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**EMPLOYEE PERFORMANCE REVIEWED FROM INCENTIVE GIVEN,  
COMPETENCE, CAREER DEVELOPMENT AND EMPLOYEE  
SATISFACTION (STUDY AT PKU MUHAMMADIYAH HOSPITAL  
SURAKARTA)**

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**Abstract**

*Hospitals, being service organizations, have a close link with resource management, including facilities, infrastructure, and human resources (HR), which include a diverse range of professions and a huge workforce. This study aims to examine the impact of incentives, competence, career development, and employee satisfaction on employee performance. This research approach employs quantitative research. The investigation was conducted at PKU Muhammadiyah Surakarta Hospital over a six-month period. The study's population consisted of 887 personnel from PKU Muhammadiyah Surakarta Hospital. This study used simple random sampling procedures to select 89 respondents. Data was collected using questionnaire approaches. Data analysis procedures included classical assumption tests, multiple linear regression tests, F tests, t tests, and coefficients of determination ( $R^2$ ). The findings revealed that incentives, competence, career development, and employee satisfaction had a substantial positive impact on staff performance at PKU Muhammadiyah Surakarta Hospital. The determination coefficient test yielded an Adjusted  $R^2$  value of 0.553, or 55.3%, indicating that incentive provision, competence, career development, and employee satisfaction influence employee performance at PKU Muhammadiyah Surakarta Hospital, with the remaining 44.7% explained by other variables*

**Keywords:** *Incentives, Competence, Career Development, Employee Satisfaction, Employee Performance*

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@Jurnal Ners Prodi Sarjana Keperawatan & Profesi Ners FIK UP 2025

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## INTRODUCTION

Hospitals as organizations that focus on service have a strong relationship with the management of various resources, both in the form of facilities, infrastructure, and human resources. Specifically in terms of Human Resources (HR), hospitals are organizations that are highly dependent on workers because they involve various types of professions and a fairly large number of workers in them.

Human Resources (HR) in hospitals consist of health workers, such as doctors, nurses, pharmacists, health analysts, nutritionists, physiotherapists, radiographers, medical recorders, and other professions, as well as non-health workers covering the fields of finance, administration, personnel, security, and so on. These HR play an important role in supporting the implementation of the hospital's core activities, namely health services.

The success of a hospital cannot be separated from the role of management as a supporter of its main function, namely the provision of health services. As a service facility, hospitals are required to be able to improve the quality of services that are good and affordable for all levels of society, so that they can contribute to improving the health of the Indonesian people optimally.

One of the important factors that supports the quality of health services is Human Resources (HR), where HR is seen as the main asset for the hospital. The success of the hospital is highly dependent on the performance of its employees in providing services to patients. Therefore, the role of human resource management is key in determining the success of the hospital in achieving its goals.

Performance is essentially the result of work achieved by a person in an organization based on their duties, authorities and responsibilities carried out during a certain period, where this has been mutually agreed upon. This assessment will be used by an organization to determine how high the achievement of the results is based on the HR it has (Safitri, 2022).

Performance is one of the important factors that influences the success of an organization or company. Performance assessment describes the extent to which employees are able to carry out their duties and responsibilities during a certain period. Every

company will maximize the use of all the resources and assets it has, including Human Resources (HR), to achieve the goals that have been set (Tanjung, et al., 2022).

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A company needs to make efforts to improve employee performance to be more productive, effective and efficient. So that various efforts are made including carrying out various programs to bridge and motivate employees so that they can complete their tasks according to the expected targets, so that the goals of a company will be achieved (Arum & Palupi, 2023).

The company needs to monitor the performance of each employee, to find out whether their duties and obligations have been carried out properly and on time as expected. This performance assessment is very important because the company will determine whether to continue to cooperate with employees who have good work results (Al-Muhtadi & Sumiati, 2023).

Performance assessments need to be carried out properly so that the company gets an idea of the condition of employees, which if employee performance decreases, education and training programs will be carried out so that they can carry out their duties better in the future. Performance assessments should be measurable so that evaluations can be carried out in an effort to improve the quality of human resources (Fermayani, et al., 2023).

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Employee performance can be influenced by several factors, such as incentives, competence, career development, employee satisfaction, work motivation, work discipline, organizational culture, leadership and so on. If the performance is good, patients will feel well served, which ultimately makes them satisfied with the hospital's services.

