

# The Influence of Career Development and Compensation through Motivation on the Performance of Healthcare Workers in Buaran and Kedungwuni Sub-District Community Health Center

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## Abstract

This research aims to determine the influence of career development on motivation, the influence of compensation on motivation, the influence of career development on performance, the influence of compensation on performance, the influence of motivation on performance. This research used a sample of 109 which was distributed to midwives and nurses at each community health center in Buaran and Kedungwuni sub district. Analysis of this research data uses Structural Equation Modeling (SEM). The results of this research state that career development has a positive and significant effect on motivation, compensation has a positive and significant effect on motivation, career development has a positive and significant effect on performance, compensation has a positive and significant effect on performance, motivation has a positive and significant effect on performance. This research provides Suggestions to leaders at each Community Health Center so that the career development process and compensation are maintained and improved.

**Keywords:** Career development, compensation, motivation and permormance.

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## INTRODUCTION

Community Health Center, hereinafter referred to as Puskesmas, is a health service facility that carries out public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts in its working area (PMK No. 43 of 2019).

The principle of regional responsibility is one of the principles that must be implemented by the Community Health Center, namely that the Community Health Center drives and is responsible for health development in its working area. The work area of the Community Health Center includes the administrative work area, namely one sub-district, or part of the sub-district area. If there is more than one Puskesmas in one sub-district, then the responsibility for the work area is divided between the Puskesmas by the regional government, taking into account the integrity of the regional concept (village) in one sub-district.

Health development by Community Health Centers is influenced by available human resources, including health workers with optimal performance.

Performance is a manifestation of the work carried out by employees which is usually used as a basis for evaluating employees or organizations so that it is necessary to improve performance (Kenelak, Pio, and Kaparang 2016).

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out tasks (Sutrisno, 2016).

Several factors influence the performance of health workers at Community Health Centers, including career development and motivation. Career development is a process carried out by an organization in order to change the status, position or position of a person within that organization (Muspawi dalam Gibran and Ramadani 2021).

Apart from career development, compensation also influences the performance of health workers. Compensation can be interpreted as something that employees receive as remuneration for their work (Hernita, 2017). Career development and compensation influence motivation at work. Motivation is an urge that grows within a person, both from within and from outside him, to do a job with high enthusiasm and use all the abilities and skills he has to achieve satisfaction in accordance with what he wants (Ardiansyah and Ardiansyahnaufal 2019).

This research aims to determine the effect of career development and compensation through motivation on the performance of health workers at the Community Health Center in Pekalongan Regency. The performance of health workers assessed includes 27 Community Health Centers in Pekalongan Regency, by assessing the results of regional health indicators. National indicators in the health sector include the maternal mortality rate (MMR), infant mortality rate (IMR) and stunting rate among toddlers in Pekalongan Regency.

The infant mortality rate is the number of deaths of babies aged 0 years old for every 1000 live births. Meanwhile, the Maternal Mortality Rate (MMR) is the number of deaths of women during pregnancy or at least 42 days after termination of pregnancy. The death rate for pregnant women and giving birth in 2023 in Pekalongan Regency up to October 2023 was 32 cases and is the area with the second highest death rate for pregnant women and giving birth in Central Java Province.

**The following is data on MMR, IMR, malnutrition and stunting rates in Pekalongan Regency**

	2020	2021	2022
MMR	11	27	21
IMR	123	109	105

**Malnutrition and stunting rates (percent) in Pekalongan Regency**

	2020	2021	2022
Stunting	15,81%	13,48%	11,04%

These regional health indicators are a dimension for assessing the performance of health workers at the Community Health Center. So there is research on the influence of career development and compensation through motivation on the performance of Community Health Center health workers in Pekalongan Regency.

**LITERATURE REVIEW AND HYPOTHESIS FORMULATION**

According to Widyanti (2019), organizational behavior is actually a theory used to increase the effectiveness of an organization through learning carried out on the emergence of behavior in the organization

through individuals or groups within it. Groups in organizations that are formed on the basis of relationships and similar interests are known as informal groups.

**Career development**

Career is basically a technical term in personnel administration. Burhanudin (2015), defines career development as personal improvement carried out by a person to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the path and level of the organization.

