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CAREER DEVELOPMENT FOR BPJS KESEHATAN KABANJAHE EMPLOYEES

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Abstract— Employee development at the Kabanjahe Branch of BPJS Kesehatan Office identifies gaps in increasing employee performance. The research objective is to analyze the relationship between employees' work performance and career development at BPJS Kesehatan Kabanjahe. The research method used classical assumptions and hypothesis testing. The result of the research is that part, the variable of work performance has a good and significant relationship to the career development variable of BPJS Kesehatan Kabanjahe Branch.

Keywords— Job Performance, Career Development, BPJS, Kabanjahe.

1. Introduction

Job performance is closely related to career development because a fair work performance assessment will lead to a promising career, such as promotion and promotion. Samsudin (2014: 159) states, "work performance is the level of task implementation achieved by someone with existing abilities and the limits set for achieving organizational or company goals."

The BPJS Kesehatan Kabanjahe Branch Office still has obstacles, making it challenging to create good performance in achieving the organization's goals. Many phenomena are found related to lack of employee development, including lack of training for employees and lack of skills and expertise and possessed by employees so that there are still gaps in employee performance at the Kabanjahe Branch of BPJS Kesehatan Office. When work performance does not meet the requirements, then the manager or supervisor must take action. If the work performance is right, then the behavior needs to be maintained.

Based on observations made on BPJS Kesehatan Kabanjahe Branch employees, if an employee has good work performance and meets the requirements, the manager will take action like a promotion employee.

Table 1 Data on Promotion of BPJS Kesehatan Kabanjahe Employees in 2017-2019

No.	Year	Promotional Employee Numbers	Percentage (%)
1	2017	1	2.85
2	2018	0	0
3	2019	0	0

Source: BPJS Kesehatan Kabanjahe Branch, 2020

Table 1 shows the lack of employees in the BPJS Kabanjahe Branch getting a promotion because of not having the ability or quality of work the company wants not to get promoted.

It takes hard work and great effort for an institution to achieve satisfying achievements. Moreover, this institution was just formed and had a big task. This was what BPJS Kesehatan faced in 2014. The institution was previously known as PT. The Askes program was changed to BPJS Kesehatan and has been fully operational since January 1, 2014. The Health Insurance Program being held is arguably extensive because of reforming the health sector in Indonesia.

Table 2 Number of Employees of BPJS Kesehatan Kabanjahe Branch in 2017-2019

No.	2017		2018		2019	
	Employees	PTT	Employees	PTT	Employees	PTT
1	33	1	35	1	31	4

Source: BPJS Kesehatan Kabanjahe Branch, 2020

So it can be found that contract employees and permanent employees do not receive awards for work performance.

In creating optimal employee work performance at the Kabanjahe branch of the BPJS Kesehatan office, obstacles are still faced, so it is not easy to create good performance in achieving its goals. Many phenomena are encountered related to lack of employee development, including lack of training, skills, and expertise of employees so that there are still gaps in employee performance at the Kabanjahe Branch of BPJS Kesehatan Office.

Table 3 Data on BPJS Kesehatan Kabanjahe Employee Training for 2017-2019

No.	Year	Employee Training Figures	Employee training (%)
1	2017	12	34.3%
2	2018	7	20%
3	2019	7	20%

Source: BPJS Kesehatan Kabanjahe Branch, 2020

From the table data above, it can be concluded that the employees of BPJS Kesehatan Kabanjahe Branch do not receive training from the company due to a lack of expertise, so that there is still a gap in employee pre-service at the company.

From the observations of company researchers, it is necessary to do away, namely, to hold special training and development for employees to improve each employee's skills so that employee performance increases and creates good employee work performance and can achieve the goals set by the company.

At the Kabanjahe branch of the BPJS Kesehatan office, they undertake career development to improve the work performance of BPJS Kesehatan employees. One of the needs or desires of every employee is to have the opportunity to pursue a promising career. Employees are motivated to

improve work performance, one of which is due to an explicit career guarantee, meaning that every employee who shows good work performance will have the opportunity to improve his career well. On the other hand, employees who are not performing well will not get career advancement.

Identified existing problems as follows:

1. Lack of employee development at the Kabanjahe Branch of BPJS Kesehatan Office.
2. There is a gap in improving employee work performance at the Kabanjahe Branch of the BPJS Kesehatan office.

Based on the above background, the research problem's formulation is as follows: "How is the relationship between work performance and career development of employees at BPJS Kesehatan Kabanjahe?"

