EFFECT OF COMPENSATION AND CAREER DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES WITH WORK MOTIVATION AS MODERATING VARIABLE

( Empirical Study on DPPKAD District Boyolali )

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HALAMAN PENGESAHAN

Yang bertanda tangan di bawah ini telah membaca naskah publikasi dengan judul:

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EFFECT OF COMPENSATION AND CAREER DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES WITH WORK MOTIVATION AS MODERATING VARIABLE

(Empirical Study At The Revenue Service Financial Management And Regional Asset District Boyolali)

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ABSTRACT

The purpose of this study was to analyze the effect of compensation and career development on employee performance and motivation to work as a moderating variable in DPPKAD Boyolali.

This research used a sample of 80 employees. The sampling method using convenience sampling method that is where the sampling is done from the employees are easy to find and are willing to become respondents. Data analysis tool used in the research are moderating regression analysis (MRA).

These results indicate that 1) the compensation significant effect on the performance of employees, 2) career development does not affect the performance of the employee, 3) work motivation does not affect on the performance of employee, 4) compensation with the motivation to work as a moderating variable does not affect the performance of the employee, 5) career development and motivation to work as a moderating variable is not affect the performance of the employee.

Keywords: Compensation, Career Development, Work Motivation, Employee Performance

INTRODUCTION

Background Of The Problem

The success of an organization in achieving the goals of the organization to achieve its vision and mission depends on the role and quality of human resources that exist within the organization. Therefore human resource
development continuously in order to obtain qualified human resources, so that the work can provide optimal results.

Human resource management tasks associated with efforts to manage the human element with all its potential to be done as effectively as possible so as to obtain human resources satisfied (satisfied) and satisfying (satisfactory) for the organization.

Several studies on the effect of compensation and career development to employee performance has been carried out. However, results of these studies still show inconsistency. There are a number of researchers that reveal the influence of compensation to employee performance, ie Arfindy Parerung, et al (2014) mentions that the compensation effect is not significant effect on the performance of employees. Meanwhile, according to Aprilia Windy Murty and Gunasti Hudiwinarsih (2012) and Angga Putra Ocean, et al (2014) compensation significant effect on the performance of employees. Furthermore, according to Frisky Lakoy Gainer (2013) career development does not affect the performance of the employee. Meanwhile, according Arfindy Parerung, et al (2014) and Hambarwati (2011) career development have a significant effect on the performance of the employee because of career development is an increase in the ability of individual work. Furthermore, according hambarwati (2011) motivation does not affect the performance. Meanwhile, according to Diah Dilian Earth (2014) and Leonardo Agusta and Eddy Madiono Sutanto (2013) and Windy Aprilia Murty and Gunasti Hudiwinarsih (2012) motivation has significant influence on employee performance.

This study developed a research that has been done by Windy Aprilia Murty and Gunasti Hudiwinarsih (2012). The motivation of this study is to analyze the effect of compensation and development on employee performance and motivation to work as a moderating variable. This study eliminates the variables of organizational commitment and adding variables career development and motivation to change into a moderating variable. The sample used in this study was 80 employees from 95 employees DPPKAD Boyolali. Based on the description, the authors are interested in doing research with the title: "EFFECT OF COMPENSATION AND CAREER DEVELOPMENT OF PERFORMANCE BY WORKING AS MOTIVATION moderating variables (Empirical Study on DPPKAD District. Boyolali)".

**Research Purposes**

Based on the formulation of the problem above, the purpose of this study was to analyze the effect of:

1. Compensation for employee performance
2. Career development for employee performance
3. Work motivation for employee performance
4. Work motivation on the relationship between compensation and employee performance
5. Work motivation on the relationship between career development and employee performance
Research Advantage

Based on the above research objectives, the expected benefits of this research are as follows:

1. For Practitioners
   The results of this study are expected to be taken into consideration for policy makers in making policies related to compensation, career development, and motivation to work so that the employee's performance is increased.

2. For Researchers
   The results of this study are expected to increase understanding of compensation, career development, performance, and motivation.

3. For Further Research
   The results of this study are expected to increase the knowledge of the reader as well as a reference or a material consideration in future research and as an addition to scholarly discourse.

