

The Influence Of Competence, Compensation, and Organizational Climate on Employee Performance PT Persada Multi Mandiri Jakarta

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ABSTRACT

This study was conducted to determine directly the effect of three independent variables competence, compensation and organizational atmosphere on the performance of employees of PT. Persada Multi Mandiri Jakarta. Determination of employee performance is determined because the development of information technology is very fast causing very big changes in the world of business communication. Therefore, companies engaged in communication must prioritize appropriate human resource activities. On this occasion, three independent variables of competence, compensation and organizational atmosphere are used which have a direct effect either partially or simultaneously on the performance of the employees of Persada Multi Mandiri Jakarta. The method used in this research is a quantitative method with a descriptive research type that describes the phenomenon being studied through a regression equation that is determined after all research data is tested with validity, reliability, normality, multicollinearity and heteroscedasticity tests. The sample in this study was 100 respondents from a population of 132 people with an accuracy of 5%. The simple regression equation is said to be significant and positive if $t_{count} > t_{table}$. Meanwhile, for multiple regression equations, it will meet the significant and positive criteria if $F_{count} > F_{table}$. The results of the study found that all effects were positive and significant, because for the partial effect, all $t_{count} > t_{table}$ (3,033; 4,789 and 4,692 > 2,365). Simultaneous effect is also significant and positive because $F_{count} > F_{table}$ (10,182 > 3.99). The partial effect in percent (%) for compensation, competence, and organizational atmosphere was (8.6%; 19.0% and 18.3%). This effect is true because all $F_{count} > F_{table}$ (9,197; 22,930 and 22,012 > 6.90) While the simultaneous effect in percent is 21.8 %. This effect is true because $F_{count} > F_{table}$ (10,182 > 3.99).

1. INTRODUCTION

On this occasion will determine the effect of competence, compensation and organizational climate on the performance of employees of PT. Persada Multi Mandiri Jakarta, having its address at Kemang Point Building, 2nd Floor. Jl. Kemang Raya No.02B, RT.13/RW.1, Kemang, Kemang District, South Jakarta City, Special Capital Region of Jakarta 12730. Determination of the influence of competence, compensation and organizational climate on employees of PT. Persada Multi Mandiri Jakarta is caused by the rapid development of communication. Management of PT. Persada Multi Mandiri Jakarta anticipates employee performance by determining the effect of competence, compensation and organizational climate either partially or simultaneously on the performance of PT. Persada Multi Mandiri Jakarta. This research can be said to be new because based on previous researchers, the influence of competence, compensation and organizational climate on employee performance partially and simultaneously. For example, research conducted by Margaretha, Perizade, Widiyanti, and Zunaidah (2020) conducted a study on the effect of competence on employee performance at PT Semen Baturaja (Persero), Tbk which has an employee population of 894 people. Using purposive sampling technique which aims to determine the criteria for the sample, namely the sample taken as many as 547 respondents. . The results showed that competence had a positive and significant effect on employee performance at PT Semen Baturaja (Persero), Tbk. Maizar (2017) reveals

how the influence of motivation, work competence and compensation simultaneously and partially on employee performance using data collection methods in the form of questionnaires and the methods used are descriptive analysis and multiple regression analysis. The results of the study of motivation, competence and compensation variables simultaneously have a positive and significant effect on employee performance. The competency variable has a negative but not significant effect on employee performance. Research conducted by Eric Hermawan (2022a) found the effect of competence on employee performance at PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{\text{count}} > t_{\text{table}}$ (5,410 > 2,374). Ratnasari & Gandhi, (2017: 72) Organizational climate can make employees work optimally, providing a comfortable and supportive work environment, so that employees are satisfied with the existing work climate so as to improve performance. Eric Hermawan (2022b) examined the effect of supervision, organizational climate and work discipline on the performance of PT. Dynamics of Airufindo Persada Jakarta with a full sample of 82 respondents found that the influence of organizational climate on the performance of employees of PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{\text{count}} > t_{\text{table}}$ (5,478 > 2,374). Njoroge and Kwasira (2015). Conducted research to determine the effect of compensation and rewards on employee performance in the district government of Nakuru, Kenya. Stratified random sampling technique was used on the target population of 6,400 respondents from the same study geographical area. A simple random sample was used to select respondents that formed a sample study using 98 respondents. Eric Hermawan (2022c) found that the influence of competence on the performance of employees of PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{\text{count}} > t_{\text{table}}$ (5,410 > 2,374). From previous research, the three independent variables discussed above, competence, compensation and organizational climate have a significant and positive effect on employee performance, but separately for different locations and companies. Therefore, on this occasion an analysis of the influence of competence, compensation and organizational climate partially and simultaneously is carried out on the performance of employees of PT. Persada Multi Mandiri Jakarta.

