. 14-19, 1996.
- [4] Sedarmayanti, *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja, dan Produktivitas Kerja*. Bandung. PT. Refika Aditama, 2017.
- [5] Dessler, *Human resource management*. Essex. Pearson Education Limited, 2013.
- [6] R.W. Mondy, *Human resource management*. NJ. Pearson Education, Inc., 2008.
- [7] Dessler, *Manajemen Sumber Daya Manusia edisi ke sepuluh*. Klaten. PT. Intan Sejati, 2006.
- [8] H.K. Rampersad, *Pertajam Kompetensi Anda dengan Personal Balance Scorecard. Sinergikan Ambisi Pribadi dengan Ambisi Perusahaan Anda*. Jakarta. PPM, 2006.
- [9] R.L. Mathis and J.H. Jackson, *Human resource management*. Jakarta. Salemba Empat, 2000.
- [10] A. de Pora, *Remunerasi – Kompensasi & Benefit*. Jakarta. Rana Pustaka, 2011
- [11] Sedarmayanti, *Metodologi Penelitian*. Bandung. CV. Mandar Maju, 2011.
- [12] R.W. Mondy and R.M. Noe, *Human resource management*. Prentice Hall, 2005.
- [13] Sedarmayanti, *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung. PT. Refika Aditama, 2016.
- [14] A.A.P. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*. Bandung. PT. Remaja Rosdakarya, 2013.
- [15] Sedarmayanti, *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung. CV. Mandar Maju, 2009.