4. For Government
   The results of this study can be used as an evaluation of the implementation and application of compensation, especially in government agencies

Writing System

Systematic of writing in this study consists of five chapters, with the following description:

Chapter I contains a summary of the overall introduction to describe the contents of a general overview of the research and analysis of the performance of the employee who becomes the object of this research. This chapter describes the background of the problem, the formulation of the problem, the purpose of research, the benefits of research and systematic writing. Background problem describes the effect of compensation and career development on employee performance and motivation as a moderating variable. And there is a problem that describes the formulation of the problem issues that will be discussed. The purpose of the study outlines the goals to be achieved in the study. Restrictions problem giving limitations in the research problems that do not deviate. Benefits menguraikan research on the benefits to be drawn from the study for researchers, students and faculty, as well as the faculty and the university.
Chapter II of the literature review contains the theoretical foundation, framework, hypotheses. On the theoretical basis will be explained about the theories of each variable. The framework describes the relationship between the independent and dependent variables. Contains hypotheses about the provisional estimates of the study.

Chapter III of the research methodology which contains the population and the sample, the operational definition of variables, data types and sources of data, methods of data research and data analysis methods. The population in this study were all employees in DPPKAD Boyolali. Meanwhile, the entire sample is DPPKAD employees totaling 85 people. The operational definition of variables to explain the definition of dependent and independent variables. The type of data in this study using primary data. In analyzing this hypothesis using MRA (Moderating Regression Analysis).

Chapter IV describes the data analysis and discussion describes the general picture of the results of research, testing the quality of data collection, assuming the test results, and the results of hypothesis testing. Described in more detail in the discussion on the application of research methods, comparing the results with existing criteria, proving the hypothesis, as well as answers to questions that have been mentioned in the formulation of the problem.

Chapter V is a concluding chapter contains the conclusions derived from the results of the research, the research limitations or constraints in research, as well as suggestions that need to be delivered, both for companies and for further research.

LITERATURE REVIEW

Compensation

According to Garry Dessler (1997) definition of compensation are all forms of remuneration or reward that flows to employees and arising from the employment (M. Yaniv, 2012). Meanwhile, according to Hani Handoko T. (2001) compensation is everything received by employees as remuneration for their work. Meanwhile, according to Martoyo Susilo (2000), compensation is defined as the overall arrangements for the provision of fringe benefits "employers" and "employees" either directly in the form of money (financial) or indirect pecuniary (nonfinancial). From these definitions can be realized that a clear compensation will be able to increase or decrease the work performance, job satisfaction and employee motivation. Therefore important that the organization's attention to the settings correctly and fair compensation be sharpened.

Principle-the principle of compensation
Malay SP Hasibuan (2002), stated that in order for the implementation of compensation programs can be run effectively, then the compensation program must apply the principles of compensation are:

1. Fair principle, meaning that the amount of compensation provided to employees must be tailored to the job performance, job type, job risks, responsibilities, and meet the requirements of the job position internally consistent.
2. The principle feasible and reasonable, meaning that compensation provided to employees must be able to meet their needs at the level of normative ideal.

Purpose Compensating
Accordingly Susilo Martoyo (2000) states that the purpose of compensation is:

1. Meeting the needs of the economy as an employee or economic security for employees;  
2. Encourage employees better and more active;  
3. Show that the company is progressing;

According to Keith Davis and Werther W.B. (1996) in general, compensation management objective is to assist companies in achieving strategic objectives and ensure the fairness of internal and external. External Justice ensures that the work is compensated equitably by comparing the same job in the job market.

Career Development

According to V. Rival and Sagala EJ (2009) career development is the process of improving the ability of individual work accomplished in order to achieve the desired career. It can be concluded that career development is a continuous process through which individuals through personal efforts in order to realize the goal of career planning tailored to the conditions of the organization.

Career Development Model
From the development of the concept by Byars and Rue in Kurnia, then we know the three models of career development, namely:

1) Model life cycle (life cycle model) is a career development that are uncertain. Someone will move to the position more through various stages, the organization is also a very large role in determining a person's career.
2) Model-based organizations, namely the development of a model that explains that one's career is going through the stages of a career, but in this model also explained that in the process of career
development there is a learning process for employees to have a definite career path.

