



Analysis of The Effect Of Employee Compensation and Employee Career Development on Employee Performance at The Regional General Hospital of Ciamis District

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ABSTRACT

This research starts from the fundamental problems of low performance of employees at the Ciamis District Regional General Hospital. Its thought to have been came by Employee Compensation and Employee Career Development towards Employee Performance at the Ciamis District Regional General Hospital, not yet implemented. The approach in this study refers to the context of the theory of Employee Compensation and Employee Career Development also Employee Performance as part of the scope of Public Administration. The method of research used explanatory survey with technical analysis Structural Equation Modeling (SEM), while the population of Ciamis District General Hospital. The results of the study showed the need for further research on the optimization of the increasing influence of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District Regional General Hospital, viewed from the perspective of Public Administration. This is indicated by the existence of other variables that influence the Employee Performance at the Ciamis District Regional General Hospital.

Keywords: *Public Administration, Employee Compensation, Employee Career Development, Employee Performance*

INTRODUCTION

Indonesia is currently navigating global challenges, especially with regard to human resource development, including the state apparatus, which is directed to meet global competency standards. Therefore, today's government apparatus must appear strong, tough, innovative and professional and efficient, especially in providing services to the community. In addition, the government apparatus is also to improve knowledge and expertise continuously, for the creation of comfortable, reliable and satisfying services for all stakeholders.

The state apparatus, currently in the era of the free market, must be able to compete competitively in order to face the public, so that public servants can truly become public servants who truly serve the people with full sincerity and sincerity. The state apparatus as state servants must be a reliable and trusted resource who is currently faced with service quality to see professional experience and excel in carrying out various jobs, both routine and total work.

Creator of reliable and professional human resources, a high imbalance is needed as a reward for the effort to present the results of the work shown to the employees of the premises. Employees often feel that services can be perceived as a means of fulfilling various needs of their lives to meet all the needs needed in order to live properly or meet the needs of the environment. To meet these needs, employees must work as hard as possible to improve their abilities. Likewise, the agency where the employee works must devote energy t`o paying attention to all the needs of the employee's life by providing compensation in accordance with the services issued by the employee.

Employee compensation is related to all income, either in the form of money or goods, which are directly or indirectly received by the employee in return for services provided to the institution

where they work. Reciprocity from employees to this agency is in the form of an interest in being able to achieve goals that allow the institution where they work not only to maintain their existence, but also to grow and develop with all their potential and resources.

Appropriate compensation is a system that is able to guarantee employee morale which then the organization will obtain employees with positive attitudes and behaviors and work productively to achieve common goals. In essence, this compensation is an expense and expense for the organization, with the intention that employees get paid compensation to obtain compensation in accordance with work performance that is greater than the work they do. Dharma (1994: 141) expressed his opinion on this compensation, among others as follows: "Compensation or remuneration is intended as a direct or indirect award in the form of financial and non-financial that is fair and appropriate to employees for their contribution in achieving organizational goals".

The above understanding can be interpreted that compensation is an important factor that affects the level of work of employees in an organization to obtain compensation for services. In this case, organizational leaders must create a competitive situation in their work environment by employing, while paying attention to and rewarding services so that employee performance increases. Goals and objectives are to achieve a brighter future, besides that employees can grow and develop towards the future by achieving a higher career.

The intended career is related to the development of individual employees in the level of position or rank that can be achieved during a certain term of office in occupying a position or position in an organization. Position is the duty, responsibility and authority as well as the rights of an employee in a series of organizational structures. Meanwhile, rank is a position that shows the level of an employee in the staffing structure that is used as the basis for salary based on status or position. The purpose of this position and rank is to further develop policies and work methods, so that the organization develops effectively and for further employee career development.

Career development as a manifestation of employee progress must be realized individually, while organizationally it is an activity of human resource management. According to Samsudin (2006: 141), "career development is a condition that indicates an increase in a person's status in an organization on a career path that has been determined in the organization concerned". This career development process is intended as an activity to satisfy employees to get satisfactory work results in increasing income. Career development is also a direction and choice that will give employees to develop their careers in the workplace as long as those directions reflect their goals and abilities at work.

Everyone has the right and even the obligation to achieve a better career, because that achievement is part of the ideals of every employee. Perceptions and views in people's lives, that everyone who is successful and successful in his career, when has a high position in the position and rank in the institution where he works. With this assumption, recognition and appreciation become positive opinions in the work environment, family and even society. With the development of employee careers, the organization will develop rapidly and encourage the acceleration of employee performance effectively.

