The Influence of Individual, Organizational and Psychological Factors on the Employees' Performance in Psychiatric Hospital Aceh

Aulia Wardi[1], Said Usman[2], Hajjul Kamil[3]
Faculty of Medicine, Universitas Syiah Kuala, Indonesia
auliawardi70@gmail.com, saidusman@unsyiah.ac.id, hajjulkamil@unsyiah.ac.id

Abstract

The aims of this study is to find out the influences of individual, organizational and psychological factors on employees. This research is a non-experimental study with a descriptive and analytic presentation that is to get a picture of the influence of individual factors, organizational factors, and psychological factors on the performance of Aceh Mental Hospital employees. The result shows that The performance of employees in Aceh Mental Hospital is in the bad category (60.2%). Individual characteristics that are not significant / not statistically related to the performance of Aceh Mental Hospital employees are age, education level. And years of service. The significant organizational characteristics statistically related to the performance of Aceh Mental Hospital employees are incentives, supervision, and work facilities. The significant psychological characteristic related statistically to the performance of Aceh Mental Hospital employees is motivation. While that which is not significantly related to employee performance is perception. The result of multivariate logistic regression analysis, Motivation variable is the variable that is statistically the most significantly related to the performance of Aceh Mental Hospital employees.

I. Introduction

Individual performance and behavior are influenced by three variables, namely individual variables, organizational variables and psychological variables (Gibson, 1987). Individual variables consisting of abilities, skills and demographic background. Ability and skills are things that play an important role in one's work appearance. Psychological variables consisting of perceptions, attitudes, personality, learning and motivation are also a major asset in producing optimal performance. Organizational variables consisting of resources, leadership, rewards, structure and job design, are also important things that can affect job performance.

Performance is behavior that is directly related to work tasks or office routines which are the duties and responsibilities of each staff. Behavioral relationship with performance includes several actions such as: identification of problems in planning, organizing and controlling employee work. The low work performance of individuals in organizations is caused by the low ability and work skills, lack of motivation and lack of support for services such as fax and telephone equipment in carrying out activities (Lathan, 1981).

1911

Employee performance is closely related to the results of one's work in an organization or company. The results of the work can involve quality, quantity, and timeliness, but performance evaluation in a company's organization is key in employee development. Performance evaluation is in principle a manifestation ofan employee's performance appraisal form. Irfansyah in Kuswati, (2020).

Aceh Psychiatric hospital is the implementing element of the regional government in the field of health under the Governor (Aceh Qanun number 13 of 2016) which is led by a director responsible to the Governor through the Regional Secretary of Aceh Province. The organizational structure and working procedures of the Aceh Psychiatric hospital and determined in the form of a maximum pattern, consisting of Directors, Deputy Directors, Divisions / Fields, Subdivisions, Sections and Implementation Units Each unit has a clear and detailed job description so that all expected staff will live up to their respective duties and responsibilities.

Aceh Psychiatric hospital in carrying out its function as the organizer of government duties in the health sector must be supported by adequate human resources, both in quality and quantity.

Every employee has a performance appraisal that will be assessed by direct superiors in stages from the executive to echelon IV officials, from echelon IV to echelon II and from echelon III to echelon II.

The assessment is carried out annually in accordance with the main duties and functions of each position in the Aceh Psychiatric hospital as governed by Aceh Governor Number 141 Year 2016 concerning the Position, Organizational Structure, Duties, Functions and Work Procedures of the psychiatric hospital.

II. Review of Literature

2.1 The Performance

According to Wibowo (2007), the performance resulting from the word work performance or actual performance which means work performance achieved by someone. Each organization or institution consists of officials or employees who have the task of the responsible party which must be carried out individually and in groups with the objectives to be achieved. Performance Certainly can not be separated from the process, results and usability. In this case the performance is the result of high quality work required by employees in carrying out tasks in accordance with the responsibilities given.

Based on the understanding and description of the experts above, the researcher can draw a common thread that performance is the work of individuals or groups of people who have completed their tasks and functions as a whole during a certain period with the responsibilities given to achieve the goals set.

