

Original Article

Employee Performance Improvement from the Provision of Compensation, Work Environment, Expertise, Job Description and Motivation At Puskesmas Genuk Semarang

Sukardi

Faculty of Economics and Business, Universitas 17 Agustus 1945 Semarang, Indonesia

Received: 05 June 2022

Revised: 15 July 2022

Accepted: 19 July 2022

Published: 31 July 2022

Abstract - The purpose of the study was to determine the effect of compensation, work environment, skills, job description and motivation on employee performance at the Puskesmas Genuk Semarang. The population in this study were the employees of the Public Health Center of the District of Genuk Semarang, which amounted to 57 employees. The sampling method used in this study is the census sampling method, namely taking samples by taking all the existing population. So, the sample that will be used is 57 people. The data used are primary data using a questionnaire. Data analysis used multiple linear regression. The results showed that the provision of compensation had a positive and significant effect on employee performance in the Puskesmas Genuk Semarang District. The work environment positively and significantly affects employee performance at the Genuk District Health Center, Semarang. Expertise positively and significantly affects employee performance at the Genuk District Health Center, Semarang. The job description positively and significantly affects employee performance at the Genuk Subdistrict Health Center, Semarang. Motivation positively and significantly affects employee performance at the Puskesmas Genuk Semarang District.

Keywords - Compensation, Work environment, Skills, Job description and employee motivation and performance.

1. Introduction

The success of an institution in carrying out activities to achieve a goal is always dealing with human resources because human resources will regulate and manage other resources owned by the organization to help realize the institution's goals. The human resources owned by the institution must be competent and have a high level of performance in carrying out their assigned responsibilities. Each institution has specific strategies for achieving its goals. In achieving its objectives, management must maintain a balance between conflicting goals, objectives, and activities of interested parties; it is necessary to increase work and utilize the potential of human resources owned by employees to achieve the goals of the institution.

Organizations to be able to survive and thrive in conditions of business competition; the organization must be able to develop and process the company's resources to achieve its goals. Human resources, in this case, must continue to be developed because, unlike machines that always carry out the same activity every time, humans experience changes and developments according to various challenges currently being faced and overcome properly.

Organizational goals can be achieved if supported by human resources who show high work performance. Organizations must create conditions that encourage and enable employees to develop and improve their abilities and skills optimally. Employees who work should be treated as well as possible so that employees have good

performance and achieve company goals. The desired performance is supported, among others, by leadership, work motivation, work environment, job description and employee performance (Hasibuan, 2014).

One of the factors that affect employee performance is compensation. According to Hasibuan (2014), compensation was all income in the form of money or goods received by employees directly or indirectly as a reward for services provided to companies/organizations. The purpose of providing compensation is as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, and discipline, as well as the influence of labor unions and the government.

Compensation is also an award given by employees, either directly or indirectly, financially and non-financially, which is fair to employees for their contributions to achieving organizational goals, so that compensation is very much needed by any company/organization to improve the performance of its employees. Public sector organizations receive compensation to improve organizational performance by providing adequate services for the wider community. Performance is said to be good if the agency can provide satisfactory service. On the other hand, the performance is bad if the agency cannot provide adequate services to the community.



Previous research on the effect of compensation on employee performance was conducted by Prasetyani and Ikasari (2012), Cahyadi (2014), Njoroge and Kwasira (2015) and Ratnasari (2016), which resulted in compensation having a positive and significant effect on employee performance. In contrast to the research conducted by Fauziah et al. (2016), compensation had no significant effect on employee performance.

Another factor that affects employee performance is the work environment (Artana, 2012). The work environment includes the environment in which the employee works. According to Nitisemito (2010), the work environment was everything in the workers' environment that can affect them in carrying out the assigned tasks. Permana (2011) stated that the type of work environment was divided into the physical and the non-physical. The physical work environment was all physical conditions around the workplace that can affect employees directly or indirectly. In contrast, the non-physical work environment was all conditions related to work relationships, both with superiors and with fellow subordinates, colleagues, or relationships with subordinates (Permana, 2011).

