

## HUMAN RESOURCE DEVELOPMENT, COMPENSATION, AND WORK MOTIVATION FOR EMPLOYEE PERFORMANCE AT BPJS EMPLOYMENT JAKARTA BRANCH OFFICE SALEMBA

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### ABSTRACT

*Human Resources Development studies show a positive effect on employee performance. Human Resources Development directly influence on employee performance is a strong positive loading factor value by 0.992. Compensation positive and significant impact on employee performance with loading factor 0.566 and work motivation on employee performance is a strong positive loading factor value by 0.593. The contribution of Human Resources Development, Compensation and Motivation on Employee Performance which can be explained by the model is 52.10 percent. In general, the majority of employees who have education and skills acquired from the competent institutions within and outside the country hoping to get compensation viable both financially as salary, bonuses, incentives, allowances and non financial that can motivate such as position, clear career, parking facilities, car and secretarial services. In human resources development priority ranks first or which can be prioritized for improvement, followed by financial and nonfinancial compensation so that employees have a high motivation to excel.*

Keywords: Employee Performance, SEM, Influence, Contributions

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### INTRODUCTION

Employee performance is basically the work of employees for a certain period. This thought is compared with the agreed targets / targets. Of course in the assessment still consider various circumstances and developments that affect the performance. Gibson in Mahmudah (2007: 105) explains employee performance can be interpreted as work performance, namely the work results in quality and quantity achieved by a workforce in carrying out their duties in accordance with the responsibilities given to him. Every individual in an organization is required to try as much as possible to carry out his profession as well as possible. As a professional employee, it should always strive to improve its performance which is the capital for the success of an organization. The term performance comes from the word Job Performance or Actual Performance. Employee performance is very important in achieving good employee performance, it is necessary to strive for good factors to support the workforce in order to work optimally. Every company and organization will strive to improve employee performance to achieve their intended goals. Performance appraisal according to Dessler (2000: 86) is an effort to compare the actual performance of employees with the work performance expected from them. In evaluating the performance of employees not only assessing physical results, but the overall implementation of work that involves various fields such as the ability to work, craft, discipline, work relations or special matters in accordance with the field and level of work he occupies.

The development of human resources according to Ayuningtias (2007: 10) is an effort that indicates a movement towards a better or improved situation for an individual in the organization. The development of human resources has a vital role in the effort to direct, encourage, motivate the improvement or development of the abilities and skills of employees who are implemented in their work to achieve the effectiveness of human resources in the organization Lee and Bruvold, (2003: 287). Human resource development has concepts for self-development, training programs and career advancements to meet the organization's needs for expertise in the future. An employee's career is a reflection of his individual development in the level of office that can be achieved during the period of employment in the organization concerned. Therefore a career shows the role of each person or their status in the organization. Compensation is the rights of employees who must be received as compensation or compensation after they carry out their obligations.

According to Robbins in Muljani compensation based on skills is in accordance with the theory of ERG (Existence, Relatedness and Growth theory) of Alderfer, because this payment system can encourage employees to learn, improve their skills and maintain their skills. This can be interpreted, that for employees who want to meet their needs better, the provision of compensation based on skills will be a driving force for them to further improve their skills, in order to obtain higher compensation, so that their needs can be fulfilled.

Associated with the theory of need for achievement theory, giving compensation based on skills is also appropriate, because the compensation payment system can encourage employees to work more efficiently, want to learn new skills or try to improve their skills, so they are ready to face new challenges. This is quite clear, because learning new skills is a challenge for someone who wants to advance. If this challenge can be surpassed, then there will be a sense of pride for the person concerned, pride not only because of increased achievement, but because the award received also increases and satisfies him, Muljani (2002: 114).

