

## **The Influence of Compensation and Career Development on Employee Performance Mediated by Job Satisfaction at the Demak District Health Office**

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Compensation, Career  
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Satisfaction, Employee  
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**Abstract:** This research investigates the effect of compensation and career development on employee performance, mediated by job satisfaction, at the Demak Regency Health Office. The study found that compensation has a positive and significant effect on job satisfaction, meaning that higher compensation increases employees' job satisfaction. Similarly, career development positively affects job satisfaction, indicating that better career development opportunities enhance job satisfaction. Furthermore, compensation positively and significantly impacts employee performance, with employees who receive adequate compensation showing better performance. Career development also contributes positively to employee performance by providing opportunities for skill enhancement and career advancement. Job satisfaction was found to have a significant positive impact on performance, demonstrating that satisfied employees are more motivated to deliver high-quality work. Additionally, job satisfaction was shown to mediate the effects of both compensation and career development on performance. This suggests that while compensation and career development directly impact performance, job satisfaction plays a crucial intermediary role in enhancing performance outcomes. These findings emphasize the importance of improving job satisfaction through adequate compensation and career development opportunities to optimize employee performance in the health sector.

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## INTRODUCTION

The Health Department is an implementing element of autonomy in the health sector that is under the direct supervision of the Regent through the Regional Secretary, with the main task of carrying out regional government affairs in the health sector based on regional autonomy. Employee performance within the bureaucracy is one of the current issues. Bureaucratic performance is seen as not optimal in providing satisfaction to the public.

Performance refers to the quality and quantity of the results achieved by an individual in carrying out their duties according to the responsibilities assigned (Mangkunegara, 2017). Performance is the level of achievement of a person in completing tasks that are their responsibility. This performance is often measured based on the outcomes in relation to the standards or objectives set by the organization (Robbins and Judge, 2013). Performance is the level of achievement of an individual or group in executing their tasks, reflecting how well the results compare to the set standards (Mathis and Jackson, 2006).

One of the factors affecting performance is compensation. The provision of compensation is part of the implementation of Human Resource Management functions related to all forms of individual rewards in exchange for performing organizational tasks. Compensation helps an organization achieve its goals and attract, retain, and maintain employees effectively. On the other hand, without adequate compensation, existing employees are likely to leave the organization or experience dissatisfaction with their compensation (Indrasari et al., 2018).

Compensation refers to all forms of income, in the form of money, goods (direct or indirect), received by employees as a reward for the services provided to the company (Hasibuan, 2017). Compensation is a reflection or measure of the value of an employee's work. Conversely, the amount of compensation can affect work performance, motivation, and job satisfaction (Notoatmodjo, 2019). Compensation is everything that employees receive in return for their work (Ajabar, 2020). Research by Dedi Rianto Rahadi et al. (2023), Didik Hadiyatno (2023), and Ida Rosyidah (2023) indicates that compensation has a significant and positive effect on employee job satisfaction, while Baiq et al. (2024) found that compensation does not significantly affect job satisfaction.

Compensation is an essential function in human resource management because it serves as a tool to attract and retain employees and is also used to improve performance (Septiani et al., 2024). Research by Prima et al. (2022), Asriani et al. (2020), and Julia Putri Widasari (2022) shows that compensation has a positive impact on employee performance, while research by Purnamawati et al. (2019) suggests that compensation does not affect employee performance.

Employee performance is also influenced by career development, which is a process in which individuals develop the skills, knowledge, and experience necessary to achieve their career goals. The relationship between performance management, productivity, and career development is supportive in creating opportunities for individual growth. Good performance management provides a solid foundation for career development. An employee with a clear understanding of their goals and responsibilities will be better equipped to plan the steps needed to achieve their career goals. Effective career management also includes employee development, which may involve training and learning relevant to career growth (Paroli, 2023). Research by Afrian (2021), Musfiratun et al. (2024), Nabila et al. (2021), and Sari & Rahyuda (2022) shows that career development positively impacts performance, while research by Asnaldi et al. (2023) shows that career development negatively impacts performance.

Job satisfaction is a positive attitude of employees toward their work, which arises based on an evaluation of the work situation. This evaluation can be made regarding one's job, with the

assessment reflecting appreciation for achieving one of the key values in the work. Satisfied employees are more likely to enjoy their work situation compared to dissatisfied employees (Umam, 2020). Job satisfaction is influenced by career development, as career development within an organization can enhance employees' attitudes toward their work, improve human resource allocation efficiency, increase loyalty among employees, and lead to higher job satisfaction (Mulyadi, 2022). Research by Sevina Putri Rahayu et al. (2024), Serli Marlina et al. (2023), and Dian Prasetyo Widyaningtyas et al. (2023) shows that career development has a positive effect on job satisfaction, while research by Suhartini et al. (2023) found that career development does not significantly affect job satisfaction.