Based on the background above, this research aims to:

1. To determine how much influence competence partially on the performance of employees of PT. Persada Multi Mandiri Jakarta.
2. To determine how much influence compensation partially has on the performance of employees of PT. Persada Multi Mandiri Jakarta.
3. To determine how much influence the organizational climate partially has on the performance of employees of PT. Global Telecom Services Jakarta.
4. To determine how much influence competence, compensation and organizational climate simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta

2. LITERATURE REVIEW

Employee performance

Nguyen, et. al. (2020) gives the term performance is the quality and quantity of work obtained by employees to carry out tasks in accordance with the tasks assigned to them. In general, performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions, with responsibilities assigned or given to him. Priansa (2017: 48) states that performance is the embodiment of ability in the form of real work or is the result of work achieved by employees in carrying out tasks and jobs that come from the company. Kasmir (2016:208-210), there are six indicators used to measure employee performance, namely: 1. Quality (quality) Quality, is a level where the process or result of completing an activity 2. Quantity (amount) 3. Time (time period) 4. Cooperation among employees 5. Cost reduction and 6. Supervision. Anwar Prabu Mangkunegara in Eric Hermawan (2022) states that performance is:

1. Quality, is something related to the work process until the work results can be measured from the level of efficiency and effectiveness of a person in doing a job that is supported by other resources. The indicators are: neatness, accuracy and reliability.

2. Work quantity, quantity is the unit of the maximum amount or limit that must be achieved by workers within the time determined by the company leadership. The indicators of quantity are: timeliness, work results and job satisfaction.
3. Cooperation, cooperation is the attitude and behavior of every employee who establishes a cooperative relationship with the leader or co-workers to complete the work together. The indicators of cooperation are: cooperation and cohesiveness
4. Responsibility, responsibility is a matter related to the results of work that has been completed which must be accounted for by employees if there is still work that is not in accordance with the expectations of the leadership. The indicators of responsibility are: a. a sense of responsibility in making decisions b. utilizing facilities and infrastructure.
5. Armstrong and Baron in Wibowo (2016) stated that the dimensions and performance indicators can be seen in Table 1 as follows.

Table 1 Employee performance dimensions and indicators

Variable	Dimension	Indicator
Performance (Y) Asmstrong and Baron in Wibowo (2016)	Individual Factor	1. Skill Level
		2. Competence possessed
		3. Motivation
		4. Individual Commitment
	Leadership Factor	5. Push Quality
		6. Guidance
		7. Manager support
		8. Support from the team leader
	Team Factor	9. The quality of support provided by the team
		10. The quality of support provided by colleagues
	System Factor	11. Work system
		12. Facilities provided by the organization
		13. Facilities provided by the leadership
	Situational Factors	14. The high level of pressure changes in the internal environment
		15. The high level of pressure changes in the external environment

Competence

Margaretha, Perizade, Widiyanti, and Zunaidah (2020) who conducted research at PT. Semen Baturaja (Persero) Tbk. Finding that compensation has a positive and significant effect on employee performance at PT Semen Baturaja (Persero), Tbk. Handayani (2018) who conducted research on employees of PT. Royal Golden Carriage. Compensation and Job Satisfaction have no effect on the performance of employees of PT. Royal Golden Carriage. Azis (2018) conducted a study to determine the effect of competence, motivation, and promotion on employee performance at the South Makassar tax service office. Of the three independent variables used in this study, competence is the dominant one that affects employee performance at the South Makassar tax service head office. Research by Eric Hermawan (2022b) found that the influence of competence on the performance of employees of PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{count} > t_{table}$ ($5,441 > 2,374$). Dessler (2017) states that the importance of employee competence is as follows:

1. To know the critical cause-and-effect way of thinking. The strategic relationship between human resources and company performance is a strategic map that explains the company's strategic implementation process. And remember that this strategy map is a collection of hypotheses about what creates value in the company.
2. Understanding the principles of good measurement The basic foundation of any management competence relies heavily on good measurement. In particular, the measurements must properly describe the construction.

