Original Research Article

The Effect of Competency Development and Compensation through Motivation on the Performance of Health Workers in Karanganyar and Kajen District Community Health Centers

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Abstract

The purpose of this study was to analyze the effect of competency development and compensation through motivation on the performance of health workers at the Karanganyar and Kajen District Health Centers. The sample of this study was midwives and nurses at each health center in Karanganyar and Kajen Districts totaling 84 respondents. With SEM PLS analysis tools. The findings of this study are that there is a positive and significant influence between competency and performance; there is a positive and significant influence between compensation and performance and there is a significant positive influence between motivation and performance.
Keywords: Competence, Compensation, Motivation and Performance.

INTRODUCTION

Worldwide, the quality of health services is influenced by various factors, including the competence of health workers, the compensation system they receive, and their level of motivation. Improving the competence of health workers through education and training plays an important role in ensuring quality health services, while fair compensation can increase job satisfaction and reduce health worker turnover. In addition, high motivation, both intrinsic and extrinsic, has a significant influence on the professional performance of health workers. At the international level, many countries face similar challenges related to limited human resources in the health sector, so it is important for each country, including Indonesia, to understand the relationship between competence, compensation, motivation, and health worker performance. In Indonesia, especially in rural areas such as the Karanganyar and Kajen District Health Centers, there are still gaps in terms of developing the competence and welfare of health workers, which in turn affects the quality of services provided to the community. Therefore, this study is important to provide a clearer picture of how these factors interact with each other in improving the performance of health workers at the local level, which will ultimately have an impact on improving the quality of health services in Indonesia as a whole.

Organizational performance, in this context is the performance of the Karanganyar and Kajen District Health Centers, refers to the extent to which the Health Center can achieve its stated goals, especially in providing quality health services to the community. The performance of the Health Center is highly dependent on the individual performance of the health workers in it, such as doctors, nurses, midwives, and other medical personnel. Therefore, to improve the organizational performance of the Health Center, it is necessary to manage the factors that influence individual performance, namely the competence, compensation, and motivation of health workers.

Competence of health workers includes knowledge, skills, and attitudes possessed by medical personnel in providing services. Competence development is very important to ensure that health workers have adequate abilities in carrying out their duties. With good competence, health workers can provide more effective and efficient services to patients. In addition, competence development through training or continuing education can also increase the confidence of

health workers and reduce medical errors, which ultimately have a positive impact on the quality of services provided by the Health Center.

Competence has a positive and significant impact on organizational performance because the ability, skills, and knowledge of employees that are appropriate to their tasks are the main foundation for the productivity and success of the company. When employees have adequate competence, they can complete their work more effectively, minimize errors, and increase operational efficiency. This influence is significant because increased competence directly improves the quality of work output and enables the organization to achieve its strategic goals.

In relation to the performance of health workers, competence also drives innovation and adaptation to changes in the business environment. Competent employees are able to provide creative solutions and respond to new challenges, thereby strengthening the competitiveness of the organization. In addition, high competence also increases motivation and job satisfaction, which has a positive impact on employee commitment to support the success of the company. Thus, effective competence management is one of the main determining factors for superior organizational performance.

Compensation is a reward or award given to workers as a form of recognition of their contribution to the organization. In the health sector, compensation does not only include basic salary, but can also include allowances, bonuses, incentives, facilities, and other forms of awards. Adequate and fair compensation will provide a sense of appreciation for their work, which has the potential to increase motivation to work better. If health workers feel well appreciated, they will be more motivated to provide optimal service, which has an impact on the overall performance of the Health Center.

Compensation has a large and significant influence on the performance of health workers. The performance of health workers in a health facility such as a Community Health Center is highly dependent on various factors, one of which is the compensation received. Fair and adequate compensation has a direct impact on the motivation of health workers. Work motivation is one of the main factors that influences individual performance. When health workers feel that the compensation they receive is commensurate with their hard work and contribution, they will feel more appreciated. This sense of appreciation encourages them to work harder, more enthusiastically, and focus on improving the quality of service. Good compensation can trigger health workers to achieve higher work standards, improve the quality of interactions with patients, and contribute more to achieving organizational goals.

This study aims to determine the effect of competence and compensation through motivation on the performance of health workers at the Pekalongan Regency Health Center. The performance of health workers assessed includes 26 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 in toddlers in Pekalongan Regency.