Career development is an effort made by an organization to plan the careers of its employees, which is referred to as career management, including planning, implementing and supervising careers (Sinambela, 2016). Sudiro (2011) defines career development as the process of increasing individual work abilities which is achieved in order to achieve the desired career. According to Handoko in Sunyoto (2013) career is all the work handled or held during a person's working life.

According to Ardana, Mujiati and Utama (2013), there are 3 phases in career development, namely:

- a) planning phase, in this phase activities align employee plans and company plans regarding careers within the Company;
- b) Direction phase, in this phase helps employees to be able to realize their plans, namely by determining the career they want and arranging the steps that must be taken to make it happen;
- c) development phase, in this development phase the time period used by employees to fulfill the requirements for moving from one position to the position they want.

Career development indicators depend on the goals and context of the individual, company, or industry sector. Several general indicators that can be used to measure a person's career development include:

1. Capacity Building (Education and Training)
  - Participation in formal education or skills training programs.
  - Obtaining a new certification or degree relevant to the field of work.
  - Development of technical skills or special expertise required in the job.
  - Master new tools or technology relevant to the industry.
2. Work experience
  - Involvement in challenging and responsible projects.
  - Increased level of responsibility in work over time.
3. Performance Evaluation (Work Achievement)
  - Positive feedback from superiors or coworkers regarding performance.
  - Increased responsibility based on performance appraisal.

4. Career Achievement (Employment Opportunities)
  - Promotion of position or responsibility in the organizational hierarchy.
  - Receiving awards or recognition for work contributions and achievements

### Compensation

Every human being has an interest in fulfilling their life needs, such as the need for food, drink, clothing, house, family and the need for social interaction and so on. To fulfill these needs, humans must work. They can work for themselves based on the skills they have, open a business, shop, become a trader, sell food, become a coolie, contractor, teacher or work for a business entity, company and so on. By working they receive income that can be used to meet their living needs. If they are self-employed, self-employed, they get profits from the remainder of their business. If they work for a legal entity or company, or what is usually called a factory, they receive a wage or salary as compensation given from the results of their hard work or services provided or performed at the company.

Everything received by employees as compensation for their contribution to the company or organization can be said to be compensation (Ardana, Mujiati and Utama, 2013). According to Yuni (2014), the objectives of providing compensation include:

- a. get quality employees;
- b. retain existing employees;
- c. guarantee justice;
- d. rewards for desired behavior;
- e. control costs;
- f. follow the rules of law;
- g. improve administrative efficiency.

According to Sedarmayanti, *et al.*, (2021), compensation payment methods consist of several methods, namely:

- a. single method, a method in which the basic salary is determined only based on the employee's formal education certificate.
- b. plural method, a method in which salary determination is based on several considerations, namely: diploma, nature of work, formal education and even family relationships also determine the amount of a person's basic salary.

Health workers who work at the Buaran, Kedungwuni 1 and Kedungwuni 2 Community Health Centers receive compensation in the form of basic salaries and medical services derived from capitation and non-capitation income. The income of each Community Health Center differs depending on the population. This affects the amount of different medical services received by health workers at each Community Health Center.

Compensation indicators are factors used to assess or measure the extent to which a compensation

system functions. The ratio of compensation to income, labor, productivity and others includes several indicators, including:

1. **Basic salary or wages:** The amount of money paid to an employee as fixed compensation for work performed. Usually calculated per hour, per week, or per month
2. **Incentive:** Rewards are given as motivation to achieve certain goals, both individually and as a team. Examples of incentives include profit sharing programs or performance incentives.
3. **Allowance:** Additional cash or non-salary benefits to meet employee needs, such as transportation allowances, meal allowances, or housing allowances.
4. **Bonus:** Additional rewards given to employees in recognition of certain achievements or extraordinary contributions, bonuses can be annual, quarterly, or project in nature.

### Motivation

Motivation comes from the Latin word "movere" which means encouragement or movement power. Motivation is things that give rise to encouragement, and work motivation is a driving force that gives rise to encouragement. According to Robbins and Judge (2015), motivation is a process that explains the intensity, direction and persistence of an individual to achieve their goals. Motivation is a condition or energy that moves employees who are directed and focused on achieving the company's organizational goals (Mangkunegara, 2015).

According to Sumardjo and Priansa (2018), to explain the sources of motivation, they can be classified into at least two, namely:

- a. Intrinsic motivation, motivation that arises because there are motives that arise from within the employee;
- b. extrinsic motivation, motivation that arises due to external stimulation.