Employee job satisfaction is an important goal in human resource management, as it can directly or indirectly influence performance and, in turn, improve service quality (Rahmadhani, 2023). Job satisfaction not only reduces stress but also enhances performance, reduces employee turnover, and decreases absenteeism (Adi et al., 2023). Research by Sigit Santoso (2024), Natalia et al. (2021), and Herman and Defieta Triastutie Ardhyanie (2019) shows that job satisfaction has a positive effect on employee performance, while research by Elizabeth Fauziek et al. (2021) suggests that job satisfaction does not significantly affect employee performance.

In Demak Regency, in an effort to improve the welfare of Civil Servants and ensure the smooth execution of government tasks, development, and public services, Demak Regent Regulation No. 7 of 2020 on Additional Income for Civil Servants in the Demak Regency Government was established, which has been amended several times, most recently with the Fourth Amendment to Demak Regent Regulation No. 26 of 2022 on Amendments to Demak Regent Regulation No. 7 of 2020 concerning Additional Income for Civil Servants in the Demak Regency Government. In Regent's Decree No. 900 17 of 2024 on additional income for civil servants in the Demak Regency Government for the 2024 fiscal year, the amount of additional income for Civil Servants is based on the TPP ceiling adjusted to the financial capabilities of the regional government for the 2024 fiscal year.

**Table 1. Achievement of Regional Performance Indicators in the Health Sector of Demak Regency in 2023**

No	Public Service Aspects	Target	Realization
1	Infant Mortality Rate (IMR)	4,9	3,41
2	Maternal Mortality Rate (MMR)	98	63,88
3	Percentage of primary health care facilities and referrals with at least medium reaccreditation	93,1	100
4	Percentage of active/independent alert villages	45,5	83

Source: Demak District Health Office, 2024

Table 1. Shows that the performance achievements in the health sector of Demak Regency for the public service aspect have not yet reached the target in achieving the AKB and AKI targets or it can be concluded that the performance of employees at the Demak Regency Health Office has not been in accordance with expectations.

Based on the problem formulation above, the objectives of this research are to analyze the impact of compensation on job satisfaction, the effect of career development on job satisfaction,

the influence of compensation on performance, the effect of career development on performance, the impact of job satisfaction on performance, and to investigate how job satisfaction mediates the relationship between compensation and performance, as well as how job satisfaction mediates the relationship between career development and performance.

## **METHOD**

The type of research that will be conducted is explanatory research because the researcher in this study will explain the relationship between variables and test the research hypothesis that has been formulated. According to Effendi & Tukiran (2018) explanatory research is a study that aims to explain the causal relationship between variables through hypothesis testing.

### **Population and Sample**

The population in this study consists of all employees at the Demak Regency Health Office who have been working for more than two years, totaling 51 individuals. The sample is drawn from this population, with all 51 employees included as the sample due to the small size of the population, which is fewer than 100 individuals. This approach follows Arikunto's (2016) recommendation that when the population is fewer than 100, it is best to include all members as the sample. The sampling technique used in this research is total sampling, where all members of the population are selected as the sample (Arikunto, 2016).

### **Data Types and Sources**

This study is an empirical research that uses quantitative data in the form of numbers to address the research hypotheses and draw conclusions. The primary data is obtained directly from respondents through questionnaires about compensation, career development, job satisfaction, and performance. Secondary data is collected from documentation, specifically the performance reports from the Demak Regency Health Office.

### **Data Collection Instruments and Methods**

The instrument for data collection in this study is a questionnaire. According to Effendi & Tukiran (2018), a questionnaire is a data collection tool consisting of a list of questions, which will later be processed to generate the required information. The questionnaire includes questions on compensation, career development, job satisfaction, and performance, with response options using a Likert scale. As stated by Hermawan (2019), the Likert scale allows respondents to express their feelings through agreement or disagreement with a statement, with response options typically ranging from three to nine points. The researcher collects data using the survey technique, distributing the questionnaires to respondents and asking them to provide complete answers, which are then collected for further analysis.

