

Analysis Of Career Development And Performance Appreciation For BPJS Employment Employees At The Medan City Branch Office And The Medan North Branch Office

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ABSTRACT

The purpose of this study is to look into how employee performance at BPJS Employment's Medan City and Medan North branches is affected by career development and awards. All 68 employees of the BPJS Employment Medan Kota Branch Office and the Medan Utara Branch Office make up the study's population. A total of 66 respondents' samples were collected. Purposive sampling is the method of sampling that is used to obtain the data. This study employs a quantitative and associative methodology. SPSS version 20.0 was used for data processing. Multiple linear regression was employed as the analysis method. The study's findings indicate that the F-value is 236.992 with a significance of 0.000, the t-value for career growth is 4.805 with a significance of 0.000, and the t-value for incentives is 4.946 with a significance of 0.000. The performance of employees at the BPJS Ketenagakerjaan Medan City Branch Office and the Medan North Branch Office is thus positively and significantly impacted by career development and awards, whether partially or concurrently.

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1. INTRODUCTION

Human Resources are assets, capital, or wealth owned by the company. Humans, as the most important element in the company's strategy, should have their individual abilities developed, so that their time, energy, and capabilities can be utilized optimally for the benefit of both the company and the individual [1]. Work ability is the activity of each individual or an organization in carrying out activities to achieve the company's goals [2]. Employees view career development factors as providing opportunities to achieve success in their work, which means employees perceive career development positively. If the work being carried out does not provide opportunities for them, it means employees perceive career development negatively. This will greatly affect performance employees [3]. Employees will be able and willing to work well and better if they are placed in positions that match their interests and abilities and can meet various needs by doing their jobs.

Performance is the outcome of the effort and conduct put forth to finish the duties and obligations given within a specific time frame [4]. A person's ability is the first measure in improving performance aimed at the results of their work. It means whether or not someone is capable of performing their job will determine their performance. Factors that can influence performance include career development and rewards [5].

Career development is the personal improvements made by an individual to achieve a career plan [6]. Career development should not only depend on individual efforts, because that does not always align with the interests of the organization. Consequently, it may be said that career development is the personal improvements made to achieve a career plan.

Awards are rewards given to motivate employees to achieve high productivity [7]. The magnitude of the award given to those entitled depends on many factors, primarily determined by the level of achievement attained. Additionally, the form of the award is also determined by the type or nature of the achievement and to whom the award is given. Every organization uses various rewards or incentives to attract and retain people and motivate them to achieve their personal goals and the organization's goals.

Rewards are efforts to attract capable people to join the organization, keep employees coming to work, and motivate employees to achieve loyalty. Rewards in the form of gifts and punishments in the workplace, gifts indicate acceptance of behavior and actions [8]. It is hoped that with the implementation of rewards, employee performance can be improved and the company can achieve its overall goals. Law Number 13 of 2003 on Manpower mandates the improvement of welfare for workers [9]. This is realized through worker protection via the BPJS Employment social security participation mechanism. BPJS Employment Medan City Branch Office and Medan North Branch Office are work units of the North Sumatra Regional Office, overseeing various BPJS Employment offices spread across different cities in North Sumatra Province. As the body responsible for providing health insurance for workers, BPJS Employment Medan City Branch Office and Medan North Branch Office require every employee to be capable of performing and completing their tasks and responsibilities well to avoid various work-related errors and to serve the community better and faster.

The results of observations and interviews with employees of the BPJS Employment Medan City Branch Office and the Medan North Branch Office indicate issues with the performance of BPJS Ketenagakerjaan employees, with an average performance achievement of 70.83% of the established target. This is due to BPJS Ketenagakerjaan employees' inability to complete their work according to the established work procedures.

2. METHOD

2.1. Research Approach

Based on the type of data and its analysis using an associative technique, this research is quantitative in nature and aims to measure or comprehend the link between two or more variables objectively with regard to social phenomena [10]. The methodology of this study is employed to ascertain the degree to which Career Development (X1) and Rewards (X2) influence Employee Performance (Y) at BPJS Employment.

2.2. Population and Sample

Population is a generalized area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then concluded. The population in this study consists of all permanent employees of BPJS Employment Medan City Branch Office and Medan North Branch Office, currently totaling 68 employees spread across various divisions within the company.