HR Development and Employee Performance at BPJS Employment Jakarta Branch Office Salemba. improved in the sense that employees are given the opportunity to higher education to domestic and foreign universities to meet the needs of the company), newly appointed employees have previously participated in an internship or on the job training program, employees are given prior training in assignments to their work units, companies giving a certificate for the training that has been followed by the employees of the academic field obtained at the expense of the company prepared for a position higher than the current position will improve employee performance. HR Development can be done to provide educational scholarships to study in the country or abroad, increase courses or improve skills by bringing competent instructors from inside and outside the country, sending employees to national and international events both as marketing or participants related to business strategy and management development employment insurance. Based on the background above, the authors are interested in researching HR development and compensation related to employee performance.

This researchs have some problem such as HR Development affect to Employee Performance, Compensation affect to Employee Performance, and Work Motivation affect Employee Performance. As know that, the research purposes also have analyzing the influence of HR Development on Employee Performance, analyzing the influence of compensation on employee performance, and analyzing the effect of work motivation on employee performance.

## THEORITICAL

### Employee Performance

Employees as an important part of an organization / company plays a very decisive role in achieving the company's goals. Therefore the company's attention to this problem becomes very important, because poor employee performance will also have a negative impact on efforts to achieve company goals. Performance is the result of the work accomplishments that have been achieved by an employee in accordance with their task functions in a certain period, Bernadin & Russell (1993: 379). According to Fattah (1999: 19) performance or work performance (performance) is defined as: "expression of ability based on knowledge, attitudes and skills and motivation in producing something". Meanwhile according to Sedarmayanti (2001: 50) that: "Performance is a translation of performance which means work performance, work performance, work achievement, performance or work performance"

### Human Resource Development

Swanson (2008: 357) defines: "Development of human resources is a process of developing and or releasing human expertise through organizational development and training of personnel for the purpose of improving performance". In this stage of human resource development there are two aspects of important activities that cannot be separated from each other, namely training activities and human resource development activities which are intended so that the potential of employees can be used effectively. Training activities are seen as a start, namely by holding an orientation process which is then continued continuously as long as the employee is in the organization. Effendi (1993) based on CIDA (Canadian International Development Agency-translation) suggests that the development of human resources emphasizes humans both as means (means) and as the ultimate goal of development. In the short term, it can be interpreted as the development of education and training to meet immediately the technical experts, leadership, administrative staff.

### Work Motivation

Employees can carry out their duties to the maximum, among others, determined by motivation that encourages the employee to work diligently, as well as applied discipline so that the company goals can be achieved under leadership that can create a conducive atmosphere for the work environment. Every employee is not necessarily willing to mobilize his work performance optimally, so there is still a need for a driver so that someone wants to use all of his potential to work. The thrust is called motivation. Victor and Gary (1997) in Herdian (2010) say that people are usually motivated or encouraged to work in a certain position that they feel will get a reward. For Gary Dessler this statement he called the law of motivation. Based on the law of work motivation, it is necessary to motivate the work of an employee two absolute requirements, namely work ability and willingness to work. Motivation according to Hariandja (2002) is interpreted as a factor that directs and encourages a person's behavior or desire to carry out an activity expressed in the form of a hard or weak business. Understanding of employee motivation will be very important in relation to achieving goals, namely productivity and efficiency, Herdian (2010: 17).

### Compensation

A person who works or contributes to an organization in the form of a business entity, agency, etc., has the right to obtain compensation, Hasibuan (1990: 133) means "compensation is all income in the form of direct or indirect money received by employees in return for services provided to the company". According to Tohardi (2002: 411) "work compensation is everything that is received by employees as a reward for their work". Work compensation refers to all forms of wages or rewards that apply to and emerge from their work, and have two components, namely direct financial payments in the form of wages, salaries, incentives, commissions and bonuses, and there are indirect payments in the form of financial benefits such as insurance and vacation money. According to Handoko (1993) compensation is everything that employees receive as a reward for their work. Compensation is important for employees as individuals because the amount of compensation reflects the size of their work among the employees themselves, their families and communities. Compensation is often also called award and can be defined as any form of award given to employees as a reward for the contributions they give to the organization, Mutiara (2002).