The organization must always consider the two types of work environments above. The two cannot be separated just like that. Sometimes, organizations prioritize one type of work environment above, but it would be even better if both were carried out optimally. In this way, employee performance can be maximized. The role of a leader is needed in this case. Leaders must be able to create a good work environment and be able to improve employee performance.

A good work environment is certainly hoping for every employee because with a good work environment, and employees will be able to carry out their duties well. A good work environment can automatically affect employee performance. The influence of the environment on employee performance has been carried out by previous studies, including those conducted by Yasa and Utama (2014) and Susetyo, Kusmaningtyas and Tjahjono (2014) resulted in research that the work environment had a positive and significant effect on employee performance. In contrast to the results of research conducted by Arianto (2013), which resulted in research on the work environment having no significant effect on employee performance.

In addition to compensation and work environment factors, other factors that affect employee performance are skills. According to Robbins and Judge (2008), expertise is the individual's capacity to perform various tasks in a job. Expertise is an individual assessment consisting of two groups of intellectual and physical factors. The performance of employees with high expertise will be able to affect the achievement of organizational goals. The influence of expertise on employee performance has been carried out by previous studies, including those conducted by Cahyadi (2014), Prasetyani and Ikasari (2012) and

Saragih (2015), which resulted in expertise research having a positive and significant effect on employee performance. In contrast to the results of research conducted by Yona (2018), which results in expertise research, it has no significant effect on employee performance.

Another factor that affects employee performance is the job description. The job description is a written statement outlining the functions, duties, responsibilities, authorities, working conditions and certain other aspects of work (Pattisahusiwa, 2013). The job description guides the company to its employees in their duties. The clearer the job description is given, the easier it is for employees to carry out tasks according to company goals so that it impacts their performance. Pattisahusiwa conducted this study on the effect of job descriptions on employee performance (2013), Mustikawati and Kurniawan (2014) and Syelviani (2017), which resulted in a job description having a positive and significant effect on employee performance. In contrast to the results of research conducted by Komara and Anisah (2016), job descriptions had no significant effect on employee performance.

Motivation can also affect employee performance. Work motivation is an important factor in improving employee performance. For this reason, human resources who are ready and able to move forward with the organization to achieve the desired common goals are a non-negotiable need. According to Hasibuan (2009), motivation is an employee's encouragement or mental attitude of employees that leads or encourages behavior towards the achievement of needs that provide satisfaction. The importance of motivation is because motivation is the thing that causes, distributes and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because managers share work with their subordinates to be done well and integrated into the desired goals. Organizations not only expect capable, capable and skilled employees, but most importantly, they have the desire to work hard and achieve good performance.

Previous research on the effect of work motivation on employee performance was conducted by Susan, Gakure, Kiraithe and Waititu (2012), Juniantara (2015), Novyanti (2015) and Agustrian (2015), which resulted in work motivation having a positive and significant effect on employee performance. Different from the results of research conducted by Utomo (2014), which resulted in work motivation not having a significant effect on employee performance. The results of these different studies indicate a research gap where it is important further to investigate the relationship between work motivation and employee performance

Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time (Hasibuan, 2014).

Employee performance is the result of the thought and energy of an employee on the work he does, which can be seen and counted. Still, in many cases, the results of thought and energy cannot be counted and seen, such as ideas for solving problems and innovations. A product of goods or services can also be an invention of more efficient work procedures. The performance of employees greatly affects the success of an organization. If the employee's performance is good, the company's performance will increase.

Conversely, if the employee's performance is bad, it can cause a decrease in company performance. Human resources are the company's most important assets because of their role as the subject of implementing policies and operational activities. For a company to exist, it must have the courage to face challenges and their implications, namely to face change and win the competition. Resources owned by the company, such as capital, methods and machines, cannot provide optimal results if human resources do not support them with optimal performance. Employee performance can be consistent if at least the organization always pays attention to the work environment around employees, which can affect a person's ability to carry out their duties such as leadership, work motivation and employee work environment (Hasibuan, 2014). The Public Health Center of Genuk Subdistrict, Semarang, is experiencing problems with employee performance that is less than optimal. It is due to the lack of manpower at the Genuk District Health Center, Semarang.