One method to improve employee performance is to provide incentives. Providing incentives aims to encourage employees to improve the quality of their work results. On the other hand, incentives are also a company strategy in an effort to increase productivity and business efficiency, especially in the midst of increasingly competitive business competition (Ramadhini, et al., 2023).

Providing incentives aims to raise higher spirits in employees so that they can improve their performance according to the targets that have been set. Basically, providing incentives provides benefits for both parties. The work enthusiasm that arises in employees as recipients of incentives is very important for the company, because it can motivate them to work more

productively, so that the company's goals can be achieved (Adiati & Saroyo, 2022).

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In addition to providing positive benefits for employees, incentives can also provide positive feedback for a company related to performance. Where employees will compete to show the best performance, and be enthusiastic in working and active in efforts to achieve company goals (Paramananda & Purba, 2021).

The implementation of different incentives for each employee will affect employee performance, where incentives are given according to the position and job of the employee itself. This is justice given by the company to employees (Pamungkas & Parmin, 2023).

Employee performance can also be influenced by increasing employee competence. Competency improvement is the process of developing and improving employee skills, knowledge, and work attitudes in order to improve work quality and productivity. Competence in this case is a good attitude to be able to complete work that is in accordance with their field of expertise in order to achieve company goals (Krisnawati & Bagia, 2021).

Competence is an advantage possessed by someone that can be assessed and measured. The ability can be in the form of knowledge and behavior shown by someone in completing their tasks. So that by having good competence, the employee will provide success for the company and be able to provide maximum contribution (Nurfitalin, et al., 2024).

Competency improvement is important to ensure the success of the company and individual growth. That the role of HR in a company has an important meaning, so that employee competence is a determining aspect in achieving company goals. If a company has employees who have adequate competencies, it will determine the competitive quality of the company itself (Sastrawan & Cahyadi, 2023).

In carrying out their duties and work, employees who have good expertise and skills will play a very important role. The more competent an employee is, the more efficient their performance will be, which will ultimately improve individual performance and the overall performance of a company. This shows that competence plays a role in improving employee performance (Fitriatin & Yustini, 2023).

In addition to the above, career development is also a factor that can affect employee performance. Career development is an effort to influence and improve knowledge, skills

and personal character. Where a career is a need that must continue to be pursued to grow in order to encourage someone to increase their work willingness (Sebayang & Silaen, 2021).

Employee career development is provided by the company as an addition that encourages employees to work according to standards and better for the progress of the company. This career development can be in the form of opportunities for job promotions and opportunities to improve skills that can support employees to improve their performance (Budiana, et al., 2021).

Career development is an increase in an employee's ability to achieve the career they want. Career development can be done through training and exploration of new roles so that employees can improve their skills and knowledge. If the company provides support for employees to develop their careers, it will make employees more motivated and loyal to the company, so that their performance increases (Wahyudi, et al., 2024).

With a career development program, it will improve employee performance so that they can achieve a more focused career level (Arum & Palupi, 2023). Career development will generate benefits for employees and the company. With career development, company productivity will increase, promotion opportunities will open up, and labor turnover rates will decrease (Enggowa, et al., 2023).

Employee performance can also be influenced by job satisfaction, where job satisfaction is one of the factors that can encourage and influence employee enthusiasm in a company so that they can work well and achieve. Management needs to provide a supportive and pleasant working atmosphere for employees and provide adequate job safety guarantees so that employees feel satisfied (Endra, 2021).

High or good job satisfaction makes employees more loyal to the company, which has an impact on increasing productivity. Conversely, employees who are not satisfied with their work will tend to withdraw and avoid work situations, both physically and psychologically. This will have an impact on decreasing productivity (Tanjung, et al., 2022).

A person who is satisfied with their work will show good work results so that their performance also increases. This shows that job satisfaction has a positive impact on employee



performance so that it is beneficial for the company in achieving its goals. In this case, the achievement of job satisfaction is correlated with increased performance so that measurement is needed (Fermayani, et al., 2023).

Employee job satisfaction can also have an impact on employee performance in a company letter. Since employee job satisfaction can directly affect employee performance, if the job satisfaction received by employees is good, this will be able to encourage the effectiveness of employee performance. If employee performance is effective, productivity will also increase, which will ultimately achieve the company's goals (Siregar, et al., 2023).