3) Model directional pattern. In this model of guided or directed employees to make their own decisions about how fast they want to progress in their careers.

Career Development Purpose
During this career development carried out by the company with the following objectives (Kurnia, 2002):

1) Meet the needs of the company's human resources quickly and timely.
2) Provide information on the organization and employees about potential career paths within the organization.
3) Maximize programs existing human resources by integrating activities related to career employees (selection, assignments, development, and management) with the plan of the organization.

Career Development Advantage
Organizations should play an active role in planning the employee's career. Career planning needs to be addressed because the plans show a variety of human resources staffing needs of the organization in the future and are associated with career opportunities. Handoko Hani T. (2001) describes the benefits that would be obtained if the organization or department personnel involved in planning and career development are as follows:

1. Develop employees who can be promoted.
2. Reduce employee turnover.
3. Uncover potential employees.
4. Encourage growth.
5. Reduce landfill.
6. Satisfy the needs of employees.
7. Assist the implementation of action plans that have been approved.

Employee Performance
According As'ad (2004.48) is the performance results achieved according to the size of a person who applies for the job in question. According Mangkunagara (2001.67) performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. According Mahsum (2006.25) performance (performance) is an overview of the level of achievement of the implementation of the activities / programs / policies in realizing the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization.
According Handoko (2001: 135), performance appraisals (performance appraisal) is a process that is carried out in the organization evaluate or assess the performance of its employees. Prawirosentono (1999: 244) states that, the assessment of a person's performance include the following:

a. General assessment, including an assessment of the amount of work, quality of work, ability to work in teams, the ability to communicate with co-workers or superiors, attitudes or behaviors and encouragement (initiative) to carry out the work.

b. Assessment or skills (skills), include: assessment of technical skills, the ability to make good decisions, leadership (to encourage his friends to work better), administrative capacity (set the order in which the right), and the creativity and innovation that results more jobs okay.

c. Assessment in the ability to plan and work schedule, especially for employees who have responsibilities (work tasks), including arranging the time and effort to reduce the cost.

Contingency theory

Contingency is a condition or situation that is expected to happen, but probably will not happen (Oxford dictionary). Several previous studies have shown some inconsistency between the researchers with other researchers in studying the effect of compensation and career development, employee performance. Some studies suggest that there may be other variables that must be considered in the relationship between the two. Steps taken to resolve the differences in the results of these studies can be completed with a contingency approach.

Work Motivation

Motivation is a psychological boost that directs a person toward a goal. This definition was developed based on the theory of Maslow's hierarchy of needs that have been developed by Gordon (Henry Simamora, 2006). Meanwhile, according to Sukanto Reksohadiprodjo and T. Hani Handoko (2000) definition of motivation is a state in the person who drives the desire of individual performance certain activities to achieve the goal.

Triguna (2001.58) says that motivation is an important component in the success of a work process, because it contains elements of an incentive for someone to do a job and gathered. Robbins (2002.198) suggests motivation is the willingness to issue a high level of effort toward organizational goals, conditioned by the effort's ability to meet the individual needs. From the description it appears that someone is willing to take action or activity because of their individual needs and individual needs vary from person to person other.
Framework and Hypotheses Development

Figure II. 1:

1. Effect of compensation to employee performance
   In a previous study conducted by Frisky Lakoy Gainer (2013) partially compensated no significant effect on employee performance. Meanwhile, according Angga Putra, et al (2014) financial compensation effect on performance. So the first hypothesis in this study is:
   \( H_1 \) : *Effect of compensation to employee performance*

2. Influence on the performance of the employee's career development
   In a previous study conducted by Arfindy Parerung, et al (2014) career development significantly affect employee performance. So the second hypothesis in this study is:
   \( H_2 \) : *Influence on the performance of the employee's career development*

3. Effect of work motivation to employee performance
   In a previous study conducted by Ana Sri Ekaningsih (2012) work motivation significantly affect the performance of the employee. So the third hypothesis in this study is:
   \( H_3 \) : *Work Motivation positive effect on employee performance*

