

Performance of Employees in The Human Resources and General Affairs Directorate General of Land Transportation Ministry of Transportation

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ABSTRACT

This study aims to determine and explain the effect of compensation, workload, work experience and competence on the performance of employees of the HR Department of the Ministry of Transportation, Jakarta. The population of this study was 30 employees of the HR Department of the Ministry of Transportation, Jakarta with a saturated sample. Data collection using a questionnaire. Data analysis techniques using the Multiple Linear Analysis method. The results of the study showed that compensation, workload, work experience and competence on the performance of employees of the HR Department of the Ministry of Transportation, Jakarta have a positive and significant effect by contributing to performance of 71.7% while the remaining 28.3% is explained by other variables not proposed in this study. Suggestions from this study, employees of the HR Department of the Ministry of Transportation Jakarta can improve their competence and work experience in the appropriate workload level so that leaders will provide appropriate compensation for the performance carried out.

Keywords: Performance, Compensation, Workload, Work Experience, Competence, Employees

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menjelaskan pengaruh kompensasi, beban kerja, pengalaman kerja dan kompetensi terhadap kinerja karyawan Departemen SDM Kementerian Perhubungan, Jakarta. Populasi penelitian ini sebanyak 30 karyawan Departemen SDM Kementerian Perhubungan, Jakarta dengan sampel jenuh. Pengumpulan data menggunakan kuesioner. Teknik analisis data menggunakan metode *Multiple Linear Analysis*. Hasil penelitian menunjukkan bahwa kompensasi, beban kerja, pengalaman kerja dan kompetensi terhadap kinerja karyawan Departemen SDM Kementerian Perhubungan, Jakarta memiliki efek positif dan signifikan dengan berkontribusi terhadap kinerja sebesar 71,7% sedangkan sisanya 28,3% dijelaskan oleh variabel lain yang tidak diusulkan dalam penelitian ini. Saran dari penelitian ini, karyawan Departemen SDM Kementerian Perhubungan DKI Jakarta dapat meningkatkan kompetensi dan pengalaman kerjanya pada tingkat beban kerja yang sesuai sehingga pimpinan akan memberikan kompensasi yang sesuai atas kinerja yang dilakukan.

Kata kunci: Kinerja, Kompensasi, Beban Kerja, Pengalaman Kerja, Kompetensi, Karyawan

INTRODUCTION

Human Resources is a factor that plays a very big role in a company. Every company certainly wants optimal work results by expecting good employee performance. As we know that employee performance will increase if the needs of each employee are met. In this case, the company must continue to spur the performance of its employees so that the expected target can be achieved.

There are many ways to motivate employees to improve their performance, one of which is compensation. Because in general, every person who works in an organization will definitely be given compensation based on the work or achievements they have achieved. Optimal performance is an important capital for State Civil Apparatus, because it concerns the quality and public services provided by certain agencies (Hartawan & Sary, 2021). Compensation is a basic aspect for an employee, this is because compensation is a source of income for him and his family. Compensation as a reflection of the social status of employees because the level of income greatly influences the determination of living standards. Regarding employee development, compensation is an important factor in staffing because it is related to the policy in determining employee compensation. The high and low compensation of employees is closely related to their level of education, position and length of service. Thus, an assessment is needed in providing compensation. With compensation for employees, it is hoped that it can improve employee performance in carrying out their work (Akhmad, Hidayat & Fatmasari, 2022).

Another factor that can affect performance is Workload is a difference between the capacity or ability of workers and the demands of the work that must be faced (Kurniawan, et al., 2024). In carrying out work as a leader, there is a burden that must be borne by each employee. Workload is the obligation to do too much and usually with limited time provision so that leaders should provide a workload that is appropriate and in line with the main tasks and functions of each employee, not exceeding the provisions that should be (Suriadi, Putri & Sandria, 2023).

Experience is one of the factors that influences a person's performance in carrying out tasks to achieve organizational goals. An employee's work experience in a government or organization will affect the performance of the government or organization. By being equipped with a lot of experience, the possibility of realizing good achievements or performance is quite convincing and vice versa if someone is not experienced enough in carrying out their duties, they will be more likely to fail (Basyit, Sutikno & Dwiharto, 2020). Work experience is knowledge that a person gains directly through the daily work process according to the type of work. Work experience is obtained by employees who have worked more hours. Experienced employees work better because they have a larger knowledge base and are more adept at organizing their knowledge (Kitta, Nurhaeda & Idris, 2023).

Professional human resources must have competence in their fields, have broad insight and be able to see the future, have a competitive spirit and compete honestly and sportingly, and maintain professional ethics. The concept of competence is becoming increasingly popular and has been widely used by large companies for various reasons, namely clarifying work standards and expectations to be achieved, employee selection tools, maximizing productivity, the basis for developing a remuneration system, facilitating adaptation to change, and aligning work behavior with organizational values (Sihite, Nasution & Asnora, 2024). Competence shows knowledge and skills that are characterized by professionalism in a particular field that is considered important or as a characteristic of that field (Sumarliana, Upe & Saksana, 2022).