### Previous research

Several previous studies related to research variables include: Researcher Dali Putra (2014: 89) entitled "Analysis of the Effects of Compensation, Career Development, and Non-Physical Work Environment on Organizational Commitment (Study at PT. Windika Utama Semarang)" using analytical techniques Multiple linear regression with a census sample of 60 employees

concluded that compensation, career development, and non-physical work environment had a positive effect on employees' organizational commitment. The biggest influence is career development and the least influential is the non-physical work environment. The implications of this study are compensation, career development, and the non-physical work environment have an equally important role in maintaining the organizational commitment of employees.

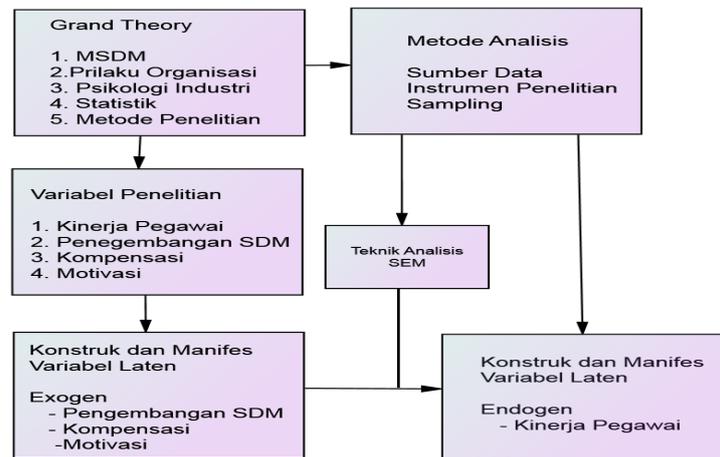
Purnamasari Research (2014: 86) with the title "The Effect of Motivation, Work Discipline, Compensation and Career Development on Employee Performance of PT. Pekalongan Branch Telkom "uses multiple linear regression analysis techniques with saturated samples (census) as many as 67 employees concluded that motivation has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, compensation has a positive effect and significant to employee performance, career development has a positive and significant effect on employee performance. Motivational variables, work discipline, compensation and career development are able to explain variable employee performance by 71.7% (Adjusted R Square) and the remaining 28.3% is explained by other variables not included in this study.

Ocean Researcher (2014: 1-9) with the title "The Effect of Financial Compensation on Performance (Study on Employees of PT. Bank Jatim Malang Branch)" using multiple linear regression analysis techniques, saturated sample method as many as 91 employees concluded individually (partially) that both variables have a significant influence on performance, namely direct financial compensation and indirect financial compensation Direct financial compensation has the strongest influence compared to direct financial compensation has the dominant influence on performance.

**RESEARCH METHODOLOGY**

**Framework**

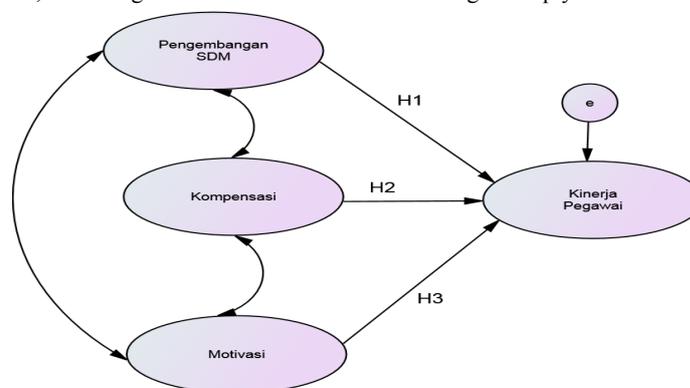
The research framework is the stages or procedures from the beginning to the end of a study. In this section successively will be discussed the framework of the framework, Hypotheses, Operational definitions, sampling methods and methods of analysis.