2.2 Socio-Demographic Characteristics

Wexley (1977) and Schultz (1986) in As'ad 1995), found that individual factors that influence work motivation that affect the work performance of employees are:

a. Needs

Value systems and personality traits where work motivation depends on how far the individual feels that his needs are met, and what he thinks is right or wrong. While personality traits relate to the way someone completes their work.

b. Age

A person's age affects his attitude and adjustment in work. The older a person is, the more he hopes for a stable job and job security (Gardner and Moore, 1964). According to Siagian (1995), the older a person is, the more his technical maturity, as well as psychological, and shows the maturity of the soul.

c. Gender

It is assumed that it is not differences in sex itself that lead to differences in work motivation, but various factors related to gender such as differences in formation, salary size and others. Shye, 1991 (in Ilyas, 1999) suggested that there was no difference in work productivity between female employees and male employees. Men with high family burden will increase working hours per week, whereas women with high family burden will reduce working hours per week.

d. Marital Status

Certainly marital status influences a person's behavior in organizational life, both positively and negatively (Siagian, 1995). This shows that, one's marital status also provides an overview of ways, and techniques that are appropriate to be used for employees who are married to do work outside the home compared to employees who are not or have no family. This indicates that employees who are married have the potential to show different motivation from those who are not married.

e. Education Level

The educational background and years of service of a person will affect the ability to meet their needs. In accordance with the level of fulfillment of different needs ultimately affect one's work motivation (Maslow, 1984)

Workers who have a higher education background will surprise different work motivations with lower education. According to Siagian (1995) said that educational background affects one's work motivation. The motivation of highly educated nurses will be better because they already have broader knowledge and insight compared to employees with low education. Employees with higher education are expected to contribute in the form of useful suggestions to managerial efforts to improve employee performance. The same thing was stated by Notoadmodjo (1989) that through education a person can increase intellectual maturity so that he can make decisions in acting. Simanjuntak (1985) said that the higher a person's education, the higher his work productivity.

f. Working Period

Length of service is the length of time someone works in an organization. Every health service organization wants its turnover to be low in the sense that workers / active employees who work longer in the office do not move to other work units, because with high turnover reflects the work unit's performance. Siagian (1995), said that more and more active workers who left the organization and moved to another organization reflected the organization's irregularities. Furthermore Siagian (1995) says that the longer a person works in an organization, the higher the motivation to work.

g. Field or Type of Work

From the results of the study note that there are various relationships between types / fields of work with employee work motivation. Sheppard and Herrick's research (1972)

concludes that workers with the highest work motivation are entrepreneurs, industrial construction; while the lowest work motivation is workers in the service and retail businesses.

2.3. Organizational Characteristics
Organizational characteristics that affect job performance consist of:

a. Supervision
According to Azwar (1996), in general, the supervision is to make direct and periodic observations by superiors on the work carried out by subordinates so that if problems are found, direct instructions or assistance is provided to overcome them.

The purpose of supervision is to orient, train work, lead, give direction and develop personnel capabilities. While its function is to regulate and organize the process or mechanism of the implementation of discretionary policies and work standards. Supervision is carried out directly on the ongoing activities, in modern supervision it is expected that the supervisor is involved in the activity so that the direction and giving of instructions is not felt as an order. Feedback and improvements can be made during supervision. Supervision can also be done indirectly, through reports both written and oral, the supervisor does not see directly what is happening in the field so that there may be factual gaps. Feedback can be given in writing.

According to Azwar (1996), if supervision is done well, there will be many benefits. The intended benefits if viewed from a management standpoint can be divided into two kinds, namely:
  a. Can further improve work effectiveness.
  b. Increasing work effectiveness is closely related to increasing
     the knowledge and skills of staff, as well as the more harmonious relationships and working atmosphere between superiors and subordinates.
  c. Can further improve work efficiency.
     Work efficiency improvement is closely related to the reduction in mistakes made by subordinates, so that the use of useless resources will be prevented.

b. Incentives
Siagian (1995) argues that rewards are closely related to an employee's work performance. Rewards are one of the external factors that affect a person's work performance, in addition to other external factors, such as the type and nature of work, work groups in which a person joins in the workplace organization and environmental situation in general.

