

ANALYSIS OF FACTORS CAUSING EMPLOYEE PERFORMANCE IN HEALTH SERVICE SECTOR

Melan Damayanti, Andreas Wahyu Gunawan, Mutiara Sibarani Panggabean

Faculty of Economics and Business, Universitas Trisakti, Indonesia

mdhutabalian@gmail.com

ABSTRACT

People are important resources for the achievement of the vision and mission of the company's organization as a whole. HR development is the process of making employees better and better able to help a company achieve its goals. This study aims to test and analyze "Analysis of Factors Causing Employee Performance in the Healthcare Sector". The sample used in this study was 150 respondents who worked in health services. Testing was carried out using SEM analysis. The results of this study support the hypothesis that Employee Competence has a positive effect on Employee Performance, Work Motivation has a positive effect on employee performance, There is an influence of employee competence on employee performance with work motivation as an intervening variable. This research produces implicit results for owners and management of Health Services to improve Employee Performance by paying attention to and increasing Employee Competence and Work Motivation.

Keywords: *Employee Motivation, Work Motivation, Employee Competence.*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

People are important resources for the achievement of the vision and mission of the company's organization as a whole. HR development is the process of making employees better and better able to help the company achieve its goals. HR management starts from employee recruitment and training to employee retention. HR management that must be mature from the beginning because later it will greatly determine the continuity of the company's organization.

The success rate of an organization in achieving strategic planning as outlined in goals, objectives, vision, and mission through the implementation of a program of activities or policies depends on performance. Performance is the result of the work of employees in carrying out the tasks assigned to them based on skills, experience, sincerity, and time. Employee performance is the result of a combination of three important factors: the ability and interest of workers, the worker's acceptance of the explanation of task delegation, and the level of worker participation. Work motivation and employee performance depend on the employee's work. However, superiors are also involved in the planning, implementation, and management of the organization. In this case, superiors should play an important role in their efforts to manage and motivate staff members. Rewarding employees in the form of such gifts and giving them the motivation to work enthusiastically and with a high level of responsibility is an essential part of any successful business strategy (Saleh and Utomo, 2018).

Employee Competence

Employee competence is a means of carrying out work or tasks based on skills and knowledge and supported by work attitudes demanded by the job. The skills or abilities

required by the employee are demonstrated by his or her ability to consistently provide an adequate or high level of performance in the Job Function. Competence is a term that is often heard by many people. There are those who interpret competence as equivalent to ability, others interpret competence as equivalent to skill, knowledge and highly educated (Benny, et al. 2020).

Work Motivation

According to Pritchard, et al. (2021) define motivation as "the process of allocating energy to maximize the satisfaction of needs". Motivation generates a desire in an employee to dedicate their ability to perform. For employers, understanding employee motivation is very important because the success of any organization depends on employee performance (Mahmoud et al, 2021).

Employee Performance

Each company carries out all operational activities to achieve the goals set by the company. Company performance is strongly influenced by employee performance, employee performance is the driver of every company's operational activities and must play an active role in achieving the goals of the target company. According to Elva (2020), Employee Performance is the result of a process that refers to and is measured for a certain period of time based on predetermined terms or agreements.

H1 : Employee Competence has a positive effect on Employee Performance.

Research conducted by Urtasun and Núñez (2012) found that competence influences decision-making and is associated with more lucrative career prospects. Thus, it was also found that the human capital dimensions assessed by companies vary according to the work done by their employees because there is a clear difference between professional and non-professional jobs.

In accordance with previous research, namely Elva et al. (2020) that good competence, it will increase employee performance, conversely, if competence is poor, it will reduce performance.

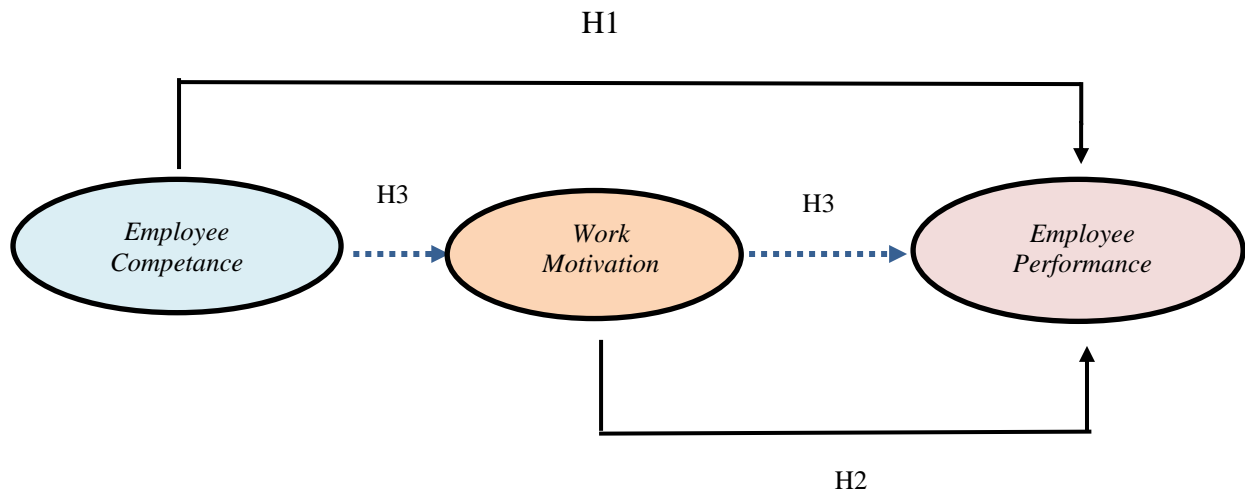
H2: Work motivation has a positive effect on employee performance.