PKU Muhammadiyah Surakarta Hospital has implemented an incentive system, and also selected competent human resources in their fields starting from the recruitment process, including providing opportunities for employees to develop. So that with the many advantages it will create employee satisfaction which ultimately increases performance. But in this case the author sees that there is less than optimal employee performance.

This study aims to determine the effect of incentives, competence, career development and employee satisfaction on employee performance at PKU Muhammadiyah Surakarta Hospital.

## METHOD

### Research Design

The methodology used in this study uses a quantitative research design. Quantitative research is research that is based on quantitative data, such as numbers or figures. There are five variables in this study: incentives, career development, competence, employee satisfaction and employee performance.

### Location and Time of the Research

This research was conducted at PKU Muhammadiyah Surakarta Hospital and the research time required was approximately 6 (six) months starting from observation to the preparation of results and conclusions.

### Population, Sample, Sampling Technique

According to Sugiyono (2019: 119), population is the entire object or entity that has certain characteristics and qualities determined by the researcher to be studied and drawn conclusions. The population in this study were employees of PKU Muhammadiyah Surakarta

Hospital who had worked for more than 2 years, totaling 887 people.

Meanwhile, according to Arikunto (2017: 173), a sample is part of the number and characteristics of a population. If the number of research subjects is less than 100, then the entire population can be used as a sample. However, if the number is more than 100, then 10-15% or 15-25% of the total population can be taken. In this study, the sample used was 10% of the total population, namely  $10\% \times 887 = 88.7$ , which was then rounded up to 89 people.

The sampling technique used in this study was probability sampling with the simple random sampling method, namely random sampling without considering strata or levels in the population.

## Data Collection Techniques

The data in this study were distributed directly to 89 research respondents and then instrument testing was carried out on 20 respondents to determine the results of the validity and reliability tests.

## Operational Definition of Variables

Table 1. Operational Definition of Variables

No	Variable	Definition	Indicator	Outline
1.	Employee Performance (Y)	Measurement of work results carried out by a company towards employees in accordance with their duties and responsibilities in a concrete and measurable manner carried out within a certain period of time, in order to achieve the company's goals.	Quality Quantity Responsibility Cooperation Initiative (Safitri, 2022)	You do your work neatly and carefully You carry out your work according to the tasks and targets that have been determined You do your tasks well and correctly and are able to make decisions You are able to establish good cooperation and relationships with colleagues You are able to solve problems at work and are able to provide creative ideas
2.	Incentive Provision (X1)	Compensation in the form of material given to employees outside of their main salary or wages which aims to provide encouragement so that employees can work more optimally.	Performance Length of service Seniority Needs Fairness and equality Job satisfaction (Adnan & Anonny, 2022)	The company provides incentives based on the results of your performance The company provides incentives based on the achievement of your targets in carrying out the tasks given The company provides incentives based on the length of service you have served in the company The company provides incentives fairly and proportionally and is given in a reasonable amount The company provides incentives based on the position or position you occupy
3.	Competence (X2)	Basic abilities or character possessed by employees that demonstrate skills or knowledge that distinguish them from others, with which an employee can carry out tasks and responsibilities according to their work.	Personal character Self-concept Knowledge Skills Work optimizes (Gopalan, et al., 2022)	You are a disciplined, hard-working person and always ready to help other employees when needed You have a high commitment and self-confidence in working You know and understand well the tasks and work that are your responsibility You have initiative and creativity in carrying out your duties and work You are enthusiastic about working, so that you are able to complete tasks well
4.	Career Development (X3)	Lifelong activities carried out by each employee in a position or position to motivate themselves to do their best in making a good contribution to a company continuously.	Fair treatment in a career Career from immediate superior Promotion opportunity Interest in being promoted Employee satisfaction level (Dabo, 2023)	The company when you work carries out employee promotion transparently Your superior provide positive direction and feedback on your performance The company when you work has job promotion programs that is easily accessible to employees Your superior take a proactive and flexible approach to subordinates The company when you work has programs that support employees to have the opportunity to be promoted
5.	Employee Satisfaction (X4)	Employee attitudes and reflections of employee feelings related to positive emotions towards their work and responsibilities that can affect their productivity through measurable measurement.	Job satisfaction Pay/merit satisfaction Promotion satisfaction Superior satisfaction Co-worker satisfaction (Tanjung, et al., 2022)	You are happy with the work you do You are satisfied with the wages you receive You are satisfied with the employee promotion program in the company You feel comfortable with the treatment of your superior who guide and direct you in your work You feel comfortable working with your colleagues