Employee performance is related to the completion of work accompanied by high quality standards, timeliness and quantity of adequate work according to the expected target. Mangkunegara (2000: 76), states that: "employee performance is the result of work shown by each employee on a job, which becomes the duties of an employee in an organization or place of work". How to measure it many opinions from various experts. According to Rasul (2000: 9) which states that: "Employee performance is a description of the level of achievement of the implementation of an activity or the achievement of the implementation of a program activity or policy in realizing the goals, objectives, vision and mission of the organization contained in the formulation of strategic planning".

The picture above shows that the employee's performance is related to the achievement of the activities set out in the work program or policies that have been determined by the organization

which is structured and formulated in the planning of the organization. The size of this employee performance standard according to Sutrisno (2010: 176) includes:

1. Effectiveness and efficiency. Effectiveness where the work has achieved the goal, while efficient when the work is satisfying to push the goal.
2. Authority and responsibility. A good organization has delegated authority and responsibility to avoid overlapping tasks.
3. Discipline. Awareness of employees to be aware of existing regulations because they must be carried out on duty.
4. Initiative. Improvement with creative thinking in the form of ideas and planning something within the organization.

The opinion above shows the standard for measuring employee performance in achieving organizational goals. If these standards can be understood by employees and implemented properly, it is very possible for the goals, objectives, vision and mission of the organization to be fully achieved, including the performance of employees in the Ciamis District General Hospital.

The Regional General Hospital of Ciamis Regency, was established based on the Ciamis Regency Regional Regulation Number 14 of 2014 concerning the Organization of the Ciamis Regency Regional Apparatus. The Ciamis Regency Regional General Hospital is owned by the Ciamis Regency government, this type of hospital is Type C. Since 1994 the Ciamis Regency Regional General Hospital was inaugurated as Type C with the Decree of the Minister of Health Number 97/Menkes/SK/II/94 concerning Class Improvement The Ciamis Regional General Hospital belongs to the Level II Regional Government of Ciamis Regency. Based on the Hospital Accreditation Certificate established by the Hospital Accreditation Commission (KARS) Number: KARS-SERT/420/II/2012, since February 17, 2012, Ciamis Hospital has met hospital service standards covering twelve services with accreditation status of Advanced Graduate.

Various efforts were made to regulate and manage hospitals continuously to meet the needs and quality of appropriate and quality services by means of facility development, human resource development and specific development, such as infrastructure and budget management towards a healthy business to create a hospital. The Regional General of Ciamis Regency as a professional and accountable government institution. In the implementation of its services, there has never been a perfect government agency, always faced with obstacles that hinder the implementation of services, this is due to the limited human resources, including limited facilities and infrastructure, which causes employee performance to not match the expectations and demands for perfect services. Further understanding of the various obstacles faced by the Ciamis District General Hospital, the researchers tried to uncover the various shortcomings and tried to provide reasons for conducting research at the Ciamis District General Hospital, including: (1) Trying to find solutions to various management constraints. by examining the theoretical variables to be developed in this study, (2) uncovering and looking for problem points that become obstacles in the implementation of health services as a whole, and (3) making the object of this research attractive for researchers to develop this hospital into a hospital as expected to provide health services to the community.

The practice of public administration can be carried out effectively if it is balanced with complete and accurate sources of proper public administration functions. The form of the implementation of the function of public administration, namely reviewing employee compensation, employee career development and employee performance. Public administration in this study is the main source of theory as a scientific tree through empowering human resources which covers the study of employee compensation and career development as well as employee performance which is categorized as an operational theory model.

Employee compensation is related to meeting the needs of employees in relation to the task as a state remuneration to employees for the work carried out and their responsibilities in carrying out state duties. This employee compensation activity in its implementation provides enthusiasm for achieving a better job as an attitude of responsibility given by employees to the organization. In the opinion of Rivai (2009: 357), who argues that: "The provision of employee compensation is one of

the implementations of the Human Resource Management function related to all types of individual awarding as an exchange in carrying out organizational tasks".