### **Data analysis**

The goal of this study is to examine the effect of compensation and career development on performance, mediated by job satisfaction, using multiple regression analysis. Before conducting the regression analysis, several statistical tests are performed. Multiple linear regression analysis is used to determine the partial effect of independent variables on dependent variables. The regression models used are outlined with job satisfaction and performance as dependent variables, and compensation and career development as independent variables. The coefficient

of determination ( $R^2$ ) measures how well the model explains the variation in the dependent variable, with values closer to 1 indicating a better explanatory power. The F-test examines whether the independent variables jointly affect the dependent variable, with significance determined by comparing the calculated F value to the critical F value or by checking the probability value. The t-test assesses the individual impact of each independent variable, where a significance value less than 0.05 indicates a significant effect. Additionally, a Sobel test is used to determine whether job satisfaction mediates the relationship between compensation and career development with performance. A significance level of less than 0.05 indicates mediation, while a value greater than 0.05 suggests no mediation.

## **RESULTS AND DISCUSSION**

### **The Effect of Compensation on Job Satisfaction**

The research findings indicate that compensation has a positive and significant effect on job satisfaction among employees at the Demak Regency Health Office. The positive regression coefficient shows that as the compensation received by employees increases, their job satisfaction also increases. Compensation enhances job satisfaction because compensation that meets expectations can fulfill employees' living needs and increase motivation to work. It also serves as a form of organizational appreciation for employees' performance, making them feel valued and boosting motivation and loyalty toward the organization. When communication aligns with expectations and job responsibilities, employees will feel satisfied. This finding is consistent with Notoatmodjo's (2019) statement that compensation reflects the value of the employee's work. Moreover, the level of compensation can influence work performance, motivation, and job satisfaction. This study's findings align with research by Dedi Rianto Rahadi et al. (2023), Didik Hadiyatno (2023), and Ida Rosyidah (2023), which indicates that compensation significantly and positively influences job satisfaction.

The level of compensation received by employees in regional bureaucracy varies depending on the local government's budget. Regions with larger budgets can offer higher incentives or allowances. In Demak, to improve the welfare of Civil Servants and ensure smooth government operations, development, and public services, the Demak Regent Regulation No. 7 of 2020 regarding Additional Income for Civil Servants has been established, which has been amended several times, most recently with the Fourth Amendment in Regent Regulation No. 26 of 2022. The Regent's Decree No. 900 17 of 2024 on additional income for Civil Servants in Demak Regency for the 2024 fiscal year also follows this guideline.

### **The Effect of Career Development on Job Satisfaction**

The research findings show that career development has a positive and significant effect on job satisfaction. The positive regression coefficient indicates that the better the career development, the better the job satisfaction among employees at the Demak Regency Health Office. Good career development in the bureaucracy can influence job satisfaction because it provides a sense of security for long-term goals and strengthens employees' sense of belonging to the organization. Transparent career development also makes employees feel valued and recognized for their potential, leading to increased job satisfaction. Effective career development enhances employee motivation and performance, thereby improving productivity and job satisfaction. This finding is consistent with Mulyadi's (2022) statement that career development within an organization can improve employees' attitudes toward their work, increase efficient

human resource allocation, build loyalty, and improve job satisfaction. Sevina Putri Rahayu et al. (2024), Serli Marlina et al. (2023), and Dian Prasetyo Widyaningtyas et al. (2023) also found that career development positively affects job satisfaction.

### **The Effect of Compensation on Performance**

The research findings show that compensation has a positive and significant effect on employee performance. The positive regression coefficient indicates that the better the compensation, the better the performance of employees at the Demak Regency Health Office. Compensation, which includes basic salary, allowances, and other non-financial rewards received by employees for their contributions to the organization, plays a significant role. Compensation that meets the written regulations and decisions, along with allowances that align with employees' expectations, motivates employees by making them feel appreciated, which allows them to focus more on their work and improve the quality of their performance. This result is consistent with the view of Septiani et al. (2024), who stated that compensation is an important function in human resource management as it serves as a tool to attract and retain employees and is also used to improve performance.

### **The Effect of Career Development on Performance**

The research results indicate that career development has a positive and significant effect on employee performance. The positive regression coefficient suggests that the better the career development, the better the performance of employees at the Demak Regency Health Office. Career development has proven to be a key driver of improved employee performance. Career development includes promotion, job rotation, competency enhancement, training, and further education. The Demak Regency Health Office is tasked with providing healthcare services to the community, which requires technical and managerial skills, as well as opportunities for enhancing competencies in the health sector. Open career development opportunities provide employees with the chance to improve their technical skills and competencies, thereby supporting better performance. This finding is consistent with Paroli's (2023) view that employees with a clear understanding of goals and responsibilities are better equipped to plan steps necessary to achieve their career objectives. Effective career management also involves employee development, which can include relevant training and education to enhance career growth and improve performance. Research by Afrian (2021), Musfiratun et al. (2024), Nabila et al. (2021), and Sari & Rahyuda (2022) suggests that career development positively impacts performance.