The main objectives of this study are: to determine and examine the effect of compensation on employee performance at the Public Health Center of Genuk District, Semarang. To find out and test the work environment's effect on employees' performance at the Subdistrict Health Center of Genuk Semarang. To determine and test the effect of expertise on employee performance at the Genuk District Health Center, Semarang. To determine and test the effect of expertise on employee performance at the Genuk District Health Center, Semarang. To find out and test the effect of job descriptions on employee performance at the Genuk Subdistrict Health Center, Semarang. To find out and test the effect of motivation on employee performance at the Genuk District Health Center, Semarang.

2. Literature review

2.1. The Effect of Compensation on Employee Performance

According to Hasibuan (2014), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to companies/organizations. The purpose of providing compensation is as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, and discipline, as well as the influence of labor unions and the government.

Compensation is also an award given by employees, either directly or indirectly, financially and non-financially, which is fair to employees for their contributions to achieving organizational goals, so that compensation is very much needed by any company/organization to improve the performance of its employees. Public sector organizations receive compensation to improve organizational performance by providing adequate services for the wider community. Performance is said to be good if the agency can provide satisfactory service. On the other hand, the performance is bad if the agency cannot provide adequate services to the community. Previous research on the effect of compensation on employee performance has been conducted by Prasetyani and Ikasari (2012), Cahyadi (2014), Njoroge and Kwasira (2015) and Ratnasari (2016), which resulted in compensation having a positive and significant effect on employee performance. Based on the description above, the research hypothesis can be formulated as follows: H1: Compensation has a positive and significant effect on employee performance at the Puskesmas Genuk Semarang District

2.2. The Influence of the Work Environment on Employee Performance

The work environment includes the environment in which the employee works. According to Nitisemito (2010), the work environment is everything in the workers' environment that can affect them in carrying out the assigned tasks. Permana (2011) states that the type of work environment is divided into the physical and the non-physical. The physical work environment is all physical conditions around the workplace that can affect employees directly or indirectly. In contrast, the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow subordinates, colleagues, or relationships with subordinates (Permana, 2011).

The organization must always consider the two types of work environments above. The two cannot be separated just like that. Sometimes, organizations prioritize one type of work environment above, but it would be even better if both were carried out optimally. In this way, employee performance can be maximized. The role of a leader is needed in this case. Leaders must be able to create a good work environment and be able to improve employee performance. A good work environment is certainly hoped for every employee because with a good work environment, employees will be able to carry out their duties well. A good work environment can automatically affect the performance of employees.

The influence of the environment on employee performance has been carried out by previous studies, including those conducted by Yasa and Utama (2014) and Susetyo, Kusmaningtyas and Tjahjono (2014) resulted in research that the work environment had a positive and significant effect on employee performance. Based on the description above, the research hypothesis can be

formulated as follows: H2: The work environment has a positive and significant effect on employee performance in the Puskesmas Genuk District, Semarang

2.3. The Effect of Expertise on Employee Performance

According to Robbins and Judge (2008), expertise is an individual's capacity to perform various tasks in a job. Expertise is an individual assessment consisting of two groups of factors intellectual and physical. High expertise will be able to affect employee performance.

The influence of expertise on employee performance has been carried out by previous studies, including those conducted by Cahyadi (2014), Prasetyani and Iksari (2012) and Saragih (2015), which resulted in expertise research having a positive and significant effect on employee performance. Based on the description above, the research hypothesis can be formulated as follows: H3: Expertise has a positive and significant effect on employee performance in the Puskesmas Genuk District, Semarang

2.4. The Influence of Job Description on Employee Performance

The job description is a written statement outlining the functions, duties, responsibilities, authorities, working conditions and certain other aspects of work (Pattisahusiwa, 2013). The job description guides the company to its employees in their duties. The clearer the job description is given, the easier it is for employees to carry out tasks according to company goals so that it impacts their performance.