Based on the above background, the problem statement (Problem Statement) is: Employee performance at the Ciamis District General Hospital is still low. It is suspected that employee compensation and career development have not been carried out on employee performance at the Ciamis Regency General Hospital. From the statement of the problem and the causes of the problem, the following research questions can be formulated:

1. How big is the influence of Employee Compensation which is determined by the Salary Component, Wage Component, Incentive Component and Indirect Compensation Component, on Employee Performance at the Ciamis District General Hospital?
2. How big is the influence of Employee Career Development which is determined by the superior's attitude factor, experience factor, education factor, achievement factor and fate factor, on employee performance at the Ciamis Regency General Hospital?
3. How much influence does employee compensation and career development have on employee performance at the Ciamis District General Hospital?
4. What are the findings in this study in addition to Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital?

METHODS

The research method used in this research is an explanatory survey. The population in this study is the Regional General Hospital of Ciamis Regency with a target population of 382 people. The number of respondents who were taken based on Simple Random Sampling was 196 people.

Data collection techniques used in carrying out this research are: (1) Literature Study, namely collection techniques by studying data such as books, documents, reports and others that have relevance to the problem to be studied; (2) Observation, namely data collection techniques carried out by conducting direct observations in the field and noting important phenomena that have relevance to the problem being studied; (3) Interviews, namely data collection techniques by holding questions and answers to the Director of the Ciamis District General Hospital; (4) Questionnaire, namely the primary data collection technique proposed to the research respondents.

Before the questionnaire is used in data collection, the validity and reliability of the research measuring instrument (questionnaire) will be tested first. The validity test was carried out by correlating the score for each item with the total score through the Person correlation formula, while the reliability test used the Cronbach alpha coefficient formula. The data analysis technique used to test the model and the hypothesis used is the Structural Equation Model (SEM) analysis.

RESULTS

The results of the validity and reliability tests show that each questionnaire has shown good validity and reliability. This is indicated by the value of r or the correlation value between the item scores and the total, which shows a significant coefficient and has a reliable reliability value. The results of SEM data analysis which includes evaluation of the measurement model and structural model. Evaluation of the measurement model includes: (1) evaluation of the validity of the measurement model by looking at the t -value of factor loadings greater than the critical value (≥ 1.96 or if rounded 2) and the standardized factor load value (standardized). factor loading) 0.30; and (2) evaluation of the reliability of the measurement model using the CR (composite reliability measure) and VR (variance extracted measure) values with the following requirements: CR 0.70 and VR 0.50. Briefly, the results of the evaluation are stated as follows:

Table 1
Evaluation of the Validity of the Measurement Model.

X_1	SLF*	t -value**	Validity
X_{1-1}	0,53	6,62	Valid

X ₁₋₂	0,30	2,20	Valid
X ₁₋₃	0,72	8,73	Valid
X ₁₋₄	0,65	7,98	Valid
X ₂	SLF*	t-value**	Validity
X ₂₋₁	0,56	7,73	Valid
X ₂₋₂	0,60	8,35	Valid
X ₂₋₃	0,44	5,92	Valid
X ₂₋₄	0,46	6,27	Valid
X ₂₋₅	0,37	3,52	Valid
Y	SLF*	t-value**	Validity
Y ₁	0,36	3,05	Valid
Y ₂	0,44	3,09	Valid
Y ₃	0,69	3,39	Valid
Y ₄	0,42	3,04	Valid
Y ₅	0,82	3,46	Valid
Y ₆	0,79	3,45	Valid

*SLF (Standardized Loading Factors), Target SLF 0.30.

**t-value, Target t-value 2.

The reliability of the model in the SEM data analysis technique is based on the results of the CR (composite reliability measure) and VR (variance extracted measure) calculations which are summarized in the following table:

Table 2
Measurement Model Reliability Evaluation

Variable	CR	VE	Reliability
Bureaucratic Reform	0,82 ≥ 0,70	0,71 ≥ 0,50	Reliable
Apparatus Competence	0,75 ≥ 0,70	0,60 ≥ 0,50	Reliable
Organizational Performance	0,87 ≥ 0,70	0,77 ≥ 0,50	Reliable

Source: Data Analysis Results, 2018.

After evaluating the next measurement model based on SEM data analysis techniques, an evaluation of the structural model is carried out as follows:

1. T-value of each variable:
 - a. Employee Compensation (X1) on Employee Performance (Y): 2.11 is greater than 2, has a significant effect.
 - b. Employee Career Development (X2) on Employee Performance (Y): 3.28 is smaller than 2, has a significant effect.
2. Value of standard loading factor (SLF):
 - a. Employee Compensation (X1) on Employee Performance (Y): 0.36, positive effect.
 - b. Employee Career Development (X2) on Employee Performance (Y): 1.12, positive effect.
3. Coefficient of determination (R²):

Employee Compensation and Employee Career Development on Employee Performance: 0.82, meaning that the Employee Compensation variable (X1) and the Employee Career Development variable (X2) are able to explain the Employee Performance variable (Y) of 82%.