3. Ensuring causal relationships Thinking causally and understanding measurement principles helps in estimating the causal relationship between human resources and company performance. In practice, these estimates can range from judgmental to quantitative assumptions. The most important task is to realize that the estimate is possible and calculate it as an opportunity that arises.
4. Communicating the strategic work results of human resources to superiors To manage the strategic performance of human resources, one must be able to communicate an understanding of the strategic impact of human resources on superiors. Sugiyanto & Santoso (2018) provide dimensions and indicators of competency variables as can be seen in Table 2 as follows

Table 2. Dimensions and indicators of competency variables

Variable	Dimension	Indicator
Competence (X1) Sugianto and Santoso (2018)	Knowledge	1. How to identify learning
		2. Doing good study
	Understanding	3. Good understanding of conditions
		4. Understanding of characteristics
	Skills	5. Carry out tasks and work
		6. Choose an effective working method
	Value	7. Choose work method
		8. Honesty
		9. Openness
	Attitude	10. Democratic
		11. Reaction to the economic crisis
		12. Feelings about a raise
	Interest	13. Show
		14. Doing some task activity
		15. Ability to formulate vision, mission

Compensation

Compensation in the form of salaries, incentives, bonuses, benefits, employment and work environment are important factors to influence the increase of an employee's performance. The greater the compensation provided by the company to its employees, the higher the efforts of employees to improve their performance. The issue of compensation is very important to note because the size of the compensation given will affect employee performance. Based on some of the definitions that have been put forward, it can be seen that compensation is remuneration received by employees from the company or agency where they work. Opan Arifudin (2019) MEA Scientific Journal (Management, Economics, & Accounting), Vol. 3 No. May 2-August 2019. Conducted research aimed at determining the effect of compensation on the performance of PT Global Media employees. The results obtained are that the average respondent's answer to compensation is 3.89. While the good criteria for the performance of PT Global Media employees obtained an average respondent's answer of 3.87. Aryani, D., & Meriyati, M. (2019), examined the effect of compensation on employee performance at PT. Sri Metriko Utama Widjaja Palembang. The results obtained in *Islamic Banking: Journal of Islamic Banking Thought and Development* , 4 (2), 83-96. It was found that one of the factors that influence the level of success of a company is employee performance. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him is significantly affected by compensation. Research by Agung Surya Dwianto and Pupung Purnamasari (2019) in the Journal of Islamic Economics & Economics Vol 2 No 2, June 2019 E-ISSN : 2599-3410 | P-ISSN : 4321-1234 found that the value of R^2 is 0.486, meaning that the percentage of employee performance compensation effect is 48.6. The test shows that the value of $t_{arithmetic} > t_{table}$ ($5.146 > 2.048$). This shows that the hypothesis used in this study is accepted, namely that there is an effect of compensation on employee performance at the Production Section of PT. Jaeil Indonesia. Hasibuan SP (2012:118) defines, "Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company". Veithzal Rivai (2011: 357) explains that, "Compensation is something that employees get as a substitute for their service

contribution to the company. Mia Hardina and Resista Vikaliana (2020) in business administration vocational journal no. 2 vol.1 2020 E – ISSN 2686-1577. They conducted research because the performance of employees at PT Mora Telematics Indonesia was not optimal, so it was suspected that there was an effect of compensation on employee performance at PT Mora Telematics Indonesia Jakarta. The results of the analysis show that there is a positive and significant effect between compensation and performance. The results also show a correlation coefficient or r of 0.452 which means there is a moderate relationship between the independent variable, namely compensation and the dependent variable, namely employee performance. While the coefficient of determination or r -square of 0.204 indicates that performance compensation has an effect of 20.4%. Compensation Indicators According to Edison, Anwar, & Komariyah (2016) as shown in Table 3

Table 3 Dimensions and indicators of Compensation

Variable	Dimension	Indicator
Compensation (X2)	Salary/Wage	1. Monthly salary
		2. Basic salary
		3. Fixed allowances
	Allowance	4. Professional Allowance
		5. Non-Fixed Benefits
		6. Expertise Allowance
		7. Holiday allowance
		8. Accident allowance
		9. Health benefits
	Incentive	10. Compensation received outside of salary
		11. For the extra effort they put into the company
		12. Rewards given to employees who excel
	Bonus	13. Rewards for work
		14. Distribution of company profits
	Pension Fund	15. Prepared by the company to support life after work