Research conducted by Banihashemi and Khalizadeh (2022) which shows that the highest rank among work motivation factors is related to work environment conditions and the lowest rank is related to career improvement and development indicators where its application can improve employee performance in the petrochemical companies studied (Banihashemi and Khalilzadeh, 2022). In accordance with previous research by Ranga (2021) if employees can fully Do what employees want to do without the limitations of self-branding in the face of a new environment. The employee will feel comfortable, even in a new environment because of the motivation so that employee performance is also supported.

H3: There is an influence of employee competence on employee performance with work motivation as an intervening variable.

Research conducted by Ferdinand et al (2021), results in research that Employee Competence affects Employee Performance through work motivation, so it can be said that work motivation by employees can make employee performance increase. In accordance with previous research by Anwar et al (2020), Employee Competence affects Employee

Performance with Work Motivation as an intervening variable, because work motivation can strengthen the influence of employee competence on employee performance.



METHOD

Data Resources

Data collection in this study was carried out by distributing questionnaires to all medical and non-medical employees at the Main Dental Clinic and Private Dental Clinic were 150 respondents. Sampling is carried out by census method. The data used in this study is primary data, which is data collected directly by researchers to answer problems or research objectives. The characteristics of respondents are based on the general description of respondents which includes the character of the job.

Table 1.
Demographic Characteristics of Respondents

Characteristic	Total (n)	Percentage (%)
PROFESSION		
Medical (Dentist)	71	47.3
Non-Medical (Management)	79	52.7
Total	150	100.0
Age		
> 30 years	70	46.7
20-25 years	26	17.3
26-30 years	54	36.0
Total	150	100.0
Gender		
man	50	33.3

woman	100	66.7
Total	150	100.0

Length of Work

< 5 years	49	32.7
> 10 years	40	26.7
5-10 years	61	40.7
Total	150	100.0

Education

D3	79	52.7
S1	71	47.3
Total	150	100.0

Source: SPSS version 22.0

Based on the table above, it is known that respondents are seen from the majority non-medical professional category with 79 respondents and the remaining 71 medical respondents. With a total of 150 respondents. Judging from the age of the majority of more than 30 years with a total of 70 respondents. With a total of 150 respondents. Judging from the female gender category with a total of 100 respondents. With a total of 150 respondents. Judging from the category of working time of 5-10 years with a total of 61 respondents. With a total of 150 respondents. Judging from the D3 education category with 79 respondents. With a total of 150 respondents. Judging from the professional category, the majority of non-medical respondents with the number of respondents 79 respondents and the rest medical 71 respondents. With a total of 150 respondents.

Technique of Collection

The data used in this study are primary data. Data collection was carried out by questionnaire technique, namely by providing written statements to respondents made based on the variables to be studied, as many as 21 items of translated statements from research instruments that had been done previously with slight modifications so that respondents understood the statements given were used in this study. Previously, a pilot study was conducted to determine the validity and reliability of the 21 statement items to be disseminated.

Test Standardize factor loadings Validity

The validity test is used to measure the validity or absence of a measurement indicator or statement in the questionnaire used, which means that it is able to reveal something to be measured. According to Nazir (2019), the basis for making decisions on validity testing with Standardized Factor Loading quoted from Hair et al. (2010) is as follows: If the value of the standardized factor loading $< \alpha$ (0.40), then the statement item is considered invalid. If the value of the standard factor loading $> \alpha$ (0.40), then the statement item is considered valid.