Motivation in management is aimed at human resources, especially employees or employees. Motivation questions how to direct the power and potential of employees so they want to work together to achieve predetermined goals. Therefore, a leader must be able to motivate and direct his employees, so that they want to work optimally so that the desires or goals of the organization and employees can be achieved optimally (Ansory and Indrasari, 2018).

Motivational indicators are signs or factors that can be used to measure the level of motivation of a person or group in a certain context. Some general motivation indicators include:

1. **Proactive Participation:** Degree of initiative and activeness in taking unsolicited action.
2. **Achievement of objectives:** The level of ability to achieve personal or organizational goals.

3. **Engagement in Tasks:** The degree to which a person is involved and focused on their work or tasks.
4. **Job Satisfaction:** The level of someone's satisfaction with the work they do.

### Employee performance

According to Mangkunegara (2015), the definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Another concept of performance is the results of work, both quality and quantity, achieved by employees in a period of time in carrying out their work duties in accordance with the responsibilities given to them (Ansory and Indrasari, 2018).

Employee performance is a central issue in the life of an organization because whether an organization or company will be able to achieve its goals or not really depends on how good the performance shown by its employees is. Employees are the ones who will determine whether other organizational resources, such as buildings, machines, work equipment, money, raw materials, etc. can make an optimal contribution or not to efforts to achieve organizational goals. Whatever strategy an organization chooses in running its business, especially if the strategy chosen is differentiation or service sector business, then employees have a central position, they determine the success of the business being run (Suparyadi in Ardiansyah and Andriyani, 2019).

Performance indicators, or key performance indicators (KPIs) are measures used to assess the extent to which an organization, team, or individual achieves the goals and objectives that have been set.

Some individual performance indicators include:

1. **Productivity Level:** The amount of work or tasks completed in a period of time.
2. **Quality of Work:** How well a task or project was completed, including the degree of accuracy and quality standards met.
3. **Achievement of Goals and Targets:** The level of achievement of the goals and targets that have been set.
4. **Initiative and Activeness:** The level of initiative and activeness in taking action or making contributions outside of routine tasks.

### Research Hypothesis Development

#### The Relationship between Career Development and Performance

Career development can improve employee skills and knowledge through training, courses, or additional work experience. This increase in competency can directly influence employee performance, helping

them become more efficient and effective in completing tasks.

Career development can open new horizons and introduce employees to innovative ideas. Employees who develop professionally tend to be more creative and innovative in dealing with work challenges and of course there is an increase in employee performance.

#### The Relationship between Compensation and Performance

Fair salaries and additional compensation can be a motivating factor for employees to improve their performance. An increase in income or financial rewards can provide a stronger will to work harder and achieve performance goals.

Apart from basic salary, allowances, incentives and other additional benefits can also influence employee satisfaction which will affect an employee's performance. Apart from basic salary, allowances, incentives and other additional benefits can also influence employee satisfaction which will affect an employee's performance. A compensation system that includes a comprehensive package and is tailored to employee needs can improve employee welfare and performance.

#### The Relationship between Career Development and Motivation

Career development helps employees determine clear career goals and create a vision of the future. Having measurable goals and a clear vision can provide intrinsic motivation because employees have a more specific direction to work on.

Career development provides opportunities to improve their skills, knowledge and competencies. This opportunity for personal and professional growth can increase motivation because employees feel encouraged to continue learning and improving themselves.

Good and successful career development can improve employee skills and competencies. Improvements in work ability can influence employee satisfaction and self-confidence, both of which can increase motivation to pursue more challenging tasks.

#### The Relationship between Compensation and Motivation

Compensation consisting of salary, allowances and other additional benefits is considered a factor that significantly influences motivation. Employees who receive financial rewards commensurate with their contribution and workload will have more motivation to work hard.