Organizational Climate

Abdillah et al., (2017: 123) states that organizational climate can be defined as a situation that is related through the behavior, feelings and thoughts of organizational groups. Thus, organizational climate can be described as a special judgment, which deals with the manipulation of one's power and influence. Organizational atmosphere is a characteristic of organizational climate which is reflected in the description of the work environment, guidelines and conditions by employees. Haryanti in Ludy Sapulette (2017: 97) states that organizational climate is a set of *measurable properties* of the work environment that are felt or seen directly or indirectly by living people who work in the environment and are assumed to influence their motivation and behavior. Syamsir in Akhmar Barsah (2017) states that we are born into organizations, educated by organizations, and almost all of us spend our lives working for organizations. Therefore it can be said that the organization is a consciously coordinated social entity with identifiable boundaries and works continuously to achieve common goals. Eric Hermawan (2022b) found that the influence of organizational climate on the performance of employees of PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{count} > t_{table}$ (5,478 > 2,374). Eric Hermawan (2022b) found that the influence of organizational climate on the performance of employees of PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{count} > t_{table}$ (5,478 > 2,374). Cahyono in Satrio and Suwandana (2017) states that organizational climate is an organizational atmosphere is a series of work environments around the workplace that affect a person's behavior in carrying out work which ultimately makes organizational goals quickly achieved. Devina & Ratih, (2018:2) mentions that there are four Factors Affecting Organizational Climate, namely 1). External Environment, 2. Organizational Strategy, 3. Historical Strength and 4. Leadership. Reichers and Scheneider in Andi Caesar, Abdurrahman Hadi and Rudi Salam (2016:36) state that organizational climate is a shared perception or assumption regarding organizational policies, implementation of policies and procedures, both formal and informal. Setiawan

et al., (2016: 28), mentions that there are nine dimensions of organizational climate which can be seen in Table 4 as follows.

Table 4. Organizational climate dimensions and indicators

Variable	Dimension	Indicator
Organizational climate (X3) Setiawan et. al., (2016)	Structure	1. Work procedures
		2. Rules in a task
	Responsibility	3. Consequences of the work done
	Award	4. Awards
		5. Rewards
	Risk	6. Risks in carrying out work
		7. Job challenges
	Warmth	Relations between employees
		Work atmosphere
	Support	Support to subordinates
		Support from co-workers
	Performance Standard	Organizational performance standards
		Emphasis on achieving work results
Conflict	Solutions for organizational problems	
Personal identity	Member Identity	

Research Framework

The influence of competence, compensation and organizational climate partially and simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta can be described systematically in the framework of thought depicted in Figure 1 as follows,

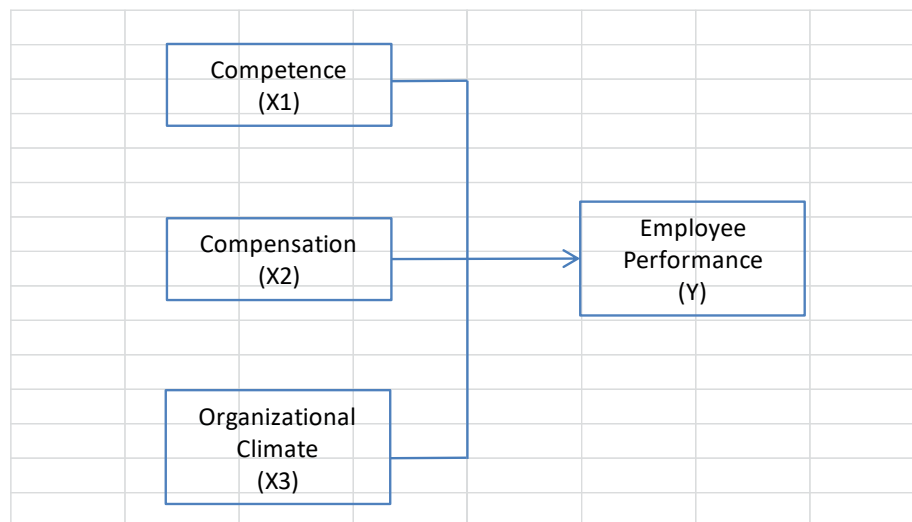


Figure 1. The influence of competence, compensation and organizational climate partially and simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta.

