

Determinants Factors Associated with Working Performance among Employment at Tamansari Public Hospital

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Abstract

Introduction: Employee performance is one factor that plays an essential role in achieving company and individual goals. **Objective:** The study aimed to determine the determinant factors associated with employees' performance in the Tamansari Public Hospital. **Method:** A cross-sectional study was applied in this study. We involved the 153 people who were randomly selected using systematic random sampling. **Results:** The results of this study indicated that workability and work environment was a positive association with the performance among employment in Tamansari Hospital. However, work motivation was not associated with employees' performance. The training programs needed to improve the motivation and ability through ESQ or mental-spiritual training. The routine performance evaluations need to conduct regularly for all employees by involving Kasatpel and coordinators. **Recommendation:** Further study needs to conduct the study with a higher total sample using the structural equation model to confirm the factors associated with working performance.

Keywords: motivation, workability, work environment, employee performance



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Introduction

Performance is one of the factors that influence the success of a company. Performance is the result of work and work behavior that has been achieved in completing assigned tasks and responsibilities in a certain period (1). Meanwhile, according to (Hamali, 2018) (2), the definition of performance is the result of work that has a strong relationship with the organization's strategic goals, consumer satisfaction and makes an economic contribution.

There have been many studies on employee performance at various companies, offices, hotels, and others (3-5). However, little research has been carried out in government hospitals. Therefore, the authors chose to research the Tamansari Regional Public Hospital employees.

Some factors affect employee performance, namely abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline(1). Meanwhile, according to Harini & Kartiwi, (2018), the factors that affect performance are workload and work environment(6).

Human resources play an essential role in carrying out activities in a company. For company goals to be achieved, employees who work efficiently and effectively provide good work results. Employees are the company's main asset and have a strategic role in the company, namely as thinkers, planners, and controllers of company activities. To achieve company goals, employees need the motivation to work more diligently. In addition to motivation, another thing that can affect performance is able, by having the appropriate abilities, an employee can work better. Robbins (2001) stated that ability is the capacity of an individual to perform various tasks in a job(7).

Performance is a concrete result that can be observed and can be measured which is usually used as a basis for evaluating employees or individuals(8). Good performance is a step towards achieving individual goals. Therefore, performance is a determining target in achieving individual goals. According to Mangkunegara (2014), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in quality and quantity achieved by an employee in carrying out his responsibilities by the responsibilities assigned to him(9).

Factors that affect performance achievement are the ability factor (ability) and the motivation factor (motivation). Previous research stated that the performance of nurses is determined by motivation, work environment, and work stress(10). Analysis by Muntaha & Mufrihah, (2017) where employee performance is caused by work motivation, good work motivation will increase employee performance(11).

A previous study conducted by Larasati & Gilang, (2016) (12) argues that work performance analysis or performance is related to 2 (two) main factors, namely 1) the willingness or motivation of employees to work, which raises the employee's business, and 2) the ability of employees to carry it out. To achieve organizational goals, employees need motivation and workability to work more optimally. Seeing the importance of employees in the organization, employees need serious attention to the tasks they are doing so that organizational goals are achieved.

According to Winardi, (2006), the ability is a trait inherent in humans or learned that allows a person to carry out an action or mental or physical work(13). Another study mentioned that the dimension of knowledge includes intellectual abilities, skills in carrying out

mental activities, and physical abilities, expertise in carrying out tasks that require stamina, dexterity, strength, and similar skills(14).

Apart from motivation and workability factors, the work environment in which these employees work is equally important in improving employee performance. The work environment is everything around the employee and can affect the employee in carrying out the tasks assigned to him (15). Previous study (16) said that indicators in the work environment are lighting, air temperature, noise, use of colors, job security, and employee relations.

Therefore the organization must provide an adequate work environment such as a physical environment (comfortable office layout, clean environment, good air exchange, colors, sufficient lighting, and sweet music) as well as a non-physical environment (employee work atmosphere, employee welfare., relationships between fellow employees, relationships between employees and leaders, and places of worship).