Compensation that is fair and commensurate with responsibility will influence motivation at work. If employees realize that compensation is better when the



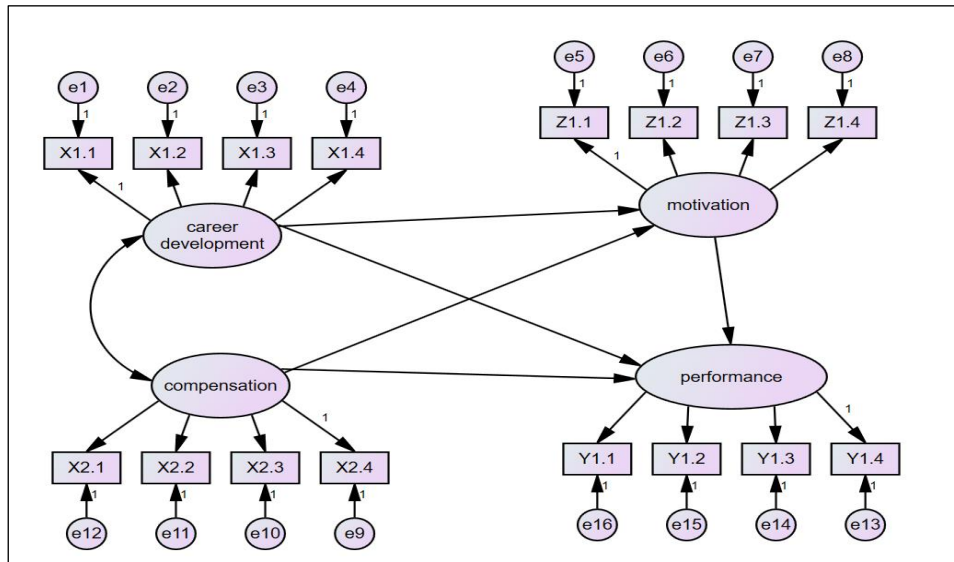
task or project they are working on is completed optimally, it will certainly stimulate motivation to continue performing.

**The Relationship between Motivation and Performance**

High motivation can increase individual interest in the task and tend to be more focused, enthusiastic, enthusiastic in completing their work, which can influence increased performance.

Strong motivation can help someone identify problems, spark innovation, creative ideas and create problem solutions. Motivation can help build consistency and discipline in carrying out tasks. Someone who has high motivation may be better able to maintain consistency and discipline in carrying out daily tasks that affect performance.

The description above can be used to develop an empirical model as shown in Figure 1 as follows:



**Figure 1: Develop An Empirical Model**

**RESEARCH METHODOLOGY**

This research design uses an explanatory research approach (Sugiyarti, Gita *et al.*, 2017). This research is quantitative research, where this research consists of 4 variables, namely career development and compensation as independent variables, motivation as an intervening variable and performance as the dependent variable.

The population of this study were health workers who worked at Community Health Centers in Buaran District and Kedungwuni District. The samples taken were 109 health workers with the status of midwives and nurses.

**Operational definition**

The operational definition in this research is shown in table 1 below:

**Table 1: Operational definitions**

variables	Operational definition	Indicators
Career development	personal improvement carried out by a person to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the path and level of the organization.	1. Increased capabilities (Education and training) 2. Work experience 3. Performance evaluation (work performance) 4. Career achievement (Job opportunities)
Compensation	Everything an employee receives as compensation for his contribution to the company or organization	1. Basic salary or wages 2. Incentive 3. Allowance 4. Bonus
Motivation	a condition or energy that moves employees who are directed and directed towards achieving the Company's organizational goals	1. Proactive participation 2. Goal Achievement 3. Involvement in Tasks 4. Job Satisfaction
performance	the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him	1. Productivity level 2. Quality of work 3. Achievement of objectives and 4. Initiative and activeness

### Structural Equation Model Analysis

The next step is Structural Equation Model (SEM) analysis. The results of data processing for SEM analysis are shown in Table 2. Structural Equation

Modeling (SEM) is said to be full model fit, this is proven by the suitability of the test values as in table 2 below:

**Table 2: Structural Equation Modeling Feasibility Test Index**

No	Goodness of fit index	Cut of value	Analysis results	Evaluate the model
1.	$X^2$ – Chi-Square	96,217	90,145	Fit
2.	Significancy Probability	$\geq 0,05$	0,63	Fit
3.	CMIN / DF	$\leq 2.00$	1,254	Fit
4.	CFI	$\geq 0,90$	0,983	Fit
5.	GFI	$\geq 0,90$	0,945	Fit
6.	AGFI	$\geq 0,90$	0,907	Fit
7.	TLI	$\geq 0,95$	0,977	Fit
8.	RMSEA	$\geq 0,08$	0,026	Fit

Table 2 which tests the model hypothesis shows that the model is consistent with the data used in the research. Consistent data used in research according to the significance level (P) of the Chi-square model (90.145), the TLI, CMIN, /DF, GFI, AGFI, and RMSEA indices are within the expected range. Thus, hypothesis testing of the entire model shows that the model fits the data used in the research.

