



# The Influence of Role Perception, Human Resource Development, and Compensation on Employee Performance Universitas Ibnu Sina

Zhalfa Putri Elisa<sup>1</sup>, Septa Diana Nabella<sup>2</sup>, Sabri<sup>3</sup>, Dewi Permata Sari<sup>4</sup>, Nurmayunita<sup>5</sup>

<sup>1</sup>Student of Management Study Program, Universitas Ibnu Sina, Jl. Teuku Umar, Lubuk Baja Kota, Kec. Lubuk Baja, Kota Batam, Kepulauan Riau 29444

<sup>2,3,4,5</sup> Lecturer of Management Study Program, Universitas Ibnu Sina, Jl. Teuku Umar, Lubuk Baja Kota, Kec. Lubuk Baja, Kota Batam, Kepulauan Riau 29444

## ARTICLE INFO

## ABSTRACT

### Keywords:

Perception;  
Human Resource Development;  
Compensation;  
Employee performance;

Employee performance improvement is based on the willingness to mobilize all elements of human resources. This study aims to determine the effect of role perception, human resource development, and compensation on employee performance. This type of research is causality with a quantitative approach. The study has a population of 109 employees of Ibn Sina University. The number of samples obtained by the slovin formula amounted to 85 respondents. The sampling method used is Simple Random Sampling. The data analysis approach used is multiple linear regression. The result of this research is that there is a positive influence of role perception, human resource development, and compensation partially and simultaneously on employee performance. This study provides findings that there is an empirical model development on employee performance that is influenced by role perceptions, human resource development, and compensation.

### E-mail:

septadiana1717@gmail.com

Copyright © 2022 Enrichment : Journal of Management.  
All rights reserved.

## 1. Introduction

The development of educational institutions is growing rapidly in Indonesia, rapid technological changes, as well as environmental changes that tend to be significant that occur in almost all aspects of human life as a result of globalization, have led to shifts and new paradigms [1]. These changes on the one hand pose a threat to the survival of an educational institution, but on the other hand, it creates opportunities for an educational institution to develop its potential as an educational institution. able to follow, adapt, and take advantage of every opportunity and challenge and anticipate every threat that exists to survive and create a sustainable competitive advantage [2].

Along with changes in the strategic environment, institutions must restructure and reorient toward human resource development as the main driving force for the creation of added value to face increasingly fierce and fierce competition at the national, regional, and global levels [3]. Universitas Ibnu Sina must be able to produce a competitive advantage over the resulting output. These demands have made the role of Human Resources experience significant development. Human resources are no longer seen as complementary but are already the main force, namely intellectual partners and the main driver in generating competitive advantage in a comprehensive context. To produce quality resources, Ibn Sina University has a very important role. Role perception is also important because it is the aspect that makes employees know what they will be doing. Ibn Sina University with its various programs has an important role in the process of obtaining and improving the quality of individual professional abilities. Through education, a person is prepared to have the provisions to be ready to know, recognize and develop methods of thinking systematically to be able to solve a problem. Knowing whether the results obtained are by the objectives, it is necessary to evaluate the

implementation of human resource development, because, with careful planning, it is hoped that the implementation of human resource development can run by the objectives to be achieved.

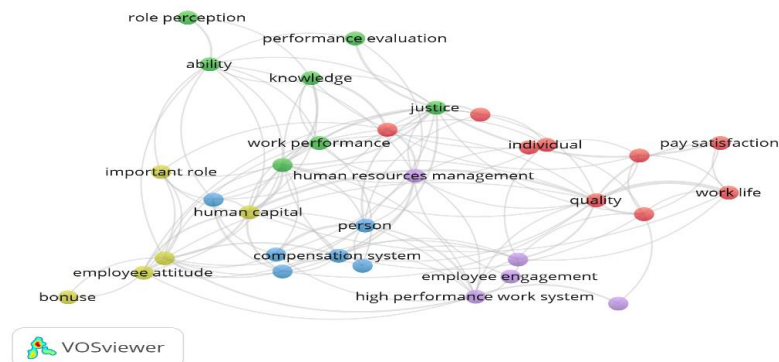
Comparative and competitive advantages in the field of human resources are now of strategic value compared to the field of natural resource wealth [4]. Because as a human resource, a means of production that lives and is active in an organization or company, human labor has its advantages compared to other factors of production [5]. Resources by emphasizing a power, namely the strength that comes from humans themselves who can build, in the sense of positive progress [6]. Every person in his personal life as well as in his position as a member of the community and his role in his official status in government or private institutions, it is necessary to have this power or ability. Moreover, as a leader, he must have these abilities, so that he shows his identity as a quality, wise leader who always motivates his subordinates to also be able to move forward positively [7]. So it appears that human resources are located not only as objects but also as subjects.

