

Employee Performance Reviewed By The Perspective Of Employee Appreciation**Zahroh¹⁾, Fikri Rido Junianto²⁾, Jinan Tibrani Baariq³⁾**^{1,2,3)} Management, Faculty of Economic and Business, Swadaya Gunung Jati University Cirebon

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Email: zahroh997@gmail.com**Abstract**

This study aims to analyze employee performance in terms of compensation variables and career development in PDAM Tirta Giri Cirebon. This type of research uses a multiple regression analysis. 58 respondents were given questionnaires as part of the research methodology, which employed quantitative techniques and primary data. Multiple regression is employed in the analytical technique, along with hypothesis testing with statistical test t for testing partial regression coefficients and statistical test f for evaluating the effect concurrently at a 5% level of significance. The variables in this study are Career Development (X1), Compensation (X2) which is the perspective of employee appreciation and also the variable Employee Performance (Y). The results of this study show that there is a significant influence both simultaneously and partially between Career Development and Compensation on Performance.

Keywords: Career Development, Compensation and Performance**INTRODUCTION**

High-quality human resources must be investigated, developed, and maintained by the Company to achieve the expected performance. (Muhammad et al., 2023) . Even if the PDAM company has a strong infrastructure, its goals will not be achieved without the help of its human resources (Anggraini, 2019) . Therefore, one form of effort to improve the performance of human resources, is to provide rewards. Among the forms of rewards that companies can give to employees are compensation and career development. Employee compensation is what they get in exchange for their services to the business. An employee is committed to the organization and values hard work.

(Kudsi et al., 2017) Career development is an effort made by employees to continue to improve their performance in order to get recognition from the company, such as promotion or promotion. Every employee must be given the opportunity to develop himself professionally. Of course, with organizational support (Wulandari et al., 2023) to support or increase the productivity of employees (Patawari et al., 2023) . However, of course, various concepts, aspects, and processes that surround the achievement of career development are not that simple. Because career development requires a series of separate work activities that have complementary relationships, are sustainable and provide meaning to the lives of employees (Azhari et al., 2023) (Shafe'i & Apriani, 2021) Examining the connection between Career Development and Compensation for Employee Performance at PDAM Tirta Giri Nata Kota Cirebon was the aim of this study.

RESEARCH METHODS

This type of research uses an associative type of research. Using associative research, researchers want to know the influence between the independent variable (which influences) the dependent variable (which is influenced). The population taken in this study is all employees of PDAM Tirta Giri Cirebon as many as 138 employees.

The sampling technique used in this study is using the slovin formula with a tolerable error rate of 10% and using sampling techniques with *probability sampling* with *simple random sampling* techniques, namely in sampling there are provisions set in the study. The sample in this study amounted to 58 employees.

Performance (Y)

The performance that is being discussed in this study is the outcome of an employee's ability to complete tasks in both quantity and quality while adhering to the obligations assigned to them. Performance is defined as the outcomes that an employee achieves in completing the duties that are given to him, taking into account his level of seriousness, experience, and skill (Hasibuan, 2014). Performance, according to Luthans (2011), is the caliber and volume of output—that is, the services—that a worker for a corporation provides. Armstrong (1999) asserts that an employee's behavior at work determines their performance. The concept of performance serves as an example of how well a policy is being implemented in terms of achieving the firm's goals, which have been planned and established in accordance with a company strategy (Moeheriono, 2010).

According to Moeheriono (2010), employee performance can also be defined as an employee's success in their work at the company where they are employed. In order to achieve good corporate work performance, it is imperative that people perform well within the organization. However, a company's human resources are not the only factors that affect how well its employees perform at work; other factors that affect performance include work procedures, technology, equipment, materials, and cash (Wibowo, 2012).

According to Mahmudi (2005), there are five aspects that affect performance: contextual, system, personal, and team circumstances. Mangkunegara (2001) asserts that aptitude, knowledge, skills, and motivation are the elements that affect performance. In the meantime, Mathis & Jackson (2006) list quantity, quality, cooperation skills, attendance, and punctuality as performance metrics.

Career Development (X1)

The process and action of preparing an employee for a future role within an organization or firm is known as employee career development. The company or HR manager has prepared a previous plan about ways that need to be done to develop the employee's career while he works at the company Fizia et al (2018). Career development, according to Ardana et al. (2012), is a personal enhancement that an individual undertakes in order to be eligible for career planning from an organization, with the goal of completing a work plan that complements the employer's workflow. Career development, in the words of Mangkunegara (2016), is personal growth that an individual undertakes in order to fulfill their own career plan. According to Handoko (2016), career development is a personal endeavor that an individual might undertake in order to realize their intended career path.

Career development, often known as career management—that is, organizing, carrying out, and overseeing careers—is the endeavor undertaken by an organization to plan the careers of its workers (Sinambela, 2016). This justification leads to the conclusion that career development is a procedure used to enhance an employee's skills and enable them to fulfill a career plan within the framework of a business.

