

## The Effect of Performance and Competence Allowances on Employee Performance at the Construction Services Center Region I Aceh

Rahmat Arfan<sup>1\*</sup>, Fitriani Rizky<sup>2</sup>, Indra Akbar<sup>3</sup>, Ricky Ariansyah<sup>4</sup>  
Politeknik Kutaraja

**Corresponding Author:** Rahmat Arfan [rahmatarfan@poltekkutaraja.ac.id](mailto:rahmatarfan@poltekkutaraja.ac.id)

---

### ARTICLE INFO

*Keywords:* Performance Allowances, Competencies, Employee Performance

*Received :* 21, April

*Revised :* 23, May

*Accepted:* 25, June

©2025 Arfan, Rizky, Akbar, Ariansyah: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

Performance and Competency Allowance is a factor contained in an organization with the existence of benefits and competencies that can measure the ability of each employee to carry out work and responsibilities so as to produce successful performance in achieving the objectives of the management in the organization. This research aims to understand and analyse how employee skills and knowledge relate to employee work at Construction Services Center Region I Aceh. It uses a descriptive methodology using quantitative methods. The study's population was 39 people, consisting of all employees at Construction Services Center Region I Aceh. This research uses multiple linear regression test analysis. The research results show that performance and competency allowances influence the performance of Construction Services Center Region I Aceh employees.

---

## INTRODUCTION

Performance and Competency Allowance is a factor contained in an organization with the existence of benefits and competencies that can measure the ability of each employee to carry out work and responsibilities so as to produce successful performance in achieving the objectives of the management in the organization (Saputra et al., 2023). The existence of quality human resources will create a developing organization. The success of employee performance is determined by the existence of active quality human resources as planners, implementers, and supervisors in an organization.

(Basyrie et al., 2022). Organizations currently have global challenges that must be faced, especially in managing human resources, in which several regions have been determined to meet good performance standards and satisfy. Employees are the only human resources who know sense and intention and also have the potential for effort/efforts in achieving organizational goals (Tolandang & Uhing, 2021). Work generally explains how an employee and employee complete tasks and work that has been around for a long time. Therefore, each agency is expected to be able to maintain and meet the needs of human resources in order to create quality performance (Saputra, 2018).

Increased competencies in employees are needed to improve work capabilities and also determine the level of performance produced by employees who have higher competence, the higher performance of employees (Gah & Syam, 2022). In the strategic plan (Renstra) of the Directorate General of Construction of 2020-2024, the problem is to attach the problem of construction in the last 10 years to face various issues both at the national and global level, especially in the future. Strategic problems are needed in order to determine policies that are right on target, effective, and efficient.

## LITERATURE REVIEW

### *Performance*

Performance can be interpreted as the results of the work that has been carried out in a maximum of an employee given by the agency and meets the standards set. Performance is the extent to which an employee completes and carries out his duties and responsibilities in a set time according to the targets and criteria that have been agreed upon (Saputra, 2018). Performance is an output or fundamental value for agencies, so specific competencies are needed to achieve the goals that are discharged in the vision and mission of the agency. Competence cannot be directly interpreted as performance; other factors need to be. Leadership, work culture, and performance allowances, so competence is a requirement to achieve superior performance (Maarif & Kartika, 2021). Employee performance can also be defined as an achievement in the work world that compares the results of work that can be seen in the same work standards that have been set (Djharuddin, 2021). Performance is the work of employees who are considered good in terms of quality or quantity based on established standards (Roringkon et al., 2021).