One who meets such criteria will only be owned through the development of the right human resources with a supportive working environment [8]. The effectiveness of human resource development is seen in its performance as a combination of mobilizing cognitive, affective, and psychomotor potentials, including the ability to optimize the use of potential other organizational resources (employees, machines, equipment, costs, and information) as well as utilizing existing opportunities to maximize the achievement of the organization's vision and mission. consistently and continuously [9].

Compensation is not something that can be ruled out but can affect employee performance [10]. Compensation is still recognized as one of the determining factors in improving employee performance [11]. When associated with job evaluation, employees will be more enthusiastic and maximize their work, because they feel valued for their work [10]. Employees expect that performance will be positively related to the compensation provided by the company. Employees determine expectations regarding compensation received if a certain level of performance is achieved.

Performance is basically what employees do or don't do so it affects how much they contribute to the agency or organization including the quality services provided [12]. Performance improvement is to improve employee performance so that goals can be achieved so that the performance improvement strategy can be successful, and it is necessary to know the performance targets [13]. To be able to compete with other similar industries, one must have a competitive advantage that is very difficult to imitate, which will only be obtained from employees who are productive, innovative, creative, passionate, and loyal [14]. Employee performance which is the result of the thought and energy of an employee for the work he does can be tangible, seen, and counted in number, but in many cases, the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovation a new product or service, it can also be an invention of more efficient work procedures [15]. Ability without motivation or motivation without ability is impossible to produce high performance [16]. Ability can be improved through employee development and motivation must always be given in leadership practice [17].

This research is reinforced by State Of The Art and Novelty from international journals of previous research.



Source: Publish or Perish and VOSviewer Data Processing, 2022

**Figure 1.** Results of Bibliometric Analysis

Based on Figure 1, it can be seen that from 980 international papers on role perception, human resource development, compensation, and performance, it is found that the state-of-the-art research is that no research directly uses role perception, and human resource development and compensation simultaneously. measuring employee performance, so that the analysis in this study will be able to provide empirical findings (novelty) that can be used as model development from scientific studies.

Literature Review and Submission of Hypotheses, Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period [18]. The performance also means work performance, work achievement or work results or work performance, or work appearance [19]. Furthermore, the factors that influence performance are ability and motivation. Ability consists of potential abilities and reality abilities (knowledge and skills) meaning that the employee's IQ is above the average with 110-120 with adequate education for the position, and skills in doing daily work, then the employee needs to be placed in the appropriate job with his expertise because he will more easily achieve the expected performance. Motivation is intended here to be formed from the attitude of an employee in dealing with work situations as a condition that moves employees to be directed to achieve organizational goals. A mental attitude is a mental condition that encourages employees to try to achieve maximum work performance or psychophysical meaning, an employee must be mentally prepared, physically capable, understand the main goals and work targets to be achieved, and be able to take advantage of and create work situations. [20]

Role Perception, Perception is a process that involves the entry of messages or information into the human brain, through human perception continuously in contact with the environment [21]. Role perception is a cognitive process that allows us to interpret and understand the environment around us [22]. Role perception is a view of how one should act in a given situation [23]. Role perception is a person's description of the rights and powers he has, as well as obligations and responsibilities that must also be carried out on the role or task carried out [24]. Role perception is the compatibility between the effort a person makes with the direct supervisor's view of the task that should be done. Role perception can be measured by 1) Perception of job descriptions, 2) Perception of understanding tasks, 3) Involvement in the organization and 4) Understanding of orders [23].