4. Influence motivation to work on the relationship between compensation and employee performance
   In a previous study conducted by Windy Aprilia Murty and Gunasti Hudiwinarsih (2012) variable compensation and motivation directly have a significant influence on employee performance. So the third hypothesis in this study is:
   \( H_4 \) : *Influence motivation to work on the relationship between compensation and employee performance*
5. Influence motivation to work on the relationship between career development and employee performance
The results of previous studies conducted by Agusta and Eddy Madiono Leonardo Sutanto (2013) career development and motivation direct and significant positive effect on employee performance. So the fourth hypothesis in this study is:
\[ H_5 : \text{Influence motivation to work on the relationship between career development and employee performance} \]

RESEARCH METHODS

Types of Research
This study is a survey and classified in the explanatory research that seeks to explain the relationship between variables by testing specific hypotheses that have been formulated (Masri Singarimbun, 2003: 5).

The data used is primary data collected directly from the field, which is obtained by observation, survey and provide a list of questions to the respondent and the assessment of compensation and career development on employee performance and motivation to be a moderating variable.

Population and Sample
For this study, the target population is a civil servant who worked in DPPKAD Boyolali. Based on the monthly employment report in December 2014 of the Organization and Personnel Section DPPKAD Boyolali, the population of civil servants working in DPPKAD Boyolali with a total of 95 people. In this study sampling using convenience sampling technique where sampling was conducted of employees are easy to find and are willing to become respondents.

According to Roscoe (in Sekaran, 2006) provides a general reference for determining the sample size in the study that a decent sample size of more than 30 and less than 500 is appropriate for most of the research, and the research multivariate (including multiple regression analysis). The number of samples in this study were 80 respondents.

Method Of Collecting Data
Collecting data in this study using questionnaires conducted by distributing questionnaires to the respondents. The questionnaire method is a technique of data collection is done by giving a set of questions or a written statement to the respondent replied (Sugiyono, 2010: 199). The division is done by distributing
questionnaires for data entry form available to the employees. Samples were selected namely permanent employees Revenue Service Finance and Asset Management District Boyolali.

DATA ANALYSIS AND DISCUSSION

Research Data Collection

This study was conducted on employees Revenue Service Finance and Asset Management District Boyolali. The process of data collection in this study conducted by distributing questionnaires hello to the respondent, and the answers of the questionnaire prepared for testing hipotesi raised. The criteria used as the basis for selecting members of the sample in the study was the Department of Finance and Asset Management Revenue District Boyolali, willing to be the respondent and complete data, in order to obtain a sample of 80 employees. The results of the deployment of 80 copies of the questionnaire obtained the following results:

<table>
<thead>
<tr>
<th>No.</th>
<th>Explanation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Questionnaires were distributed</td>
<td>80</td>
</tr>
<tr>
<td>2.</td>
<td>The number of questionnaires returned</td>
<td>80</td>
</tr>
</tbody>
</table>

Respon rate = 80/80 x 100% = 100%

Source: Primary Data

Based on Table IV. 1 can be explained that the number of questionnaires distributed to the respondents amounted to 80 questionnaire. It is known that the 100% or the 80 questionnaires were returned and analyzed.

Reliability Test

Here are the results of testing the reliability of the variable compensation, career development, employee performance, and motivation shown in the following table:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha</th>
<th>Critical Value</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>0.720</td>
<td>0.060</td>
<td>Reliable</td>
</tr>
<tr>
<td>Career Development</td>
<td>0.722</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.688</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
<tr>
<td>Motivation</td>
<td>0.792</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Data processed
The above table shows the results of reliability testing in the table above that the Cronbach's Alpha value > 0.60, so it can be concluded that all statements in this study expressed reliable.

**Multiple Regression Coefficient Analysis**

Hypothesis testing using MRA analysis (Moderating Regression Analysis). This analysis is used to determine the effect of the independent variable on the dependent variable. The results of multiple regression coefficient analysis are shown in Table IV.13:

Table IV.13
Results of Multiple Regression Coefficient Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Regression Coefficient</th>
<th>taccount</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constanta</td>
<td>9.477</td>
<td>0.546</td>
<td>0.587</td>
</tr>
<tr>
<td>Compentation</td>
<td>2.124</td>
<td>3.174</td>
<td>0.002</td>
</tr>
<tr>
<td>Career Development</td>
<td>-0.285</td>
<td>-0.347</td>
<td>0.729</td>
</tr>
<tr>
<td>Motivation</td>
<td>1.281</td>
<td>1.453</td>
<td>0.150</td>
</tr>
<tr>
<td>Motivation_Comp</td>
<td>-0.092</td>
<td>-0.263</td>
<td>0.100</td>
</tr>
<tr>
<td>Motivation_Career Dev</td>
<td>0.027</td>
<td>0.640</td>
<td>0.524</td>
</tr>
</tbody>
</table>

\[ F_{\text{account}} = 6.139 \]
\[ \text{Sig} = 0.000 \]

Source: Data processed

Based on Table IV.13 obtained regression equation as follows:

\[ Y = 9.477 + 2.214\text{KOMP} - 0.285\text{PK} + 1.281\text{MK} - 0.092\text{KOMP_MK} + 0.027\text{PK_MK} + e \]

Explanation :

\[ Y \] : Variable Rate Understanding Accounting
\[ \beta \] : Regression coefficients
\[ \text{KOMP} \] : Variable Compentation
\[ \text{PK} \] : Variable Career Development
\[ \text{MK} \] : Variable Work Motivation
\[ e \] : Error

The regression equation explains that:

The constant value (a) of 9.477 to 0.587 significant (p> 0.05), meaning if a high employee performance supported by compensation, career development, and motivation.
B_1 coefficient values indicate a positive coefficient of 2.214 which means that the performance of employees will be increased if supported by compensation.

B_2 coefficient values indicate a negative coefficient of -0.285 in order to know that the career development has not been able to improve employee performance.

B_3 coefficient values indicate a positive coefficient of 1.281 means that the performance of employees will increase if supported by motivation.

B_4 coefficient values indicate a negative coefficient of -0.092 means that although supported by the compensation and motivation more than the boss has not been able to improve employee performance.

B_5 coefficient values indicate a positive coefficient of 0.027 means that the performance of employees will be increased if it is supported by a career development as well as providing more motivation from superiors.

Discussion

1. Hypothesis Test Results 1
Based on the analysis in this study variable compensation is known t_{count} 3.174 with a significance level of p-valueses besar 0.002 < 0.05. Therefore, the compensation has a significant effect on the performance of employees. Compensation is required to retain employees with a decent standard of living. Giving compensation a strategic human resource functions which have a significant impact on the functions of other human resources. From the analysis and testing of hypotheses about the compensation to employee performance can be explained that the higher compensation will improve employee performance DPPKAD Boyolali high also. Results of research conducted Sukmaawati Fatima (2008), Windy Aprilia Murty and Gunasti Hudhiwarnsih (2012), Dilian Diah Earth (2014), Angga Putra, et al (2014), and Arfindy Parerung, et al (2014) which shows the results of research that compensation affect the performance of the employee.

2. Hypothesis Test Results 2
The results of the analysis in this study to be known motivational variables t_{count} -0.347 with a significance level of p-valueses besar 0.729 > 0.05. Therefore, career development does not affect the performance of the employee. Career development is the process of working one's progress through the series of stages that each series has a difference in tasks, activities and relationships. From the analysis and testing of hypotheses about career development on employee performance produced that career development is not able to improve employee performance. The results of this study do not support the research conducted by Arfindy Parerung, et al (2014), Frisky Lakoy Gainer
(2013), and Leonardo Agusta and Eddy Madiono Sutanto (2013) which shows the results of research that affects the performance of the career development of employees.

3. Hypothesis 3 Test Results
The results of the analysis in this study to be known motivational variables \( t_{\text{count}} = 1.452 \) with a significance level of \( p \)-value of \( 0.150 > 0.05 \). Therefore, the motivation does not affect the performance of the employee. Work motivation is as something that makes people act or behave in certain ways. From the analysis and testing of hypotheses about work motivation on employee performance resulting work motivation is not able to improve employee performance. The results of this study support the research conducted by Frisky Lakoy Gainer (2013) which shows the results of research that motivation does not affect the performance of the employee.