**RESULTS AND DISCUSSION**

**Results**

1. Classical Assumption Test

Normality Test

Table 2 Normality Test Results

Kolmogorov-Smirnov	Asymp. Sig. (2-tailed)	Limit	Information
0,060	0,093	0,05	Normal

Source: Primary Data processed in 2024

Based on the results of the normality test using Kolmogorov-Smirnov table 2 shows that the significance value of  $0.093 > 0.05$ , it can be concluded that the residual data value is normally distributed. This can also be shown by the histogram in Figure 1 below:

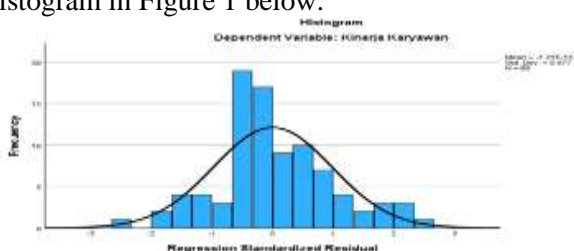


Figure 1 Histogram of normality test

The results of the normality test can also be seen in the P-Plot Normality image in Figure 2 below:

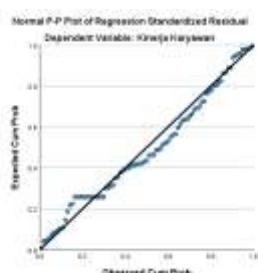


Figure 2 Normal P Plot Graph

Based on the P-Plot of regression standardized residual graph above, it can be seen that the data is spread around the diagonal line and follows the direction of the histogram line. This indicates that the regression model used is feasible because the data is normally distributed.

2. Multicollinearity Test

Table 3 Multicollinearity Test Results

Variable	Collinearity Statistic		Information
	Tolerance	VIF	
Incentive Provision	0,460	2,174	Multicollinearity-Free
Competence	0,912	1,096	Multicollinearity-Free
Career Development	0,407	2,460	Multicollinearity-Free
Employee Satisfaction	0,327	3,060	Multicollinearity-Free

Source: Primary Data processed in 2024

Based on table 3, the results of the multicollinearity test indicate that there is no multicollinearity problem between the independent variables in the regression model. This can be seen from the Tolerance value which is more than 0.1 and the VIF which is less than

10 for all variables. The variables of Incentive Provision, Competence, Career Development, and Employee Satisfaction have appropriate Tolerance and VIF values, so it can be concluded that there is no significant correlation between the independent variables, and the regression model meets the multicollinearity assumption.

3. Heteroskedasticity Test

Table 4 Heteroskedasticity Test Results

Variable	Sig. (P value)	Information
Incentive Provision	0,888	No heteroskedasticity occurs
Competence	0,943	No heteroskedasticity occurs
Career Development	0,085	No heteroskedasticity occurs
Employee Satisfaction	0,843	No heteroskedasticity occurs

Source: Primary Data processed in 2024

Based on table 4, the results of the heteroscedasticity test indicate that there is no heteroscedasticity problem in the regression model, because the significance value (Sig.) for each independent variable is greater than 0.05. The variables of Incentive Provision, Competence, Career Development, and Employee Satisfaction have significance values of 0.888, 0.943, 0.085, and 0.843, which indicate a homogeneous residual distribution. Thus, the regression model meets the assumption of heteroscedasticity and can be used for further analysis.

4. Autocorrelation Test

Table 5 Autocorrelation Test Results

Model Summary <sup>a</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.757 <sup>b</sup>	.574	.453	1.248	2.160

a. Predictors: (Constant), Employee Satisfaction, Competence, Incentives, Career Development  
b. Dependent Variable: Employee Karyawan

Source: Primary Data processed in 2024

Based on table 5, the results of the autocorrelation test with Durbin-Watson show a value of 2.160, which is between the dU value (1.5627) and 4 - dU (2.4373), which indicates no autocorrelation in the model. Thus, the residuals in the regression model are independent, and the autocorrelation assumption is acceptable, so the regression model is feasible to use.