c. Training
According to As'ad (2000), states that training is intended to enhance employee work motivation by developing appropriate ways of thinking and acting as well as knowledge of work assignments. With other tools training and development can increase employee work skills. Stoner (1993) says that training is intended to maintain and improve ongoing work performance. Handoko (1997) said that to increase and improve the skills of workers, training needs to be done. According to Handoko (1997), training has two main objectives, namely:
  - To improve workers 'skills so that they can close the gap between workers' abilities or abilities and job requirements.
  - To increase the efficiency and effectiveness of the work of workers in achieving organizational goals.

d. Work Facilities

According to Lupiyaodi (2006) Facilities are a means to expedite and facilitate the implementation of functions. Facilities are individual components of offers that are easily grown or reduced without changing the quality and service model. Facilities are also a tool to distinguish one educational institution program from another competitor. According to Buchari 2001: 12 facilities are providers of physical equipment to provide convenience to its users, so that the needs of the use of these facilities can be met.

2.4 Public Service Theory

Psychological variables related to work performance, including:

a. Motivation

According to Stoner (1996) motivation is the thing that causes and supports one's behavior. Understanding motivation as coined by Terry (1986) is the desire found in an individual who stimulates it to take actions. Steven P. Robins (1996) states that motivation is the ability to struggle or strive to a higher level, with the condition that it does not neglect its ability to obtain satisfaction in the form of meeting personal needs.

III. Research Method

This research is a non-experimental study with a descriptive and analytic presentation that is to get a picture of the influence of individual factors, organizational factors, and psychological factors on the performance of Aceh Psychiatric hospital employees. The study uses a cross sectional study design, a cross-sectional study that is a study with one measurement carried out at the same time, used to describe, summarize various conditions, various situations or various variables that arise into the object of research (Notoatmodjo, 2003). This research was conducted in six parts / fields in the Aceh Psychiatric hospital. The time of the research was carried out for 4 months starting from February 2020 until May 2020. The stages of this research began from library research, consultation, seminar proposals and continued with research in the field (data collection), data analysis and preparation of research reports.

IV. Discussion

Individual characteristics in the 6 Sections / Fields of RSJ Banda Aceh consist of age, sex, marital status, years of service and education level for more details can be seen in table 1 below this:

4.1 Distribution of Frequency of Respondents by Individual Characteristic

Table 1. Distribution of Frequency of Respondents by Individual Characteristic In the Section / Field of the Aceh psychiatric hospital, June 2020.

No	Variable	Category	n	%
1.	Age	1. < 40 Year	41	38,00
		2. ≥ 40 – 60 Year	67	62,00
	Total		108	100
2.	Gender	1. Male	70	64,80
		2. Female	38	35,20
	Total		108	100
3.	Marital status	1. Unmerried	3	4,60

No	Variable	Category	n	%
		2. Merried	105	95,40
	Total		108	100
4.	Work Time	1. < 10 Year	8	7,40
		2. ≥ 10 Year	100	92,60
	Total		108	100
5.	Level of education	1. Intermediate Level	41	38.00
		2. High Level	67	62.00
	Total		108	100

n = 108

Source: Primary Data (Processed, June 2020).

a. Marital status

For marital status, most of the respondents are married with a total of 105 people (95.40%), who are not yet married are 3 people (4.60%).

b. Work Time

The working period of respondents less than 10 years amounted to 8 people (7.40%), the tenure of respondents over 10 years amounted to 100 people (92.60%).

c. Level of education

In terms of education level, those with secondary education (high school and academy) are 41 people (38.00%), respondents with high education (bachelor and master / master) are 67 people (62.00%).

4.2 Overview of Distribution of Organizational Characteristics

The organizational characteristics felt by employees in the 6 Sections / Fields of the Aceh Psychiatric hospital consist of incentives, supervision and work facilities, to be more clearly seen in table 2 below:

Table 2. Frequency Distribution of Respondents by Organizational Characteristics In the Section / Field of the Aceh psychiatric hospital, June 2020.

No	Variable	Category	n	%
1.	Incentive	1. Unsuitable	56	51,85
		2. Suitbale	52	48,15
		Total	108	100
2.	Supervision	1. Less	65	60,19
		2. Good	43	39,81
		Total	108	100
3.	Work Facilities	1. Inadequate	58	53,70
		2. Adequate	50	46,30
		Total	108	100

n = 108

Source: Primary Data (Processed, June 2020).

