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## Career Path and Motivation Are Entry Points for Medical Recorder's Reward System and Performance

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This study aims to analyse the effect of career path and motivation on the performance of medical recorders and the reward system as an intervening variable at Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK) simultaneously. The research methodology uses a quantitative approach with path analysis method using the Structural Equation Modelling equation. The sampling technique was carried out by saturated sampling (census) as many as 43 respondents based on the total number of Medical Recorders. The career path will have a significantly stronger positive effect on the performance of medical recorders if it is through the reward system mediating variable. The managerial implication of this research is the continuous strengthening of career paths with full responsibility and justice and upholding Medical Recorder's professional values based on the Decree of the President Director Number HK.02.03/XX.6/0336/2018 concerning Guidelines for the Career Paths of Other Healthcare Professionals to increase the remuneration of Medical Recorders. The reward system variable has the strongest relationship to Medical Recorder performance compared to career path variables and motivation variables. There is an influence of the mediating variable / intervening reward system in mediating the relationship between Career Path and Medical Recorder Performance.

**Keywords:** Career Path, Motivation, Reward Systems, and Performance of Medical Recorders.

### 1. INTRODUCTION

The medical record is a compilation of information about a patient's life and medical history, including records of previous diseases, current illnesses [1]. Medical records maintained by health care providers who are interested in the patient's health. Here, medical records are a collection of facts about a person's life and history of illness, including illness, current and past treatments, written by health practitioners in their efforts to provide health services to patients [2]. Medical records must be made by every doctor in taking medical action. Since medical records as an important tool, it must be maintained and protected from the risk of loss, damage, manipulation, and access and use by unauthorized parties. Medical records as well as data and information are always safe and protected. The results of documenting medical records both electronically and non-electronically from the administrative aspect which is very important in planning and decision-making for Caregivers Professionals (PPA) in achieving the goals of health -

services that must be provided to a patient [3]. Performance is the implementation of the functions required of a person [4]. Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency. It associated with the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy. Here, performance is defined as a record of outcomes resulting from the function of a particular job or employee activities during a certain period [5]. Thus, performance is factors related to the company either from the internal and external, such as management support, training culture, organizational climate and environmental dynamics [6]. For environmental dynamic is related to: work-related factors, such as communication, autonomy and environment; employee-related factors, such as intrinsic motivation, proactiveness, adaptability, skill flexibility, commitment, and skill level; and employee performance. A motivation refers to the process in which a person is -

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energized, directed, and sustained to achieve a goal [6]. Motivation is defined that "The whole process that motivates subordinates to work in such a way that they are willing to work sincerely to achieve organizational goals efficiently and economically" [7]. Another understanding who defines motivation as an encouragement shown to fulfill certain goals [8]. From some of these definitions that this motivation focuses on the drive that influences someone to do something. In relation to performance, it means that motivation is an impulse that influences an employee to carry out his duties or responsibilities. The reward system is a system of remuneration which provided by the company to employees, because these employees have contributed energy and thoughts for the progress of the company in order to achieve the goals set. Medical Recorder profession based on the Regulation of the Minister of Administrative Reform (PERMENPAN) and Bureaucratic Reform (RB) of the Republic of Indonesia (RI) Number 30 of 2013 concerning Functional Positions of Medical Recorders and Credit Scores for Medical Recorders of Civil Servants (PNS) who then received follow-up from Permenpan number 30 of 2013 is Presidential Regulation of the Republic of Indonesia Number 114 of 2016 concerning Medical Recorder Functional Position Allowances to improve the quality, achievement, dedication and work productivity of Civil Servants (PNS) who are fully appointed and assigned in the Medical Recorder Functional Position, given allowances functional positions in accordance with the workload and job responsibilities.