Hypothesis

1. Competence partially has a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta
2. Compensation partially has a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta
3. Organizational climate partially has a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta
4. Competence , compensation and organizational climate simultaneously have a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta

Influence between variables

The influence of competence on employee performance

Margaretha, Perizade, Widiyanti, and Zunaidah (2020) who conducted research at PT. Semen Baturaja (Persero) Tbk. Finding that compensation has a positive and significant effect on employee performance at PT Semen Baturaja (Persero), Tbk. Annisa Putri Soetrisno and Alini Gilang (2018) in the Journal of Business and Management Research Journal Volume VIII No. 1 of 2018 entitled the influence of competence on the performance of employees of PT. Telekomunikasi Indonesia Tbk. Witel Bandung found that competence has a positive and significant impact on employee performance at PT Telekomunikasi Indonesia Tbk Witel Bandung. The coefficient of determination (R Square) shows a value of 0.510 or 51%, meaning that this value indicates that the competency variable has an influence on the employee performance variable by 51%. Handayani (2018) who conducted research on employees of PT. Royal Golden Carriage. Compensation and Job Satisfaction have no effect on the performance of employees of PT. Royal Golden Carriage. Azis (2018) conducted a study to determine the effect of competence, motivation, and promotion on employee performance at the South Makassar tax service office. Of the three independent variables used in this study, competence is the dominant one that affects employee performance at the South Makassar tax service head office.

Effect of compensation on employee performance

Aryani, D., & Meriyati, M. (2019), examined the effect of compensation on employee performance at PT. Sri Metriko Utama Widjaja Palembang. The results obtained in *Islamic Banking: Journal of Islamic Banking Thought and Development*, 4 (2), 83-96. It was found that one of the factors that influence the level of success of a company is employee performance. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him is significantly affected by compensation. Opan Arifudin (2019) MEA Scientific Journal (Management, Economics, & Accounting), Vol. 3 No. May 2-August 2019. Conducted research aimed at determining the effect of compensation on the performance of PT Global Media employees. The results obtained are that the average respondent's answer to compensation is 3.89. While the good criteria for the performance of PT Global Media employees obtained an average respondent's answer of 3.87. Mia Hardina and Resista Vikaliana (2020) in business administration vocational journal no. 2 vol.1 2020 E – ISSN 2686-1577. They conducted research because the performance of employees at PT Mora Telematics Indonesia was not optimal, so it was suspected that there was an effect of compensation on employee performance at PT Mora Telematics Indonesia Jakarta. The results of the analysis show that there is a positive and significant effect between compensation and performance. The results also show a correlation coefficient or r of 0.452 which means there is a moderate relationship between the independent variable, namely compensation and the dependent variable, namely employee performance. While the coefficient of determination or r-square of 0.204 indicates that performance compensation has an effect of 20.4%. Research by Agung Surya Dwianto and Pupung Purnamasari (2019) in the Journal of Islamic Economics & Economics Vol 2 No 2, June 2019 E-ISSN : 2599-3410 | P-ISSN : 4321-1234 found that the value of R^2 is 0.486, meaning that the percentage of employee performance compensation effect is 48.6. The test shows that the value of $t_{\text{arithmetic}} > t_{\text{table}}$ ($5.146 > 2.048$). This shows that the hypothesis used in this study is accepted, namely that there is an effect of compensation on employee performance at the Production Section of PT. Jaeil Indonesia. Mia Hardina and Resista Vikaliana (2020) in business administration vocational journal no. 2 vol.1 2020 E – ISSN 2686-1577. They conducted research because the performance of employees at PT Mora Telematics Indonesia was not optimal, so it was suspected that there was an effect of compensation on employee performance at PT Mora Telematics Indonesia Jakarta. The results of the analysis show that there is a positive and significant effect between compensation and performance. The results also show a correlation coefficient or r of 0.452 which means there is a moderate relationship between the independent variable, namely compensation and the dependent variable, namely employee performance. While the coefficient of determination or r-square of 0.204 indicates that performance compensation has an effect of 20.4%.