### RESULTS AND DISCUSSION

The measurement results meet the eligibility criteria. Where 5 (five) hypotheses are tested based on the fitting model. The regression coefficient value of the causal relationship and the calculated t value can be seen in the CR (critical ratio) value in Table 3 below:

**Table 3: Outcomes of computations and hypothesis testing using SEM analysis**

Regression Weights	Estimate	Std Estimate	C.R	P
Career development $\longrightarrow$ Motivation	0,148	.069	3.160	.002
Compensation $\longrightarrow$ Motivation	0,256	.073	2.527	.002
Career development $\longrightarrow$ Performance	0,375	.081	2.926	.001
Compensation $\longrightarrow$ Performance	0,245	.085	2.574	.002
Motivation $\longrightarrow$ Performance	0,330	.085	2.692	.001

**H1:** Career development has a significant impact on the motivation of health workers. The parameter estimate is 0.148 with a CR value of 3.160 or  $CR > 2.00$  at a significance level of 0.05 (5%) which is also proven as a probability value 0,05. Therefore, hypothesis 1 can be accepted.

The results of this research are in line with research by Kurniawan, Yunus, and Abd Majid (2017) regarding *“The Influence of Compensation and Career Development on Motivation and its Impact on PT Employee Performance Bank Syariah Mandiri Banda Aceh Branch stated that Career Development Influences Work Motivation”*. The variables used to measure career development are promotion, education, length of service and rank.

From the results of simultaneous and partial hypothesis testing, it shows that simultaneously and partially the compensation and career development variables have a significant effect on the work motivation of PT employees Bank Syariah Mandiri Banda Aceh branch. Thus, the proposed hypothesis decision is to accept hypothesis Ha1.

These results interpret that employee work motivation at PT. Bank Syariah Mandiri Banda Aceh branch can be explained by compensation and career development variables amounting to 44.5% while the remaining 55.5% is explained by other variables not examined in this research.

**H2:** Compensation has a significant impact on the motivation of health workers. The parameter estimate is 0,256 with a CR value of 2.527 or  $CR > 2,00$  at a significance level of 0,05 (5%) which is also proven as a probability value 0,05. Therefore, hypothesis 2 can be accepted.

The findings of this research are in line with research Rizal, Idrus, and Mintarti (2014) entitled *“Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City)”*, it claims that motivation is influenced by compensation. Variables used in measuring compensation include salary, incentives and benefits.

The path coefficient for the direct influence of compensation on motivation is 0.832 with p-value = 0.001. Because the p-value  $< 0.05$ , hypothesis H1 is

accepted. A positive and significant coefficient means that the relationship between the two variables is unidirectional and meaningful. This means that the higher the compensation, the work motivation of Regional Revenue Management employees in Kendari will significantly increase.

The results of the analysis of the direct influence of compensation on motivation show a positive and significant path coefficient. This shows that compensation has an effect on motivation. Compensation with salary indicators, incentives and allowances will increase motivation in Regional Revenue Management in Kendari.

**H3:** Career development has a significant impact on the performance of health workers. The parameter estimate is 0.375 with a CR value of 2,926 or  $CR > 2.00$  at a significance level of 0.05 (5%) which is also proven as a probability value 0.05, Therefore, hypothesis 3 can be accepted.

The results of this research are in line with the main research Utama, 2016, entitled *“The Influence of Career Development on Employee Performance Through Mediation of Work Motivation at Karya Mas Art Gallery”*. Variables used to measure career development include career opportunities, training, placement and skills.

The results of career development on performance are 3.35 which is in the range of 2.60-3.40 which means moderate. This means that career development at Karya Mas Art Gallery is in quite good condition. The distribution of respondents' answers to the career development variable has the highest average value of 3.97 in the statement that the training provided has helped improve their ability to carry out work and the lowest average value is 2.88 in the statement that the company provides a clear career plan for each employee.

