

ICASH-A04

**FACTORS AFFECTING EMPLOYEE PERFORMANCE: CASE STUDY
AT PERMATA HATI HOSPITAL RIAU, INDONESIA**

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ABSTRACT

Background: Employees are important factors in the organization to achieve the goal. The employee's performance will affect the quality of service. As we know that patient expectations are getting the best service. From the preliminary survey, we discovered some patient complaints; attitudes, communication and undisciplined by employees. Since last 3 years, the hospital quality service indicator has decreased, BOR (Bed Occupancy Rate) <60-80% (Ministries of health Standard).

Aims: To determine the factors affect the employees' performance in Permata Hati Hospital Riau Indonesia

Methods: This research used the analytical quantitative study design with cross sectional study. The study was carried out in Mei-June 2014 in Permata Hati Hospital. We used questionnaires for collecting data, The sample of the research are employees in the provision of services to patients directly, totally 154 respondents. Consists of: health workers (nurses, midwives, laboratory, pharmacy, radiology, doctor) and administrative and finance personnel. The dependent variable is employees' performance and the independent variables are: leadership, salary, supervision, and training. Processing data using statistical calculation: univariate, bivariate and multivariate with multiple logistic regression test.

Results: There was a significantly strong correlation between independent variables toward the performance of employees (pvalue <0.05). Leadership exerted a significant effect on performance (exp (B) 2.025), salary significant effect on performance (exp (B) 2.029), supervision significant effect on performance exp (B) 1.525 and training significant effect on performance (exp (B) 2.991).

Conclusion: Training is the dominant factor affecting the performance of employees in Permata Hati Hospital. It is a necessary to build a roadmap of continuous training in enhancing the competence and quality of service, monitoring and evaluation of performance and performancebased finance system.

Keywords: employee performance, leadership, supervision, salary, training

INTRODUCTION

Human Resources are the most strategic resource of an organization, so it needs an effort to manage the Human Resources [1]. Deliverables Human Resources is known as performance. The ability of employees to do a specific expertise, individually, or in groups is a must to improve the quality of the organization. Employee performance should be planned on an ongoing basis for improving employee performance is not an instantaneous event but require planning and implementation for a certain period [2].

There are many factors that affect employee performance in the Hospital. They are: education, regulation, financial system, knowledge, personal motivation [3]. Another factors are working environment, salary, service facilities, emotional, work experience, leadership, training, discipline, and organizational culture [4-8].

When the employee performance factors considered, it is expected that organizational goals will be achieved. The indicator can be seen from the level of patient satisfaction increased, decreased employee turnover rate, competence and knowledge increases [9,10]. Effective leadership, can give guidance to the efforts of every employee in achieving organizational goals, and in arranging his subordinates, a leader must be able to know the situation, so as to give problems solving. Good leadership required to develop employees, build loyalty, and increase productivity [11,12]. The size of salary can affects performance, motivation and job satisfaction of employees. If the payments were made correctly and properly, employees will be satisfied and motivated to achieve organizational goals [13]. Employee performance should be measured and directed. So, the supervision activities are necessary to control it [14]. Training is also necessary to increase employee competency [2].

Permata Hati Hospital, established in 1993, class C with 87 beds, is nationally accredited in 2012. Preliminary data obtained through evaluation of the work program of Human Resource Management, there are 20% of patients who complained of the attitude, 15% communication and 10% undisciplined by employees. From the preliminary survey results of 165 employees implementing performance assessment, conducted in November 2013, there were 45 (27.3%) scored less (Hospital Performance Standard).

Indicators of service quality at this hospital, since the last 3 years (2011, 2012 and 2013) has decreased, BOR (Bed Occupancy Rate) (59.5%, 59.3%, 53.2%, (the Ministry of Health indicators = 60-80%) and BTO (Bed Turn over) (73, 65, 76) and (40-50 times = the Ministry of Health Indicators). Based on the background of this study, researchers want to determine factors affect the employees' performance in Permata Hati Hospital.

METHODS

This research used analytical quantitative study design with cross sectional study. The study was carried out in May – June 2014 in Permata Hati Hospital. The sample of the research are employees in the provision of services to patients directly, totally 154 respondents. Consists of: health workers (nurses, midwives, laboratory, pharmacy, radiology, doctor) and administrative and finance personnel. The dependent variable is employees' performance and the independent variables are: leadership, salary, supervision, and training.

The primary data was obtained from questionnaire, whereas the secondary data was obtained from the hospital medical records, textbooks, and other references. Questionnaire is subjective and individual, maybe a questionnaire is the most appropriate measure. Nevertheless, we need to realize that there are certain limitations to this approach in getting the data. Therefore, before the questionnaire given to respondents, we had tested the validity and reliability of the questionnaire, using the histogram graph for data normality.

Respondents were given 14 items questions with a range scale of 1-10. Ranging from 1-6 = disagree, 7-10 = totally agree. Measuring results for the variable of leadership is good (> median 62), salary categorized according to >Rp 1.665 million (City of Standard Minimum Salary), considered good supervision (\geq median 35), training considered adequate when > 2 times training). In this study, processing data using statistical calculation: univariate, bivariate and multivariate with multiple logistic regression test.