The influence of organizational climate on employee performance

Ridwan Tantowi (2016) with the title research on the influence of organizational climate on employee performance at PT. The Savings and Loans Unit of Bank Danamon Metro in the Darmajaya Business Journal found the influence of organizational climate on employee performance at PT. Savings and Loans Unit of Bank Danamon Metro. The results of the simple regression equation $Y = 28.466 + 0.549X$. The value of constant (a) is 28,466, meaning that if the value of the X variable does not change one unit, it will affect the employee's work motivation of 28,466 units. From these results, the results of the t-test of 8.128 indicate that the employee performance variable is influenced by the organizational climate variable. Eric Hermawan (2022b) found that the influence of organizational climate on the performance of employees of PT. The dynamics of Airufindo Persada Jakarta are positive and significant because $t_{count} > t_{table}$ ($5,478 > 2,374$). Abdillah et al., (2017: 123) states that organizational climate can be defined as a situation that is related through the behavior, feelings and thoughts of organizational groups. Thus, organizational climate can be described as a special judgment, which deals with the manipulation of one's power and influence. Organizational atmosphere is a characteristic of organizational climate which is reflected in the description of the work environment, guidelines and conditions by employees. Hayatun Nufus (2021), with the title research on the influence of organizational climate on employee performance at Alfamart in Bintaro. From the Tadbir Civilization Journal Volume 1, Number 3, September 2021. The results of the study obtained an average score of 5,726 with good criteria. Employee performance variable obtained an average score of 5.779 with good criteria. Organizational climate has a positive and significant effect on employee performance with the value of the regression equation $Y = 17.765 + 0.699X$, has a strong relationship level with a determination value of 67.0%. Hypothesis testing obtained a significance of $0.000 < 0.05$.

The influence of competence, compensation and organizational climate simultaneously on employee performance

To determine the effect of the influence of competence (X_1), compensation (X_2) and organizational climate (X_3) simultaneously on the performance of the Jakarta International Certification Agency (Y) employees, multiple regression analysis was used. The results showed that the influence of competence, compensation and organizational climate simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta is significant and positive because $F_{count} > F_{table}$ ($10,182 > 3.99$) While the influence in % is 21,8%. This result is true because $F_{count} > F_{table}$ ($10,182 > 3.99$).

3. METHOD

Writing method

The method of writing this paper is a *descriptive research* that aims to describe or describe the phenomenon of the influence between the dimensions of competence, compensation and organizational climate partially or simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta. The results of the study found that the influence of competence, compensation and organizational climate partially or simultaneously on the performance of PT. Persada Multi Mandiri Jakarta is significant and positive because $F_{count} > F_{table}$ ($10,182 > 3.99$) While the influence in % is 21,8%. This result is true because $F_{count} > F_{table}$ ($10,182 > 3.99$).

Population and Sample.

The population of employees of PT. Persada Multi Mandiri Jakarta is 132 people. To determine the number of samples used the Slovin . formula

$$n = \frac{N}{1 + N(e)^2}$$

The accuracy of sampling is taken the value of $e = 5\%$ or 0.05 . so the number of samples collected is:

$$n = \frac{132}{1 + 132 \times 0,05^2} =$$

$$= \frac{132}{1+132 \times (0,05)^2} = 99.25 \text{ rounded up to } 100 \text{ respondents}$$

Thus, to determine the effect of the independent variable on the dependent variable, a questionnaire (questionnaire) was distributed to a sample of 100 respondents.

Data testing

Before calculating the regression equation, both simple regression and multiple regression, the research data was first tested with validity, reliability, normality, multicollinearity and heteroscedasticity tests. Validity testing is to ensure that the questionnaire is really good. Reliability is a measure that shows the consistency of the measuring instrument in measuring the same symptoms on other occasions. The research variable is free from reliability if the *Cronbach Alpha value is* > 0.600 . Normality test is the rule for setting *Asymp value. Sig. (2-tailed)* the SPSS output is greater than *the level of significant* (0.05). The multicollinearity test was carried out with the criteria of $VIF < 10$ and $Tolerance > 0.1$. The heteroscedasticity test in this study is to see whether the independent variable tends to have a high correlation.

4. RESULTS AND DISCUSSION

Validation test

The results of the validation test can be seen in Table 4.1 as follows

Table 5. Competency validation test calculations (X_1), compensation (X_2), organizational climate (X_3) and performance (Y) competence (X_1), compensation (X_2), organizational climate (X_3) and performance (Y)