A sample is a portion of the quantity and characteristics possessed by that population. If the population is large, and the researcher cannot study everything in the population, for example, due to

limitations in funding, time, and manpower, then the researcher can use a sample taken from that population [7]. If the subjects are less than 100 people, it is better to take them all, and if the number is more than 100 people, then 10%-15% or 20%-25% can be taken. In this case, the researcher took a sample of 66 BPJS Ketenagakerjaan employees (Medan city and Medan north) who have worked for more than one year, excluding the branch head. The research is a population study.

2.3. Data collection technique

In order to gather data for this study, the situations and circumstances are first observed, and then the data is sequentially recorded. The next way to gather data is to create a questionnaire with a list of statements or questions aimed at respondents. You may also use data from books, archives, records, written numbers, and photos in reports and descriptions that can help support your research.

3. RESULTS AND DISCUSSION.

3.1. Description of Respondents Characteristics

The findings of a questionnaire that 66 respondents completed were used to determine the characteristics of the respondents. The qualities of the respondents, such as gender, age, and education, which are shown in tables 1, 2, and 3, are reflected in the characteristics of the respondents that will be discussed below.

a. Respondent Characteristics Based on Gender

The characteristics of the respondents based on gender can be seen in the following table 1:

Table 1. Gender

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Pria	31	47.0	47.0	47.0
	Wanita	35	53.0	53.0	100,0
	Total	66	100,0	100,0	

Source: Primary Data Processed with SPSS .20.0 (2024)

Based on Table 1, it shows that out of 66 respondents, the highest number are female respondents, totaling 35 respondents (53%). This table illustrates that the employees working at BPJS Employment are predominantly women compared to men.

b. Respondent Characteristics Based on Age

The characteristics of the respondents based on age can be seen in the following table 2:

Table 2. Age

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	21 - 30 Tahun	12	18,1	18,1	18,1
	31 - 40 Tahun	28	42,4	42,4	60,5
	41 – 50 Tahun	20	30,3	30,3	90,8
	> 51 Tahun	6	9,1	9,1	100,0
	Total	66	100,0	100,0	

Source: Primary Data Processed with SPSS .20.0 (2024)

Table 2 indicates that, among the 66 respondents, the largest percentage are between the ages of 31 and 40, accounting for 28 respondents (42.4%). The most prevalent employees at BPJS Employment are those between the ages of 31 and 40, as this table shows.

c. Characteristics of Respondents Based on Education

The characteristics of respondents based on education can be seen in the following Table3:

Table 3. Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA/SMK	19	28,8	28,8	28,8
	D3	7	10,6	10,6	39,4
	S1	34	51,5	51,5	90,9
	S2	6	9,1	9,1	100,0
	Total	66	100,0	100,0	

Source: Primary Data Processed with SPSS .20.0 (2024)

Based on Table 3, it shows that out of 66 respondents, the highest number are those with the highest education level of Bachelor's degree (S1), totaling 34 respondents (51.5%). This table illustrates that employees working at BPJS Employment with the highest education level of Bachelor's degree (S1) are the most dominant employees.

3.2. Validity and Reliability Testing

a. Validity test

A validity test must be carried out to ascertain the viability of the items in the questionnaire that were given to the respondents. A question item is deemed legitimate if each question's validity is more than (>) 0.30.

Table 4. Validity Test Career Development (X1)
 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1,1-1	33.6970	69.938	.864	.907
X1,1-2	34.1364	77.012	.463	.929
X1,2-1	34.1818	76.674	.550	.924
X1,2-2	33.8182	69.136	.869	.907
X1,3-1	33.8030	74.284	.643	.919
X1,3-2	33.6212	70.147	.806	.910
X1,4-1	33.8333	71.679	.700	.916
X1,4-2	33.8939	73.450	.682	.917
X1,5-1	33.8182	70.582	.811	.910
X1,5-2	33.6515	73.461	.713	.916

Source: Primary Data Processed with SPSS .20.0 (2024)

Based on Table 4 of the validity test results found in the Corrected Item-Total Correlation column, the values of the career development variable (X1) are greater than 0.30, in other words, all questions are declared valid.