Infant Mortality Rate is the number of deaths of infants aged 0 years for every 1000 live births. Meanwhile, Maternal Mortality Rate (MMR) is the number of deaths of women during pregnancy or at least 42 days after the end of pregnancy. The number of maternal deaths during pregnancy and childbirth in 2024 in Pekalongan Regency until October 2024 was 15 cases and is the area with the fourth highest maternal deaths in Central Java Province.

The following is data on Maternal Mortality Rate, Infant Mortality Rate, Malnutrition Rate and Stunting Rate in Pekalongan Regency.

Tab. 1

	Year 2021	Year 2022	Year 2023
MMR	27	21	34
IMR	109	105	129

Malnutrition and Stunting Rates (Percent) in Pekalongan Regency

Tab. 2

	Year 2021	Year 2022	Year 2023
Dwarfism	15.81%	13.48%	11.04%

The regional health indicators are dimensions to assess the performance of health workers in the Health Center. Therefore, a study was conducted on the influence of competence and compensation through motivation on the performance of health workers in the Health Center in Pekalongan Regency.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION
Competence

Spencer and Spencer (1993), Competence is a fundamental characteristic of an individual that directly

affects his or her performance in the workplace. This characteristic includes five main dimensions: motives, traits, self-concept, knowledge, and skills. Boyatzis (1982), Competence is an individual's capacity to produce superior performance in a particular job or situation. Competence includes technical, social, and emotional abilities relevant to the task being performed. McClelland (1973) Competence is a personal factor such as a particular skill or attribute that can predict an individual's success in completing a job. Competence is considered more important than academic scores or intelligence tests in determining a person's performance. Sedarmayanti (2017). Competence is a set of behaviors that include the knowledge, skills, and abilities that a person must have in order to carry out their duties and responsibilities effectively. Armstrong and Taylor (2014) Competence is a combination of practical skills, theoretical knowledge, and personal attributes needed to fulfill a particular job role. Competence is identified through job analysis to ensure a match between job requirements and individual abilities.

Based on various definitions of competence from experts, it can be concluded that competence is a combination of individual characteristics, such as knowledge, skills, traits, and emotional abilities that affect performance in the workplace, including technical and social capacities to complete tasks effectively. And the indicators of competence are knowledge; skills; motivational behavior; emotional abilities and performance results.

Compensation

Compensation is all forms of rewards received by employees in return for their services, whether in the form of salary, allowances, bonuses, or other facilities. Compensation can be in the form of direct benefits (such as salary and bonuses) or indirect benefits Dessler (2005). Compensation is the total reward given to employees for the work that has been done, consisting of wages or salaries, allowances, and various other forms of rewards. This compensation is designed to attract, motivate, and retain the best employees Milkovich & Newman (2008). Compensation includes all forms of rewards given by the organization to employees for the work done, which includes financial rewards (such as salary and bonuses) and non-financial (such as recognition and development opportunities) Gerhart & Rynes (2003). Compensation is the total financial reward received by employees in return for their work, which includes basic salary, incentives, bonuses, allowances, and other additional benefits. The compensation system must be fair, competitive, and tailored to the needs of the organization Armstrong (2014). Compensation is a reward package provided by the company to attract and retain employees, and to ensure that employees feel appreciated. This includes base salary, bonuses, incentives, as well as additional benefits such as insurance and pension Werner & Schuler (2004).

Based on various definitions of compensation from experts, it can be concluded that compensation is rewards given by the company to employees in the form of salary, bonuses, allowances, and other benefits to increase motivation and performance. Indicators include salary structure, incentives, employee satisfaction, and retention.

Motivation

Motivation comes from the Latin word "movére" which means drive or driving force. Motivation is something that causes drive, and work motivation is the driving force that causes drive. 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 force that moves employees who are directed and focused on achieving the goals of the company's organization (Mangkunegara, 2015) According to Sumardjo and Priansa (2018) to explain the source of motivation can be classified into at least two, namely: Intrinsic motivation, namely motivation that arises because there are drives that arise from within the employee;

Extrinsic motivation, motivation that arises due to external stimuli.

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

Based on various definitions of motivation from experts, it can be concluded that motivation is a drive that drives individuals to achieve goals, both from within (intrinsic motivation) and outside (extrinsic motivation). In the context of work, motivation leads to achieving organizational goals through employee power and potential. Motivation indicators can be seen from several aspects, including: intensity; direction; persistence; satisfaction; commitment; initiative.

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 within a certain period of time in carrying out their work duties in accordance with the responsibilities given to them (Ansory and Indrasari, 2018). Whatever strategy an organization

chooses in running its business, especially if the strategy chosen is a differentiated business or service sector, employees have a central position, they are the ones who determine the success of the business being run (Suparyadi in Ardiansyah and Andriyani, 2019).