Gambar 3.1. Kerangka Pemikiran  
Sumber: Sugiono (2010), Ferdinand(2011), Ghozali (2011), Santoso (2002), Armstrong (2011), Swanson (2008), Malthis (2004), Robbins (2006), Parrek (1985) ,

**Research Model Framework**

Based on the above framework, the linkages between variables can be arranged simply as follows:



Gambar 3.2. Analisa Jalur Model Penelitian

**Hypothesis**

The hypothesis based on the path analysis model framework can be explained as follows:

First Hypothesis: The Effect of HR Development on Employee Performance

Second Hypothesis: The Effects of Compensation on Employee Performance

Third Hypothesis: The Effect of Work Motivation on Employee Performance

### Structural Equation Modeling

In the path analysis, it connects between exogenous latent variables to endogens so as to form a structural model.

SEM is used to test the validity and reliability of the instrument, test the effect of independent variables on the dependent variable, and test the direct and indirect effects of exogenous variables on endogenous variables. SEM should have a sample of 5-10 x number of indicators (parameters), and indicators are reflective.

#### 2). Test Indicators with Constructs or CFA (Confirmatory Analysis Factor)

CFA (Confirmatory Analysis Factor) is carried out after the Goodness of Fit test. Test Validity using CFA (Confirmatory Analysis Factor) or construct validity test (indicator) that is measuring whether the construct (indicator) is able or not to reflect its latent variables. There are 2 types of testing, such as:

##### (1). Convergent Validity

Test Validity with Convergent Validity Test, which is testing the construct (indicator) whether or not it has a high variance proportion or not. Aim to find out the validity of the indicator as a constructor that can measure what should be measured on the model presented. Convergent validity test criteria.

Structural Model  $\eta = \gamma x + z$

$\eta$  = endogenous variable  
 $x$  = exogenous variable  
 $\gamma$  = loading factor exogenous variable to endogenous  
 $z$  = error

where CR = Crical Ratio and SE = Standard Error

Meet the criteria if "Loading Factor" or "Standardized Loading Estimate" is above the cut point

0.5.

$$CR > 2SE$$

##### (2). Discriminant Validity

Test Validity with Discriminant Validity Test (fellow exogenous variables), which measures how far an indicator (construct) really differs from other indicators (constructs). Meet the criteria if the Square Root Value of AVE must be HIGHER than the Value of Correlation between Latent Variables. Convergency and validity tests will be shown in the Regression Weight Table where estimate shows the covariance value. The hypothesis for this test is:

H0: There is no significant (significant) relationship between the indicator and the construct

H1: There is no significant (significant) relationship between the indicator and the construct

The criteria that must be fulfilled is the critical comparison value CR (Critical Ratio) > 1.96 or P-Value <  $\alpha$ . If the significant level  $\alpha$  is 5 percent then P < 0.05. The \*\*\*\* sign on AMOS output is significant ie P < 0.01. By clicking Estimate on the AMOS text output, the Regression Weights Table of the AMOS output will display the CR and P values for each indicator against the construct.