Human resource development, Human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better jobs [25]. Development refers to learning opportunities designed to assist the development of workers. Human resource development is an activity that must be carried out by companies so that their knowledge, abilities, and skills are by the

demands of the work they do [26]. Human resource development is defined as a series of systematic and planned activities designed by the organization to provide opportunities for its members to learn the skills needed to meet current and future job requirements [27]. Human resource development is defined as a series of systematic and planned activities designed by the organization to provide opportunities for its members to learn the skills needed to meet current and future job requirements [28]. Human resource development is born from HR strategy which is derived from company strategy. For HR development to be by the company's strategy, the HR strategy must also be in line and line with the company's strategy [29]. Human resource development is all systematic and planned efforts to realize and improve the quality of human resources, both concerning physical and non-physical aspects so that high performance can be produced for himself and his organization [30].

Compensation is any form of payment or gift given to employees and arising from their work [31]. Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company [32]. Compensation is something that employees receive in exchange for their service contribution to the company. The provision of compensation is one of the implementations of HR functions related to all types of giving individual awards and exchanges in carrying out organizational tasks. Compensation is an important factor influencing how and why people work for one organization and not for another [30]. Compensation is given to employees in return for work and responsibilities given to the company [33].

## 2 Methods

The type of research in this research is causal research. The survey method aims to determine the effect of role perception, human resource development, and compensation on employee performance. The population in this study were employees of the University of Ibn Sina, totaling 109 people. The sampling technique used in this study is simple random sampling, which is a technique used if the population has members or elements that are not homogeneous and stratified proportionally [34]. If the population is known, then the basis for determining using the following formula:

$$n = \frac{N}{N \cdot d^2 + 1}$$

Information:

n = Number of Samples

N = Total Population

$d^2$  = Set precision

The size of the population is known to be 308 people, so the sample size used is:

$$n = \frac{109}{109 (0.05)^2 + 1}$$

$n = 85,65$  then rounded up to 85 respondents.

Furthermore, the measurement of these variables is presented in a questionnaire or a list of statements using a Likert scale. Methods of data analysis using quantitative analysis. This study was conducted to analyze the effect of role perception, human resource development, and compensation on employee performance at Universitas Ibnu Sina.

## 3. Results and Discussion

### a. The Influence of Role Perception on Employee Performance

The results in this study show that the role perception variable has a t value of  $7.889 > 1.989$  t table and a significance of  $0.000 < 0.05$  whose decision  $H_0$  is rejected and  $H_1$  is accepted. These results are obtained because employees have a good perception of their respective jobs and responsibilities, the existence of employee involvement in an organization and the ability to contribute by providing input for the company, and a good understanding with superiors so that it can influence employee

performance. This research is in line with previous research which states that role perception has a significant effect on employee performance [24][21][35].

**b. The Effect of HR Development on Employee Performance**

The results in this study show that the human resource development variable has a t-count value of  $4.637 > 1.989$  t table and a significance of  $0.000 < 0.05$  whose decision  $H_0$  is rejected and  $H_2$  is accepted. These results are obtained because employees are able and willing to participate in development to increase knowledge, presenters can adapt the material to what is needed by employees, the material presented can also be received positively by employees, and with employee participation in HR development, it can improve employee performance. This research is in line with the previous one which states that HR development has a significant effect on employee performance [36][37][38].

**c. The Effect of Compensation on Employee Performance**

The results of this study show that the compensation variable has a t value of  $8.702 > 1.989$  t table and a significance of  $0.000 < 0.05$  whose decision  $H_0$  is rejected and  $H_3$  is accepted. The conclusion is that compensation partially has a positive effect on employee performance at Universitas Ibnu Sina. These results are obtained because employees receive compensation that is balanced between workload and expertise, the company can provide more appropriate compensation to each employee so that this can give influence and make improvements to employee performance. This research is in line with previous research which states that comments have a significant effect on employee performance [39][17][40].