Furthermore, to see the results of the evaluation of the structural model in this study and its relation to the research hypotheses that were built previously, they are summarized in the following table:

Table 3
Evaluation of the Structural Model and its Relation to the Hypothesis

Hi potesis	Hubungan	SLF	T - Value	R ²	Kesimpulan
1	X1→Y	0,36	2,11	-	Positif dan Signifikan (Hipotesis 1 diterima)
2	X2→Y	1,12	3,28	-	Positif dan Signifikan (Hipotesis 2 diterima)
3	X1 dan X2→Y	-	-	0,95	Positif dan Signifikan (Hipotesis 3 diterima)

Source: Data Analysis Results, 2018.

DISCUSSION

Partial Effect of Employee Compensation on Employee Performance at the Ciamis District General Hospital

Departing from the Sub-Structure of the Standardized Solution Model, the variable X1 determined by X1-1 to X1-4 has an effect on Y, that the standard value of the loading factor of Employee Compensation on Employee Performance is 0.36. Based on this value, the Employee Compensation Variable which consists of Salary Component, Wage Component, Incentive Component and Compensation Component has an indirect positive effect on Employee Performance at the Ciamis Regency General Hospital. Judging from the t-value, the value of Employee Compensation on Employee Performance is 2.11. This value indicates that the Employee Compensation variable which consists of Salary Component, Wage Component, Incentive Component and Compensation Component does not directly have a significant effect on Employee Performance at the Ciamis District General Hospital.

The influence of the salary component in measuring employee compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.53. Meanwhile, seen from the t-value, the value of the salary component is 6.62. In this case, the Salary Component is the right component to measure Employee Compensation at the Ciamis District General Hospital. Salary component consisting of indicators: monthly salary, annual salary, monthly chess salary, weekly salary and daily salary, has been implemented by the Director of the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital as a whole.

The influence of the Wage Component in measuring Employee Compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.30. Meanwhile, seen from the t-value, the value of the wage component is 2.20. This means that the Wage Component is a component that has not been proven to be appropriate for measuring Employee Compensation at the Ciamis Regency General Hospital. Wage component consisting of indicators: Count of working hours, number of jobs achieved, type of service achievement, job attractiveness and skill improvement, have not been fully implemented by the Ciamis Regency General Hospital, so that it has not improved employee performance at the Ciamis Regency General Hospital as a whole.

The effect of the Incentive Component in measuring Employee Compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.72. Meanwhile, seen from the t-value, the value of the incentive component is 8.73, meaning that the Incentive Component is the right component to measure Employee Compensation at the Ciamis Regency General Hospital. The Incentive component which consists of indicators: Encouraging active work, Productive work, Working more

creatively, Increasing responsibility and work discipline, has been carried out by the Director of the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

The effect of indirect compensation components in measuring employee compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.65. Meanwhile, judging from the t-value, the value of the indirect compensation component is 7.98, meaning that the indirect compensation component is the right component to measure employee compensation at the Ciamis Regency General Hospital. The indirect compensation component which consists of indicators: Health insurance, job security, housing assistance, holiday gifts and family compensation, has been implemented by the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

Discussion of the Partial Effect of Employee Career Development on Employee Performance at the Ciamis District General Hospital

Departing from the Sub-Structure of the Standardized Solution Model, the variable X1 determined by X1-1 to X1-5 has an effect on Y, that the standard value of loading the Employee Career Development factor on Employee Performance is 1.12. Based on this value, the Employee Career Development Variable which consists of the Supervisor's Attitude Factor, the Experience Factor, the Education Factor, the Achievement Factor and the Fate Factor have a positive effect on employee performance at the Ciamis District General Hospital. Judging from the t-value, the value of Employee Career Development on Employee Performance is 3.28. This value indicates that the Employee Career Development variable which consists of the Supervisor's Attitude Factor, Experience Factor, Education Factor, Achievement Factor and Fate Factor has a significant effect on employee performance at the Ciamis Regency General Hospital.