### 2. Test the Structural Model

#### 1. Test the relationship between variables as a whole (Full Model)

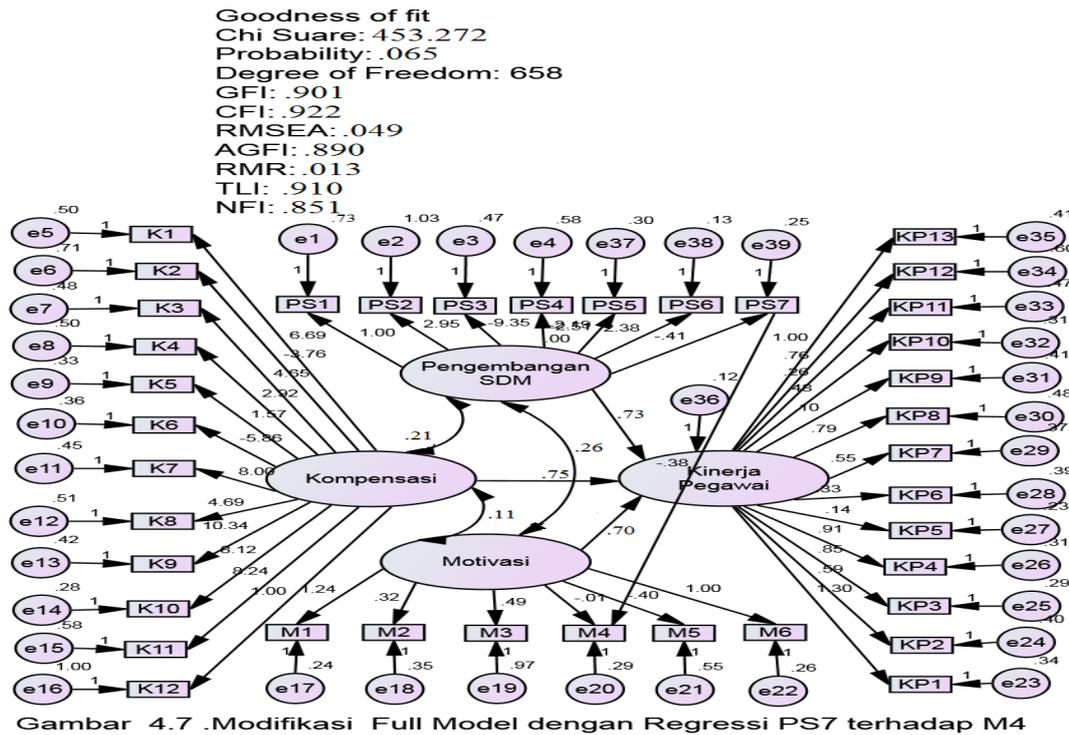
Aim to find out the effect of exogenous variables (free) with their forming dimensions each with endogenous variables (bound). Criteria: P-Value <  $\alpha$ ; reject Ho. where P-Value is the probability value of the test statistic.  $\alpha$  is a significant level, namely the area of rejection of the null hypothesis (Ho). Automatically (default) the value of  $\alpha$  in the application is installed at 5 percent. The researcher was able to change the  $\alpha$  value to be more significant at 1 percent by changing the output text settings section of AMOS.

#### 2. Large Direct, Indirect and Total Influences

The aim is to find the total influence of the exogenous variables on endogenous from the forming dimension. Total influence is the sum of direct effects and indirect effects on the path.

## RESULTS

### Full Model Modification



The fit model with a probability value  $p = 0.065 > 0.05$  and khai-kwadrat drops to 453,272. The smaller the Khai quadratic model the more fit.

Hypothesis testing

Based on AMOS Regression Weights output: (Group number 1 - Default model) to test the hypothesis using probability value  $p$  by analyzing the strength of relationships using the value of loading factors on standardized regression weights.

Table 1. Regression Weights: (Group number 1 - Default model)

Endogenous	Recursive	Exogenous	Estimate	P	Conclusion
Employee Performance	< -----	Development_SDM	.721	.041	Rejected Ho
Employee Performance	< -----	Work motivation	.691	.033	Rejected Ho
Employee Performance	< -----	Compensation	.751	.029	Rejected Ho

Source : Data processed by SPSS 18 – IBM dan AMOS 22

Table 2. Standardized Regression Weights: (Group number 1 - Default model)

The loading factor values above and the error in the structural model (e36) are 0.129, then the structural model is:

			Estimate
Employee Performance	<---	Development_SDM	.992
Employee Performance	<---	Motivation	.593
Employee Performance	<---	Compensation	.566

Source: Data Terolah SPSS 18 – IBM and AMOS 22

$$\text{Employee Performance} = 0.992 (\text{Development SDM}) + 0.566 (\text{Compensation}) + 0.593 (\text{Work Motivation}) + 0.129 \dots \dots \dots (4.14)$$

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

Test hypotheses with probability values in Table 4.26. Regression Weights p = 0.041 then Ho is rejected and the strength of the relationship with the loading factor in table 4.27 Standardized Regression Weights: is 0.992 greater than 0.5 so it can be concluded that HR Development has a positive and significant effect on Employee Performance at BPJS Employment (d / h PT. Jamsostek) Salemba Branch Office Jakarta 2015.