**d. The Influence of Role Perception, HR Development, and Compensation on Employee Performance**

The results of this study and based on the results of the processed data, it is obtained that the calculated F value is  $83.176 > 2.48$  F table and the significance is  $0.000 < 0.05$ , the decision is  $H_0$  is rejected and  $H_4$  is accepted. In conclusion, role perception, HR development, and compensation simultaneously have a positive effect on employee performance. Effect of Compensation on Employee Performance (study of Pudam Tirta Bina, Labuhanbatu Regency). This research is in line with previous research which states that role perception, HR development, and compensation have a significant effect on employee performance [9][41][42]. Overall research that has been described with the results of the analysis, this study provides a new finding (novelty) that role perception, human resource development, and compensation together can contribute strongly to employee performance. Of course, these results can break the research foundation with the existence of a state of art that this research provides a difference from previous international research. This research can provide a comprehensive scientific study because it is equipped with the right measuring tools or indicators so that it can provide a definite answer that employee performance cannot be separated from the existence of a role perception, consistent development of human resources, and an ideal compensation system. This research also provides a scientific contribution to the development of empirical models related to the existence of a unified construct that is studied and analyzed. The fact is that if this model can be implemented on employees of Universitas Ibnu Sina, it will overall be able to make a significant increase in employee performance achievements.

#### 4. Conclusion

Based on the results and discussion above, it can be concluded as follows. Role perception has a positive and significant effect on employee performance at Universitas Ibnu Sina with a t value of  $7.889 > 1.989$  t table and a significance of  $0.000 < 0.05$ . Human resource development has a positive and significant impact on the performance of employees of Universitas Ibnu Sina with a t-count value of  $4.637 > 1.989$  t table and a significance of  $0.000 < 0.05$ . Compensation has a positive and significant effect on employee performance at Universitas Ibnu Sina, the t-count value is  $8.702 > 1.989$  t table and the significance is  $0.000 < 0.05$ . Role perception, HR development, and compensation simultaneously have a positive and significant effect on employee performance at Universitas Ibnu Sina with an F arithmetic value of  $83.176 > 2.48$  F table and a significance of  $0.000 < 0.05$ . This research provides a

scientific contribution to the development of an empirical model related to the unity of the construct that is studied and analyzed and it is found that this research can solve the research foundation with the state of the art that this research provides differences from previous international research.

Based on the results of this study, the authors submit suggestions or input as follows The results of the research conducted, the compensation variable that most affects employee performance. Therefore, Universitas Ibnu Sina can formulate an ideal compensation system formula for employees, and employee performance can continue to be stable. It is hoped that Universitas Ibnu Sina can build a perception for employees so that they can carry out their roles when carrying out their duties and responsibilities. It is hoped that Ibn Sina University can formulate and apply appropriate human resource development methods to suit the objectives of Ibn Sina University. Employee performance is influenced by role perception, HR development, and compensation by 75.5%, while the remaining 24.5% is influenced by other variables not examined in this study. It is hoped that further research can add other variables that can affect employee performance such as conflict management, work mental attitude and work morality.