### **The Effect of Job Satisfaction on Performance**

The results of the study show that job satisfaction has a positive and significant effect on performance. The positive regression coefficient indicates that the higher the job satisfaction, the better the performance at the Demak Regency Health Office. Satisfied employees are proven to be a key driver for improving performance. Employees who are satisfied with their work demonstrate greater discipline, responsibility, and provide better service. Job satisfaction also motivates employees to perform their tasks more efficiently, thus enhancing productivity and performance. This result is consistent with Rahmadhani's (2023) assertion that employee job satisfaction is an important goal in human resource management because it directly or indirectly impacts performance, ultimately improving service quality. Research by Sigit Santoso (2024), Natalia et al. (2021), and Herman and Defieta Triastutie Ardhyanie (2019) indicates that job

satisfaction positively affects employee performance.

### **The Effect of Compensation on Performance Mediated by Job Satisfaction**

The mediation test shows that job satisfaction significantly and positively mediates the effect of compensation on performance. This suggests that job satisfaction plays an important role in mediating the relationship between compensation and performance. Compensation, which includes salary and allowances, directly motivates employees to improve their performance. Employees who receive the allowances they expect are likely to work harder to achieve the targets set. Compensation, in this case, functions as a direct reward that motivates employees to enhance both performance and job satisfaction. At the same time, employees remain productive due to external factors, such as job responsibilities. This finding is consistent with the view that job satisfaction is an important goal in human resource management because it directly or indirectly affects performance and improves service quality (Rahmadhani, 2023). The research aligns with Govinda & Mujiati (2022), Ramban & Edalmen (2022), Fahlevi & Chalil (2024), and Ardana (2016), who also found that job satisfaction mediates the effect of compensation on performance.

### **The Effect of Career Development on Performance Mediated by Job Satisfaction**

The mediation test results show that job satisfaction mediates the effect of career development on performance. This indicates that job satisfaction plays a role in mediating the relationship between career development and performance. Career development provided by the organization not only directly affects performance but also indirectly impacts job satisfaction. Career development, including promotion opportunities, training, skill development, and benefits, has a direct effect on employee performance. Career development efforts help employees prepare for larger and more challenging roles within the organization (Gary Dessler, 2020). Employees who feel they are given opportunities to grow and advance in their careers will be motivated to perform better. Organizations that work to improve the quality of human resources through career development, such as training, promotion, and career paths, will see an increase in job satisfaction. High job satisfaction will, in turn, encourage employees to work more effectively and meet performance targets expected by the organization. This aligns with Umam's (2020) statement that organizational factors, including structure, job design, leadership, and reward systems, affect performance. The findings are consistent with research by Sari & Rahyuda (2022), Pratama (2019), Putri & Rambe (2022), and Suprayitno et al. (2023), which found that career development affects performance mediated by job satisfaction.

## **CONCLUSION**

The research titled "The Effect of Compensation and Career Development on Employee Performance Mediated by Job Satisfaction at the Demak Regency Health Office" concludes that compensation has a positive and significant impact on job satisfaction, meaning that as the compensation provided to employees increases, their job satisfaction also improves. Similarly, career development positively and significantly influences job satisfaction, indicating that the more opportunities the organization provides for career development, the higher the employees' job satisfaction. Compensation also positively and significantly affects performance, meaning that when the compensation system meets or exceeds employee expectations, their performance improves. Career development also has a positive and significant effect on performance, with employees who are given good career development opportunities showing improved

capabilities, which leads to better performance. Job satisfaction is positively and significantly related to performance, as higher job satisfaction increases employees' internal motivation to produce optimal results, thereby enhancing performance. Additionally, job satisfaction mediates the effect of compensation on performance, meaning that good compensation does not directly improve performance but first enhances job satisfaction, which then boosts employee performance. Similarly, job satisfaction mediates the effect of career development on performance, as career development first increases job satisfaction, which in turn leads to improved performance.

### Limitations

This study was conducted exclusively within the Demak Regency Health Office, meaning the findings may not be applicable or generalizable to other government agencies in different regions or to agencies outside the health sector. Additionally, the subjects of this research were civil servants (ASN) and non-civil servants (non-ASN) in a single organization with a specific organizational structure, which limits the diversity of perspectives regarding compensation, career development, and job satisfaction.

### Implications

The study shows that job satisfaction mediates the positive effect of both compensation and career development on employee performance. Therefore, the Demak Regency Health Office should focus on improving job satisfaction, particularly by addressing areas with the lowest mean score, such as the supervision process, which was rated at 5.47 for routine monitoring. To enhance job satisfaction, the Health Office should also focus on improving career development by addressing areas with the lowest mean score, such as monitoring employee competencies, which received a rating of 5.33.

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