The influence of the superior's attitude factor in measuring the career development of employees at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain the career development variable of 0.56. Meanwhile, seen from the t-value, the value of the salary component is 7.73. The figures above have stated that the Supervisor's Attitude Factor is the right component to measure Employee Career Development at the Ciamis District General Hospital. The supervisor's attitude factor which consists of indicators: Loyalty to superiors, Focus on work, Smart and precise, Having a work ethic and following orders from superiors, has been implemented by the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital overall.

The influence of the Experience Factor in measuring Employee Career Development at the Ciamis District General Hospital refers to the results of data collection through a questionnaire represented by 196 respondents who were able to explain career development of 0.60. Meanwhile, seen from the t-value, the value of the experience factor is 8.35. This shows that the Experience Factor is the right component to measure Employee Career Development at the Ciamis District General Hospital. This Experience factor consists of indicators: Prioritizing seniors, Respecting juniors, Consideration of work experience, Careful and careful and Paying attention to expertise, has been carried out by the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

The influence of the education factor in measuring the career development of employees at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain the education factor of 0.44. Meanwhile, seen from the t-value, the value of the education factor is 5.92. In this case, the Education Factor is the right component to measure the Career Development of Employees at the Ciamis District General Hospital. Educational factors consisting of indicators: Developing independence, emotional stability, respect for work, respect for fellow employees and a sense of responsibility, have been

implemented by the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital as a whole.

The influence of the Achievement Factor in measuring Employee Career Development at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain career development of 0.46. Meanwhile, seen from the t-value, the value of the achievement factor is 6.27. In this case the Achievement Factor is the right component to measure Employee Career Development at the Ciamis District General Hospital. Achievement factors which consist of indicators: Quality work results, Work according to rules, Skilled at work, Work satisfactorily and understand technology, have been implemented by the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital as a whole .

The influence of the Fate Factor in measuring the Career Development of Employees at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain career development of 0.47. Meanwhile, judging from the t-value, the value of the salary component is 3.52. In this case, the Fate Factor is the right component to measure Employee Career Development at the Ciamis Regency General Hospital. The Fate Factor which consists of indicators: Getting lucky in position, Respecting, Finding problem solving, Sharing solidarity and being sincere in carrying out tasks, has been carried out by the Director of the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

Discussion of the Simultaneous Effect of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital

After the results of the research through the questionnaire were collected, then analyzed through the SEM earlier, it can be seen the results in a count of 4.38 tables before discussing the simultaneous effect: Employee Compensation and Employee Career Development on Employee Performance at the Ciamis Regency General Hospital. Based on the results of the analysis through SEM calculations, it can be stated that the Employee Compensation variable (X1) has a positive effect on Employee Performance (Y) at the Ciamis District General Hospital of 0.36. While the Employee Career Development variable (X2) has a positive effect on Employee Performance (Y) at the Ciamis District General Hospital of 1.12. Thus, based on the results of simultaneous SEM calculations, Employee Compensation Variables and Employee Career Development (X1 and X2) have a very dominant influence on Employee Performance (Y) at the Ciamis District General Hospital.

The magnitude of the dominant influence is shown in the SEM calculation results that simultaneously the Employee Compensation variable (X1) and the Employee Career Development variable (X2) are able to explain the Employee Performance variable (Y) at the Ciamis District General Hospital by 95%. The magnitude of this value indicates that simultaneously the variables of Employee Compensation and Employee Career Development have a significant effect on employee performance at the Ciamis District General Hospital.

Based on the results of the research above, the magnitude of the influence of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital, because the two independent variables are important variables to solve employee performance problems as stated by Moeheriono (2009: 75) that "employee compensation and employee career development are part of the scope of human resource management that contributes to improving employee performance in meeting organizational needs". This opinion has been proven in this study that employee compensation variables and employee career development greatly affect employee performance at the Ciamis District General Hospital.

CONCLUSION

Based on the results of research on the Effect of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital, comprehensively it can be concluded as follows:

1. Partially, the employee compensation variable has a positive influence on the employee performance of the Ciamis Regency General Hospital.
2. Partially, the Employee Career Development variable has a positive influence on the Employee Performance of the Ciamis District General Hospital.
3. Simultaneously, the variable of the influence of employee compensation and career development on employee performance at the Ciamis Regency General Hospital. This implies that Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital.
4. The concept of new findings in addition to the components of Employee Compensation and Employee Career Development factors from the two independent variables, another new finding is the leadership factor at the Ciamis District General Hospital.

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