Indicators of career growth include education, training, and work experience (State, 2014). According to Busro (2018), the goal is to modify an employee's skills and efforts to suit the needs of the company while filling key roles in the organizational structure.

Compensation (X2)

Employee compensation is what they get in exchange for their services to the business. An employee is committed to the organization and values hard work. No matter how big or tiny, compensation is a reflection of the value of the employee's labor and is therefore very essential

to them. Work satisfaction among employees can be influenced by pay. The relationship between compensation and job satisfaction is improving as it goes up. This is evident from the employees' excitement for their work. All income earned by employees in exchange for services rendered to the company, whether directly or indirectly, in the form of cash or goods, is referred to as compensation. One psychological factor that indicates a person's feelings about his or her profession is job satisfaction.

As per Hasibuan (2013), compensation encompasses all sources of revenue, whether in the form of cash or commodities, that workers obtain in exchange for their services rendered to the company. The Minister of Manpower and Transmigration (Kepmenakertrans) Decree No. KEP./49/MEN/2004, which was issued on April 8, 2004, regarding the provisions for a wage structure and scale, states that wages are the legal compensation that workers and laborers are entitled to. Wages are determined and paid in accordance with a work agreement, agreement, or statutory regulations, including benefits for workers and laborers and their families for work and/or services that have been or will be performed. This information is based on Kurniawan (2013).

Financial compensation, according to Bangun (2012), is a type of pay given to staff members in exchange for the goods and services they provide to the business. According to Sutrisno (2009), financial compensation refers to remuneration that employees receive directly from the company in the form of bonuses or salary.

According to Sunyoto (2012), financial compensation refers to benefits that employees receive from their employer in the form of salary, premiums, bonuses, holiday allowances, old-age benefits, insurance, and other similar payments.

The primary goal of delivering compensation is monetary remuneration. According to Rivai & Sagala (2011), financial compensation is a payment made by an employer to its employees.

According to Simamora (2014), perks that employees receive as part of their job relationship are included in financial awards as well as intangible services. Drawing from some of the previously mentioned research, financial compensation can be defined as an expense borne by the organization that employees must receive in exchange for their contributions to the company (Rivai, 2009). According to Rivai & Sagala (2011), there are three signs of direct financial compensation: (1) wage; (2) bonus; and (3) incentive. As defined by Rivai & Sagala (2011), indirect financial compensation is any additional compensation provided to employees in the form of funds whose payments are not made directly to them. Examples of this type of compensation include social security, insurance, benefits, pensions, treatment, and vacation time.

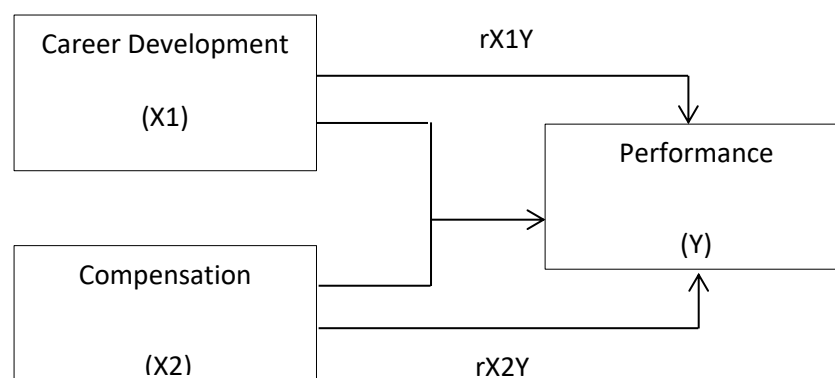


Figure 1: Research Model

Analysis Methods

Validity tests, reliability tests, multiple linear regression analyses, classical assumption tests, partial hypothesis testing with t tests, and simultaneous testing with f tests are the analysis techniques that are employed.

RESULT AND DISCUSSION

Based on the results of validity testing, it can be seen that the value of r Calculate $> r$ Table means that all statements for the variables Career Development (X1), Compensation (X2) and Performance (Y) are Valid, and can be used in the data analysis process.

All statements for the variables Career Development (X1), Compensation (X2), and Performance (Y) are reliable, and it can be concluded that all statements of variable instruments Career Development (X1), Compensation (X2), and Performance (Y) can be used in the data analysis process based on the results of reliability testing, where Cronbach's alpha value of all variables is greater than 0.70.