The Objective research is as follows: to identify and analyze the relationship between job performance with employees' career development in Kabanjahe Branch BPJS.

2. Theoretical Description

Dharma (2018: 1) defines "Job performance is the process of job performance or the achievement of work results given by a person or group of people."

Prensa (2018: 161) defines career development as a series of different work activities that are mutually complementary, sustainable and give meaning to employees' lives.

The indicators in career development are as follows:

1. Career planning
2. Employees should be planning his career for the future will come.
3. Individual career development
4. Every employee must accept responsibility for their career development or career advancement.
5. Career Development Supported by the HR Department
6. Employee career development depends not only on these employees but also on managers and the HR department's role and guidance.
7. The Role of Feedback on Performance
8. Without feedback regarding career development efforts, it is relatively tricky for employees for years of preparation, which are sometimes needed to achieve career development goals.

3. Relationship between Job Performance and Career Development

The relationship between work performance and career development are two interrelated variables because quality work performance will have the opportunity to pursue a career. So that all employees are motivated to improve work performance for career development for better future work.

The relationship between work performance and Gomez's career advancement in Hartatik (2019, 119) "companies and organizations conduct work performance appraisals for employees or individuals as an administrative and development step."

Administratively, a company or organization can make work performance appraisal a reference or standard in making decisions regarding employee employment conditions, including promotion to a higher career path, dismissal, and rewards or salaries. In its development, this assessment is one way to motivate and improve job skills for higher career development, including providing counseling on employee behavior and then following up with *training*.

Handoko in Sunyoto (2019: 189) defines the relationship of career development, namely "career development does not only depend on individual efforts, because this is not always following organizational interests. To direct career development to benefit the organization and employees, the human resources department often conducts training and development programs for employees".

Besides, the human resources department needs to seek management support, provide feedback to employees, and build a cohesive work environment to enhance employees' abilities and desires in carrying out career development.

4. Research Hypothesis

The research hypothesis is as follows:

Ha: There is a relationship between work performance and employee career development at the BPJS Kesehatan Kabanjahe Branch office. Ho: There is no relationship between work performance and employee career development at the Kabanjahe branch of the BPJS Kesehatan office.

5. Results and Discussion

5.1 Company Overview

BPJS Kesehatan Kabanjahe Branch, which is located at Jl. Lt. Average War-Wind No.14A, Gung Leto, Kabanjahe, Karo Regency, North Sumatra, Kabanjahe is a sub-district in Karo Regency, North Sumatra, Indonesia, which is also the capital of Karo Regency. Geographically, this city is

located in the northwest of North Sumatra Province, with an area of about 44, 65 km².

5.2 Research result

Respondents Based on Gender

Based on the research results collected through questionnaires, it was obtained the profile of respondents according to age, as shown in the following table.

Table 4 Respondents by Gender

Gender	Number of Respondents	Percentage (%)
Male	20	57.1
Women	15	42.9
Total	100	100

Based on Table 4, it can be seen that the largest number of respondents at BPJS Kesehatan Kabanjahe Branch, North Sumatra Province based on gender were 20 men with a total percentage of 57.1%, while the female gender totaled 15 people with a total percentage of 42.9. %.

Table 5 Respondents by Age

Age	Number of Respondents	Percentage (%)
<22 Years	3	8.6
22-25 Years	3	8.6
26-30 years	17	48.6
31 - 35 Years	7	20.0
> 35 Years	5	14.3
Total	35	100

Table 5 shows that the three respondents, or about 8, 6 % of respondents aged <22 years and three respondents, or approximately 8.6% of respondents aged 22-25 years. He was followed by 17 respondents or 48, 6 % of respondents aged 26-30 years. A total of seven respondents or 20, 0 % of respondents were aged over 31-35 years, and five respondents, or 14.3%, were aged > 35 years.

Table 6 Respondents Based on Latest Education

Last education	Respondents	Percentage (%)
High school	3	8.6
D3	10	28.6
S1	17	48.6
S2	5	14.3
Total	35	100

Table 6 shows that three respondents, or about 8.6% of BPJS Kesehatan Kabanjahe employees have the latest high school education, ten respondents, or around 28.6%, have the latest D3 education, 17 respondents, or about 48.6%, have the latest S1 education, and five respondents or about 14.3% of their last education was S2.