Index X and Y	R _{count X₁}	R _{count X₂}	R _{count X₃}	R _{count Y}	R _{table}	Information
01	.477 **	.769 **	.637 **	.684 **	0.256	valid
02	.357 **	.721 **	.510 **	.621 **	0.256	valid
03	.521 **	.664 **	.656 **	.513 **	0.256	valid
04	.382 **	.585 **	.479 **	.628 **	0.256	valid
05	.408 **	.588 **	.531 **	.439 **	0.256	valid
06	.343 **	.558 **	.312 **	.445 **	0.256	valid
07	.305 **	.483 **	.409 **	.549 **	0.256	valid
08	.314 **	.769 **	.477 **	.513 **	0.256	valid
09	.413 **	.759 **	.426 **	.447 **	0.256	valid
10	.409 **	.695 **	.537 **	.623 **	0.256	valid
11	.422 **	.664 **	.492 **	.604 **	0.256	valid
12	.267 **	.590 **	.425 **	.539 **	0.256	valid
13	.212 *	.559 **	.682 **	.537 **	0.256	valid
14	.546 **	.560 **	.591 **	.484 **	0.256	valid
15	.517 **	.589 **	.713 **	.508 **	0.256	valid

Competency research variables (X_1), compensation (X_2), organizational climate (X_3) and performance (Y) were all declared valid because the values of all calculated Pearson correlations (R_{count}) were greater than the coefficient values. from the table whose value is 0.256, (100 respondents) with an accuracy of 0.01 (1%).

Reliability Test

The results of the reliability test are tabled in Table 6 as follows Table 6 The results of the research variable reliability test

Table 6 The results of the reliability

No,	Variable	Meet members	Cronbach's alpha	Results
1	competence (X_1)	(15)	0.608>0.600	Reliability free
2	compensation (X_2)	(15)	0.896>0.600	Reliability free
3	organizational climate (X_3)	(15)	0.816>0.600	Reliability free
4	employee performance (Y)	(15)	0.828>0.600	Reliability free

All research variables competence (X_1), compensation (X_2), organizational climate (X_3) and employee performance (Y) are free from reliability because the *Cronbach Alpha value* obtained for all variables is > 0.600 .

Normality test

The rule for determining the normality of a data is that the data is said to be normally distributed if the Asymp value. Sig. (2-tailed) on the SPSS output is greater than the level of significant (0.05), all research data on competence (X_1), compensation (X_2), organizational climate (X_3) and performance (Y) are normally distributed as shown in Table 7

Table 7 The results of the normality test of research variables

No.	Variable	Asymp.sig. (2-tailed)	Test results
1	competence (X_1)	0.100>0.05	Normal distribution
2	compensation (X_2)	0.106>0.05	Normal distribution
3	organizational climate (X_3)	0.177>0.05	Normal distribution
4	employee performance (Y)	0.200>0.05	Normal distribution

Multicollinearity test

Indications for the occurrence of multicollinearity are. if the VIF value is greater than 10 and the *tolerance* is less than 0.1. It can be seen that all independent variables of competence (X_1), compensation (X_2) and organizational climate (X_3) are free from multicollinearity problems because the VIF of the three independent variables (1.1431; 1.870 and 1.917 <10) and *tolerance* (0.876; 0.535 and 0.522 > 0.1) as shown in Table 4.4

Table 8 The results of the multicollinearity test of research variables

Model		Collinearity Statistics		Test results
		Tolerance	Tolerance	
1	(Constant)			
	Score_competence	0.876>0.1	1.141<10	Free of multicollinearity
	Score_compensation	0.535>0.1	1,870 <10	Free of multicollinearity
	score_climate_organization	0.522>0.1	1,917<10	Free of multicollinearity

Heteroscedasticity test

The heteroscedasticity test in this study is to see the tendency of the independent variables to have a high correlation. If there is a high correlation between independent variables, heteroscedasticity will occur.

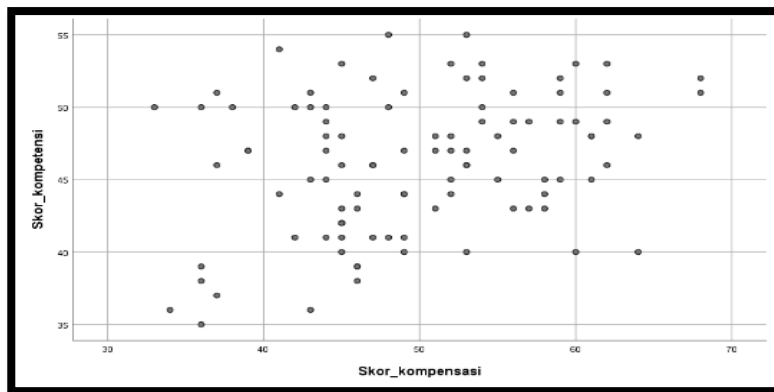


Figure 2 Graph of competence (X_1), to compensation (X_2)