Based on various definitions of performance from experts, it can be concluded that Performance is the quality and quantity of work results achieved by employees in carrying out tasks according to their responsibilities. Employee performance is very important for an organization, because it determines the success of achieving goals and optimizing the company's resources.

Employee performance indicators may include: Quality of Work; quantity of work; Punctuality; initiative; compliance; teamwork; customer satisfaction.

Research Hypothesis Development
The Influence of Competence on Performance
Competencies can improve employee skills and knowledge through training, courses, or additional work experience. These competency improvements can directly impact employee performance, helping them become more efficient and effective in completing tasks.

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

Competence has a positive and significant influence on performance, which can be interpreted as a dynamic relationship between individual capabilities and organizational achievement. The higher the competence of an employee, the greater the potential for his or her performance. Competence is the bridge between individual potential and organizational achievement, transforming potential capabilities into sustainable performance.

Competence has a positive and significant influence on performance. The higher an individual's competence, the higher his or her potential performance. Smart organizations will continue to invest in developing their employees' competence as a strategy to improve overall performance.

H1: Competence has a significant positive effect on performance.

The Impact of Compensation on Performance
Compensation has a very important strategic role in improving employee performance in various organizations. The relationship between achievement and performance is not just a financial transaction, but rather a complex mechanism that motivates and drives professional behavior.

Compensation is not just an operational cost, but a strategic investment in human resources. Organizations that understand and implement a performance-based compensation system will gain a competitive advantage. A comprehensive approach that considers both financial and non-financial aspects will create a productive, innovative, and sustainable work ecosystem.

H2: Compensation has a significant positive effect on performance.

The Influence of Competence on Motivation
Competencies help employees set clear career goals and create a vision for the future. Having measurable goals and a clear vision can provide intrinsic motivation because employees have a more specific direction to work towards. Competencies provide opportunities to improve their skills, knowledge, and competencies. These opportunities for personal and professional growth can increase motivation because employees feel compelled to continue learning and improving themselves. Good and successful competencies can improve employees' skills and competencies. Improved job skills can affect employee satisfaction and self-confidence, both of which can increase motivation to take on more challenging tasks.

Competence and motivation have a very close relationship in the context of individual and organizational development. Here is an analysis of the positive and significant influence. High competence directly increases individual motivation. When someone has good abilities in a field, he will be more confident in facing challenges and achieving goals. This belief drives internal motivation to continue to develop and achieve higher achievements. Competence and motivation have a symbiotic relationship that influences each other. Strong competence not only increases individual abilities but also becomes the main catalyst in driving motivation. Conversely, high motivation drives individuals to continue to develop their competence. This dynamic interaction creates a cycle of continuous growth, where increased competence triggers motivation, and motivation further drives the development of higher competence. Thus, investment in competence development will directly contribute to increased individual motivation in achieving personal and professional goals.

H3: Competence has a significant positive effect on motivation.

The Influence of Compensation on Motivation
Compensation in the form of salary, allowances, and other additional benefits is considered a factor that greatly influences motivation. Employees who receive financial rewards that are in accordance with their contributions and workload will be more motivated to work hard. Fair compensation and in accordance with responsibilities will affect work motivation. If employees realize that compensation will be better if the

tasks or projects they work on are completed optimally, it will certainly spur motivation to continue to excel. Compensation plays a crucial role in influencing employee work motivation. When financial needs are guaranteed, employees can focus more on self-development and achieving optimal performance. This directly increases intrinsic motivation to contribute maximally to work. Compensation that is linked to performance acts as a motivational stimulus. Clear incentives, bonuses, and reward systems encourage employees to increase productivity and achieve set targets. This mechanism creates a positive correlation between compensation and work motivation.

Compensation is a key external factor that significantly affects work motivation. The relationship between the two is dynamic and complex. Fair, competitive, and meaningful compensation not only meets financial needs but also creates a motivating work environment. Employees who feel compensated according to their contribution and potential will develop stronger intrinsic motivation. Organizations that understand and implement the right renewal system will be able to create a motivated, loyal, and highly conserved workforce. Thus, financing is not just a cost, but a strategic investment in driving human resource motivation and performance.

H4: Compensation has a significant positive effect on motivation.