A good work environment can support work implementation to be enthusiastic about work and improve performance (17). A previous study mentioned that (18) work motivation has a positive and significant effect on employee performance. The work environment has a positive and significant impact on employee performance.

Based on the annual report of the Tamansari Hospital in 2019, several problems exist seen from human resources (HR), including 1) The need to study employee placement because it is not by the ABK (workload analysis). 2) The number of human resources less integrated with other departments. 3) The need for assessments to provide training opportunities Low commitment and

motivation of the Head of Room, discipline and employee performance, which can be caused by not optimal management of employee attendance, not optimal training of employees in understanding the fulfillment of rights and obligations, not optimal reward and punishment system for outstanding employees and employees with problems.

Based on the results of interviews with the Head of the Hospital Administration, there are still many employees who are late for work or come home from work that does not match their working hours (based on reports from the hospital staffing department) as many as 82%, do not come to work without information as much as 10%. This is based on the results of the 2019 attendance summary, and there are still many employees who work lazily.

Based on the interviews conducted with 20 employees at the Tamansari Hospital, they said that not all employees have good work abilities as desired by the hospital management. For example, sometimes, some people do not collect reports on time according to the predetermined date in filling out monthly reports.

Not all employees have primary duties and functions in their field of work; some are lazy, so they are not given any responsibility. If there are diligent employees, their primary duties and functions will be greater than those who are lazy. Another problem in the Tamansari Hospital is the poor working environment, seen from the inadequate air conditioning facilities; the room is small and dark enough to make employees feel uncomfortable in their activities.

OBJECTIVE

The study aimed to determine the determinant factors associated with the performance of employees at the Tamansari Hospital.

METHODS

Research design

A cross-sectional study was applied to determine employee working performance factors among employees.

Samples and sampling techniques

A total of 153 people from all non-civil servant employees at the Tamansari Regional Public Hospital were selected through systematic random sampling.

The inclusion criteria in this study include:

1) All employees at the Tamansari Regional Public Hospital, including civil servants and non-civil servants, 2) Willing to participate in this study (3) Able to answer research questions. The PHL employees and Employees who refused to participate in this study were excluded.

Instruments for data collection

Motivation Questionnaire. The motivation questionnaire was used to measure the motivation of working among the employees. The questionnaire consisted of 4 components: abilities, motives, expectations, and incentives. This instrument has been validated through 30 respondents in the Regional Public Hospital. The characteristic of that hospital was quite similar. The findings of validity were $r_{count} > 0.361$. It was indicated that the instrument was valid. The reliability test showed that Cronbach Alpha was 0.930, which indicated that the instrument was reliable.

Workability Questionnaire. The questionnaire was used to measure the functional ability among employment. It consisted of 2 components included intellectual skills and physical skills. This instrument has been tested for validity using 30 respondents with an $r_{count} > 0.361$. This instrument has also been tested for a reliability test to determine the instrument's consistency with a Cronbach alpha value of 0.902, which states that this instrument is

reliable.

Work environment Questionnaire. It could be used to describe the work environment at the hospital. The instrument consisted of 7 components: lighting, air temperature, noise, color, space to move, job security, and employee relations. The validity findings were $r_{count} > 0.361$, and the Cronbach Alpha value was 0.876. It was indicated that the instrument was valid and reliable for measuring the variable

The employee performance questionnaire has five components: objectives, standards, feedback, competencies, and opportunities. This instrument has been tested for validity by conducting trials on 30 respondents in a general hospital with an $r_{count} > 0.361$. In addition, this instrument has also been through a reliability test to determine the instrument's consistency with a Cronbach alpha value of 0.884, which states that this instrument is reliable.