Research on the effect of job descriptions on employee performance has been conducted by Pattisahusiwa (2013), Mustikawati and Kurniawan (2014) and Syelviani (2017), which resulted in job descriptions

having a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows: H4: Job description has a positive and significant effect on employee performance at the Puskesmas Genuk Semarang.

2.5. The Effect of Motivation on Employee Performance

Work motivation is an important factor in improving employee performance. For this reason, human resources who are ready and able to move forward with the organization to achieve the desired common goals are a non-negotiable need. According to Hasibuan (2009), motivation is an employee's encouragement or mental attitude of employees that leads or encourages behavior towards the achievement of needs that provide satisfaction. The importance of motivation is because motivation is the thing that causes, distributes and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because managers share work with their subordinates to be done well and integrated into the desired goals. Organizations not only expect capable, capable and skilled employees, but most importantly, they have the desire to work hard and achieve good performance.

Previous research on the effect of work motivation on employee performance was conducted by Susan, Gakure, Kiraithe and Waititu (2012), Juniantara (2015), Novyanti (2015) and Agustrian (2015), which resulted in work motivation having a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows: H5: Motivation has a positive and significant effect on employee performance at the Genuk District Health Center, Semarang

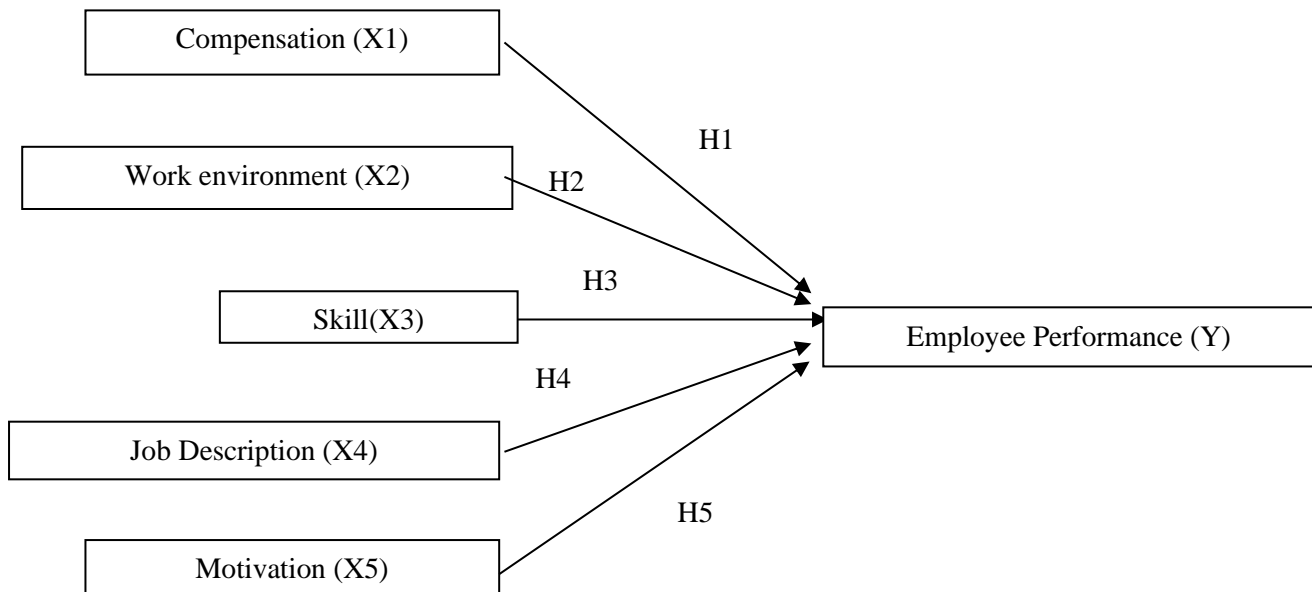


Fig. 1 The Influence of Compensation, Work Environment, Skills, Job Description and Motivation Models on Employee Performance