The Influence of Motivation on Performance
High motivation directly drives increased productivity. When individuals have a strong internal drive, they tend to work harder, be more focused, and be able to complete tasks more efficiently. Motivation does not just increase quantity, but also improves the quality of work. Motivated employees have more attention to detail, are more innovative, and have a high commitment to achieving standards of excellence. They do not just complete tasks, but do them wholeheartedly and creatively. Motivation creates mental resilience in facing challenges. Motivated individuals have a better ability to overcome challenges, show high resilience, and maintain focus on long-term goals. This contributes significantly to the consistency and sustainability of performance.

Motivation is a key factor that positively and significantly affects performance. The relationship between the two is dynamic and mutually reinforcing. Motivation acts as an energy driver that transforms individual potential into real achievements. Organizations that successfully understand, build, and maintain employee motivation will experience a sustainable performance transformation. Motivation is not just a management instrument, but a strategic investment in human resource development. By facilitating an environment that encourages intrinsic and extrinsic motivation, organizations can create a superior ecosystem performance where each individual is able to provide maximum and sustainable contributions.

H5: Motivation has a significant positive effect on performance.

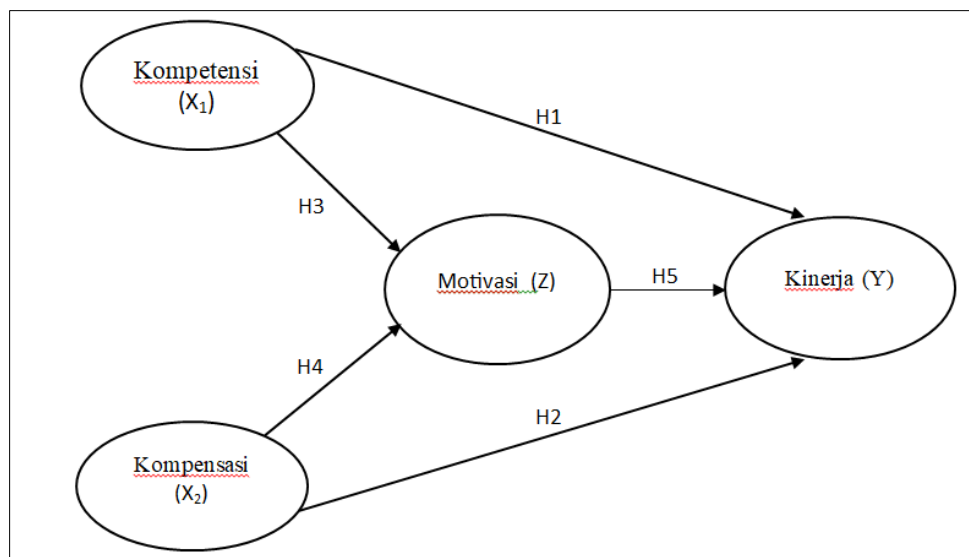The above description can be used to develop an empirical model as shown in Figure 1 as follows:

Figure 1: Developing Empirical Models

METHOD
Research Variables and Measurement
This study uses a quantitative approach, namely the researcher collects data by first identifying concepts as related variables derived from existing theories, collecting data, and then analyzing them. The data used are primary data obtained from questionnaires distributed to health centers in Karanganyar and Kajen sub-districts, Pekalongan Regency, Central Java Province.

The variables in this study can be divided into three. The first variable is called the independent variable, which consists of competence and compensation. The second variable is called the intervening variable, namely motivation. Meanwhile, the third variable is called the dependent variable, namely performance. Each variable is assessed using a Likert scale ranging from 1 to 5: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) strongly Agree.

Population, Sample, and Sampling
The population of this study was health workers who worked at the Buaran and Kedungwuni District Health Centers. The samples taken were 84 health workers with midwife and nurse status.

Operational Definition
The Operational Definition for this study is presented in Table 1 below.

Table 3: Operational Definition of Variables

Variables	Operational definition	Indicator	
Competence	Competence is a combination of individual characteristics, such as knowledge, skills, traits, and emotional abilities that affect performance in the workplace, including the technical and social capacities to complete tasks effectively.	1. 2. 3. 4. 5. 6.	Knowledge Skills Behavior Motivation Emotional abilities Performance results
Compensation	compensation is awards given by companies to employees in the form of salaries, bonuses, allowances and other benefits to increase motivation and performance	1. 2. 3. 4.	Salary structure Incentive Employee satisfaction Retention
Motivation	the drive that moves individuals to achieve goals, both from within (intrinsic motivation) and outside (extrinsic motivation).	1. 2. 3. 4. 5. 6.	Intensity Direction Persistence Satisfaction Commitment Initiative
Performance	The quality and quantity of work results achieved by employees in carrying out tasks according to their responsibilities. Employee performance is very important for an organization, because it determines the success of achieving goals and optimizing the company's resources.	1. 2. 3. 4. 5. 6. 7.	Quality of Work Quantity of work Punctuality Initiative Compliance Teamwork Customer satisfaction