Statistical analysis

Descriptive Analysis

It was used to describe the variables of motivation, workability, work environment, and employee performance. This analysis used index analysis. The tendency of respondents' answers to each variable is based on the average score (index). It is categorized into a range of scores based on the calculation of the three-box method (19)(Ferdinand, 2006).

$$\text{Upper limit of the score range: } (\% Fx5) / 5 = (153 \times 5) / 5 = 765$$

$$\text{Lower limit of score range: } (\% Fx5) / 5 = (153 \times 1) / 5 = 153$$

Then the score range value is 204. By using the three-box method, the 204 score range is divided into 3 parts, resulting in a range for each section of 204, it will be used as a list of index interpretations as follows:

153-357 (poor), 357.1-561 (good enough) and 561.1-765 (good). In addition to using the three-box method, the description of variables according to respondents can be done by descriptive analysis using the SPSS program.

Bivariate analysis

The multiple linear regression test was used to determine the factors associated with performance among employees. The data normality assumption was tested before carrying out the multiple linear regression. In addition, a multicollinearity test was also carried out to see if there was a correlation between the independent variables. A simultaneous test (F test) was carried out to see whether motivation, workability, and work environment variables on employee performance at the Tamansari Hospital simultaneously. At the same time, the partial test (t-test) is to partially test the independent and dependent variable's effect.

Result

Characteristics of Respondents

Based on the questionnaire distributed by researchers, data was obtained that revealed the distribution of respondents based on the demographics of the respondents. Researchers did not differentiate respondents based on their duties and functions (medical and non-medical) but based on gender, age, latest education, marital status, and length of time the employees worked. From the questionnaire data obtained from the 153 respondents who studied, female respondents were more than male respondents, with 93 people (61%) female respondents and 60 people (39%) male respondents. Most of the respondents' ages ranged from ≤ 30 years, namely 85 people (56%) and 68 people (44%) aged > 30 years. Most respondents' education was

undergraduate with 94 people (61%), Diploma with 51 people (33%), and Senior High School with 8 people (5%). For the marital status of the most respondents married 147 people (96%), 4 people (3%) were unmarried, and 2 widowers (1%). Most respondents' length of work was ≥ 2 years (78%), followed by 1-2 years of work as (14%) and between 3 months-1 years (8%).

Tambahkan table dari characteristic respondents

characteristic		Total (N)	Percentage (%)
Gender	Male	60	39
	Female	93	61
Age	≤ 30 year	85	56
	>30 year	68	44
Education	Senior High School	8	6
	Diploma	51	33
	University	94	61
Marital status	single	4	3
	Marry	147	96
	divorced / divorcee	2	1
length of work	3 month - 1 year	12	8
	1-2 year	21	14
	> 2 year	120	78

Table 1. Table of Results of Multiple Linear Regression Equations

Model	β	t	Sig
Constant		3.887	0.000
Motivation	0.109	1.576	0.117
WorkAbility	0.503	7.075	0.000
Work Environment	0.291	3.611	0.000
Employee performance			

The multiple linear regression equation shows that workability. The works environment influences employee performance at Tamansari Regional Public Hospital, which means that employee performance can be affected by workability and work environment. The motivation variable does not affect employee performance.

Table 2. Simultaneous Hypothesis Test Table (Test F)

Model	Mean Square	F	Sign
Regression	476.307	108.394	0.000
Residual	4.394		
Total			
Employee performance			
Motivation, workability, work environment			

Table 2 found that the simultaneous association among the variables showed that motivation, workability, and work environment were simultaneously associated with employee performance ($p < 0.01$).

Table 3. Partial Test Table (T-Test)

Model	β	T	Sig
Constant		3.887	0.000
Motivation	0.109	1.576	0.117
Workability	0.503	7.075	0.000
Work environment	0.291	3.611	0.000
Employee performance			

Table 3 showed the partial testing among each variable; The findings showed that work environment and environment were associated with working performance ($p < 0.01$). However, motivation does not affect employee performance ($p < 0.05$).