4. Hypothesis Test Results 4
The results of the analysis in this study to be known \( t_{\text{count}} = -0.263 \) motivational variables with a significance level of \( p \)-value of \( 0.100 > 0.05 \). Therefore, the interaction between compensation and motivation does not affect the performance of the employee. Compensation is all the income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company. Motivation is a view which is used as a guide to give a boost to the motivation of employees therefore often interpreted also as a driver of a person's behavior, and motivation also value on employee performance. From the analysis and testing of hypotheses about the interaction between compensation and motivation are not able to improve employee performance. From the analysis and testing of hypotheses about the interaction between compensation and motivation on employee performance generated that compensation and motivation on employee performance DPPKAD Boyolali not been able to improve performance. The results of this study support the research conducted by Ana Sri Ekaningsih (2012) and Gainer Frisky Lakoy (2013) which shows the results of research that motivation does not affect the performance of the employee.

5. Hypothesis Test Results 5
The results of the analysis in this study to be known \( t_{\text{count}} = -0.640 \) motivational variables with a significance level of \( p \)-value of \( 0.524 > 0.05 \). Therefore, the interaction between career development and motivation does not affect the performance of the employee. Career development is a series on attitudes and behaviors related to work activities and experiences throughout one's life. Motivation is an important component in the success of a work process, because it contains elements of an incentive for someone to do a job and gathered. From the analysis and testing of hypotheses about the interaction between career development and motivation are not able to improve employee performance. From the analysis and testing of hypotheses about the interaction between career development and motivation on employee performance is
produced that career development and motivation on employee performance DPPKAD Boyolali not been able to improve performance. The results of this study do not support the research conducted by Agusta and Eddy Madiono Leonardo Sutanto (2013), and Hambarwati (2011).

CLOSING

Conclusion

Based on the results of the study, data analysis and discussion in the previous chapters, the conclusion and the research are as follows:

1. Compensation significant effect on employee performance. It is shown from the results of t-test, which showed \( t_{\text{count}} (3.174) \) is greater than \( t_{\text{table}} (2.021) \) with a significant \( 0.002 < \alpha = 0.05 \). Therefore, \( H_1 \) is supported statistically.

2. Career development does not affect the performance of the employee. It is shown from the results of t-test, which showed \( t_{\text{count}} (-0.347) \) is smaller than \( t_{\text{table}} (1.992) \) with a significant \( 0.729 > \alpha = 0.05 \). Therefore, \( H_2 \) is not supported statistically.

3. Work motivation does not affect the performance of the employee. It is shown from the results of t-test, which shows \( t_{\text{count}} 1.453 < t_{\text{table}} 1.992 \) with a significant \( 0.150 > \alpha = 0.05 \). Therefore, \( H_3 \) is not supported statistically.

4. Interaction compensation and motivation does not affect the performance of the employee. It is shown from the results of t-test, which showed \( t_{\text{count}} (-0.263) \) is smaller than \( t_{\text{table}} (1.992) \) with a significant \( 0.100 > \alpha = 0.05 \). Therefore, \( H_4 \) is not supported statistically.

5. Career development does not affect the performance of the employee. It is shown from the results of t-test, which showed \( t_{\text{count}} (0.640) \) is smaller than \( t_{\text{table}} (1.992) \) with a significant \( 0.524 > \alpha = 0.05 \). Therefore \( H_5 \) is not supported statistically.

Limitations of Research

In the implementation of this study course there are limitations experienced, but this limitation does not reduce the expected benefits to be achieved. These limitations include:

1. The study was conducted in DPPKAD in Boyolali so that the results only reflect on the performance of employees in Boyolali.
2. Moderation variables used in this research work motivation can not show that the motivation to work as a moderating variable, so that future studies should
use other behavioral variables and conditional factors as moderating variables that can affect the performance of the employee.

3. Data obtained from the respondents’ answers are based on the perception that the response can cause problems if it is different interpretations of the respondents perception of the instrument questions presented and the real situation.

**Suggestion**

Based on the conclusions obtained as well as the limitations of the study, so the suggestions presented are as follows:

1. For further research object of research can be done by extending the object of study in another DPPKAD or other services.
2. Future studies should consider other variables that may affect the performance of karyawan and develop moderating variables other than motivation.
3. In addition to wearing the questionnaire can also be added so that the interview data obtained describe the real situation.

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