Data Analysis Techniques
This study uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis technique with Smart PLS 3.0 software. External model assessment was carried out by evaluating internal consistency, convergent validity, and discriminant validity according to the procedures described by Hair Jr. *et al*., (2021). Internal consistency was examined using two measures, namely Cronbach's alpha and Composite Reliability, with the minimum required value being 0.60.

Convergent validity is measured through the value of the loading factor, which must be greater than 0.70 for a valid indicator, while indicators with loading factor values between 0.40 and 0.70 can be maintained if their removal reduces the composite reliability. Discriminant validity is tested using the Fornell-Larcker criterion (FLC) and the Heterotrait-Monotrait ratio (HTMT). A construct is said to meet discriminant validity based on FLC if the square root of the Average Variance Extraction (AVE) of the construct is greater than the correlation between constructs, and the HTMT value must be less than 0.85.

RESULTS AND DISCUSSION
Evaluation of the indicator measurement model includes examination of individual *item reliability, internal consistency* or *composite reliability, average variance extracted,* and *discriminant validity*. The first three measurements are grouped into *convergent validity.*

Convergent Validity
Convergent validity consists of three tests, namely *item reliability* (validity of each indicator), *composite reliability,* and *average variance extracted* (AVE). *Convergent validity* is used to measure how much the existing indicators can explain the dimensions. This means that the greater *the convergent validity*, the greater the ability of the dimension to apply its latent variables.

a. Reliability Item
Item reliability or what we usually call indicator validity. Testing of *item reliability* (indicator validity) can be seen from the *loading factor value (standardized*

loading). The loading factor value is the magnitude of the correlation between each indicator and its construct. A *loading factor value* above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator to measure the construct. However, a *standardized loading factor value* above 0.5 is

acceptable. While the *standardized loading factor value loading factor* below 0.5 can be removed from the Chin (1998) model. The following are the *item reliability values* that can be seen in the *standardized loading column:*
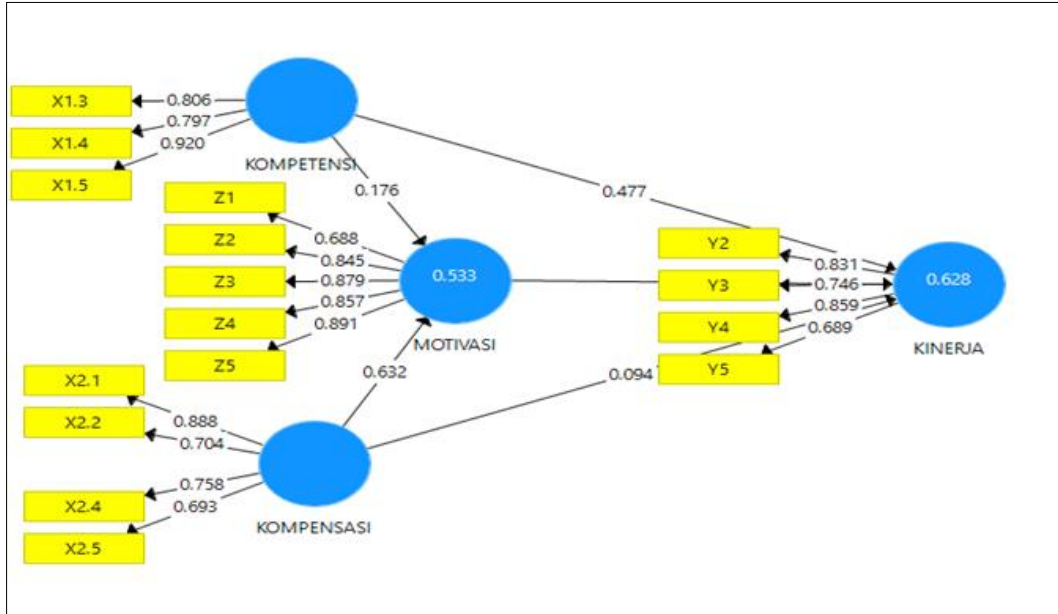

Figure 2: Standardized Loading Factor Inner and Outer Model

From the picture above, it can be seen that all loadings are worth more than 0.5 so they do not need to be set aside. Thus, each indicator has been valid to explain each of its latent variables, namely competence, compensation, motivation and performance.

b. Composite Reliability
The statistics used in *composite reliability* or construct reliability is Cronbach's alpha And DG rho

(PCA). *Cronbach's alpha* measure limit lower mark reliability of a construct while *composite reliability* measures the actual value of a construct's reliability. *The rule of thumb* used for *composite reliability values* is greater than 0.6 and *cronbach's* value *alpha* more big from 0.6. With measurement the if the value achieved is > 0.60, so it can be said that the construct has high reliability.