This result is in accordance with Castetter's theory (1982). which states that development must be seen as an activity to improve the ability of individuals to be more responsible in the system. Schuler (1992) is reducing and eliminating poor performance. In this case the development activities will improve employee performance at this time, which is felt to be unable to work effectively and is intended to be able to achieve work effectiveness as expected by the organization.

The results in accordance with previous research conducted by Hersona (2012) prove that there is a positive effect of HR Development on Employee Performance at the Karawang Regency Regional Personnel Agency, Widhi (2010) human resource development has a significant effect on employee performance, Purnamasari (2014) where influential career development positive and significant impact on employee performance, Wulandari (2014) where career development has a significant effect on performance, Afifah (2011) career development has a significant effect on Teacher performance, Firdaus (2010) Career development has a significant impact on performance and Perdana (2010) career development partial positive and significant effect on employee performance.

**The Effect of Compensation on Employee Performance**

Test hypotheses with probability values in Table 4.26. Regression Weights: p = 0.0229 then Ho is rejected and the strength of the relationship with loading factors in table 4.27 Standardized Regression Weights: is 0.566 greater than 0.5 so it can be concluded Compensation has a positive and significant effect on Employee Performance on Employment BPJS (d / h PT Jamsostek) Jakarta Salemba Branch Office 2015.

This result is in accordance with the theory of Jackson (2002), Malthis (2002) and Handoko (2012) states that giving compensation is an important factor to improve employee performance in an organization.

The results of this study are also in accordance with the results of previous studies by Samudra (2014) Financial compensation directly affects Employee Performance, Purnamasari (2014) Compensation has a positive and significant effect on employee performance, Wulandari (2014) Compensation has a significant effect on performance, Mulyadi (2012 ) Giving compensation has a positive influence on employee performance, Firdaus (2010) partially compensates significantly with performance and Widyatmini (2008) compensation has a relationship with performance

**The Effect of Work Motivation on Employee Performance**

Test hypotheses with probability values in Table 4.26. Regression Weights:

p = 0.033 then Ho is rejected and the strength of the relationship with the loading factor in Table 4.27 Standardized Regression Weights is 0.566 greater than 0.5 so it can be concluded Work Motivation has a positive and significant effect on Employee Performance at BPJS Employment (d / h PT. Jamsostek) Office Jakarta Salemba Branch 2015.

The results are in accordance with the theory of Luthans (2011), Orpen (1997), and Robbins (2002) that low employee performance and employee motivation are actually classic problems but are always updated for discussion. Motivation is a driver in the individual who gives the driving force to do something as well as possible.

This result is also in accordance with the results of previous studies by Purnamasari (2014) that partially motivation has a positive and significant effect on employee performance, Afifah (2011) motivation partially has a significant effect on Teacher performance, Herdian (2010) motivation has a positive and significant effect on performance and Prime (2010) work motivation partially has a positive and significant effect on employee performance.

Relationship between Exogenous Variables

The Covariance Table and Correlation Table for different two-way relationships with regression weight for one-way relationships.

Table 4.3 . Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Development_SDM	<-->	Compensation	.210	1.002	2.004	.0315
Compensation	<-->	Motivation	.109	1.4685	2.937	.0349
Development_SDM	<-->	Motivation	.248	1.3325	2.665	.008

Sumber : Data Terolah SPSS 18 – IBM dan AMOS 22

Based on Table 4.3 with a probability value below 0.05, the relationship between HR Development, Compensation and Motivation is significant.