RESULTS

From the univariate analysis we discovered that the majority of leadership was good 77.6%, sufficient salary was 50%, supervision was good 62.3% and training > 2 times were 72.7%. From the bivariate analysis, we discovered that there was a strong correlation between the independent variable toward the dependent variable (p value < 0.05). Leadership (p value = 0.017), salary (p value = 0,006), supervision (p value = 0,008) dan training (p value = 0,000) (Tabel 1).

From the multiple linear logistic regression analysis, we discovered that there was a positive and significant correlation between independent variable toward the dependent variable. Leadership exerted a significant effect on performance (exp (B) 2.025), salary significant effect on performance (exp (B) 2.029), supervision significant effect on performance exp (B) 1.525) and training significant effect on performance (exp (B) 2.991). (Tabel 2)

Tabel 1. Result of Bivariate Analysis

Variable	Employee Performance		Description
	P value	POR(95%CI)	
Leadership	0,017	2,289 CI (1,152- 4,551)	Correlation*
Salary	0,006	2,454 CI (1,284- 4,691)	Correlation*
Supervision	0,008	2,467 CI (1,260- 4,829)	Correlation*
Training	0,000	4,043 CI (1,846- 8,857)	Correlation*

* P value < 0.05

Tabel 2 Result of Multivariate Analysis

Variable	P value	POR (95% CI)		
		Exp (B)	Lower	Upper
Leadership	0,100	2,025	0,873	4,700
Salary	0,054	2,029	0,988	4,165
Supervision	0,311	1,525	0,674	3,449
Training	0,010	2,991	1,293	6,921

DISCUSSION

Leadership

In this study, leadership factors affecting employee performance. The process of directing, decision-making, policy and leadership contributions followed by a persuasive approach, teamwork and open communication should be improved. Thus, the quality of service at this hospital can be better.

Leadership is the ability to influence others. There is significant relationship between the leadership and performance of nurses [15,16]. Leadership is important component in managing patients on optimal clinical outcomes. In recent years, there has been improvement in leadership performance appraisal. An accurate assessment of the performance leadership is an important role in the development and improvement of leadership in healthcare organizations [17]

This is according to the theory, pattern or style of leadership that is accompanied by a manager's leadership style will greatly influence the effectiveness of a leader. When employees have the skills on the job, the employee will be easier to achieve the expected performance [18]. The ability and leadership skills in nursing service will make it effective and efficient. The leader is the driving force in a good organization for the resources and tools through taking the decisions, policies and influence others to achieve organizational goals [19]

Leadership competencies defined as leadership skills and behaviors that contribute to superior performance. By using a competency-based approach to leadership, organizations can identify and develop the next generation of leaders [20]. The ability to inspire not only dependent on the charisma of the leader, but also communication skills and the implementation [21]

Salary

In this study, salary factor affects on employee performance. Keep in performance-based reward system so that it can accommodate the basic principles of management reward of justice, solidarity, openness, and commitment in the performance assessment. Salary is everything that is received by employees as remuneration for their work and dedication. The size of salary can affect to performance, motivation and job satisfaction of employees. If the payments were made correctly and properly, employees will be satisfied and motivated to achieve organizational goals. The amount of salary is affected by the position of the work and education of employees. The higher the salary received will motivate employees to have good performance [22]. Salary for employee is complex and interrelated. Need implementation of performance-based financing system, Moreover, bonuses also have features of which health workers can take advantage within their income utilization strategies [23].

Supervision

In this study, supervision factor affects on employee performance. Supervision is control efforts undertaken by the leadership in monitoring, directing, evaluating and rewarding the employees based on the results (outcomes). In the meantime, supervision is not only on the outcome, but also on the behavior/ activity. In supervision that is based on employee behavior (behavior-based control), the main thing is to motivate employees to perform work program implementation strategy appropriately [14].

In general, supervision is direct and periodically observation by the "manager" on the work that is performed "staff" to later if problems were found, immediately he/she would give assistance. Supervision can also be defined as a process which stimulates the members of work units to contribute actively and positively in order to achieve organizational goals [24]. Supervision requires active participation in the service, as partners who have ideas, opinions and experiences that need to be heard, appreciated, and included in process improvement and documentation of nursing care administration [25]

Training

In this study, training is the dominant factor affecting employee performance. When employees are competent in performing work, it is expected that the service provided is better and indicators of quality of care at the hospital will be increased. Training and development are two terms that are interconnected. They are intended to plan a design to facilitate improving skill, knowledge, attitude and behavior of members of the organization, with the goal. Training is used to improve the performance of employees that lead to improved results. Training can be seen as one of several possible solutions to improve the performance [2]. Need strategies in the delivery of training and development support facilities in order to enhance the capabilities and knowledge [26]. Need formal training to improve skills and knowledge [27, 28]

CONCLUSION

In this study, there is significant relationship between independent variables (leadership, salary, supervision and training) toward the performance of employees in Permata Hati Hospital, Riau, Indonesia, and training is the dominant factor. Need roadmap of continuous training, preparing

the supporting facilities, availability of information and technology in improving the competence and quality of service, monitoring and evaluation of the performance of routine periodic and system performance-based finance system, so as can accommodate the basic principles of management reward of justice, solidarity, openness, commitment in performance assessment

ACKNOWLEDGMENTS

We would like to express sincere thanks to Permata Hati Hospital management and staff, Chairman of the Institute for Research and Community in STIKes Hang Tuah Pekanbaru Riau Indonesia, and Miss Ani Triana in providing input and guidance in the processing of statistical data

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