3. Research Methods

3.1. Population and Research Sample

The population in this study were employees of the Public Health Center of Genuk Semarang District, amounting to 57 people. The sample of this research is the employees of the Public Health Center of Genuk District, Semarang. The sampling method that will be used in this study is the census sampling method

3.2. Operational Definition of Variable

Provision of Compensation (X1) was all income in the form of money, goods directly or indirectly received by employees in return for services provided to companies/organizations (Hasibuan, 2014) with indicators of Salaries, Incentives, Allowances, Holidays, Pensions, and Official Wear

The Work Environment (X2) was everything around the workers that can affect themselves in carrying out the assigned tasks (Permana, 2011) with indicators of Lighting, Air, Noise, Security, and Cleanliness.

Expertise (X3) Expertise was the individual's capacity to perform various tasks in a job (Robbins and Judge, 2008) with indicators 1. Ability to work 2. Education 3. Years of service

Job Description (X4) Job description is a written statement that describes the functions, duties, responsibilities, authorities, working conditions and certain other job aspects (Pattwasahusiwa, 2013), with indicators 1) Authority, 2) Responsibilities, responsibility, 3) Working conditions 4) Work facilities 5) Work output standards

Motivation (X5) Work motivation is an employee's encouragement or mental attitude of employees that leads

or encourages behavior towards the achievement of needs that provide satisfaction (Hasibuan, 2009), with indicators 1) Work achievement in the agency 2) Position in the agency 3) Can help colleagues 4) Get recognition from the public for the profession as a civil servant

Employee Performance (Y) Employee performance was the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given (Mangkunegara, 2009) 1), with indicators of Quality/quality of work 2) Quantity/amount of work 3) Attendance on time 4) Completion of work on time 5) There was an initiative in completing work

3.3. Method of collecting data

This study uses primary data. Primary data came from first-hand data taken using a questionnaire method. The questionnaire was a list of questions used to hold questions and answers with respondents regarding compensation, work environment, expertise, job description and motivation for employee performance.

The validity test of all indicators of compensation variables, work environment, expertise, job description and motivation on employee performance was valid because it has a calculated r-value (0.460 - 0.928) > (greater) than r table (0.254). The reliability test of the compensation variable, work environment, expertise, job description and motivation on employee performance was said to be reliable because Cronbach's Alpha > 0.6, which is between 0.839 - 0.929, so it was feasible to be tested for the next test.

4. Research Results and Discussion

4.1. Multiple Linear Regression Analysis

A regression equation analysis shows the influence between the independent and dependent variables.

Table 1. Results of multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,696	1,873		2,507	,015
Compensation	,071	,070	,175	1,019	,013
Work Environment	,379	,106	,401	3,569	,001
Skills	,761	,166	,515	4,585	,000
Job Description	,218	,097	,226	2,245	,028
Motivation	,337	,214	,244	1,576	,040

Source: Primary Data Proceed (2022)

From the table above, the following regression equation was generated:

$$Y = 0.175 X_1 + 0.401 X_2 + 0.515 X_3 + 0.226 X_4 + 0.244 X_5 + e$$

Based on this equation explained:

1. The regression coefficient value of compensation (b1) of 0.175 meant that there was a positive effect; if the compensation were better, then the performance would increase

2. The value of the work environment regression coefficient (b2) of 0.401 meant that there was a positive influence; if the work environment were better, the performance would increase
3. The skill regression coefficient (b3) of 0.515 meant that there was a positive influence; if the skill were higher, the performance would increase
4. The value of the job description regression coefficient (b4) of 0.226 meant that there was a positive influence; if the job description were more precise, then the performance would increase

5. The motivation regression coefficient (b_3) value of 0.244 meant a positive influence; if the motivation were higher, the performance would increase.

The results of the Normality test using the Kolmogorov-Smirnov Test showed a significant level of research variables $0.200 > 0.05$; the regression model was normally distributed; therefore, the next process could be carried out. The heteroscedasticity test results showed no heteroscedasticity because the significance level of all research variables was above 0.05, which was between 0.072 - 0.846.