## References

- [1] M. Nasib, "The Effort to Increase Loyalty through Brand Image, Brand Trust, and Satisfaction as Intervening Variables," *Society*, vol. 9, no. 1, pp. 277–288, 2021.
- [2] D. T. R. J. Y. Yanuarisa, *Konsep Perilaku Belajar, Kompetensi Dosen, Saran Pendidikan terhadap Minat Membaca dan Pemahaman Akuntansi*. Surabaya: Global Aksara Pres, 2022.
- [3] A. F. V. A. R. K. E. H. S. D. R. Pakpahan, *Kecemasan Karyawan Hotel Dampak Pandemi Covid 19 Dan Stres Kerja*. Surabaya: Global Aksara Pres, 2021.
- [4] S. T. H. S. N. B. Nofriza, "The Effect of Market Orientation and Product Innovation on Performance-Mediated Competitive Advantage Marketing ( Case Study of MSME Boutiq Women in Medan Market Center )," *Int. J. Appl. Finance. Bus. Stud.*, vol. 10, no. 1, pp. 23–30, 2022.
- [5] A. F. Nasib, *Konsep Intisari Strategi pemasaran*. Jawa Tengah: CV. Pena Persada, 2019.
- [6] H. A. H. R. Nasib, "Changes in the Performance of Millennial Employees during the Covid 19 Period at Four Star Hotels in Medan City," *Int. J. Res. Rev.*, vol. 19, no. April, pp. 320–324, 2022.
- [7] I. L. Nasib, *Manajemen & Bisnis Modern*. 2021.
- [8] I. G. N. M. Y. S. G. P. Reganata, "Pengaruh Pengembangan Karir Terhadap Kinerja Karyawan Melalui Mediasi Motivasi Kerja Karyawan," *Bali Heal. J.*, vol. 5, no. 1, pp. 1–9, 2021.
- [9] M. F. A. H. Khair, "Pengaruh Kompensasi, Analisis Jabatan dan Pola Pengembangan Karir Terhadap Kinerja Karyawan," *MANEGGGIO J. Ilm. Magister Manaj.*, vol. 3, no. September, pp. 273–282, 2020.
- [10] N. S. Chaniago, "Pengaruh Insentif dan Gaya Kepemimpinan Terhadap Semangat Kerja Karyawan Pada PDAM Tirtanadi Medan," *Abdi Ilmu*, vol. 1, no. 1, pp. 63–76, 2018.
- [11] N. Martin, "Pengaruh Lingkungan Kerja Dan Insentif Terhadap Kinerja Pegawai," in *Seminar Nasional Royal (SENAR) 2018*, 2018, pp. 423–428.
- [12] S. P. Pranata, "Pengaruh Disiplin Kerja Dan Kompetensi Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara II(Persero) Sei Semayang," *Abdi Ilmu*, vol. 13, no. 2, pp. 39–48, 2020.
- [13] A. Rivai, "Pengaruh Pengawasan, Disiplin dan Motivasi Terhadap Kinerja Guru," *Maneggio J. Ilm. Magister Manaj.*, vol. 4, no. 1, pp. 11–22, 2021.
- [14] S. H. R. K. M. D. B. E. E. S. M. I. Mulia, "Efforts to Improve Work Performance Through Work Placement, Motivation And Non-Physical Work Environment ( Case Study at Budisatrya Foundation )," *Int. J. Sci. Technol. Manag.*, vol. 1, no. 4, pp. 351–354, 2020.
- [15] K. N. S. C. B. B. G. M. A. Hou, "Optimizing Job Satisfaction in Mediating Motivation on Lecturer Performance," *Int. J. Bus. Econ.*, vol. 3, no. 1, pp. 20–28, 2021.
- [16] A. F. A. H. R. J. D. Tambunan, "The Effect of Self-Confidence Moderation on the Effect of Emotional Intelligence on Employee Work Stress at PT. Orange Indonesia Mandiri Medan," *Budapest Int. Res. Critics Institute-Journal*, vol. 3, no. 4, pp. 2851–2856, 2020.
- [17] W. H. H. N. M. S. S. H. Ballian, "Analysis of Reward, Work Environment, Job Promotion And