Decree of the President Director No: HK.02.03/XX6/0336/2018 concerning guidelines for the Career Paths of Other Health Workers of the RSJPDHK as a Medical Recorder reward system which is still neglected until now (it has been more than 5 years) based on field observations by researchers because there is no understanding of the Guide to Professional Career Paths and do not know how to implement it to increase the level of Medical Recorder according to their competence. For this reason, it is necessary to improve the promotion/recruitment system and promotion/position in accordance with the competencies required in the work unit as well as increase the competence of the staff so that they are ready and understand their duties and functions and responsibilities if they are later trusted to become leaders. The performance culture index of the Harapan Kita National Heart Center as called PJNIK, Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK) provides an analysis of Performance Achievements in 2019. The results of measuring the decline in the performance of Medical Recorders are achieved in terms of: (1) return of records 24 hour medical records for the last 3 (three) months decreased from 92% to 81%, a slight increase of 82%, (2) the performance target of "availability of patient

medical records for invasive diagnostic procedures and elective non-surgical interventions" of 96% was only achieved 91%, (3) the performance target of "Completeness of General Approval Recording (IGD & RI)" of 100% is only 99%, (4) the performance target of "Number of medical record officers who have attended 20 hours of training for 1 (one) year" has not reached the target (only 2 times the target 12 times). The measurement results are the average of several elements measured, namely: individual initiative, tolerance for risky actions, direction, integration, leadership support, control, identity, awarding, tolerance for conflict and communication patterns. Follow-up efforts pay attention to the professional dimension of work/organizational culture whose value is still low, including the statements: 1. There is no match between leadership competencies and employee expectations. 2. The need for attention and appreciation from the leadership to subordinates in achieving an optimal performance indicator in an organization and cannot be separated from the motivation of the staff involved in the organization. The results of direct observations show that Medical Recorder has been more than 5 (five) years and has not progressed from one level to another, while the Medical Recorder career path book has been established by Decree of the President Director Number HK.02.03/XX.6/0336/2018 concerning Guidelines for Professional Career Paths Other Health RSJPDHK. This phenomenon is effected to Medical Recorder performance become to be less motivating. On the other hand, sending HR-RM for training, there is no evidence that it will impact the motivation of medical records to improve in order to meet performance goals.

Based on the description above, the author is interested in conducting a research entitled "The Influence of Career Path and Motivation on the Performance of Medical Recorders and Reward Systems as Intervening Variables at Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK)".

## 2. METHODOLOGY

### A. Career Path

A career development is a formal approach taken by organizations to ensure that people with the right qualifications and experience will be available when needed [9]. The dimensions are fair treatment, concern for direct superiors, information on various promotional opportunities, interest in being promoted, and level of satisfaction.

### B. Motivation

Motivation can be interpreted as a person's strength (energy) that can lead to a level of persistence and enthusiasm in carrying out an activity, both originating from within the individual itself (intrinsic motivation) and from outside the individual (extrinsic motivation) [10].

The dimensions of motivation include: physiological (psychological), safety, social relationships (affiliation), recognition (self-esteem), and self-actualization.

C. Reward

Reward is basic human needs, individuals will tend to compare the awards they receive with the awards received by others. The process in which rewards are distributed should be perceived as a fair process, managers who distribute rewards must understand the differences between each individual under them [11]. Dimensions based on the reward system are extrinsic rewards and intrinsic rewards.

D. Performance of Medical Recorder

Performance is basically what employees do and do not do in carrying out their work [12]. Dimensions of performance include: quantity, quality, timeliness, effectiveness, attendance, and cooperation.

E. Hypotheses

Based on conceptual framework in this study we suggest the seven hypotheses to obtain the result, as follows:

- H<sub>1</sub>: There is a simultaneous significant influence of Career Path and Motivation on the Performance of Medical Recorders and the Reward System as Intervening Variables at Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK) simultaneously;
- H<sub>2</sub>: There is a partial influence of career path on Medical Recorder performance;
- H<sub>3</sub>: There is a partial influence of career path on Medical Recorder motivation;
- H<sub>4</sub>: There is a partial influence of career path on the reward system;
- H<sub>5</sub>: There is a partial effect of motivation on Medical Recorder performance;
- H<sub>6</sub>: There is a partial effect of motivation on the reward system;
- H<sub>7</sub>: There is a partial effect of the reward system on Medical Recorder performance.

3. RESULT AND DISCUSSION

In this research we use a quantitative approach with path analysis method using the Structural Equation Modeling equation. The sampling technique was carried out by saturated sampling (census) as many as 43 respondents based on the total number of Medical Recorders. The stages of the research method started from collecting secondary data in the form of documents and graphic info owned by RSJPDHK. Forcollecting primary data in the form of questionnaires and field observations. The secondary data and the primary data were further developed for data processing using descriptive statistics and the three-box method (index analysis). After that, the

data was tested for validity and tested for goodness off fit test (model fit), and tested for reliability using SPSS software. Data that have validity, goodness off fit test, and reliability values that meet the test criteria are then developed path analysis to test the significant level of the developed hypothesis. To test the patient's confidence intervening using the Sobel test (Sobel test).