DISCUSSION

The influence of motivation on employee performance

From the analysis, it is known that there is no significant influence between work motivation on employee performance at Tamansari Hospital. The results of this study are not in line with previous study (20-23), which state that work motivation has a positive and significant effect on employee performance.

The results of this study are in line with Herzberg's theory or often called the hygiene motivator theory, where two factors influence a person's motivation to work.

The two factors are motivator factors and hygiene factors. Job satisfaction depends on 2 factors: satisfaction (motivating or satisfying) and dissatisfaction (hygiene factors or dissatisfaction). The presence of motivating factors will cause employees to work harder. For example, work performance, recognition of success, the job itself, employee responsibilities, career development, and opportunities for employees to learn new skills. The absence of hygiene factors will cause dissatisfaction for workers. Examples of hygiene factors are company policies, supervision, salary, working conditions, relationships with colleagues, physical workplaces, security, and superiors and subordinates. Work motivation that is not significant with performance can be caused by 56% of employees of Tamansari Hospital with age ≤ 30 years where work performance and employee's sense of responsibility towards work are still lacking.

Effect of workability on employee performance

Based on the study results, it was found that there was a significant influence between workability on employee

performance at Tamansari Hospital. The results of this study are consistent with previous research conducted by Yudha (2010)(23) and Wagimin (2001)(24), where there is a significant influence between workability on employee performance and performance. In addition, this study is in line with the theory put forward by Mathis and Jackson (2009)(25), where three main factors affect individual performance, namely ability, effort, and support.

The influence of the work environment on employee performance

Based on the study results, it was found that there was a significant influence between the work environment and the employee performance at the Tamansari Hospital. Physical and non-physical work environments cannot be separated because they affect employee performance. Researchers use the theory from Faustino Cardoso Gomes (2013)(26) that the work environment is a work process in which the environment interacts according to certain patterns. Each has specific characteristics and values.

Selling is based on the theory of Robbins (2006)(27), where the physical work environment is a factor of employee work stress that affects job performance. In this study, researchers only looked at physical work environment factors such as lighting, air temperature, noise, use of color, space to move, job security, and the relationship between employees. The results of this study are supported by research conducted by Joko Purnomo (2008), which states that there is a significant influence between work environment and employee performance. The opinion of Robbins and Judge (2012)(28) and Ndraha (2005)(29) explains that understanding organizational culture and how to demonstrate understanding of corporate culture and how it is created, maintained, and studied will increase the ability to explain and predict organizational

behavior so that it helps management to improve performance.

The influence of motivation, workability, work environment on employee performance

Employee performance can be affected by several factors. Several previous studies have been used as a basis for researchers and show how much research on employee performance has been carried out. Performance achievement plays a significant role in explaining employee intensity. Employee performance can be formed with the ability to work and a supportive work environment.

CONCLUSION

In conclusion, the motivation variable does not directly and significantly affect employee performance. In this study, researchers discussed what was limited to extrinsic motivation. Therefore the results were not directly related between motivation and employee performance. Workability Work and environment have a direct and significant effect on employee performance.

IMPLICATIONS

1. Provide opportunities for employees in terms of career development or promotion
2. . The management should develop an HR model through intellectual capital (where employees are expected to have the ability, knowledge, ideas, innovation, energy, and commitment).
3. Developing an HR model through spiritual capital will give birth to a love of work, a high work ethic, a spirit of mutual help, and respect for others.
4. Developing an HR model through psychological capital or psychological capital so that every employee has confidence, is optimistic, is diligent in achieving goals, and can survive if there

are problems or obstacles to success.

Study recommendation

The training programs needed to improve the motivation and ability through ESQ or mental-spiritual training. The routine performance evaluations need to conduct regularly for all employees by involving Kasatpel and coordinators. Further study needs to conduct the study with a higher total sample using the structural equation model to confirm the factors associated with working performance.

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