Table 4.4. Correlations: (Group number 1 - Default model)

			Estimate
Compensation	<-->	Motivation	.588
Development_SDM	<-->	Compensation	.757
Development_SDM	<-->	Motivation	.542

Source: Data processed SPSS 18 – IBM and AMOS 22

The strength of the relationship between Compensation and Motivation, HR development with Compensation and Motivation with Human Resource Development based on correlation coefficient values above 0.5 means that there is a fairly strong positive relationship between the three independent or exogenous variables.

**RESULTS**

Human Resource Development is positively related to compensation, which means that the development of human resources with indicators of education and training will affect employee compensation in the form of adjusted salaries, awards in positions and positions and definite career paths. Human Resource Development has a positive effect on Employee Performance. Based on the indicators of the most powerful HR development the relationship is significant indicators, such as PS3 (Employees are given the opportunity of higher education to domestic and foreign universities to meet company needs), PS4 (Previously appointed employees have attended an internship program or on the job training (OJT)), PS1 (Employees are given prior training on assignments that are appropriate for their work units), PS2 (Companies provide certificates for trainings that employees have

participated in) and PS7 (Academic degrees obtained at company expense are prepared for more positions) the height of your current position) is worth maintaining and improving with regard to increasing employee performance. While indicators of significant Employee Performance KP1 (assignments given according to the capabilities possessed and are mandates that must be accounted for by the company and Allah SWT), KP12 (attendance and work on time throughout the year), KP4 (in emergency situations such as fires and leaders do not there are places where employees can cope with and coordinate with coworkers), KP13 (in working employees try to be friendly, look neat and use uniforms from companies) and KP3 (On their own initiative employees can provide constructive inputs to the work unit as a solution and are ready to run with full responsibility). Directly the effect of HR Development on Employee Performance is strong positively, like the value of the loading factor of 0.992.

Improvement efforts can be made through significant Compensation indicators, namely K11 (Salaries received at this time are in line with the needs of a family), K8 (coworkers in one unit provide support, comfort and pleasant atmosphere in work), K9 (Companies open opportunities together for a higher level promotion for outstanding employees), K10 (benefits received in accordance with your current group and position), K1 (all incentives received in the form of bonuses and commissions based on assignments received at the end of the year), K3 (employees have free time which is sufficient to complete the assignments given by the leader) and K4 (special facilities for the parking and secretaries tailored to the current Group and position) are maintained and improved in the hope that Employee Performance increases. Compensation has a positive and significant effect on Employee Performance with a factor loading of 0.566.

Motivation factors caused by several significant indicators are M1 (employees are motivated by difficult and challenging work.), M2 (new suggestions and ideas are valued by superiors and leaders for the benefit of the company) and M6 (relationships or relationships are well maintained between employees and employees and with superiors internally and externally) are maintained and improved in the hope that Pegawai's performance will increase. Directly the influence of Work Motivation on Employee Performance is strong positive, namely the value of the loading factor of 0.593.

The relationship between HR development and compensation (0.757) is higher than the relationship between motivation and compensation (0.588) and HR development with motivation (0.542). In general, the majority of employees who have taken education and skills obtained from competent institutions within and outside the country expect to get financially good compensation such as salaries, bonuses, incentives, allowances and non-financial motivations such as positions, clear careers, parking facilities, official cars and secretaries. Prioritizing HR development ranks first or can be prioritized for improvement, followed by financial and non-financial compensation so that employees have high motivation for achievement.

## CONCLUSION

Human Resource Development has a positive and significant effect on Employee Performance at Employment BPJS (d / h PT. Jamsostek) Jakarta Salemba Branch Office 2015. Compensation has a positive and significant effect on Employee Performance on Employment BPJS (d / h PT. Jamsostek) Salemba Branch Office Jakarta 2015. Work Motivation has a positive and significant effect on Employee Performance at BPJS Employment (d / h PT. Jamsostek) Salemba Branch Office Jakarta 2015.

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