A. Respondent Characteristic

Table I. Respondent Characteristics

Characteristics	Amount (persons)	Percentages
<b>Gender</b>		
Male	17	39.5
Female	26	60.5
<b>Total</b>	<b>43</b>	<b>100</b>
<b>Age</b>		
22 – 31 years	17	39.5
32 – 40 years	7	16.3
41 – 50 years	12	27.9
> 51 years	7	16.3
<b>Total</b>	<b>43</b>	<b>100</b>
<b>Length of work</b>		
<1 years	7	16.3
1 – 10 years	11	25.6
11 – 20 years	9	20.9
> 20 years	16	37.2
<b>Total</b>	<b>43</b>	<b>100</b>
<b>Educational Background</b>		
D3	29	67.4
D4	5	11.6
S1	7	16.3
S2	2	4.7
<b>Total</b>	<b>43</b>	<b>100</b>
<b>Employment status</b>		
Gov. Employees	39	95.1
Non-Gov. Employees	4	4.9
<b>Total</b>	<b>43</b>	<b>100</b>

B. Data Quality Testing Results

Table II. Validity and Reliability Test

Variable	Valid	Not Valid	Cronbach's Alpha
Career Path	20	0	0,740
Motivation	19	0	0,754
Reward System	8	1	0,730
Performance of Medical Recorder	23	0	0,759

C. Descriptive Statistics

The descriptive statistical results show the tendency of Medical Recorder in RSJDPHK to be in the perception of being agreeable in addressing the behavior of each variables.

Table III. Descriptive Statistical Results

Variables	N	Min	Max	Mean	SD
Performance (y)	43	63	92	72,95	6.883
Career Path (x1)	43	53	80	60.09	6.086
Motivation (x2)	43	43	76	57.58	6.681
Reward System (z)	43	21	32	24.42	2.383
Valid N (listwise)	43				



**D. Three Box Methods**

Table IV. Recapitulation of respondents' statements

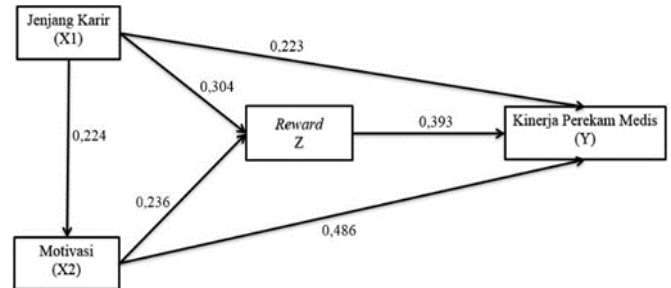
No	Variables	Category			Behavior
		High	Medium	Low	
a.	Performance	✓			Medical Recorders prioritize jobs that are work priorities. Medical Recorders want fair treatment in their careers through competency test opportunities to increase their level in their career paths at RSJPDHK.
b.	Career path		✓		Medical Recorders want their superiors to respect the opinions of subordinates who give the idea of getting rewarded on monthly performance scores called Key Performance Indicators (KPI). Medical Recorders are more interested in the ongoing process of learning, changing and growing personal growth (personal growth) will be more fun and motivating than winning the lottery.
c.	Motivation		✓		
d.	Reward	✓			

A summary of the patient's statements based on the results of the three-box method is obtained:

- a) Medical Recorder's performance variable statement obtained a high category; where it was found that there was a Medical Recorder statement that did not pay attention to the dimensions of work quality. Medical Recorder expects study case habits. Medical recorders expect study case habits. The direct superiors have a strategy through case studies to display the competencies presented.
- b) The career path variable statements are in the medium category; where it was found that there was a statement that Medical Recorder wanted to be given fair treatment in a career through competency test opportunities to increase levels in the career path through a study of the writings of each Medical Recorder in their respective logbooks.
- c) The statement of motivational variables obtained a medium category; where it was found that there was a statement that Medical Recorder wanted his boss to respect his opinion by recording the input of his subordinates in the form of minutes which then made a strategy to realize the input of his subordinates and which gave the idea of getting a reward on the monthly performance or called Key Performance Indicator (KPI).
- d) The statement of reward system variables obtained a high category; where it was found that Medical Recorder's statement was not too enthusiastic in responding to the prizes given at the RSJPDHK gathering through the lottery, which was treated casually and hesitantly because the lottery system was not attractive, it is hoped that names that have received prizes from the lottery results will not be drawn due to justice to the names of employees who have received prizes.