The Ministry of Transportation of the Republic of Indonesia (abbreviated as Kemenhub RI) is a ministry within the Government of Indonesia that handles transportation affairs. Kemenhub RI is led by a Minister of Transportation (Menhub). The Ministry has the task of organizing government affairs in the field of transportation to assist the President in organizing the government of the country. The Ministry carries out the functions of formulating, determining, and implementing policies in the field of organizing transportation services, safety, and security, as well as increasing accessibility, connectivity, and capacity of transportation facilities and infrastructure, implementing technical guidance and supervision over the implementation of Ministry affairs in the regions. Kemenhub also functions to coordinate the implementation of tasks, coaching, and providing administrative support to all elements of the organization within the Ministry; management of state property/assets that are the responsibility of the Ministry. In addition, Kemenhub also functions to supervise the implementation of tasks within the Ministry; implementation of analysis and recommendations for transportation policies; implementation of human resource development for transportation; implementation of substantive support and to all elements of the organization within the Ministry; and implementation of other functions given by the President. The Ministry of Transportation has a Directorate General of Land Transportation which is tasked with formulating and implementing policies in the field of land transportation. The Directorate General of Land Transportation has a Human Resources (HR) and General Affairs section which is tasked with managing employees in the Directorate General of Land Transportation.

Based on field observations, it shows a phenomenon related to performance, compensation, workload, work experience and employee competency in the HR and General Affairs Division of the Directorate General of Land Transportation, Ministry of Transportation, recently there has been a decline in performance. This occurs because the compensation received by some employees is still not enough to cover daily living costs considering the high cost of living, especially for employees who have not worked long. The large workload causes employees to have to add time outside of working hours to complete their work. Varied work experience causes a level of performance that is not yet optimal because employees have not fully mastered the job description and other additional tasks given by their leaders. Employee competency that is not fully in accordance with job demands causes employee performance to also not be optimal. The many tasks in the HR and General Affairs Division of the Directorate General of Land Transportation, Ministry of Transportation are not all supported by the competencies obtained through existing special training. In other words, the competency possessed by employees is not yet able to support the performance system that exists in the organization in dealing with environmental changes and increasingly sophisticated technological advances.

RESEARCH METHODS

In this quantitative descriptive study, the author focuses on the influence of compensation, workload, work experience and competence on the performance of

employees of the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation. This study was used to see the influence of compensation, workload, work experience and competence on the performance of employees of the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation. The research time was conducted for two months, namely in January - February, the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation had never been used for the same research and the performance of the employees was less than optimal.

The population used in this study were employees in the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation, totaling 30 people. The sample in this study was all employees in the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation, totaling 30 people or respondents. In this study, the sampling technique used was nonprobability sampling with the technique taken being saturated sampling (census). According to Sugiyono (2019:118) saturated sampling technique is a sampling determination technique when all members of the population are used as samples. Therefore, the researcher chose a sample using the saturated sampling technique because the population was relatively small, so the sample used in this study was 30 people.

RESULTS AND DISCUSSION

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	5,456	Positive
2	Compensation	0.126	Positive
3	Workload	0.276	Positive
4	Work experience	0.195	Positive
5	Competence	0.579	Positive

Source: Primary data processed in 2025

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 5.456 + 0.126$$

From this equation it can be explained that:

a. Constant (a)

The constant value of 5.456 indicates that the variables Compensation, Workload, Work Experience and Competence if the value is 0 then the Performance of HR Employees of the Ministry of Transportation Jakarta has a Performance level of 5.546.

b. Coefficient Compensation (b1)

The value of the Compensation coefficient or Compensation variable (β_1) is 0.126 with a positive value. This means that for every 1-fold increase in Compensation, the Performance of HR Employees of the Ministry of

Transportation of Jakarta will increase by 0.126 assuming other variables are constant.

c. Workload Coefficient (b2)

The value of the Workload coefficient or Workload variable (β_2) is 0.276 with a positive value. This means that for every 1-fold increase in Workload, the Performance of HR Employees of the Ministry of Transportation of Jakarta will increase by 0.276 assuming other variables are constant.

d. Work Experience Coefficient (b3)

The Work Experience Value or Work Experience variable (β_3) is 0.195 with a positive value. This means that for every 1-fold increase in Work Experience, the Performance of HR and General Employees of the Directorate General of Land Transportation, Ministry of Transportation will increase by 0.195 assuming other variables are constant.

e. Competency Coefficient (b4)

The Competency Value or Competency variable (β_3) is 0.579 with a positive value. This means that for every 1-fold increase in Competency, the Performance of HR and General Employees of the Directorate General of Land Transportation, Ministry of Transportation will increase by 0.579 assuming other variables are constant.