Table 7 Results of the Questionnaire Instrument Validity Test

Variable	Statement			
	Item	r count	r table	Validity
Job Performance (X)	P1	0.731	0.325	Valid
	P2	0.488	0.325	Valid
	P3	0.531	0.325	Valid
	P4	0.663	0.325	Valid
	P5	0.430	0.325	Valid
	P6	0.549	0.325	Valid
	P7	0.523	0.325	Valid
	P8	0.641	0.325	Valid
Development Career (Y)	P1	0.539	0.325	Valid
	P2	0.579	0.325	Valid
	P3	0.594	0.325	Valid
	P4	0.576	0.325	Valid
	P5	0.626	0.325	Valid
	P6	0.707	0.325	Valid

The results of the validity test on each variable are known to be valid. All the calculated r values evidence this for each indicator of the variable obtained more than the r table value, which is 0.325 at $\alpha = 5\%$ so that each indicator of each variable can be used for the next calculation step.

5.3 Reliability Test

The results of data management are first tested for validity, which is then followed by a reliability test; the following results are obtained:

Table 8 Questionnaire Reliability Test Results

Variable	Cronbach alpha > 0.60	Interpretation
Job performance (X)	0.703 > 0.60	Reliable
Career Development (Y)	0.720 > 0.60	Reliable

Source: Primary data processed, 2020

5.4 Test assumptions Classic Linearity Test

Table 9 Linearity Test**ANOVA Table**

	Sum of Squares	df	Mean Square	F	Sig.
Career development* Work performance	1465,007	12	54,490	12,347	,000
Linearity	1036,742	1	1036,742	135.65	,000
Deviation from Linearity	432,057	11	25,376	3,319	,000
Within Groups	428,265	22	7,548		
Total	1893 272	34			

Based on table 4.10 shows that the results of the *Linearity* test show the value of *Divination From Linearity* significance of 0,000, which means $0,000 < 0.05$, so there is no significant linear relationship between the *Independent Variable* (work performance) and the *Dependent Variable* (Career Development).

5.5 Hypothesis testing

T-Test (Partial)

**Table 10 T-Test (Partial)
Coefficients ^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,034	5,238		,730	,321
work performance	,731	,270	,308	10,223	,000

a. Dependent Variable: development_karir

The result of the test shows a significant value of $0.000 < 0.05$; it means that the independent variable (career development) is partially related to the dependent variable (job performance).

So H_a : partially, the achievement variable (X) has a good relationship with the career development variable (Y) at BPJS Kesehatan Kabanjahe Branch.

5.6 Correlation Test

Two variables are said to be correlated if changes in other variables are regularly in the same direction (positive correlation) or opposite or (negative correlation).

5.7 Spearman Rank Correlation Test

Table 11 Spearman Rank Test

Correlations

			work performance	career development
Spearman's rho	work performance	Correlation Coefficient	1,000	,966 **
		Sig. (2-tailed)	.	,000
		N	35	35
	career development	Correlation Coefficient	,966 **	1,000
		Sig. (2-tailed)	,000	.
		N	35	35

** . Correlation is significant at the 0.01 level (2-tailed).

Based on table 11, it can be seen that:

1. The obtained correlation coefficient is 0.966 **. The level of relationship strength (correlation) between job performance variables and employee career development is 0.966 or strong. Sign (**) means that the correlation is significant at the significance level of 0.01
2. Significance or Sig. (2-tailed) of 0,000, because of the Sig. (2-tailed) 0.000 <from 0, 05, it means that there is a significant (meaningful) relationship between job performance and career development variables.

5.8 Determination Coefficient Test

The value of determination is either zero or one. A small R² value means that the independent variable's ability to explain the dependent variable is minimal. A value close to one means that the variables provide almost all of the dependent variable's information.

**Table 12 Determination Coefficient Test
Model Summary ^b**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	, 706 ^a	, 516	, 504	2,203

a. Predictors: (Constant), performance_work

According to the table, 12 of the percentage of variable development of careers capable explained by the independent variable (coefficient) which work performance variables (X) indicated by the value of *R Square* (R²) that is equal to 0.516. This case means that career development can be explained by the independent variable with a value of 51.6%, while the remaining 48.4% is explained by other variables not examined in this study.

6. Discussion of Research Results

Based on the research results, it is proven that the work performance variable has a significant relationship with career development. This explanation means that employees will feel satisfied if the employee performance variable is increased. With these results, it can be concluded that the importance of work performance variables with career development.