The regression model above was free of multicollinearity because the regression coefficient between independent variables had a tolerance value between $0.412 - 0.998 > 0.1$ and a VIF between $1.002 - 2.428 < 10$. The goodness of fit showed an Adjusted R Square of 0.709. This meant that 70.9% of performance could be explained by providing compensation, work environment, expertise, job description and motivation. At the same time, the remaining $100\% - 70.9\% = 29.1\%$ would be explained by other reasons outside the compensation variables, work environment, expertise, job description and motivation.

The results of the F test (ANOVA) obtained an F count of 46.375 and a significant level of $0.000 < 0.05$, so there was a positive and significant effect of compensation, work environment expertise, job description, and motivation on performance or linear multiple regression model is feasible.

4.2. Hypothesis test

Testing the effect of the independent variable on the dependent variable partially with a significant level of 0.05 to test the hypothesis as follows:

- 1) The result of the regression coefficient of compensation was 0.175 and a significant level of $0.013 < 0.05$, then the first hypothesis H1: Compensation had a positive and significant effect on employee performance at the Puskesmas Genuk Semarang District, proven or accepted.
- 2) The results of the work environment regression coefficient of 0.401 and a significant level of $0.001 < 0.05$, then the second hypothesis H2: The work environment had a positive and significant effect on employee performance at the Puskesmas Genuk Semarang District, proven or accepted
- 3) The results of the regression coefficient of expertise were 0.515 and a significant level of $0.000 < 0.05$, then the third hypothesis H3: Expertise had a positive and significant effect on employee performance at the Genuk District Health Center Semarang, proven or accepted
- 4) The result of the job description regression coefficient was 0.226 and a significant level of $0.028 < 0.05$, then the fourth hypothesis H4: Job description had a positive and significant effect on employee performance at the Puskesmas Genuk Semarang District, proven or accepted

- 5) The results of the motivational regression coefficient of 0.244 and a significant level of $0.040 < 0.05$, then the fifth hypothesis H5: Motivation had a positive and significant effect on employee performance at the Puskesmas Genuk Semarang District, proven or accepted.

4.3. Discussion

The results of the research conducted to determine the increase in employee performance from the influence of compensation, work environment and expertise at the Genuk District Health Center Semarang are:

4.3.1. The effect of compensation on performance

The provision of compensation positively and significantly affected employee performance at the Puskesmas Genuk Semarang District, proven or accepted. The results of this study supported previous research conducted by Prasetyani and Ikasari (2012), Cahyadi (2014), Njoroge and Kwasira (2015) and Ratnasari (2016), which resulted in compensation having a positive and significant effect on employee performance.

According to Hasibuan (2014), compensation was all income in the form of money, goods directly or indirectly received by employees in return for services provided to companies/organizations. The purpose of providing compensation was as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of labor unions and the government.

Compensation was also an employee award, both directly and indirectly, financially and non-financially, which was fair to employees for their contributions to achieving organizational goals, so that compensation was very much needed by any company/organization to improve the performance of its employees. In public sector organizations, compensation was given to improve organizational performance by providing adequate services for the wider community. Performance was said to be good if the agency could provide satisfactory service. On the other hand, the performance is assumed to be bad if the agency cannot provide adequate services to the community.

4.3.2. The influence of the work environment on performance

The work environment positively and significantly affected employee performance at the Puskesmas Genuk Semarang District, proven or accepted. The results of this study supported previous research conducted by Yasa and Utama (2014) and Susetyo, Kusmaningtyas and Tjahjono (2014), which resulted in research that the work environment had a positive and significant effect on employee performance.

The work environment includes the environment in which the employee works. According to Nitisemito (2010), the work environment was everything in the workers' environment that may affect them in carrying out the assigned tasks. Permana (2011) stated that the type of

work environment was divided into the physical and the non-physical.