Table 2.
Confirmatory Factor Analysis for Model Measurement

Constructs and indicators	Standardize factor loadings	Cronbach's alpha
<i>Employee Competence:</i>		0.879
My job requires high concentration		
I did quite a complicated job	0.847	
I have flexibility in determining decisions at work such as: tasks, order of work, work methods, speed and rest time	0.878	
In the profession of work I in need of an education degree	0.850	
In my work I need advice from others	0.889	
My field of work is interdependent with other colleagues	0.818	
I have been involved in making suggestions in several things on the job such as: planning, quality, employee changes, technological changes, equipment selection, working conditions, even prevention of work risks	0.869 0.843	
In my work I am constantly learning new things	0.748	
I have to work on Significance	0.927 0.840	
My field of work requires Specialization	0.802	
There is a sense of ownership in where I work	0.877	
My Job requires Special training		
<i>Work Motivation:</i>		0.897
I know what the environmental situation is in where I work		
I have competence or skills in my line of work	0.890	
I have a positive and solutive outlook on problems in order to improve the situation and continue to provide the best service where I work	0.894	
Honesty and responsibility are my principles at work		
At work I feel constantly being watched	0.913	

I always pay attention to myself by the way I speak, look and work meticulously 0.904

0.918

Employee performance:

0.884

0.714

The work given on the same day can be completed on the same day 0.589

I never turn down daily tasks that I have to do 0.569

I get overtime fees according to my overtime working hours 0.693

Reliability Test

Test the reliability of each construct used in this study using Cronbach's Coefficient Alpha with the help of SPSS software version 20. According to Sekaran (2020), Cronbach's Coefficient Alpha that is quite acceptable is the value of 0.60 or more. The results of validity and reliability testing conducted with Convergent Validity and cronbach's alpha, Standardize factor loadings Validity are as follows: From the table above, it can be seen that all standardized factor loading values, all data are valid and the values meet cronbach alpha so that they can be said to be reliable.

Data Analysis Method

Amos 6.0. According to Ghozali and Fuad (2020), data analysis techniques use the Structural Equation Model.

RESULTS AND DISCUSSION

The data analysis method used in this study is the Structural Equation Model (SEM) which is run with Amos 6.0 software. According to Ghozali and Fuad (2020), data analysis techniques using the Structural Equation Model are carried out to thoroughly explain the relationship between variables in the study. In simple terms, SEM calls for the most suitable and efficient estimation technique for simultaneously estimated multiple regression.

Table 3.
Descriptive Statistics

	N	Mean	Std. deviation
<i>Employee Competance</i>	150	4.1228	0.72403
<i>Work Motivation</i>	150	4.0752	0.69201
<i>Employee performance</i>	150	3.9422	0.74143

N = Number of samples

The table above shows the number of samples, minimum value, maximum value, mean value and standard deviation value. The mean value shows the average respondent's assessment of the proposed statements, while the standard deviation describes the magnitude of the deviation from the average of the statements submitted in the research questionnaire.

Hypothesis Test Results

After testing Goodness of Fit, it was found that the model was feasible for hypothesis testing. Testing of hypotheses is carried out using the Structural Equation Model (SEM) method. The basis for making a hypothesis test decision is to compare the magnitude of the p-value with the level of significance of 5% (alpha 0.05). If the p-value is more than alpha 0.05 then the null hypothesis (Ho) fails to be rejected which means there is no significant effect between the two variables and vice versa if the p-value is lower than alpha 0.05 then the null hypothesis (Ho) is rejected.

Table 9.
Hypothesis Testing Results

Hypothesis	Coefficient	P-value	Decision
H1: <i>Employee Competence</i> has a positive effect on <i>Employee Performance</i> .	0.291	0.025	Supported
H2: <i>Work motivation</i> has a positive effect on <i>employee performance</i>	0.466	0.001	Supported
H3: <i>Employee competence</i> has a positive effect on <i>employee performance with work</i>	2.744	0.006	Supported

motivation as an intervening variable.

Hypothesis 1

The sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) are as follows:

Ho1: Employee Competence has no effect on Employee Performance

Ha1: Employee Competence has a positive effect on Employee Performance

Based on table 9, Employee Competence has a positive effect on Employee Performance. Because, the coefficient value is 0.291 and the p-value is 0.025 or less than the error rate ($\alpha = 5\%$) Ha1 is accepted, meaning that Employee Competence has a positive effect on Employee Performance.

Hypothesis 2

The sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) are as follows:

Ho2: Work motivation has no effect on employee performance

Ha2: Work motivation has a positive effect on employee performance

Based on Table 9, overall it is known that Work motivation has a positive effect on employee performance. Because, the coefficient value is 0.466 and the p-value is 0.001 or less than the error rate ($\alpha = 5\%$) Ha3 is accepted, meaning that Work motivation has a significant effect on employee performance.