Table 1 Multiple Linear Regression Tests

1	Type	Unstandardized Coefficients		Standardized	t
		B	Std. Error	Beta	
	(Constant)	-1,545	3,412		,453
	PK	,691	,084	,620	8,265
	Compensation	,599	,121	,371	4,947

a. Dependent Variable: Performance

Based on the results of the table above, a multiple linear equation can be arranged as follows:

$$Y = -1.545 + 0.691 X1 + 0.599 X2$$

The following is a description of the linear regression equation that illustrates the direction of each independent variable with regard to the dependent variable:

The constant value has a negative value of -1.545. Shows that if Career Development (X1) and Compensation (X2) were constant or zero, then the Performance (Y) value would be negative at -1.545. (2) The value of the Career Development regression coefficient (X1) is positive (unidirectional) of 0.69. This indicates that Performance (Y) will improve by 0.691 if Career Development (X1) increases once. (3) There is a positive (unidirectional) compensatory regression coefficient (X2) of 0.599. Accordingly, Performance (Y) will improve by 0.599 if Compensation (X2) increases once.

Hypothesis Testing

Table 1 indicates that Career Development possesses H_1 is established that Career Development affects Performance based on Table 1. H_a is approved while H_0 is denied based on the p-value (sig) < 0.05 , which is $0.000 < 0.05$, and the $t_{(hitung)} > t_{(tabel)}$ value, which is $18.374 > 1.672$. Thus, it can be said that Performance is positively and significantly impacted by the Career Development variable. Additionally, Performance is impacted by the Compensation variable. H_a is approved and H_0 is rejected based on the evidence that the p-value (sig) < 0.05 , which is $0.000 < 0.05$, and the value of $t_{(hitung)} > t_{(tabel)}$ of $14.060 > 1.672$.

Table 2 F Test Results

	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3779,255	2	1889,627	251,801	,000b
	Residuals	412,745	55	7,504		
	Total	4192,000	57			

a. Dependent Variable: Performance
 b. Predictors: (Constant), Compensation, PK

Table 2 shows that Career Development and Compensation have a significant value of $0.000 < 0.05$ and a computed value of $251.801 > \text{table } 3.16$ concurrently. As a result, H_a is accepted while H_o is rejected, demonstrating the strong influence that Career Development and Compensation have on Performance at the same time.

The Effect of Career Development (X1) on Performance (Y) in PDAM Tirta Giri Cirebon

PDAM Tirta Giri Cirebon employees' performance is positively and significantly impacted by Career Development, as evidenced by the first hypothesis's results, which focus on the variable of Career Development on Performance and have a $t_{(\text{hitung})} > t_{(\text{tabel})}$ value of $18.374 > 1.672$ and a significant value smaller than the significant level of 0.05 or $0.000 < 0.05$, indicating H_a 's acceptance.

Effect of Compensation (X2) on Performance (Y) of PDAM Tirta Giri Cirebon Employees

The results of the second hypothesis, which relates to the variable Compensation to Performance, indicate that Compensation has a positive and significant impact on the performance of PDAM Tirta Giri Cirebon employees. The variable has a $> t_{(\text{tabel})}$ value of $14.374 > 1.672$ and a significant value smaller than the significant level of 0.05 or $0.000 < 0.05$, meaning H_a is accepted. The findings of the questionnaire, which have a high average score, show that the remuneration used at PDAM Tirta Giri Cirebon has been extremely good. Thus, it follows that employee pay may have an impact on how well they perform.

The Effect of Career Development (X1) and Compensation (X2) on the Performance (Y) of PDAM Tirta Giri Cirebon Employees

The final hypothesis test, which found that career development and compensation had a simultaneous positive and substantial impact on the performance of PDAM Tirta Giri Cirebon employees, was based on the data analysis results acquired with the aid of the SPSS 24.0 application. Examining the values $251.801 > 3.16$ and $0.000 < 0.05$ for $t_{(\text{hitung})} > t_{(\text{tabel})}$ provide proof of this. The adjusted R square test yielded a value of 0.898 , or 89.8% , indicating that career development and compensation have an impact on performance, with other variables that are not under investigation having an impact on the remaining portion. Career Development is an opportunity provided by the Company so that employees can occupy certain positions in the Company. Career development can be considered as an award given by the Company and has a direct impact on increasing compensation. Since one of a worker's primary goals is to support themselves financially through the benefits of their job, pay has a significant impact on raising employee performance. Additionally, pay shows appreciation for the hard work and accomplishments of employees.

CONCLUSION

Performance is significantly and partially influenced positively by Career Development factors. This implies that workers at PDAM Tirta Giri Cirebon will perform better the more their career development is advanced. (2) How compensation (X2) affects output (Y) Performance is significantly and partially impacted positively by compensation variables. This implies that PDAM Tirta Giri Cirebon's performance will rise in proportion to how well remuneration is applied to its workforce. (3) The Impact of Compensation (X2) and Career Development (X1) on Performance (Y) Performance in the PDAM Tirta Giri Cirebon is positively and significantly impacted by both career development and compensation variables at the same time. This indicates that the effectiveness of PDAM will be enhanced if Career Development is high and employee remuneration has been used appropriately.

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