The physical work environment was all physical conditions around the workplace that may affect employees directly or indirectly. In contrast, the non-physical work environment was all conditions related to work relationships, both with superiors and with fellow subordinates. Colleagues, or relationships with subordinates (Permana, 2011). The organization must always consider the two types of work environments above. The two cannot be separated just like that. Sometimes, organizations prioritize one type of work environment above, but it would be even better if both are carried out optimally. In this way, employee performance could be maximized. The role of a leader would be needed in this case. Leaders must be able to create a good work environment and be able to improve employee performance.

A good work environment is certainly hoping for every employee because of a good work environment. Employees would be able to carry out their duties well as well, with a good work environment, it would affect the performance of employees

4.3.3. The effect of expertise on performance

Expertise had a positive and significant effect on the performance of employees at the Puskesmas Genuk Semarang District, proven or accepted. The results of this study supported previous research conducted by Cahyadi (2014), Prasetyani and Ikasari (2012) and Saragih (2015), which resulted in expertise research having a positive and significant effect on employee performance.

According to Robbins and Judge (2008), expertise is the individual's capacity to perform various tasks in a job. Expertise was an individual assessment consisting of two groups of intellectual and physical factors. High expertise would able to affect employee performance.

4.3.4. The effect of the job description on the performance

Job description positively and significantly affected employee performance at the Puskesmas Genuk Semarang District, proven or accepted. The results of this study supported previous research conducted by Pattisahusiwa (2013), Mustikawati and Kurniawan (2014) and Syelviani (2017), which resulted in a job description having a positive and significant effect on employee performance.

A job description is a written statement outlining the functions, duties, responsibilities, authorities, working conditions and certain other aspects of work (Pattisahusiwa, 2013). The job description guided the company's employees in carrying out their duties. The clearer the job description given led to employees carrying out tasks following company goals it would have an impact on their performance.

4.3.5. The effect of motivation on performance

Motivation positively and significantly affected employee performance at the Genuk District Health Center, Semarang, proven or accepted. The results of this study supported previous research conducted by Susan, Gakure, Kiraithe and Waititu (2012), Juniantara (2015), Novyanti (2015) and Agustrian (2015), which resulted in work motivation having a positive and significant effect on employee performance.

Work motivation was an important factor in improving employee performance. For this reason, human resources who are ready and able to move forward with the organization to achieve the desired common goals are a non-negotiable need. According to Hasibuan (2009), motivation was an employee's encouragement or mental attitude of employees that led or encouraged behavior to the achievement of needs that provide satisfaction. Motivation is important because motivation is the thing that causes, distributes and supports human behavior, so they must work hard and enthusiastically to achieve optimal results. The motivation was increasingly important because managers shared work with their subordinates to be done well and integrated into the desired goals. Organizations did not only expect capable, capable and skilled employees, but most importantly, they have the desire to work hard and achieve good performance.

5. Conclusion

Based on the results of research on improving employee performance seen from the provision of compensation, work environment, expertise, job description and motivation at the Puskesmas Genuk Semarang, the following conclusions were:

1. The provision of compensation had a positive and significant effect on the performance of employees at the Genuk District Health Center, Semarang. With the provision of good compensation, the performance of the Public Health Center employees of the Subdistrict of Genuk Semarang would improve.
2. The work environment positively and significantly affected employee performance at the Genuk District Health Center, Semarang. With a good work environment, the Public Health Center employees of the Subdistrict of Genuk Semarang would improve.
3. Expertise positively and significantly affected employee performance at the Genuk District Health Center, Semarang. With high expertise, the performance of the Public Health Center employees of the District of Genuk Semarang would improve.
4. Job description positively and significantly affected employee performance at the Genuk District Health Center, Semarang. With the right job description, the performance of the Public Health Center employees of the Genuk District, Semarang, would improve.
5. Motivation positively and significantly affected employee performance at the Genuk District Health Center, Semarang. With high motivation, the performance of the Public Health Center employees of the Subdistrict of Genuk Semarang would improve.