Model Feasibility Test

Table 2. Model Testing Results

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	7,462	2.97	0,000	0.05	Eligible Model

Source: Primary data processed in 2025

From the results of the model feasibility test, F count > F table of 7.462 > 2.97 was obtained with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H0 is rejected and Ha is accepted. In other words, there is an intermediate influence Compensation, Workload, Work Experience and Competencies simultaneously and significantly on the Performance of HR Employees of the Ministry of Transportation, Jakarta and meets the feasibility test for the model.

Hypothesis Testing

Table 3. Hypothesis Testing Results

Hypothesis	count	table	Sig.	Standard	Information
H1	2,928	>1,697	.009	0.05	Ha Accepted
H2	2,980	>1,697	.007	0.05	Ha Accepted
H3	2.213	>1,697	.031	0.05	Ha Accepted
H4	3.965	>1,697	.000	0.05	Ha Accepted

Source: Primary data processed in 2025

Based on the results of the t-test in the table above, it can be explained in a hypothesis in the following form:

- a. The Impact of Compensation on Performance Human Resources and General Affairs Staff, Directorate General of Land Transportation, Ministry of Transportation.

Compensation Variable has a value count > table (2,928 > 1,697) and significance $0.007 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Compensation on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

- b. The Effect of Workload on Performance Human Resources and General Affairs Staff, Directorate General of Land Transportation, Ministry of Transportation

The Workload variable has a value count > table (1,980 > 1,697) and significance $0.000 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Workload on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

- c. The Influence of Work Experience on the Performance of Human Resources and General Affairs Employees of the Directorate General of Land Transportation, Ministry of Transportation.

The Work Experience variable has a value count > table (2,213 > 1,697) and significance $0.031 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is an influence of Work Experience on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

- d. The Influence of Competence on Performance Human Resources and General Affairs Staff, Directorate General of Land Transportation, Ministry of Transportation.

Competency variables have values count > table (3,965 > 1,697) and significance $0.000 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Competence on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

Coefficient of Determination Test (R²)

Table 4. Determination Coefficient Results

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Information</i>
1	0.787	0.699	0.619	Eligible Model

Source: Primary data processed in 2025

Based on the calculation results, the adjusted R square value is 0.619. This means that the variables Compensation, Workload, Work Experience and

Competence contribute to Performance by 61.9% while the remaining 38.1% is explained by other variables not proposed in this study.

Discussion

1. The Influence of Compensation on Performance Human Resources and General Affairs Staff, Directorate General of Land Transportation, Ministry of Transportation.

Based on the tests presented in Table IV.10, it shows Compensation has value count > table (2,928 > 1,697) and significance $0.007 < 0.05$ then Compensation has a positive and significant effect on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

The results of this study in line with Research conducted by Hartawan & Sarry (2021) and Mahmuda, Hidayat & Fatmasari (2022) found that compensation has an effect on performance.

2. The Influence of Workload on Performance Human Resources and General Affairs Staff of the Directorate General of Land Transportation, Ministry of Transportation.

Based on the tests presented in Table IV.10, it shows Workload has value count > table (1,980 > 1,697) and significance $0.000 < 0.05$ then Workload positive and significant influence on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

The results of the study on Workload have a positive and significant effect on Performance in line with Kurniawan, et al. (2024) and Suriadi, Putri & Sandria (2023) obtained results that workload has a positive and significant effect on performance.

3. The Influence of Work Experience on Performance-on-Performance Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

Based on the tests presented in Table IV.10, it shows Work Experience has value count > table (2,213 > 1,697) and significance $0.031 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is an influence of Work Experience on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

This research is in line with research by Basyit, Sutikno & Dwiharto (2020) and Kitta, Nurhaeda & Idrus (2023) found that work experience has a positive and significant effect on performance.

4. The Influence of Competence on the Performance of Human Resources and General Affairs Employees of the Directorate General of Land Transportation, Ministry of Transportation

Based on the tests presented in Table IV.10, it shows Competence has value count $(3,965 > 1,697)$ and significance $0.000 < 0.05$ then Competence has a positive and significant influence on the Performance of Human Resources and General Staff of the Directorate General of Land Transportation, Ministry of Transportation.

The results of this study are in line with research conducted by Sumarliyan, Upe & Saksana (2022) and Sihite, Nasution & Asnora (2024) which found that Competence has a positive and significant effect on Performance.

CONCLUSION AND SUGGESTIONS

Based on the results of the study on Performance Reviewed from Compensation, Workload, Work Experience and Competence (Study on the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation, it can be concluded that all variables have a positive and significant effect on the performance of employees of the HR and General Section of the Directorate General of Land Transportation, Ministry of Transportation. Based on the calculation results, the adjusted R square value is 0.619. This means that the variables Compensation, Workload, Work Experience and Competence contribute to Performance by 61.9% while the remaining 38.1% is explained by other variables not proposed in this study.

From the results of the analysis that has been done, the suggestions that can be put forward are that the Leader needs to pay attention to and improve the compensation system implemented, both financial and non-financial compensation, to motivate employees and encourage improved performance. In addition, it is important to ensure fairness in providing compensation so that employees feel appreciated and motivated to work better.

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