**H4:** Compensation has a significant impact on the performance of health workers. The parameter estimate is 0.245 with a CR value of 2,574 or  $CR > 2.00$  at a significance level of 0.05 (5%) which is also proven as a probability value 0,05. Therefore, hypothesis 4 can be accepted.

The research results are in line with research by Sitopu, Sitinjak, and Marpaung (2021) *“The Influence of Motivation, Work Discipline, and Compensation on Employee Performance Compensation”*. Variables are measured through salary or wages, incentives, allowances and facilities.

The partial test results show that motivation has a significant effect on employee performance with a sig value  $< 0.05$  (0.06), work discipline has a significant effect on employee performance with a sig value  $< 0.05$  (0.000  $< 0.05$ ) and compensation has a significant effect

on employees and dominant. Variables that influence employee work performance have a sig value  $< 0.05$  (0.000  $< 0.05$ ). Simultaneous test results showed that motivation, leadership and compensation had a significant effect on employee performance with a sig value  $< 0.05$  (0.000  $< 0.05$ ). The Adjusted R-Square value is 0.936 or adjusted  $R^2 \times 100\%$  is 93.60%, meaning that the research independent variables in the form of motivation, work discipline and compensation provide a significant contribution in explaining employee performance of 93.60%.

**H5:** Motivation has a significant impact on the performance of health workers. The parameter estimate is 0.330 with a CR value of 2,692 or  $CR > 2.00$  at a significance level of 0.05 (5%) which is also proven as a probability value 0.05. Therefore, hypothesis 4 can be accepted.

The results of this research are in accordance with research by Shahzadi et al (2021) entitled *“Impact of Employee Motivation on Employee Performance”* Motivation variables are measured through job satisfaction, effectiveness, productivity and work morale.

The study's regression analysis shows that there is a strong correlation (Beta=0.353) and ( $p < 0.01$ ) between employee motivation and performance. According to these results, employee motivation is 35% more than employee performance. The result of the study support H1.

The purpose of this study is to investigate the relationship between employee motivation and employee performance, relationship of intrinsic rewards with employee motivation and employee performance, and also employee perceived training effectiveness relationship with employee motivation. Pakistan is a country ideal for the motivation of employees. Individuals working in B2B (business to business) segments affirmed that they were motivated by the autonomy and freedom they were given to work, by the responsibility they were given and by the position and tasks they were provided by the management.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This research was conducted to answer the research problem, namely how career development and compensation through motivation influence the performance of Puskesmas health workers. Based on the analysis carried out, it can be seen that the variables that influence performance have a significant positive relationship, so it is possible to show the influence of these variables on performance

### Recommendations

This research explains that in order for a company or organization to increase innovation it must

develop employee motivation and performance. This allows companies or organizations to anticipate and understand the needs of health workers. Companies or organizations must be able to see opportunities in the career development of health workers and seek compensation commensurate with the responsibilities carried out. Career development and appropriate compensation will influence the performance of health workers through motivation

### Research Limitations

First, the research was limited to only being carried out at community health centers in two sub-districts, namely Kedungwuni sub-district and Buaran sub-district. Although this approach allows understanding to be generalized to other regions, given the work environment and pressures created by organizational policies in one region, the issues addressed are likely to be more broadly relevant.

Second, this research is cross-sectional in nature, describing the condition of health workers at the Community Health Center, career development and compensation at one starting point only. This limits researchers' ability to know how the career development, compensation, motivation and performance of health workers have developed over time

### Future Research Agenda

Future research can be recommended, First, future research replicates this research in a broader context to better understand the relationship between career development, compensation, motivation and performance of health workers.

Second, future research is expected to collect data not only at Community Health Centers but also at Hospitals, Clinics and other health sectors which can then provide alternative perspectives on the performance of health workers.

Third, in future research studies, it is necessary to conduct new research studies and ensure the validity of the model through the use of different scales and comparisons between sectors

### Managerial Implications

Managerial implications regarding the influence of career development, compensation through motivation on the performance of health workers involve management's role in creating a work environment that supports career growth, providing fair compensation, and motivating health workers. This can increase job satisfaction, productivity and employee retention in the healthcare sector. Managers need to understand the importance of career development, provide compensation commensurate with workload and responsibilities, and create relevant motivation strategies to achieve optimal performance for health workers.

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