References

- [1] Arianto, "The Influence of Discipline, Work Environment and Work Culture on Lecturer Performance," *Economia Journal*, vol. 9, no. 2, 2013.
- [2] Artana, "Influence of Leadership, Compensation and Work Environment on Employee Performance Case Study at Maya Ubud Resort & Spa," *Journal Hospitality and Tourism*, 2(1):h:66, 2012.
- [3] Crissida, "The Influence of Organizational Culture, Physical Work Environment, and Work Discipline on Employee Performance At Pt. Summit Oto Finance Jember Branch," *Journal of Economic Management*, University of Jember, 2013.
- [4] Gary Dessler, "Personnel Management Modern Techniques and Concepts," Translation: Agus Dharma, Third Edition., Erlangga Publisher : Jakarta, 2000.
- [5] Hasibuan S.P, Malayu. "Organization and Motivation," Jakarta: PT. EarthScript, 2014.
- [6] Henry Simamora, "Sumber Daya Manusia," STIE, Yogyakarta. 2004
- [7] H. Nawawi, "Human Resource Management," Yogyakarta: Gadjah Mada University Press, 2005.
- [8] Ghozali, Imam, "Multivariate Analysis Application with SPSS Program," Diponegoro University Publishing Agency, Semarang, 2012.
- [9] J. Supranto, "Measurement of Satisfaction Level," Jakarta, Erlangga, 2007.
- [10] Kharisma, "The Influence of Organizational Culture and Work Environment on the Performance of Setya Usaha Multipurpose Cooperative Employees in Jepara Regency," *Journal of Economic Management*, State University of Semarang, 2013.
- [11] Koesmono, "Effect of Compensation and Job Characteristics on Performance," Discourse, Surabaya, vol. 4, no. 1, 2005.
- [12] Mangkunegara, Anwar Prabu, "Behavior and Organizational Culture," Publisher Refika Aditama, Bandung. 2009
- [13] Maryoto, "Human Resources Management (Employment Management). 8th printing. Bandung: Mandar Maju Munandar," *Human Resource Management*, PT. Rosdakarya Youth, Bandung, 2000.
- [14] Notoatmojo K, "Human Resource Management," Bumi Aksara, Jakarta, 2009.
- [15] Permana, Hafidz Indra, "Influence of Work Environment on Employee's Work Achievement (Case Study In Retention & Administration Section of PT. Indosat, Tbk Malang Branch)," *Journal of Economics*, University of Brawijaya Malang, 2011.
- [16] Robbins S. P, "Principles of Organizational Behavior (Translation by Halida and Dewi Sartika)," Fifth Edition, Erlangga, Jakarta, 2006.
- [17] Siagian, P. Sondang, "Development Administration," Jakarta: Haji Masagung, 2005.
- [18] Sukmasari, "The Influence of Leadership, Motivation, Incentives, Work Environment, and Job Satisfaction on Employee Performance of the Semarang City Regional Financial and Asset Management Service," *Management Thesis Dian Nuswantoro University Semarang*, 2011.
- [19] Susetyo, Kusmaningtyas, Tjahjono, "The Effect of Organizational Culture and Work Environment on Job Satisfaction and Employee Performance At PT. Bank Muamalat Indonesia Consumer Area Division Surabaya Branch," *Journal of Economics & Management*, vol. 1, no. 1, pp. 83 – 93, 2014.
- [20] Tika, Moh. Pabundu. "Business Research Methodology," Jakarta: PT. EarthScript, 2006.
- [21] Vita, "The Influence of Leadership Style, Organizational Culture, and Work Environment on Teacher and Employee Performance at the Tri Asih Foundation Jakarta," *Journal of Economics*, Faculty of Economics, Atma Jaya University, Yogyakarta, 2014.
- [22] Yakin, Handoko and Sutrisno, "Effect of Policy Implementation, Individual Characteristics, Organizational Characteristics on Work Motivation and Performance of Village Secretaries in Mojokerto Regency," *Journal of Public Administration*, vol. 11, no. 1, pp. 129 -145, 2013.
- [23] Yasa and Utama, "Effect of Compensation and Work Environment on Job Satisfaction and Employee Performance at Karma Jimbaran," *Journal of Economics*, Faculty of Economics and Business, Udayana University (Unud), Bali Indonesia, 2014.