Table 5. Validity Test Award (X2)
 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2,1-1	27.1061	45.912	.733	.929
X2,1-2	27.0303	47.845	.636	.936
X2,2-1	27.1970	44.591	.828	.923
X2,2-2	27.0909	43.992	.822	.923
X2,3-1	27.3030	43.138	.839	.922
X2,3-2	26.9091	45.622	.747	.928

X2,4-1	27.2121	44.724	.793	.925
X2,4-2	27.1515	46.900	.791	.926

Source: Primary Data Processed with SPSS .20.0 (2024)

Based on Table 5 of the validity test results found in the Corrected Item-Total Correlation column, the values of the reward variable (X2) are greater than 0.30, in other words, all questions are declared valid.

Table 6. Validity Test Performance (Y)
 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y,1-1	26.4242	39.971	.662	.870
Y,1-2	26.5000	39.177	.665	.869
Y,2-1	26.6515	44.538	.336	.899
Y,2-2	26.4848	37.300	.831	.852
Y,3-1	26.6818	40.528	.597	.876
Y,3-2	26.5606	37.019	.804	.854
Y,4-1	26.6515	40.323	.560	.880
Y,4-2	26.6970	38.522	.801	.856

Source: Primary Data Processed with SPSS .20.0 (2024)

Based on Table 6 of the validity test results found in the Corrected Item-Total Correlation column, the values of the performance variable (Y) are greater than 0.30, in other words, all questions are declared valid.

b. Reliability test

The reliability test is the second step in the data quality testing process. The purpose of the reliability test is to ascertain how consistently and steadily respondents answer questions pertaining to the questionnaire-formatted question construct. If a variable construct's Cronbach's Alpha value is more than (>) 0.60, it is considered reliable.

Table 7. Career Development Reliability Test (X1)

<i>Reliability Statistics</i>	
<i>Cronbach's Alpha</i>	<i>N of Items</i>
.924	10

Source: Primary Data Processed with SPSS .20.0 (2024)

All of the statements on the career development variable (X1) are deemed to be dependable or trustworthy since the test findings in Table 8 demonstrate that the Cronbach's Alpha value obtained is 0.924, which is greater than 0.60. As a result, the test results are deemed to meet the standards.

Table 8. Reliability Test of Awards (X2)

<i>Reliability Statistics</i>	
<i>Cronbach's Alpha</i>	<i>N of Items</i>
.935	8

Source: Primary Data Processed with SPSS .20.0 (2024)

Given that the resulting Cronbach's Alpha value in table 9 is 0.935, which is higher than 0.60, the test results are deemed to satisfy the requirements, and it may be inferred that all of the assertions regarding the reward variable (X2) are trustworthy or dependable.

Table 9. Performance Reliability Test (Y)

<i>Reliability Statistics</i>	
<i>Cronbach's Alpha</i>	<i>N of Items</i>
.885	8

Source: Primary Data Processed with SPSS .20.0 (2024)

Given that the Cronbach's Alpha value in Table 10 is 0.885, which is higher than 0.60, the test results are deemed to satisfy the standards, and it may be inferred that all of the statements regarding the performance variable (Y) are trustworthy or dependable.

3.3. Hypothesis Testing.

a. t-test

Partial tests essentially show the extent of the influence of each independent variable, Career Development (X1) and Competence (X2), on the dependent variable, Employee Performance. (Y). This test is conducted using a significance level of 5%.

Table 10. T-test Results (Parsial)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,615	1,231		2,125	0,038
	Pengembangan Karir (X1)	0,361	0,075	0,477	4,805	0,000
	Penghargaan (X2)	0,458	0,093	0,491	4,946	0,000
a. Dependent Variable: Kinerja Pegawai (Y)						

Source: Primary Data Processed with SPSS .20.0 (2024)

The results of the t-test show that the t-value for the Career Development variable (X1) is 4.805 with a t-table value of 1.998, indicating that the t-value $4.805 > t\text{-table } 1.998$. This is because 4.805 is greater than 1.998. The significant t-value for the Career Development variable (X1) is also less than 0.05, which is 0.000, so we reject H_0 and accept H_a . Therefore, it can be concluded that there is a positive and significant effect of Career Development (X1) on Employee Performance (Y) at the BPJS Employment Office Branch Medan City and Medan North Branch Office.

The results of the t-test show that the t-value for the Reward variable (X2) is 4.946 with a t-table value of 1.998, indicating that the t-value $4.946 > t\text{-table } 1.998$. This is because 4.946 is greater than 1.998. The significant t-value of the Reward variable (X2) is also less than 0.05, which is 0.000, so we reject H_0 and accept H_a . Therefore, it can be concluded that there is a positive and significant effect of Reward (X2) on Employee Performance (Y) at the BPJS Employment Office Branch in Medan City and the Medan North Branch Office.