### ***Performance Indicators***

According to PP No.30 of 2019, the employee's work assessment is based on employee work targets (SKP), which are prepared every year by employees and approved by direct superiors. Some of the assessments were carried out by comparing the aspects of the assessment on the target at the beginning of the year with the realization achieved at the end of the year, which accounts for: Aspects of quantity consist of: a) Number of Work, b) Use of time. 2) Quality aspects consisting of a) Accuracy, b) Completeness, and c) Neatness. 3) Time aspects consisting of: a) Work is carried out according to the specified time b) Completion of work on time) Completion of work when needed4) Aspects of costs consisting of: a) Efficiency of cost use b) The use of costs for work completion

### ***Performance Assessment***

Performance Assessment is how competent an employee is in carrying out the tasks and responsibilities that the agency has determined. At the same time, evaluation is an activity or activity in managing several prices and benefits of work that have been given to the instance to determine the compensation accordingly (Pompong, 2022). The performance of the State Civil Apparatus is in the Government Regulation Number 30 regarding the performance appraisal of the 2019 Staff Performance, which explains that the performance appraisal of the Staters is regulated using the concept of performance management of the Staters who consist of: 1) Performance Planning 2) Performance Implementation 3) Performance Monitoring4) Performance Development5) Performance appraisal summarized in planning for preparation and 6) Determination of Employee Performance Targets (SKP) with the concept of quantity quality, time and cost as well as paying attention to work behavior (PK) through the form of service orientation, commitment, work initiative, cooperation, and leadership Improved employee performance requires an analysis of several factors that influence with the need to pay attention to the needs of Parapegawai, one example is the existence of incentives in accordance with Basyrie et al., 2022).

### ***Performance Allowance***

Performance Allowance is an award or reward for the achievements of employees who have carried out the duties and obligations to the maximum in accordance with the directions that have been given; the performance allowances can be gained in the form of retaliation for competent employees by an agency. A performance allowance is a form of bonus that is found by civil servants (PNS) for the performance of carrying out bureaucratic reform. There is a close relationship between performance allowances and employee welfare because this mechanism provides appreciation to each employee based on the results that have been given optimally (Dunan & Sari, 2023).

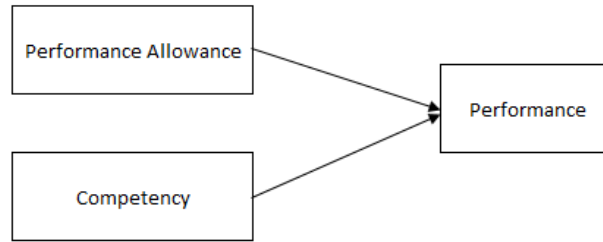
Based on the Presidential Regulation of the Republic of Indonesia Number 125 Year 2018 Article 2, Paragraphs 1 and 2 said that employees in the Ministry of Public Works and Public Housing, besides being given the proceedings of the regulations, performance allowances were also given every month. The performance allowance is given after considering the assessment of bureaucratic reform, organizational work achievements, and individual performance achievements. Performance allowances are also seen through employee performance goals (SKP), which assess the performance of the year.

Competence is an essential characteristic of a person who indicates how to behave and think in a broad life and can survive at the same time. Competence is also a fundamental behavior that can explain Motive, personal characteristics, and knowledge or expertise that a person has with high performance in the place where he works (Widodo et al., 2022) Human Resource Competence (HR) is the ability possessed by employees and one of the factors that affect employee performance because, incompetence, there are elements of knowledge, skills, motives, and self-concepts (Maskuri & Suyanto, 2023).

Employees who have good abilities can support the achievement of the vision and mission of an organization to progress and continue to develop so that it can face increasingly advanced global competencies (Heri & Andayani, 2020). Based on the above studies, it can be said that, in general, the organization hopes to get employees who have other competencies as follows: The spirit of achievement to achieve performance targets (achievement to work) has a substantial accuracy of the tasks given (concern for order) Proactive (Initiative) d. Having good communication skills, diplomatic and persuasive (communicative impact and influencer) based on theoretical foundation, previous research, and frame of thought, the hypothesis in this study is as follows:

- H1: It is suspected that the performance allowance affects the performance of employees in the Construction Services Center for Regional Region I Aceh.
- H2: It is suspected that competencies affect the performance of employees in the Construction Services Region I Aceh
- H3: It is suspected that the performance and competency allowances affect the work of employees at the Aceh Region I Construction Services Center

Based on the theoretical foundation obtained from theoretical studies, the following framework of thought can be arranged: Performance allowances and employee competencies can improve employee performance, with increasing performance, so as to affect the achievements of an organization to fulfill the settings that have been set. The following is a picture of the frame of mind that can be described:



**Figure 1. Conceptual Framework**

**METHODOLOGY**

In this paper, the study was conducted using quantitative methods with survey approaches as a way to work on hypotheses and solve problems. The sample collection technique used was purposive sampling with a number of samples of 39 employees. The data is associated with primary data. The primary data used in this study is in the form of a questionnaire/questionnaire containing the statements given to employees as respondents. Data collection techniques conducted in this study are the study of the library (library research) collected through the literature, the writing of the issue that has a relationship with the problem being examined, and the use of the questionnaire and field studies conducted in the study. In this study, the data collection used is a questionnaire/questionnaire using a scale measuring the modified Likert model.

**Tabel 1. Likert Scale**

Kriteria	Jawaban	Skor
Strongly agree	SS	5
agree	S	4
disagree	KS	3
Don't agree	TS	2
Very non agree	STS	1

*Source: Sugiyono, 2018*

This study focuses on seeing the influence of performance and competency variables on employee performance. The data analysis method used in this study is a descriptive analysis method that can describe or summarize the data that has been collected by using several data analysis techniques such as descriptive tests, validity tests, reliability, and regression tests

**RESEARCH RESULT**

Research results of the work, as measured in the study, were collected from all employees of the Aceh Regional Construction Balai jasa by distributing questionnaires through Google Forms. Following are the results obtained related to the characteristics of respondents who are successfully collected and data are then processed:

**Table 2. Characteristics of Respondents By Sex**

Sex	Number of respondents	Percentage %
Male	26	66,7%
Female	13	33,3%
total	39	100%

The table shows that the type of male has a more significant proportion compared to women. The number of male respondents was as many as 26 people, with a percentage level of 66.7%, while female respondents were 13 people, with a percentage rate of 33.3%. Education is closely related to employee job desk at work places, based on characteristics of educational levels that each respondent completes are presented in the form of tables as follows:

**Table 3. Characteristics of Respondents Based on Educational Levels**

Level education	total	Percentage (%)
High school	2	5,13%
Diploma (D3)	6	15,38%
Bachelor (S1)	20	51,28%
Master (S2)	11	28,21%
total	39	100%

Based on the data above, it shows that the level of education in the regional construction service centre for Aceh Dominant Bachelor (S1), which totalled 20 employees with a percentage level of 51.28%, who graduated from graduates, and at least the respondents who completed high school education numbered 2 people.

Long work is one of the factors that affect employee work levels. Employee data based on the length of working at the Aceh Regional Office I have the following in the following table:

**Table 4. Characteristics of Respondents Based on the Length of Work Work**

year	total	Percentage (%)
< 5 years	2	5,13%
5 s/d 10 years	21	53,85%
10 s/d 15 years	10	25,64%
15 years	6	15,38%
total	39	100%

Based on the above table, employees have the most time working, 5 to 10 years, with a percentage of 53.85%. This factor can improve performance while reducing performance if not considered. With the length of work of an employee in an instance will undoubtedly get a better-quality performance than before (Jayanti et al., 2021).