**E. Path Analysis**

In this study, Path Diagram serves to see the magnitude of the influence of each variable, either directly or indirectly on Medical Recorder performance. In testing the data using AMOS, the chi-square result is 0.000, which means that the model is close fit or sufficient (see Figure 1).



Source: AMOS 24, 2021

Figure 1. Path Diagram

H<sub>1</sub> accepted at AMOS output showed a simultaneous significant influence on Career Path and Motivation on the Performance of Medical Recorders, which is the reward system as an intervening variable simultaneously (see Table V).

Table V. Summary of the results of path analysis

Direct Effects Between Variables		Estimate	SE.	C.R.	P
Reward	<-- Career Path	0.304	0.069	4.402	***
Reward	<-- Motivation	0.236	0.207	1.139	0.261
Motivation	<-- Career Path	0.224	0.098	2.282	0.028
Performance of	<-- Career Path	<b>0.223</b>	0.108	2.071	<b>0.045</b>
Performance of	<-- Motivation	<b>0.486</b>	0.217	2.240	<b>0.031</b>
Performance of	<-- Reward	<b>0.393</b>	0.163	2.406	<b>0.021</b>

Source: AMOS 24, 2021

**F. Mediation Testing**

The results of the Sobel test for the indirect relationship between the Career Path variable (X1) and the Medical Recorder Performance variable (Y) through the intervening reward system variable (Z) showed 2.115 with a significance value of 0.033. The significance level results obtained are less than 0.05. It indicates there is an influence of the reward system mediating/intervening variable (Z) in mediating the relationship between Career Path (X1) and Medical Recorder Performance (Y) in RSJPDHK. The coefficient value of the indirect influence of the Career Path variable (X1) on the Performance of Medical Recorders (Y) through the mediation variable reward system (Z) in RSJPDHK equal 0.119 value. On the other hand, the statistical significance level of the Sobel test reached 2,115 value where the resulting value is greater than the t-test result of 2.071 value. These results indicate that Career Path will have a significantly stronger positive effect on medical recorder performance if it is through the reward system mediation variable in RSJPDHK.

**H<sub>1</sub> = There is a simultaneous significant influence of Career Path and Motivation on the Performance of Medical Recorders and the Reward System as Intervening Variables at Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK) simultaneously.**

The main hypothesis (H1) is accepted because the chi-square value is very small, indicating that there is no difference between the theory and the research model and the empirical data environment. This means that career path and motivation variables with the reward system as intervening variables have a significant relationship with the performance of medical recorders at the Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK) simultaneously to strengthen theory testing.

To build and improve Medical Recorder performance, RSJPDHK must pay attention to the factors that influence it. One of the factors that affect Medical Recorder's performance is the reward system. Leaders need to improve the employee remuneration system that is part of the reward system as a stimulus to increase the motivation of Medical Recorders, as result they will have good performance in term of to create job satisfaction, and support Medical Recorders in education.

The performance appraisal (PA) is: "The process of evaluating how well employees do their jobs when compared to a set of standards, and then communicating them with employees" [13]. Employee performance appraisals that are carried out objectively, accurately, and well documented tend to reduce the potential for deviations made by employees. As the result, they performance is expected to improve according required by the company. Employees generally tend to be very optimistic about how their appraisal will turn out, and also know that a raise, career advancement, and their usual peace of mind depend largely on how they are judged. The results of the analysis of the career path variable index on average get the medium category, y while the reward system and Medical Recorder performance variables on average get the high category. Overall, the statements given by respondents in the reward system variable show a high category; the majority of Medical Recorder at IRM – RSJPDHK agree that the process of learning, changing and developing that continues to take place personal growth is more fun and motivating. On the other hand, Medical Recorder simply responds to the prizes given at the RSJPDHK gathering through a lottery. Research by Usastiawaty Cik Ayu Saadiah Isnainy shows that there is a significant influence between Reward, Job Satisfaction, and Motivation on Nurse Performance [14].