5. Multiple Linear Regression Analysis

Table 6 Results of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients	
	B	Std. Error
(Constant)	9,470	1,842
Incentive Provision	0,300	0,084
Competence	0,290	0,081
Career Development	0,233	0,078
Employee Satisfaction	0,239	0,108

Source: Primary Data processed in 2024

$$Y = 9,470 + 0,300X_1 + 0,290X_2 + 0,233X_3 + 0,239X_4 + e$$

a. The constant value ( $\alpha$ ) of 9.470 indicates that if the independent variables such as

incentives, competence, career development, and employee satisfaction are worth 0, then employee performance will be at 9.470.

- b. The coefficient of the incentive variable (X1) of 0.300 means that if other variables are worth 0, additional incentives will increase employee performance by 0.300. This indicates a positive relationship between incentives and employee performance at PKU Muhammadiyah Surakarta Hospital.
- c. The coefficient of the competency variable (X2) of 0.290 indicates that with the addition of the competency variable, employee performance will increase by 0.290, if other variables are worth 0. This indicates a positive relationship between competency and employee performance.
- d. The coefficient of the career development variable (X3) of 0.233 indicates that additional career development will increase employee performance by 0.233 if other variables are worth 0. This indicates a positive relationship between career development and employee performance.
- e. The coefficient of employee satisfaction variable (X4) of 0.239 indicates that with employee satisfaction, employee performance will increase by 0.239 if the other variables are 0. This indicates a positive relationship between employee satisfaction and employee performance at PKU Muhammadiyah Surakarta Hospital.

5. Model Feasibility Test (F-test)

Table 7 F-test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	175,950	4	43,987	28,256	0,001 <sup>b</sup>
Residual	130,769	84	1,557		
Total	306,719	88			

Source: Primary Data processed in 2024

Based on table 7 above, it shows that the results of the model feasibility test obtained an F-count value of 28.256 with a significance level of 0.001 < 0.05. It can be concluded that there is a significant influence so that the model used is feasible and appropriate to be used as a prediction tool.

6. t Test

Table 8 t Test Results

Variable	t <sub>count</sub>	t <sub>table</sub>	Sig.
Incentive Provision	3,574	0,677	0,001
Competence	3,581	0,677	0,001
Career Development	2,988	0,677	0,004
Employee Satisfaction	2,218	0,677	0,029

Source: Primary Data processed in 2024

- a. The calculation results show  $t_{count} > t_{table}$  (3.575 > 0.677) and significance value (0.001 < 0.05), Incentive Provision (X1) partially has

a positive and significant effect on Employee Performance (Y).

- b. The calculation results show  $t_{count} > t_{table}$  (3.581 > 0.677) and significance value (0.001 < 0.05), Competence (X2) partially has a positive and significant effect on Employee Performance (Y).
- c. The calculation results show  $t_{count} > t_{table}$  (2.988 > 0.677) and significance value (0.004 < 0.05), Career Development (X3) partially has a positive and significant effect on Employee Performance (Y).
- d. The calculation results show  $t_{count} > t_{table}$  (2.218 > 0.677) and significance value (0.029 < 0.05), Employee Satisfaction (X4) partially has a positive and significant effect on Employee Performance (Y).

7. Coefficient of Determination Test (R<sup>2</sup>)

Table 9 Coefficient of Determination Test

R	R Square	Adjusted R Square
0,757 <sup>a</sup>	0,574	0,553

Source: Primary Data processed in 2024

Based on the results of the determination coefficient test (R<sup>2</sup>) in table 9 above, the Adjusted R Square value is 0.553. The magnitude of the determination coefficient (R Square) is 0.553 or equal to 55.3%. This figure means that the variables of Incentive Provision, Competence, Career Development and Employee Satisfaction can explain the Employee Performance variable by 55.3%. While the rest (100% - 55.3% = 44.7%) is influenced by other variables not examined in this study, for example: work motivation, work environment, work discipline, benefits, wages, training, supervision, leadership style, organizational commitment, work stress and compensation.

Discussion

1. The Effect of Incentives on Employee Performance

The results of the partial regression test using the t-test show that the incentive variable has a significance value of  $t_{count} > t_{table}$ , which is 3.575 > 0.677, and a significance value (0.001 < 0.05), so H<sub>0</sub> is rejected. This means that the incentive variable (X1) has a positive and significant effect on employee performance (Y).

This finding is in line with the theory put forward by Hasibuan (2016: 184), which states that incentives are additional rewards given to employees with achievements above company



standards. This incentive functions as a tool to support the principle of fairness in compensation, so that it can increase employee productivity and performance.