### Descriptive Statistics Test

Descriptive Measurement of Descriptive This variable needs to be used to see general data descriptions such as the average value (mean) and the highest value Employee (Y). Regarding the results of descriptive research, statistics research can be seen in Table 5 as follows:

**Table 5. Descriptive Static Test Results**

Descriptive Statistics					
	N	MIN	MAX	Mean	Std. Deviation
Performance Allowance	39	3.67	5.00	4.3795	.29226
competence	39	4.00	5.00	4.7977	.28141
Employee performance	39	3.91	5.00	4.7086	.29062
Valid N (listwise)	39				

Based on the test results above, the distribution of data obtained is:

1. Variable Performance Allowance (X1), from the data it can be described that the variable X1 has a minimum value of 3.67, the maximum value of 5.00, the average value of 4,3795 and the standard deviation of the data variable X1 is 0.29226.
2. Competency Variable (X2), from the data, it can be described that Variable X2 has a minimum value of 4.00, the maximum value of 5.00, an average value of 4,7977 and standard deviation of data variable X2 is 0.28141.
3. Employee Performance Variable (Y), from the data it can be described that Variable Y has a minimum value of 3.91, a maximum value of 5.00, an average value of 4,7086 and standard deviation of data variable Y is 0,29062.

### Testing Validity and Reliability Instrument

Validity In this study using the Chi Square correlation test. Chi-square test is a statistical test used to determine whether there is a significant relationship between two categorical variables.

**Table 6. Chi-Square Correlation Test Results**

	Test Statistics		
	Performance Allowance	Competency	performance
Chi-Square	24.462 <sup>a</sup>	60.077 <sup>b</sup>	35.615 <sup>c</sup>
Df	14	7	9
Asymp. Sig.	.040	.000	.000

In the results of the table above shows that the significance number is obtained in the variable performance allowance with a value of Sig 0.040 which shows  $0.040 < 0.05$  which means  $H_0$  is rejected and  $H_a$  is accepted, on the competency variable with a value of SIG 0,000 which shows  $0.000 < 0.05$  means that  $H_0$  is rejected and haditerikanand on employee performance variables with a value of SIG 0,000 means  $0.000 < 0,05$  which means  $H_0$  is rejected and  $H_a$  is accepted.

**Tabel 7. Reliability Test Performance Allowance**

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.831	15

From the table above states that the Cronbach's Alpha value is 0.831 because the Cronbach Alpha value  $> 0.60$  which shows that the performance benefits are reliable.

**Tabel 8. Reliability Tes Performacne**

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.834	11

From the table above states that the value of Cronbach's Alpha in employee performance variables is 0.834 because the value of Cronbach Alpha  $> 0.60$  which shows that the variable is declared reliable

**T Test Result**

**Tabel 9. T Test Result Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.822	.656		2.776	.009
	Performance Allowance	.467	.223	.470	2.094	.043
	Competency	.175	.232	.170	.755	.455

a. Dependent Variable: Performance

From the results of the t-test table above, it shows that:

1. The results of the t-test calculation of the performance allowance variable obtained a t value of 2.094 with a p value of  $0.043 < 0.05$ , so  $H_0$  is rejected, meaning that performance allowances have a significant effect on employee performance.
2. The results of the t-test calculation of the competency variable obtained a t value of 0.755 with a p value of  $0.455 > 0.05$ , so  $H_0$  is accepted, meaning that there is no significant effect between the competency variable and the employee performance variable.

*F Test*

**Table 10. ANOVA Test**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.216	2	.608	10.981	.000 <sup>b</sup>
	Residual	1.993	36	.055		
	Total	3.210	38			

In this section, the ANOVA variance analysis table is displayed. From the table below, the simultaneous value is 0.000 < 0.05, this shows that the results reject H<sub>0</sub> so that there is an influence between performance and competence on employee performance simultaneously.

*Linear Regression Test*

In table 10, the results of linear regression can be seen, the results of multiple linear regression analysis obtained the following regression equation:

$$Y = 1.822 + 0.467X_1 + 0.175X_2$$

The interpretation of the results of multiple linear regression analysis is:

1. The constant value (a) is positive, which is 1.822, meaning that if the performance and competency allowances are equal to zero (0), employee performance will increase. The regression coefficient value of the performance allowance variable (X<sub>1</sub>) is 0.467, meaning that the performance allowance has a positive effect on employee performance.
2. The regression coefficient value of the competency variable (X<sub>2</sub>) is 0.175, meaning that competency also has a positive effect on employee performance.