From the results of data processing derived from a sample of 35 respondents, it was found that the entire questionnaire had high validity that met the criteria $r_{table} < r_{count}$, namely $0,325 < r$ of all the value of the statement items (valid). The

comprehensive questionnaire is also reliable, which meets the *Cronbach Alpha* criteria <0.60 , that is, all items statement <0.60 . The linearity test also shows that the data is $0.000 <0.05$, so there is no significant linear relationship between the *Independent Variable* (job performance) and the *Dependent Variable* (career development).

In the hypothesis test, two tests were carried out, namely the T-test (partial) and the Spearman Rank test on the correlation test. Thus the questionnaire proposed can be trusted and used as an instrument for collecting data in research.

The results of the partial test (t-test) of employee performance variables (X) obtained t_{count} of 10.223 and t_{table} value of 3.255 with a significance result of $0.000 <0.05$ then $t_{\text{count}} > t_{\text{table}}$ this means that H_a is accepted with the hypothesis which reads Partially variable work performance (X) there is a good relationship with the career development variable (Y) BPJS Kesehatan Kabanjahe Branch.

In the Spearman rank test, the correlation coefficient value is 0.966 **. The relationship's level of strength (correlation) between work performance variables and career development is 0.966 or firm, and the significance value or Sig is obtained. (2-tailed) of 0,000, because of the Sig. (2-tailed) 0,000 $<$ from 0.05, it means that there is a significant (meaningful) relationship between work performance variables and career development at the Kabanjahe branch of the BPJS Kesehatan office.

The results of the analysis show that the value of *R Square* is 0.51 6. In this case, the performance can be explained by the independent variable with a value of 51, 6 %. In contrast, the rest of 48, 4 % is explained by other variables not examined in this study. From these results, the value of *R Square* by 51, 6 % means that the independent variable is the performance can explain the dependent variable is the career development amounted to 51, 6 %.

The work performance of employees of the Kabanjahe Branch of BPJS Kesehatan results from the work achieved by a person in carrying out the tasks given by the Kabanjahe Branch of BPJS Kesehatan with the skills and experience of the employees. Based on the research results, the work performance of BPJS Kesehatan Kabanjahe Branch is related to the career development of 0.7 31, which means that career development will increase by 0.7 31 if work performance is improved.

The t-test value shows the result of $t_{\text{count}} 10.223 > 3.255$, which means that work performance has a good relationship with career development at BPJS Kesehatan Kabanjahe Branch. Thus, to keep employees' work performance increasing, therefore, work performance is an important variable to pay attention to. Thus, seen from the results of these calculations, it can be explained that there is a relationship between work performance and career development.

In general, employees tend to want to improve work performance for better career development. This means that BPJS Kesehatan Kabanjahe Branch must improve employee work performance for a better and profitable career for the company in the future following company expectations.

7. Conclusions and Recommendations

7.1 Conclusion

1. It can be seen from the t count on the employee performance variable for the results of the t-test (partial) for the employee performance variable (X) obtained t_{count} of 10.223 and the value of r_{table} 3.255 with a significance result of 0.000 < 0.05 , then $t_{\text{count}} > t_{\text{table}}$ this means that H_a is accepted with the hypothesis which reads the work performance variable (X) partially there is a good relationship with the career development variable (Y) BPJS Kesehatan Kabanjahe Branch.
2. In the determination of test results is equal to 0.516, which is that 51, 6 % of work performance variables related to career development in Kabanjahe Branch BPJS.
3. The spearman rank correlation test results of 0.966 can be said or strong and obtained a significant value or Sig. (2-tailed) of 0,000, because of the Sig. (2-tailed) 0,000 $<$ from 0.05, it means that there is a significant (meaningful) relationship between work performance variables and career development at the Kabanjahe branch of the BPJS Kesehatan office.

7.2 Suggestion

Based on the discussion previously described, suggestions that need to be submitted:

1. BPJS Kesehatan Kabanjahe Branch, North Sumatra Province, can use this study's results as a reference in providing job training to improve work performance and better career development for employees.
2. Branch Health BPJS Kabanjahe North Sumatra is expected to improve the quality of career development by giving the opportunity to all employees

participated pengembangan program to realize a successful career so that employee performance will increase.

3. For subsequent researchers are expected in order to add variables others were not examined by authors such as motivation, compensation, tops, and other factors that can improve work performance BPJS Kabanjahe Branch.

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