Table 4: Results *Composite Reliability*

	Cronbach's Alpha
Performance	0.975
Compensation	0.760
Competence	0.795
Motivation	0.893

Source: Results Processing Data 2024

Based on table 4 above, it shows that the *composite reliability value* for performance is 0.975; compensation is 0.760; competence is 0.795; motivation is 0.893. The latent four obtained a *Cronbach's alpha value* above 0.6 so it can be said that all factors have good reliability or dependability as measuring tools.

Average Variance Extracted (AVE) describes the amount of *variance* that can be explained by items compared to the variance caused by measurement *error*. *The standard is if the AVE value is above 0.5 then it can be said that the construct has good convergent validity*. This means that the latent variable can explain an average of more than half of *the variance* of its indicators.

Table 5: Results *Average Variance Extracted (AVE)*

Research variables	Average Variance Extracted (AVE)
Performance	0.615
Compensation	0.585
Competence	0.711
Motivation	0.690

Source: Results Processing Data 2024

Based on table 5 above, it shows that the AVE value for performance as big as 0.615; compensation as big as 0.585; competence as big as 0.711; motivation of 0.690. The four variables have AVE above 0.5 so that the construct has good *convergent validity* where the latent variables can explain an average of more than half *of the variance* of its indicators.

1. Discriminant Validity

Discriminant validity examination of the reflective measurement model is assessed based on *cross loading* and comparing the AVE value with the square of the correlation between constructs. The measure of *cross loading* is comparing the correlation of the indicator with its construct and the construct from another block. Good *discriminant validity will be able to explain the indicator variable higher than explaining the variance of the other construct indicators. The following are the discriminant validity* values for each indicator.

Table 6: *Discriminant Validity*

Indicator	Performance	Kompensasi	Kompetensi	Motivasi
X1.3	0.492	0.540	0.806	0.327
X1.4	0.621	0.180	0.797	0.342
X1.5	0.627	0.460	0.920	0.507
X2.1	0.518	0.888	0.514	0.661
X2.2	0.400	0.704	0.037	0.600
X2.4	0.331	0.758	0.326	0.484
X2.5	0.499	0.693	0.481	0.398
Y2	0.831	0.550	0.628	0.626
Y3	0.746	0.511	0.678	0.481
Y4	0.859	0.370	0.477	0.517
Y5	0.689	0.302	0.258	0.395
Z1	0.316	0.290	0.130	0.688
Z2	0.556	0.544	0.215	0.845
Z3	0.575	0.634	0.484	0.879
Z4	0.606	0.643	0.467	0.857
Z5	0.613	0.733	0.512	0.981

Source: Results Processing Data 2024

Based on table 6 above, it shows that the *discriminant validity* or *loading factor value* for each variable has a higher correlation with its variables compared to other variables. Likewise with the indicators of each variable. This shows that the placement of indicators on each variable is correct.

Analysis Inner Model

R-square is a measure of the proportion of variation in the influenced (endogenous) value that can be explained by the influencing variables (exogenous). This is useful for predicting whether a model is good/bad. The *r-square* result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is is weak (bad) (Juliandi, 2018). Based on the data processing that has been carried out using the smartPLS 3.0 program, the *R-Square value is obtained* which can be seen in the image and table following:

Table 7: Results R^2

	R Square	R Square Adjusted
Performance	0.628	0.614
motivation	0.533	0.522

**Source:** Results Processing Data 2024

From table 7 above, it is known that the influence of X1, X2 and Z on Y with an r-square value 0.628 indicates that variation mark Y capable explained by variation mark X1, X2 and Z are 99% or in other

words that the model is substantial (good), and 1% is influenced by other variables. Furthermore, the influence of X1 and X2 on Z with an r-square value of 0.533 indicates that variation mark Z is able explained by the variation in the value of X1 and X2 is 90.1% or in other words, the model is substantial (good), and 9.9% is influenced by other variables.