*Coefecien Determination Test*

**Tabel 11. Coefecien Determination test**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 <sup>a</sup>	.379	.344	.23531

a. Predictors: (Constant), copentency, performance allowance

The results of this test are useful in measuring the relationship between two or more variables in the regression equation. Where the output results are seen from the R-Square value. In the table above, the R-square value in this result shows a value of 0.379 or 37.9%. This value explains that the influence of Performance Allowances (X<sub>1</sub>) and Competence (X<sub>2</sub>) on Employee Performance (Y) is 37.9%, the remaining 62.1% is influenced by other variables. The R<sup>2</sup> measurement in this study is the Guilford rule of thumb measure which has the requirement that the magnitude of R<sup>2</sup> is never negative and is at most equal to one (0 ≤ R<sup>2</sup> ≤ 1). The greater the R<sup>2</sup> value, the better the model produced and the R value in this study is 0.616 which indicates that the relationship between the

performance allowance, competence and performance allowance variables is at a moderate level.

## DISCUSSION

Based on the results of several tests in this study, there are two variables, namely, two independent variables and one dependent variable. The independent variables are performance and competency allowances, which are X, and the dependent variable is employee performance, which is Y. Based on the results of the study, performance allowances have a positive and significant effect on employee performance. Based on the results of the analysis above, it shows that:

- a. The results of the correlation test using the chi-square test show the results for the relationship between all independent variables and the dependent variable with a value below 0.05 ( $<0.05$ ), so it can be concluded that there is indeed a significant relationship and close correlation between all independent variables and the dependent variable.
- b. Performance allowance variables have a partial effect on employee performance. Based on the results of the t-test analysis for the performance allowance variable, the calculated t-value is 2.094, while the t-table value of the distribution of 0.05 (5%) is 2.026. The calculated  $t > t$  table is  $2.094 > 2.026$ , and the significance value is  $0.043 < 0.05$ , then the individual performance allowance variable has a positive and significant effect on employee performance. This means that the higher the performance allowance, the employee's performance will increase; conversely, if the employee's performance allowance is low, the employee's performance will decrease. The results of this analysis accept the hypothesis that performance allowances affect employee performance.
- c. The performance allowance variable has a partial effect on employee performance. Based on the results of the t-test analysis for the performance allowance variable, the calculated t value is 0.755 while the t-table distribution value of 0.05 (5%) is 2.026, so the calculated  $t < t$  table is  $0.755 < 2.026$ , and the significance value is  $0.455 > 0.05$ , then the individual performance allowance variable has a negative and insignificant effect on employee performance. This means that competence does not affect employee performance.
- d. Obtained from the F-table statistics table is 3.26. Therefore, by getting the F test results, the p-value is  $0.000 < 0.05$ .  $H_0$  is rejected, so the regression model is correct in predicting the effect of performance allowances and competence on employee performance. In conclusion, the independent variables (X1 and X2) significantly contribute to the dependent variable.
- e. The results of the multiple linear regression coefficient tests show the regression coefficient value of performance allowances (0.467) and competence (0.175) because  $0.467 > 0.175$ , and performance allowances are the dominant variable that influences employee performance

## CONCLUSIONS AND RECOMMENDATIONS

This study suggests that competence does not significantly impact employee performance. Still, it does not mean that employees at the Aceh Region I Construction Services Center are not competent. Still, it could be due to several other factors, such as the relatively small number of samples and the value of the questions in the research instrument or questionnaire on the competency variable is less than the questions in the performance allowance variable.