Research by Mulyasari, et.al. (2020) also shows that incentives aim to measure employee efforts through performance that can be assessed by the company and to increase individual and group performance productivity. This finding is consistent with the results of this study.

The results of this study are also in line with research conducted by Inawati, et.al. (2022) and supported by research from Paramananda & Purba (2021) and Pamungkas & Parmin (2023), which shows that providing incentives has a positive and significant effect on employee performance.

## 2. The Effect of Compensation on Employee Performance

The results of the partial regression test using the t-test show that the competency variable has a significance value of  $t_{count} > t_{table}$ , which is  $3.581 > 0.677$ , and a significance value ( $0.001 < 0.05$ ), so  $H_0$  is rejected. This indicates that the competency variable (X2) has a positive and significant effect on employee performance (Y).

This finding is in line with the theory put forward by Wibowo (2017: 96), which states that competency includes attitudes, skills, motives, knowledge, behavior, or other personal characteristics needed to carry out work, so that it can distinguish superior performance and average performance in the company to achieve common goals.

Research by Fitriatin & Yustini (2023) also states that competency can be used to measure employee performance in a company. Competence includes abilities and skills that involve values, motivation, initiative, and self-control abilities that play an important role in increasing self-added value and creating a competitive character in the company.

The results of this study are in line with research conducted by Saptalia, et.al. (2022), and supported by research from Prayogi, et.al. (2024) and Ilham et.al. (2024), which shows that competence has a positive and significant effect on employee performance.

## 3. The Influence of Career Development on Employee Performance

The results of the partial regression test using the t-test show that the significance value of the career development variable is  $t_{count} > t_{table}$ , which is  $2.988 > 0.677$  and the significance

value ( $0.004 < 0.05$ ), so  $H_0$  is rejected. This means that the career development variable (X3) has a positive and significant effect on employee performance (Y).

This finding is in accordance with the theory presented by Siagian (2015: 68), which states that career development is a personal change that someone makes to achieve career goals in a company, and according to Widodo (2015: 53), career development includes a series of lifelong activities that support exploration, strengthening, success, and career achievement in the company. Thus, career development can encourage employees to improve their performance.

The results of this study are also in line with the research of Arum & Palupi (2023), and are supported by research conducted by Damayanti, et al. (2022) and Gaho (2023), which states that career development has a positive and significant effect on employee performance.

## 4. The Influence of Employee Satisfaction on Employee Performance

The results of the partial regression test using the t-test show that the significance value of the employee satisfaction variable is  $t_{count} > t_{table}$ , which is  $2.218 > 0.677$  and the significance value ( $0.029 < 0.05$ ), so  $H_0$  is rejected. This means that the employee satisfaction variable (X4) has a positive and significant influence on employee performance (Y).

This finding is in line with the theory put forward by Afandi (2018: 74), which states that employee satisfaction is a positive attitude of workers towards their work, which includes feelings and behaviors towards work that can be measured, as a form of appreciation for achieving important values in work in the company.

Research by Fermayani, et al. (2023) states that job satisfaction can be interpreted as a measure that explains the extent to which a company can meet the expectations and desires of employees, related to the aspects involved in the work and positions that are their responsibility. The job satisfaction that is achieved will improve work results in the company.

The results of this study are consistent with research conducted by Tanjung, et al. (2022) and supported by research from Octavianti & Hamni (2022) and Al-Muhtadi & Sumiati (2023), which states that employee satisfaction has a positive and significant influence on employee performance.



## CONCLUSION

Incentive provision has a positive and significant effect on employee performance at PKU Muhammadiyah Surakarta Hospital. Competence has a positive and significant effect on employee performance at PKU Muhammadiyah Surakarta Hospital. Career development has a positive and significant effect on employee performance at PKU Muhammadiyah Surakarta Hospital. Employee satisfaction has a positive and significant effect on employee performance at PKU Muhammadiyah Surakarta Hospital. The Adjusted R Square value is 0.553. The magnitude of the coefficient of determination (R Square) is 0.553 or equal to 55.3%. This figure means that the variables of Incentive Provision, Competence, Career Development and Employee Satisfaction can explain the Employee Performance variable by 55.3%. While the rest (100% - 55.3% = 44.7%) is influenced by other variables not examined in this study, for example: work motivation, work environment, work discipline, benefits, wages, training, supervision, leadership style, organizational commitment, work stress and compensation.

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