From table 9 can be calculated the statistical value of the sobel test as follows:

Hypothesis 3

The sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) are as follows:

Ho3: Employee competence has no influence on employee performance with work motivation as an intervening variable

Ho4: Employee competence positively affects employee performance with work motivation as an intervening variable

Based on table 9, overall it is known that employee competence has a positive effect on employee performance with work motivation as an intervening variable. Because, the value of the coefficient is equal to and the p-value is 0.006 or less than the error rate ($\alpha = 5\%$) Ha3 is accepted, meaning that employee competence has a positive effect on employee performance with work motivation as an intervening variable.

CONCLUSION

Based on the findings and hypothesis testing that has been explained in the previous chapter, here are some conclusions that can be drawn from the results of this study, namely Employee Competence has a positive effect on Employee Performance. Work motivation has a positive effect on employee performance. Employee competence positively affects employee performance with work motivation as an intervening variable.

Departing from the conclusions above, the results of this study should be used by management to evaluate and improve performance and motivation for all medical and non-medical employees.

Managers should assist in finding information about dental seminars and encourage dentists to attend these seminars to update their knowledge and improve their performance, Managers routinely evaluate administrative staff, customer service, and cashiers whether they are doing their job desc appropriately, Managers are encouraged to pay attention to things that can increase the motivation of all employees such as gatherings, In addition to functioning as refreshing, it also serves as an increase in the sense of togetherness with each other.

REFERENCES

- Jufrizen, J. (2017). Mediating Effects of Job Satisfaction on the Effect of Compensation Against employee performance. *Journal of Management and Business*. Vol 8 No 5. E ISSN15240-254. SINTA 3 accredited. (2018). The Role of Work Motivation in Moderating the effect of compensation and work discipline on employee performance. *Proceedings: The National Conferences Management and Business (NCMAB)* 109-119.
- Elva, L., Meita, P., Benny, A. M., (2020). "The Influence Of Motivation, Competence, Discipline and Compentation for Employee Performance PT (Case Studey On Employees Tektonindo HENIDA JAYA) Group". *IJBAM*, 3 (1) : 12-19
- Ferdinand, S., and Sesilya, K 2021. The Effect of Work Discipline and Training on Employee Performance at PT Media Gratiae. *Agora*, 9 (1)
- Rangga, M., Djamhur, H., and Ika, R. 2021. The Effect of Work Motivation on Employee Performance (Employee Survey at PT. Axa Financial Indonesia Sales Office Malang).
- Saleh, A. R., and Utomo, H. (2018). The Influence Of Work Discipline, Work Motivation, Work Ethic And Work Environment On The Work Productivity Of Production Department Employees At Pt. Inko Java Semarang. *Among Makarti*, 11(1), 28–50. <https://doi.org/10.52353/ama.v11i1.160>
- SAP, E. N., & Wati, P. D. S. (2022). The Influence of Communication and Work
- Banihashemi, S. A., & Khalilzadeh, M. (2022). Assessing employees' job motivation using BWM method and fuzzy goal programming: a case study of a petrochemical company. *International Journal of Energy Sector Management*, 16(6), 1259–1280. <https://doi.org/10.1108/IJESM-03-2021-0026>
- Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). "We aren't your reincarnation!" workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1), 193–209. <https://doi.org/10.1108/IJM-09-2019-0448>
- Pawirosumarto, S., Bachelor, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT. Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602–614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Urtasun, A., & Núñez, I. (2012). Work-based competences and careers prospects: A study of Spanish employees. *Personnel Review*, 41(4), 428–449. <https://doi.org/10.1108/00483481211229366>
- Moh. Nazarite. 2019. *Research Methods*. Bogor: Ghalia Indonesia
- Hair, Joseph E, Jr. et al. 2014. *A Primer on Partial Least Squares Structural Equation Modeeling {PLS-SEM}*. SAGE Publications, Inc. California. USA.
- Hair, Joseph F. Jr. et al. 2010, *Multivariate Data Analysis 7th Edition*. Pearson Education Limited. Harlow. England
- Sekaran, Uma and Roger Bougie. (2020), *Business Research Methods*, 6th Edition, Jakarta: Salemba Empat Publisher

- Ghozali, Imam. (2020). *Applications of Multivariate Analysis with IBM SPSS 21 Program*. Semarang: UNDIP Publishing Agency
- Jufrizen, J. (2017). Mediating Effects of Job Satisfaction on the Effect of Compensation on Employee Performance. *Journal of Management and Business*. Vol 8 No 5. e-ISSN 15240-254. SINTA 3 accredited. (2018). The role of work motivation in moderating the effect of compensation and work discipline on employee performance. *Proceedings: The National Conferences Management and Business (NCMAB)* 109-119.