- Supporting Facilities Towards Job Satisfaction," *Int. J. Innov. Sci. Res. Technol.*, vol. 5, no. 4, pp. 167–171, 2020.
- [18] irham Fahmi, *Pengantar Manajemen Sumber Daya Manusia Konsep & Kinerja*, Pertama. Jakarta: Mitra Wacana Media, 2016.
- [19] Sedermayanti, *Manajemen Sumber Daya Manusia Repormasi Birokrasi Dana Manajemen Pegawai Negeri Sipil*. Bandung: PT. Rafika Aditama, 2013.
- [20] A. P. A. Mangkunegara, *Perencanaan Dan Pengembangan Sumber Daya Manusia*. Bandung: PT. Rafika Aditama, 2013.
- [21] D. Rahmawaty, "Pengaruh Persepsi Dan Budaya Organisasi Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Moderasi," *J. Benefita*, vol. 2, no. 3, pp. 278–287, 2017.
- [22] R. Kreitner, *Perilaku Organisasi*. Jakarta: Salemba Empat, 2014.
- [23] M. S. M. B. K. Negoro, "Analisis pengaruh bakat penjualan, persepsi peran, tingkat keahlian dan kepribadian terhadap kinerja tenaga penjualan azarine kosmetik spa di toko mahkota indah sidoarjo," *J. Manaj. Branchmark*, vol. 3, no. 3, pp. 309–321, 2017.
- [24] B. Z. Siahaan, "Pengaruh Kemampuan Kerja, Persepsi Peran Dan Motivasi Kerja Terhadap Kinerja Pegawai Administrasi Universitas Negeri Jakarta," *J. Manaj. Pendidik*, pp. 246–256, 2011.
- [25] N. R. Barus, *Pengembangan Sumber Daya Manusia Dalam Upaya Meningkatkan Mutu Pelayanan Terhadap Nasabah Pada PT Bank Bni Syariah Kc Medan*. 2017.
- [26] F. Antika, "Pengaruh Fasilitas dan Pengembangan Sumber Daya Insani terhadap Produktivitas Kerja Karyawan Bank Syariah Mandiri (Studi pada Karyawan Bank Syariah Mandiri Kantor Cabang Pembantu Teluk Betung Bandar Lampung)," 2018.
- [27] W. Desimone, *Pengembangan Sumber Daya Manusia (Human Resources Developmen*. Jakarta: Gramedia Pustaka Utama, 2015.
- [28] A. F. Nasib, *Mengenal Dasar Manajemen*, no. February. Jawa Barat: Pena Persada, 2020.
- [29] M. Kadarisman, *Manajemen Pengembangan Sumber Daya Manusia, Edisi. Pertama, Cetakan pertama*. Jakarta: Rajawali Press, 2012.
- [30] V. Rivai, *Manajemen Sumber Daya Manusia Untuk Perusahaan, Dari Teori ke Praktik*. Jakarta: PT. Raja Grafindo Persada, 2014.
- [31] G. Dessler, *Manajemen Sumber Daya Manusia. Edisi Kesepuluh, Jilid Pertama*. Jakarta: Indeks, 2010.
- [32] Malayu Hasibuhan, *Manajemen Sumber Daya Manusia, Edisi Revisi*. Jakarta: Bumi Aksara, 2014.
- [33] Mathis; Jackson, *Human Resource Management Edisi 10*. Jakarta: Salemba Empat, 2011.
- [34] Sugiyono, *Deskripsi Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta, 2016.
- [35] P. U. Warmadewa, "Pengaruh Konflik Peran Dan Ambiguitas Peran Terhadap Kinerja Pegawai Melalui Mediasi Stres Kerja Pada Dinas Kesehatan Kota Denpasar Bali," *JAGADHITA Jurnal Ekon. Bisnis*, vol. 4, no. 1, pp. 38–57, 2017.
- [36] A. T. Indah, "Pengaruh Keterampilan Teknologi Terhadap Produktivitas Kerja Pada Sub Bagian Evaluasi dan Pengembangan Sumber Daya Manusia Direktorat Jenderal Perhubungan Udara Jakarta," *Widya Cipta*, vol. I, no. 2, pp. 105–110, 2017.
- [37] N. L. P. K. U. N. N. Sunarian, "Budaya organisasi, pengembangan karir, job insecurity terhadap organisational citizenship behaviour dengan komitmen organisasional sebagai variabel intervening," *J. Manaj. dan Bisnis*, vol. 8, no. 2, pp. 342–353, 2019.
- [38] Y. Sudargini, "Peran Pelatihan Dan Pengembangan, Pemberdayaan Dan Partisipasi Terhadap Kinerja Pegawai Di Sekolah," *J. Ind. Eng. Manag.*, vol. 2, no. 5, pp. 213–227, 2020.
- [39] M. B. J. T. V. Nainggolan, "Analisis Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada CV. Paradep Taxi Pematangsiantar," *Mak. J. Manaj.*, vol. 6, no. 2, pp. 134–147, 2020.
- [40] S. Y. S. K. C. K. J. Herawat, "Pengaruh Stres Kerja, Kompensasi, serta Lingkungan Kerja terhadap Kinerja Karyawan Instalasi Pengolahan Air Limbah Sewon," *Akuntansi, J. Ilm. MEA (Manajemen Ekon. dan akuntansi)*, vol. 5, no. 1, pp. 324–332, 2021.
- [41] J. Muin, "Pengaruh Persepsi, Kompensansi Dan Motivasi Terhadap Kinerja Tutor," *Kelola J. Islam. Educ. Manag.*, vol. 7, no. 1, pp. 85–106, 2022.