



# Protean Career development And Social Compensation On Employee Performance Balai Konservasi Sumber Daya Alam (BKSDA) Jawa Tengah

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## ABSTRACT

This study aims to determine the partial and simultaneous effect of protean career development and social compensation on performance of Balai Konservasi Sumber Daya Alam (BKSDA) Jawa Tengah employees. This study uses an associative approach to determine the relationship between the independent variables and the dependent variable. The population in this study were 160 employees. The sample that will be used in this study uses the Slovin formula with a significance level of 10% and a sample of 62 employees is obtained. Data collection using questionnaires and data analysis using multiple linear regression analysis. The results of this study indicate that the protean career development variable partially has a significant effect on employee performance. The social compensation variable partially has no significant effect on employee performance. Simultaneously the variables of protean career development and social compensation have a significant effect on employee performance 17.5%. And the remaining 82.5% is influenced by other variables.

## 1. INTRODUCTION

Natural Resources Conservation Center (abbreviated as Balai KSDA or BKSDA) is a technical unit at the level of echelon III (or echelon II for large halls) under the Directorate General of Conservation of Natural Resources and Ecosystems of the Ministry of Environment and Forestry of the Republic of Indonesia. These agencies are tasked with managing conservation areas, especially forest nature reserves (wildlife reserves, nature reserves) and natural tourism parks, besides that the KSDA Balai is also responsible for supervising and monitoring the circulation of protected plants and animals in their territory, including monitor the efforts of captive breeding and maintenance of protected plants and animals by individuals, companies, and related conservation institutions. Completion of the work of the Balai KSDA must be in accordance with the work standards and established procedures, for example discipline, seriousness in work, obedience, honesty and cooperation. Facing very dynamic external changes, agencies are required to improve employee performance so that the agency can develop. Byars and Rue (2007) state that performance is the result of an employee's abilities and duties. Several factors of employee performance in a company, including career development and social compensation. Career development and social compensation are important needs for employees in a company. Through career development, an employee will have a desire to improve performance in order to achieve the desired career path in a directed manner. According to Arismunandar and Khair (2020) stated that career development is a staffing activity that aims to assist employees in planning careers in a company for the future, so as to optimize the self-development of the employee and the company. Protean career according to Kusumawati (2009) is a series of tasks or a person's work that is tailored to the goals of each individual.

All energy and thoughts given by employees in working are not merely a form of self-devotion to the company, but with the intent and purpose of expecting rewards in the form of compensation in accordance with the performance performed. With good compensation, it is expected that an employee

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can work harder and be enthusiastic at work. According to Hasibuan (2016) compensation is a reward or service provided by the company to employees in the form of material directly or indirectly. According to Michael and Weintin (1993) compensation is grouped into 3 types, namely activity compensation, material compensation, and social compensation. With social compensation, employee interaction needs are met and good cooperation is established between employees so that employee performance increases.

Previous research that discusses employee performance which is influenced by protean career development and social compensation still leaves controversial results. Research conducted (Saleh et al., 2019) shows the results that there is a direct positive and significant effect of protean career development and social compensation on employee performance, so the application of protean career development in a company is a career based on the will of the employees themselves. The difference in results is shown in the research conducted by Katidjan et al. (2017) which results that compensation has no significant effect on employee performance and career development has no significant effect on employee performance. From the explanation above, it can be explained that there are differences in research results related to the relationship between the effects of protean career development and social compensation on employee performance. So this article aims to analyze and describe the effect of protean career development and social compensation on the performance of the Central Java Natural Resources Conservation Center (BKSDA) employees.

Based on the problems above, this study aims to determine how the influence of protean career development and social compensation partially or simultaneously on the performance of the Central Java Natural Resources Conservation Center (BKSDA) employees.

## **2. LITERATURE REVIEW**

### **Protean Career Development**

According to Sinambela (2016) career development is defined as an effort in employee career planning carried out by a company called career management, which includes career planning, implementation and supervision. Career development is an effort made to achieve the desired career path. While the Protean career according to Kusumawati (2009) is a series of tasks or a person's work that is tailored to the goals of each individual. A career or career that is always changing in one's work on the basis of directing oneself to achieve goals, namely psychological success (Widyanti, 2018). According to Briscoe and Hall (2006), protean careers are classified into two indicators, namely self-directed and value driven. Self-directed is an effort to achieve the desired career success that is carried out alone without the intervention of others or organizations in managing behavior at work, while value driven is a balance of decisions taken for their own career interests with their values and goals (Briscoe & Hall, 2006).