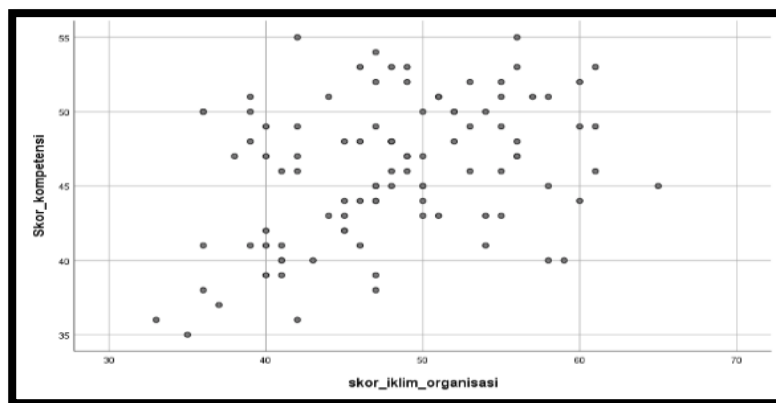


Figure 3 Graph of competence (X_1) on organizational climate (X_3)

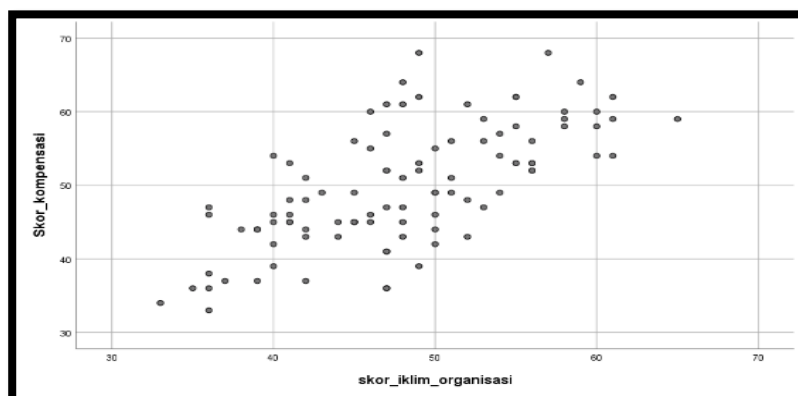


Figure 4 Compensation graph (X_2) against organizational climate (X_3)

Multiple Regression Equation

To determine the effect of competence (X_1), compensation (X_2), and organizational climate (X_3) simultaneously on the performance of PT. Persada Multi Mandiri Jakarta (Y) used multiple regression analysis. The results obtained are tabled in Table 4.6, as follows.

Table 9 The results of the calculation of the effect of competence (X₁), compensation (X₂) and organizational climate (X₃) simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta

Influencer	formula	F _{count}	F _{table}	Influence (%)
Y(X ₁ , X ₂ , X ₃)	$Y=28.327+0.176 X_1-0.173 X_2+0.165 X_3$	10,182	3.99	21.8

The results shown by Table 4.6 state that the effect of competence (X₁), compensation (X₂) and organizational climate (X₃) simultaneously on the performance of the Jakarta International Certification Agency (Y) employees is significant and positive because $F_{count} > F_{table}$ (10,182 > 3.99). While the influence in % is 21,8%. This result is true because $F_{count} > F_{table}$ (10,182 > 3.99).

5. CONCLUSIONS AND SUGGESTIONS

Statistical testing of the influence of 3 (three) variables of organizational climate, organizational commitment and work discipline either partially or simultaneously on the performance of employees of PT. Persada Multi Mandiri Jakarta is as follows

1. Competence partially has a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta (hypothesis 1 is true)
2. Compensation partially has a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta (hypothesis 2 is correct)
3. Organizational climate partially has a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta (hypothesis 3 is correct)
4. Competence, compensation and organizational climate simultaneously have a significant and positive effect on the performance of employees of PT. Persada Multi Mandiri Jakarta (hypothesis 4 is true)

Based on the research result, it is recommended for managers to comply with what is stated in the dimensions and indicators of the research variables so that the performance of the employees of PT. Persada Multi Mandiri Jakarta can be maintained. All the influence of independent variables on the performance of employees of PT. Persada Multi Mandiri Jakarta is positive it should be maintained. For other researchers for further research on the problem of improving employee performance with other independent variables, other types of companies and other work environments

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