## ADVANCED RESEARCH

The author hopes that further researchers can test other factors that affect performance. In this study, performance is influenced by Performance Allowance (X1) and Competence (X2) on Employee Performance (Y) by 37.9%. Other factors influence the remaining 62.1%; to be able to find out other factors, there needs to be further research that other researchers can do. It is also expected to be used as one of the data sources for further research, and further research is carried out based on other influencing factors, different variables, more samples, different research objects, more appropriate designs, and still related to performance allowances, competence, and employee performance

## ACKNOWLEDGMENT

This section gives you the opportunity to thank your colleagues who provided suggestions for your paper. You can also express your appreciation for the financial assistance you received, in completing this research.

## REFERENCES

- Basyrie, Y. S. (2022) 'Motivasi Kerja Dan Tunjangan Kinerja Terhadap Kinerja Pegawai Pengadilan Tinggi', *Dikombis: Jurnal Dinamika Ekonomi, Manajemen, dan Bisnis*, 1(3), pp. 333-342.
- Darmadi, D. (2022) 'Strategi manajemen sumber daya manusia dalam meningkatkan keunggulan kompetitif', *Equator Journal of Management and Entrepreneurship (EJME)*, 10(02), pp. 85-92.
- Djharuddin, D. (2021) 'Pengaruh Kompetensi terhadap Kinerja Pegawai', *YUME: Journal of Management*, 4(2).
- Gah, D. Z. R. and Syam, A. H. (2022) 'Pengaruh Kompensasi Dan Kompetensi Terhadap Kinerja Pegawai Kejaksaan Tinggi Sulawesi Selatan', *Economics and Digital Business Review*, 3(1), pp. 61-71.
- Heri, H. and Andayani, F. (2020) 'Pengaruh Kompetensi Terhadap Kinerja Pegawai Pada Bidang Kepemudaan Dinas Pemuda Dan Olahraga Kota Bandung. *Neo Politea*, 1 (2), 17-34'.
- Ilham, N. (2022) *Dasar-Dasar Manajemen Sumber Daya Manusia*. Cipta Media Nusantara.
- Jayanti, K. N. and Dewi, K. T. S. (2021) 'Dampak Masa Kerja, Pengalaman Kerja, Kemampuan Kerja Terhadap Kinerja Karyawan', *JEMBA: Jurnal Ekonomi Pembangunan, Manajemen & Bisnis, Akuntansi*, 1(2), pp. 75-84.

- Pandipa, A. K. H. S. (2020) 'Pentingnya Disiplin Kerja Terhadap Peningkatan Efektifitas Kerja Pegawai pada Dinas Pemberdayaan Perempuan dan Perlindungan Anak Kabupaten Poso', *Jurnal Ilmiah Administratie*, 10(1), pp. 9-16.
- Saleh, S. and Darwis, M. (2016) 'Pengaruh tunjangan kinerja terhadap kinerja pegawai pada bauk universitas negeri Makassar', *Jurnal Ilmiah Ilmu Administrasi Publik*, 5(2), p. 97252.
- Saputra, D., Rosadi, B. and Sucipto, B. (2023) 'Pengaruh Tunjangan Kinerja dan Kompetensi terhadap Kinerja Pegawai pada Kantor Badan Penanggulangan Bencana Daerah Provinsi Jawa Barat', *Journal Publicuho*, 6(2), pp. 377-389.
- Saputra, H. and Saputra, A. (2018) 'Pengaruh Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Rumah Sakit Penawar Medika Tulang Bawang', *Jurnal Iqtisad*, 1(2), pp. 26-59.
- Sari, Y. K. (2014) 'Pengaruh kepemimpinan, motivasi dan disiplin kerja terhadap kinerja karyawan pada PT. Patra Komala di Dumai', *Jurnal tepak manajemen bisnis*, 6(2), pp. 119-127.
- Sukiyono, A. (2024) 'Pengaruh Budaya Kerja, Motivasi Kerja dan Tunjangan Kinerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Satpol Pp Kabupaten Demak'. Universitas Islam Sultan Agung (Indonesia).