Career development partially has a significant effect on performance (Syahputra & Tanjung, 2020). Company management regarding good career development can make employees' abilities develop so as to improve employee performance (Katharina & Dewi, 2020). This research is also supported by research results which state that compensation, job analysis, and career development patterns on the performance of employees of PT. Angkasa Pura II (Persero) Kualanamu Branch Office conducted by Arismunandar and Khair (2020) obtained compensation results and the pattern of career development partially had a significant effect on employee performance. Employees in order to work well need good knowledge and abilities, through career development it is expected to improve the performance of human resources of a company. Career development also plays an important role in producing reliable and competent employees in the company's needs. By increasing the ability and knowledge of employees so that the performance of these employees has a good performance.

H1: Good protean career development will improve employee performance.

### **Social Compensation**

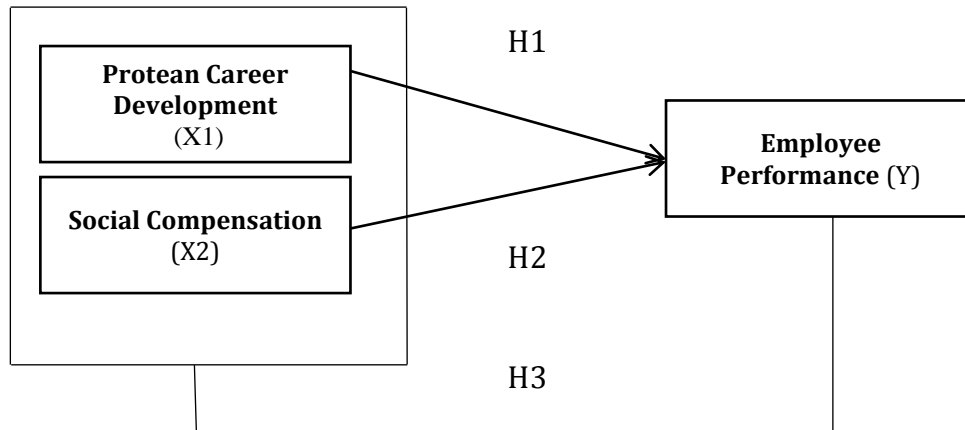
According to Hasibuan (2016) compensation is a reward or service provided by the company to employees in the form of material directly or indirectly. How much the level of compensation given reflects the recognition, status and level of needs of employees and their families can be met (Saputra & Suwandana, 2020). According to Michael and Weintin (1993) compensation is grouped into 3 types, namely activity compensation, material compensation, and social compensation. Social compensation is closely related to the need for employee interaction. The dimensions of social compensation according to this study are awards for achievements, promotions and tenure security. Partial social compensation has a significant effect on employee performance (Arismunandar & Khair, 2020). Research (Saleh et al., 2019) states that social compensation has a significant influence in improving the performance of employees of a company and is supported by research which states that compensation has an effect on employee performance (Hendro, 2017). Companies can create an increase in employee performance through the provision of appropriate social compensation.

H2: Good social compensation will improve employee performance.

H3: Protean career development and social compensation increase employee performance simultaneously.

**Employee Performance**

Employee performance according to Mangkunegara (2005) is defined as the work achieved by employees in their job responsibilities in terms of quality and quantity. Byas and Rue (2007) say that performance is the result of an employee's abilities and duties. While good performance is a reflection of the work shown by employees, it can be used as a basis for evaluating employees and companies (Arianty et al., 2016). It can be concluded that employee performance is the result of work achieved by employees through the ability and responsibility in carrying out their duties. The success rate of employee performance can be obtained by the presence of performance benchmarks, including quality, quantity, responsibility, initiative, cooperation and obedience (Mangkunegara, 2000).



**Figure 2.1. Conceptual Framework**

**3. METHODS**

This study uses a quantitative approach. This research will be conducted at the Central Java Natural Resources Conservation Center (BKSDA), which is located on Jl. Suratmo No. 171, Manyaran, Kec. West Semarang, Semarang, Central Java. The population in this study were 160 employees. The sampling technique that will be used in this study uses the Slovin formula with a significance level of 10%, so that a sample of 62 employees is obtained. Protean career development is indicated by two indicators, namely Self-directed is an effort to achieve the desired career success which is carried out alone without interference from other people or organizations in managing behavior at work. And value driven is balancing the decisions taken for their own career interests with their values and goals. The indicators of social compensation used are rewards, promotions, and tenure security. The indicators used to measure the performance of an employee are quality, quantity, responsibility, initiative, cooperation and obedience. Data collection techniques used questionnaires and measurements were used to measure the respondents' perceptions of the variables, namely the Likert scale 1 to 5. The processing of the data obtained in this study was analyzed with SPSS statistical tools.