Based on the hypothesis test results, it is known that the Career Development variable (X1) and Reward (X2) partially have a positive and significant effect on Employee Performance (Y), so further testing can be conducted, namely the hypothesis test with the F-test. (Simultan).

This F-test aims to simultaneously test the influence of the Work Experience variable (X1) and the Reward variable (X2) on the dependent variable Employee Performance (Y). The F-test (simultaneous test) is conducted to observe the simultaneous influence of the independent variables on the dependent variable.

Table 11. F-Test Result (Simultan)

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2966,771	2	1483,386	269,505	0,000 ^b
	Residual	346,759	63	5,504		
	Total	3313,530	65			
a. Dependent Variable: Kinerja Pegawai (Y)						
b. Predictors: (Constant), Pengembangan Karir (X1), Penghargaan (X2)						

Source: Primary Data Processed with SPSS .20.0 (2024)

The F-test results show that the calculated F value of 269.505 is greater than the table F value of 3.143, thus it can be concluded that Career Development (X1) and Rewards (X2) simultaneously have a positive and significant effect on Employee Performance (Y) at the BPJS Employment Office Branches in Medan City and Medan North.

3.4. Discussion

3.4.1 The Influence of Career Development on the Performance of BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office

The research results show that Career Development partially has a positive and significant effect on the performance of employees at the BPJS Employment Office Branches in Medan City and Medan North. This is evident from the multiple linear regression analysis through the t-test, which has a positive coefficient of 0.361 with a t-value of 4.805 and a t-table value of 1.998, indicating that the t-value > t-table and a significant value of 0.000 (sig. < 0.05). Based on these results, it can be concluded that Hypothesis 1 in this study is tested and accepted. In other words, when career development consisting of work achievements, exposure, organizational loyalty, mentors/sponsors, and opportunities for growth increases, performance will also improve.

The results of this study align with the research objectives, which aimed to determine whether career development partially has a positive and significant impact on the performance of employees at the BPJS Employment Office Branches in Medan City and Medan North Branch Office, and these objectives have been achieved. The results of this study also addressed the issue that employees do not receive fair treatment in the promotion process if they do not rely on mentors or sponsors, thus answering whether career development can improve the performance of employees at the BPJS Employment Office Branches in Medan City and Medan North Branch Office.

3.4.2 The Influence of Rewards on the Performance of Employees at the BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office.

The research results show that rewards partially have a positive and significant effect on the performance of employees at the BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office. This is evident from the multiple linear regression analysis through the t-test, which has a positive coefficient of 0.458 with a t-value of 4.946 and a t-table value of 1.998, indicating that the t-value > t-table and a significant value of 0.000 (sig.< 0.05). Based on these results, it can be concluded that Hypothesis 2 in this study is tested and accepted. In other words, when rewards consisting of certificate awards, employee development, and recognition of achievements increase, performance will also improve.

The results of this study align with the research objectives, which aim to determine whether rewards partially have a positive and significant impact on the performance of employees at the BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office. The results of this research have also addressed the issue that employees have not officially received the authority or rights to be used in their work.

3.4.3 The Influence of Career Development and Recognition on the Performance of BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office

The research results show that career development and rewards simultaneously have a positive and significant effect on the performance of BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office. This is evident from the multiple linear regression analysis through the F-test, which has a positive F-value of 236.992, while the F-table value is only 3.143 with a significance level of 0.000 (sig. < 0.05). Based on these results, it can be concluded that Hypothesis 3 in this study is tested and accepted.

The results of this study align with the research objectives, which were to determine whether career development and rewards simultaneously have a positive and significant impact on the performance of employees at the BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office, and these objectives have been achieved. The results of this study have addressed the issue that employees do not use their working hours efficiently because they often leave the office for personal interests or matters, thus the question of whether it can improve the performance of BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office through career development and rewards has been answered.

4. CONCLUSION

Career Development and Rewards, partially and simultaneously, have a positive and significant impact on the performance of employees at the BPJS Employment Employees at the Medan City Branch Office and the Medan North Branch Office, according to the study's findings based on the test results and data analysis.

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