Testing Hypothesis

Testing this is to determine the coefficient track from the structural model. The goal is to test the significance of all relationships or hypothesis testing. Hypothesis testing in this study is divided into direct and indirect influences. Based on data processing that has been done using the smartPLS 3.0 program, the image of the results of the direct and indirect influence hypothesis test can be seen in the following *path coefficient image* :
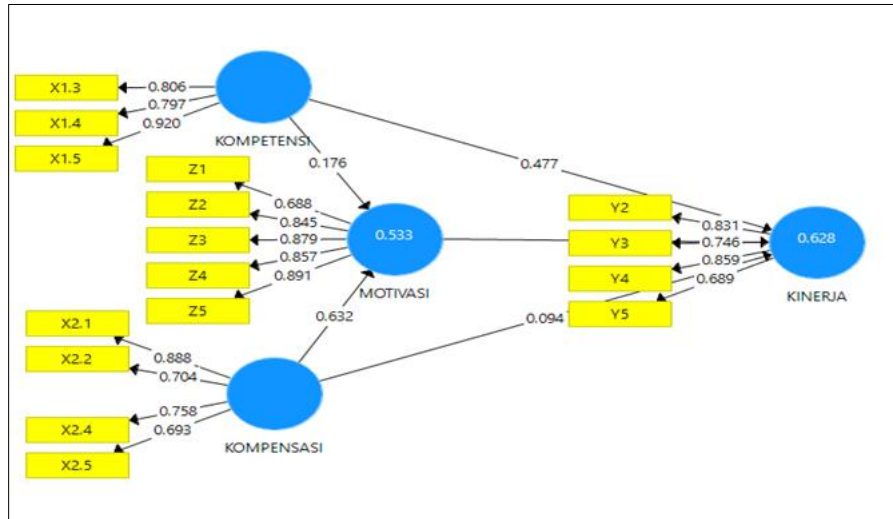
Picture 1: *T- Value*

Results test hypothesis influence direct can seen on table *path the* following *coefficients* this:

Table 8: *Path Coefficient*

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Compensation-> Performance	0.094	0.093	0.095	0.321
Compensation -> Motivation	0.632	0.639	0.090	0.000
Competence -> Performance	0.477	0.487	0.092	0.000
Competence -> Motivation	0.176	0.178	0.088	0.045
Motivation -> Performance	0.369	0.369	0.100	0.000

Source: Results Processing Data 2024

Based on Table 8, it can be stated that the hypothesis test is the effect of compensation on performance has a path coefficient of 0.094. This effect has a probability value (p-values) of 0.321 <0.05, meaning that compensation has a significant effect on employee performance in Health Workers at the Karanganyar and Kajen District Health Centers. The effect of compensation on motivation has a path coefficient of 0.632. This effect has a probability value (p-values) of 0.000 <0.05, meaning that compensation has a significant effect on motivation in Health Workers at the Karanganyar and Kajen District Health Centers. The effect of competence on performance has a path coefficient of 0.477. This effect has a probability value (p-values) of 0.000 <0.05, meaning that competence has a significant effect on employee performance at the

Karanganyar and Kajen District Health Centers. The effect of competence on motivation has a path coefficient of 0.176. The influence has a probability value (p-value) of 0.045<0.05, meaning that competence has a significant effect on motivation at the Karanganyar and Kajen District Health Centers. The influence of motivation on performance has a path coefficient of 0.369. The influence has a probability value (p-value) of 0.000<0.05, meaning that motivation has a significant effect on employee performance at the Karanganyar and Kajen District Health Centers.

Testing in General No Direct

The indirect influence between the independent variables and the dependent variables in this study can be stated as follows:

Table 9: *Specific Indirect Effects*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDE V|)	P Values
Compensation -> Motivation -> Performance	0.233	0.237	0.076	3,072	0.002
Competence->Motivation->Performance	0.065	0.064	0.036	1,824	0.068

Source: PLS 3.00

Based on Table 9 above, it can be stated that hypothesis testing is Effect of compensation to performance through motivation have a coefficient track as big as 0.233. Influence the have mark probability (p-values) of 0.000 < 0.05, meaning that motivation is able to mediate the effect of compensation on employee performance at the Karanganyar and Kajen District Health Centers and the effect of competence on performance through motivation has a path coefficient of 0.065. This influence has a probability value (p-values) of 0.068 < 0.05, meaning that motivation is able to mediate the effect of competence on employee performance at the Karanganyar and Kajen District Health Centers.