**H<sub>2</sub> = There is a partial influence of career path on Medical Recorder performance.**

Similar results, for the analysis of the career path variable index on average. It obtained a medium category, while the Medical Recorder performance variable on average obtained a high category. The dimensions of fair treatment in a career, concern for direct superiors, information about various promotion opportunities, and an interest in being promoted on average in the medium category. It can make a positive contribution to the dimensions of quantity, quality, timeliness, and cooperation in IRM as a Medical Recorder organization. with high category in RSJPDHK. Career development is a formal approach that organizations take and use to ensure that people with appropriate skills and experience are available when needed [15]. Career planning and development basically includes two main processes, namely career planning and career management. Career planning focuses on workers, while career management focuses on the organization [15, 16].

The advantage for workers with career planning is that they can better understand and identify their desired career goals. On the other hand, the benefits for the organization are being able to communicate career opportunities to workers and getting a better match between the aspirations of workers and the opportunities of the organization. Career paths that have career development indicators include (1) fair treatment in a career, (2) concern for direct superiors; (3) information about various promotional opportunities, (4) there is an interest to be promoted; (5) the level of satisfaction has an effect on the performance of the impact on aspects of financial compensation based on the Work Performance Index according to the assessment of performance and career paths on aspects of special attention by superiors [15, 16, 17].

Job analysis at each level for the creation of multi-talented and multitasking Medical Recorders is desired by Medical Recorders in addition to fair treatment in a career through competency test opportunities to increase levels in their career paths at RSJPDHK. The study of Merlina Aspita's shows that career paths partially have a positive and significant effect on the performance of Bank Rakyat Indonesia employees at the Daan Mogot Branch [18].

**H<sub>3</sub> = There is a partial influence of career path on Medical Recorder motivation.**

The results of the analysis of the career path variable index on average obtained the medium category, while the



Medical Recorder motivation variable on average obtained the medium category. The dimensions of fair treatment in a career, concern for direct superiors, information about various promotion opportunities, and an interest in being promoted on average in the medium category can make a positive contribution to the dimensions of social relations (affiliation), recognition, and self-actualization in the moderate category. Meanwhile, the direct supervisor's statement fosters positive interest by providing training that is appropriate to the task; the immediate supervisor provides an explanation of the career path book that fosters interest in being more competent in doing more challenging jobs; and everyone wants to achieve progress, including in pursuing a career, superiors have set the measure of success used to get the medium category. As for the statement that the working relationship between superiors and subordinates is good and not rigid; opinions are always valued by superiors; superiors give awards to subordinates who excel when they are able to complete the work properly and on time; and always have the opportunity to participate in determining the goals to be achieved by superiors in the medium category. The result of hypothesis 3 (H3) also shows that there is no difference between the theory and the research model and the empirical data environment. This means that the career path variable has a significant positive relationship to Medical Recorder motivation partially.

Here, Abraham Maslow was suggested that basically all humans have basic needs [19]. The study shows it in 5 (five) levels in the shape of a pyramid, people start pushing from the lowest level. These five levels of needs are known as Maslow's Hierarchy of Needs, ranging from basic biological needs to more complex psychological motives; which will only matter after basic needs are met. The results of research by Retno Twistiandayani is stated that there was an effect of competency testing in the career path on nurses' motivation to increase competence ( $p = 0.020$ ) where the classification of motivation as a human need in 5 (five) hierarchy of needs, namely (1) Physiological Needs, (2) safety, (3) social relations (affiliation), (4) self-esteem, (5) self-actualization is fulfilled [20].

**H<sub>4</sub> = There is a partial influence of career path on the reward system.**

The results of the analysis of the competency variable index of health workers on average obtained a medium category, while the reward system variable on average obtained a high category. A statement on the variable reward system which includes bonuses or/incentives, get work in good facilities, free drinks, computers, good internet connections, and gym rooms; meals allowance; Medical Recorder is proud when it is able to achieve

challenging work/achievements; and given the freedom, autonomy (autonomy) to develop skills on average get a high category. Alternative hypothesis 4 (H4) shows that there is no difference between the theory and the research model and the empirical data environment. This means that the career path variable has a significant positive relationship to the reward system partially.