**4. RESULTS AND DISCUSSIONS**

**Protean Career Development on Employee Performance of the Central Java Natural Resources Conservation Center (BKSDA)**

The results of the t test show that the tcount of the protean career development variable is 3.241, greater than  $t_{table} = 2.001$  and the significance value is 0.002 less than 0.05. So that there is a significant effect of the protean career development variable partially on the employee performance variable. It can be concluded that the first hypothesis which states that protean career development has a significant effect on employee performance is accepted. This result is in line with the results of research by Syahputra and Tanjung (2020), Arismunandar and Khair (2020), and Katharina and Dewi (2020). This is indicated from the results of the respondents from the Central Java Natural Resources Conservation Center (BKSDA) who have the drive from themselves to continuously improve and achieve success in terms of the career they want (Self-directed). In addition to this, employees are also very considerate of decisions concerning

their own careers with the value of their goals (Value Driven). With the development of a protean career, employees will have the impetus to improve their performance.

### **Social Compensation on the Performance of Central Java Natural Resources Conservation Center (BKSDA) Employees**

The results of the t-test show that the tcount of the social compensation variable is 0.342, smaller than  $t_{table} = 2.001$  and the significance value is 0.733, which is greater than 0.05. So that there is no significant effect of partial social compensation on employee performance. It can be concluded that the second hypothesis which states that social compensation has a significant effect on employee performance is rejected. These results are in line with the research of Katidjan et al. (2017). This study shows that social compensation as indicated by rewards, promotions, and tenure certainty can be used as motivation for employees but not entirely it can be used as a basis for employee performance. This is because a person's motivation in improving his performance can be influenced by different factors. The Center for Human Resources Conservation (BKSDA) of Central Java is expected to motivate employees to improve their performance through the provision of other forms of compensation.

### **Protean Career Development and Social Compensation on Employee Performance of the Central Java Natural Resources Conservation Center (BKSDA)**

The results of the f test show fcount of 6.269, greater than  $f_{table}$  of 3.150 and a significance value of 0.003 less than 0.05. The results of the coefficient of determination test ( $R^2$ ) the effect of protean career development and social compensation variables on employee performance variables is 0.175 or 17.5%. And the remaining 82.5% is influenced by other variables not examined. So that there is a significant effect of protean career development and social compensation variables simultaneously on employee performance variables. It can be concluded that the third hypothesis which states that protean career development and social compensation simultaneously have a significant effect on employee performance, is accepted. These results are in line with the research of Saleh et al. (2019) and Hendro (2017).

Protean career development and social compensation have a role in improving the performance of Central Java Natural Resources Conservation Center (BKSDA) employees. It is hoped that the Central Java Natural Resources Conservation Center (BKSDA) can maintain and continuously improve the performance of its employees through increasing transparency of information regarding career development and facilities that can support the career advancement of its employees and provide equal opportunities for every employee who has the potential to develop themselves, and develop a career in the organization. And also further increase other compensation to employees so that employee performance increases and the goals of the Agency can be achieved.

## **5. CONCLUSION**

The conclusions drawn from the results of research and discussion are as follows: there is an effect of protean career development on the performance of Central Java Natural Resources Conservation Center (BKSDA) employees. There is no effect of social compensation on the performance of the Central Java Natural Resources Conservation Center (BKSDA) employees. There is a simultaneous influence of protean career development and social compensation on employee performance variables at the Central Java Natural Resources Conservation Center (BKSDA) of 17.5% and the remaining 82.5% is influenced by other variables not examined. Based on the conclusions above, the authors recommend the following suggestions: to improve and maximize employee performance, it is hoped that the Central Java Natural Resources Conservation Center (BKSDA) will further increase the transparency of information regarding career development and facilities that can support the career advancement of its employees and provide equal opportunities for every employee who has the potential to develop themselves and develop their careers in the organization, A structured career development pattern can also provide encouragement to Central Java Natural Resources Conservation Center (BKSDA) employees to improve their performance in order to maintain their tenure and achieve the desired position in a directed manner and For further researchers, it is hoped that they can develop the results of this study and add more variable indicators that can affect employee performance.

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