DISCUSSION

Results findings in study this is about suitability theory to research, opinions or previous research that has been put forward as the results of previous research and behavioral patterns that must be done to overcome these things. The following is a discussion of the analysis of the findings of this study as follows:

Influence Competenceto Performance

From results analysis testing hypothesis influence of competence on performance has a path coefficient of 0.477. This influence has a probability value (p-values) as big as 0.000<0.05, means competence has a significant effect on the performance of health workers at the Karanganyar and Kajen District Health Centers. This shows that competence can improve employee performance at the Karanganyar and Kajen District Health Centers where the results of this study are in line with the results of previous studies conducted by (Santoso & Widyanto, 2019,) (Pratiwi *et al*., 2020), (Wirawan & Sudarmanto, 2021), (Dewi & Setiawan, 2022), (Kurniawan & Hartanto, 2023) proving that competence has a significant effect on employee performance.

The Impact of Compensation on Performance

From the results of the analysis of the compensation hypothesis testing on the performance of health workers at the Karanganyar and Kajen District Health Centers, it has a path coefficient of 0.094. This influence has a probability value (p-value) of 0.0632>0.05, meaning that compensation does not have a significant effect on the performance of health workers at the Karanganyar and Kajen District Health Centers. This shows that the higher the compensation, the less

effect it has on performance. The results of this study contradict previous research conducted by Sitopu, Sitinjak, and Marpaung (2021) *"The Effect of Motivation, Work Discipline, and Compensation on Employee Performance".* Variables are measured through salary or wages, incentives, allowances and facilities.

The Influence of Competence on Motivation

From the results of the analysis of the hypothesis testing of the influence of competence on motivation, it has a path coefficient of 0.632. This influence has a probability value (p-value) of 0.000 <0.05, meaning that competence has a significant effect on motivation. This shows that competence can increase the motivation of health workers at the Karanganyar and Kajen District Health Centers. The results of this study are in line with the results of previous studies conducted by (Setiawan & Purnama, 2019), (Pratama & Wirawan, 2023), (Widiastuti *et al*., 2020), (Nugroho & Puspitasari, 2021), (Haryanto & Susanto, 2022), proving that Competence has a significant effect on work motivation.

The Effect of Compensation on Motivation

From the results of the analysis of the hypothesis testing of the effect of compensation on motivation, it has a path coefficient of 0.176. This influence has a probability value (p-value) of 0.045 <0.05, meaning that compensation has a significant effect on motivation. This shows that high compensation can increase the motivation of health workers at the Karanganyar and Kajen District Health Centers. The results of this study are in line with the results of previous studies conducted by (Wahyudi & Sudibyo, 2020), (Siregar *et al*., 2021), (Puspitasari & Handayani, 2022), (Dewi & Santoso, 2019), (Nugroho & Widhiastuti, 2023), proving that Compensation has a significant effect on motivation.

The Influence of Motivation on Performance

From the results of the analysis of the hypothesis testing of the influence of motivation on performance, it has a path coefficient of 0.369. This influence has a probability value (p-values) of 0.000 <0.05, meaning that motivation has a significant effect on performance. This shows that high motivation can improve the performance of health workers at the Karanganyar and Kajen District Health Centers. The results of this study are in line with the results of previous studies conducted by (Widodo & Supriyanto, 2019), (Santoso *et al*., 2020), (Puspitasari & Wirawan, 2021),

(Dewi & Hartanto, 2022), (Kurniawan & Setiawan, 2023) proving that Motivation has a significant positive effect on employee performance.

CONCLUSION

Based on the results of the research and discussion that have been presented previously, it can be concluded from the research on " Competency Development and Compensation Through Motivation on the Performance of Health Workers in Health Centers in Karanganyar and Kajen Districts" as follows: Directly, competence has a significant effect on the performance of health workers in Health Centers in Karanganyar and Kajen Districts. Indirectly, compensation does not have a significant effect on the performance of health workers in Health Centers in Karanganyar and Kajen Districts. Directly, competence has a significant effect on the motivation of health workers in Health Centers in Karanganyar and Kajen Districts. Directly, compensation has a significant effect on the motivation of health workers in Health Centers in Karanganyar and Kajen Districts. Directly, motivation is able to mediate the effect of competence on the performance of health workers in Health Centers in Karanganyar and Kajen Districts. Indirectly, motivation is able to mediate the effect of compensation on the performance of health workers in Health Centers in Karanganyar and Kajen Districts.

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