The rationale for the preparation of the Medical Recorder RSJPDHK professional career path moved from the interests of the profession to be responsible and accountable in providing medical record services in order to meet the National Hospital Accreditation Standards (SNARS). The preparation of the Medical Recorder RSJPDHK professional career path book has been initiated since 2017 and has been determined by the Decree of the Director of the Harapan Kita Heart and Blood Vessel Hospital number: HK.02.03/XX.6/0336/2018 concerning Guidelines for the Professional Career Paths of Other Health Workers in 2018, contains competencies for each level. According to Jackson & Vitberg a good career development is a formal approach taken by organizations to ensure that people with the right qualifications and experience will be available when needed [21]. The reward system for the Medical Recorder profession is based on Presidential Regulation of the Republic of Indonesia Number 114 of 2016. It concerning Medical Recorder Functional Position Allowances to improve the quality, achievement, dedication and work productivity of Civil Servants (PNS) is given based on their workload and job responsibilities.

**H<sub>5</sub> = There is a partial influence of motivation on Medical Recorder performance.**

The results of the analysis of the motivational variable index on average obtained a medium category, and the Medical Recorder performance variable on average obtained a high category. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a directed condition to achieve work and organizational goals. In this case, there is a positive relationship between achievement motive and performance achievement [22]. Achievement motive is an encouragement in employees to carry out an activity or task as well as possible to be able to achieve high performance. The results of research conducted by Regina Aditya Reza is obtained that motivation had a positive effect on employee performance and work discipline had a positive effect on employee performance [23]. The new dimension that determines one's performance is opportunity. Even though someone is willing and has the motivation and ability, they don't have opportunities including, including the opportunities that exist, maybe a work environment that does not support equipment, supplies of materials, unsupportive coworkers, unclear

procedures and so on [24]. The study by Saryadi shows that motivation has a positive and significant effect on work commitment at RSUD dr. Moewardi Surakarta.

***H<sub>6</sub> = There is a partial effect of motivation on the reward system.***

The results of the analysis of the motivational variable index on average obtained a medium category, while the reward system variable on average obtained a high category. Dimensions of social relations (affiliation; self-esteem); and self-actualization (self-actualization) obtained a medium category can make a positive contribution to the dimensions of extrinsic reward and intrinsic reward with a high category. From direct observations show the facts obtained from interviews which was attended by researchers as Medical Recorder according to the organizational structure of the Committee for Nursing and other health workers RSJPDHK that Medical Recorder has been more than 5 (five) years and has not gone up from one level to another. It contrast with the Medical Recorder career path book has been determined by the Decree of the President Director No. HK.02.03/XX.6/0336/2018 concerning Guidelines for Career Paths for Other Health Professionals RSJPDHK. It is natural that many problems that affect Medical Recorder's performance are less motivating for Medical Recorder to perform better. Alternative hypothesis 6 (H<sub>6</sub>) shows that there is no difference between the theory and the research model and the empirical data environment. The motivation variable has the weakest significant level of the reward system. This means that the motivation variable has an insignificant positive relationship with the reward system partially. According to Moorhead & Griffin rewards include many of the incentives provided by organizations to employees as part of a psychological contract [25]. Rewards also satisfy a number of needs that employees seek to fulfil through their choices of work-related behaviour. consequently, rewards in the organization have a positive impact on employee motivation to be more passionate and committed to getting the job done. Motivation according to Edna K. Huffman, RRA that getting things done through people is an important and challenging aspect of health information management [27]. The two most important qualities required for effective management of medical records and health information are motivation and communication. Motivating employees is an important concern of health information professionals, because health information departments hire workers to perform routine tasks as well as workers for technical functions, managers must use different motivational techniques for each situation. Motivation is a joint effort with individual traits and

organizational support. A highly motivated person is a people who makes substantial efforts to support the production goals of his work unit and the organization in which they work. An unmotivated person only puts minimum effort in terms of work. The concept of motivation is an important concept in the study of individual work performance. Motivation is an important determinant of individual performance. Positive motivation is sometimes referred to as "anxiety-reducing motivation" or the "carrot approach" in which employees are offered something of value (reward in the form of money, praise, and the possibility of permanent employment) if their performance meets established standards. Every organization uses various rewards to attract and retain people and motivate them to achieve personal goals and organizational goals. The size of the reward given depends on many things, mainly determined by the level of achievement that they achieved. In addition, the form of reward is also determined by the type or form of achievement achieved and to whom the reward is given. The results of Hendra Firmansyah's show that work motivation has a weak influence on the reward system [28].

***H<sub>7</sub> = There is a partial effect of the reward system on Medical Recorder performance.***

The results of the analysis of the reward system variable index on average get a high category and the Medical Recorder performance variable on average gets a high category. Quantity dimension including quality, punctuality, effectiveness, presence, and cooperation on the overall Medical Recorder performance variable obtained a high category on average. Similarly, the dimensions of the extrinsic elements and intrinsic elements of the motivational variables on average obtained a high category. On the other hand, the statement of Medical Recorder performance variables related to performance contracts spurred them to achieve targets; always do the job carefully; always do whatever the boss gives and finish well; never absent from work; and never procrastinate on the work given by the superior to get the medium category. Likewise, the statement on the reward system variable related to the prizes obtained by Medical Recorder during the RSJPDHK gathering in the form of bicycles, television, gift cards or vouchers to support Medical Recorder and family lifestyles and will become more enthusiastic and active if recognized as exemplary/completion employees.

Alternative hypothesis 7 (H<sub>7</sub>) shows that there is no difference between the theory and the research model and the empirical data environment. This means that the reward system variable has a significant positive effect on the Medical Recorder variable. The reward system

variable has the smallest t-test value (0.021) compared to the motivation variable and career path variable. This phenomenon illustrates that the variable reward system implemented in RSJPDHK is the variable with the strongest (strongest) effect on the performance of Medical Recorders. The reward system has the potential to be the most sensitive variable that has an effect on realizing good medical recorder performance on an ongoing basis in RSJPDHK. Performance-based rewards encourage employees to change the tendency of a passion for self-interest to a passion for meeting organizational goals. The reward system for the Medical Recorder profession is based on the Presidential Regulation of the Republic of Indonesia Number 114 of 2016 concerning Medical Recorder Functional Position Allowances to improve the quality, achievement, dedication and work productivity of PNS who are fully appointed and assigned in the Functional Position of Medical Recorders, given position allowances functional according to the workload and job responsibilities. Every organization uses various rewards to attract and retain people and motivate them to achieve personal goals and organizational goals. The size of the reward given depends on many things, mainly determined by the level of achievement achieved. In addition, the form of reward is also determined by the type or form of achievement achieved and to whom the reward is given. Schuler (1987) states that rewards are divided into intrinsic rewards and extrinsic rewards. The results of Marta S's research show that there is a relationship between the reward system and the performance of Medical Record Officers at H. Adam Malik Hospital Medan [29].

#### 4. CONCLUSIONS

Career Path will have a significantly stronger positive effect on Medical Recorder Performance if it is through the reward system mediating variable at RSJPDHK. Good career path by paying attention to aspects of the reward system based on extrinsic and intrinsic elements; such as being proud when able to achieve challenging work, being given the freedom, autonomy to develop skills, and forming an ongoing process of learning, change and development; as well as bonuses/incentives given as additional compensation outside of salary. Reward System has the strongest significant positive relationship to Medical Recorder performance. Career path and motivation are entry points for Medical Recorder's reward system and performance through educational and training activities in the form of a fun learning process that motivates medical recorders on a regular basis. The gift-giving activity that was given at the RSJPDHK gathering through a lottery was enough to form a commitment among employees to produce good performance.

There is a simultaneous significant effect of Career Path and Motivation on the Performance of Medical Recorders and the Reward System as Intervening Variables in RSJPDHK simultaneously. Career path has a significant positive relationship to the performance of Medical Recorders. Career path has a significant positive relationship to Medical Recorder motivation. Career path has a significant positive relationship with the reward system. Motivation has a significant positive relationship with Medical Recorder performance. Medical Recorder motivation has a weak positive relationship to the reward system. The reward system has a significant positive relationship with Medical Recorder performance. The reward system variable has the strongest relationship to Medical Recorder performance compared to career path variables and motivation variables. There is an influence of the mediating variable / intervening reward system in mediating the relationship between Career Path and Medical Recorder Performance.

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