Based on table 2 above, information about:

a. Incentive

The 108 respondents, who considered that the incentives that were received in accordance with the results of their work were 52 people (48.15%) and the majority of respondents said the incentives received did not match the results of their work, namely 56 people (51.85%).

b. Supervision

Most of the respondents rated supervision from direct superiors and hospital leaders for each work done by employees in the category of less than 65 people (60.19%). The rest said that supervision by superiors had gone well, 43 people (39.81%).

c. Work Facilities

The results of the study showed that the majority of respondents rated work facilities to support the work duties of inadequate employee jobs there were 58 people (53.70%), while those who considered work facilities as adequate were 50 people (46.30%).

4.3 Overview of Distribution of Psychological Characteristics.

Psychological characteristics felt by employees in the 6 Sections / Fields of the Banda Aceh Psychiatric hospital consist of motivation and perception, to be more clearly seen in table 3 below:

Table 3. Frequency Distribution of Respondents by Psychological Characteristics in the Section / Field of the Aceh psychiatric hospital, June 2020.

No	Variable	Category	n	%
1.	Motivation	1. Less	47	43,52
		2. Low	61	56,48
		Total	108	100
2.	Perception	1. Bad	58	53,70
		2. Good	50	46,30
		Total	108	100

n = 108
Sumber: Data Primer (Diolah, Juni 2020).

Based on the results in table 3, it can be explained as follows:

a. Motivation

The description of respondents' distribution of motivation is made into two categories using median values. Based on these categories, the results of the study showed that more than half of respondents, 61 people (56.48%) had high motivation and the remaining 47 people (43.52%) had low motivation at work. Thus the percentage can be concluded that the motivation of employees who work in Section / Field in Banda Aceh Hospital is in the category of having high work motivation.

b. Perception

The description of respondents' distribution of perception was made into two categories using median values. Based on these categories, the results of the study show that the number of respondents who have good perceptions is almost the same as respondents who have bad perceptions, namely 50 people each (46.30%) and the remaining 58 people (53.70%). Thus

the percentage can be concluded that the perception of employees who work in the Section / Field in Banda Aceh Hospital is in the rather bad category.

4.4 Overview of Employee Performance.

An overview of the performance of employees in the 6 Sections / Fields of the Banda Aceh Psychiatric hospital can be seen in table 4 below:

Table 4. Frequency Distribution of Respondents by Employee Performance
In the Section / Field of the Aceh psychiatric hospital, June 2020

No	Variable	Category		n	%
1.	The performance	1. Bad		65	60,20
		2. Good		43	39,80
			Total	108	100

n = 108
Source: Primary Data (Processed, June 2020).

Based on the results in the table: 4.9, it can be explained that the distribution of respondents about performance shows that more than half of respondents, 65 people (60.20%) have poor performance at work and the remaining 43 people (39.80%) have good performance at work.

4.5 Bivariate Analysis Results

To find out whether there is a relationship between there is an influence between individual factors (age, education, and years of service), organizational factors (supervision, incentives and work facilities), and psychological factors (motivation, perception) with the performance of RSJ Aceh employees will be carried out bivariate analysis with Using the chi-square test, the results of the bivariate analysis are presented in the table below:

4.6 Relationship between Individual characteristics and Employee Performance.

Individual characteristics of Aceh Mental Health Center consist of age, education level, and years of service for more details can be seen from the results of the study as follows:

a. Relationship between age and employee performance

The relationship between age and employee performance is presented in table 5

Table 5. Relationship between Age and Employee Performance
At the Aceh psychiatric hospital, June 2020

Age	Employee Performance		Total	P.Value	α	OR (95% CI)
	Less	Good				
< 40 Year	23	18	41			
	56.1%	43.9%	100.0%	0.844	0,050	1.1 (0.504 -
≥ 40 – 60 Year	36	31	67			2.404)
	53.7%	46.3%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020).

From the table 5 above shows that among 41 employees aged less than 40 years as many as 23 (56.1%) had poor performance. Of the 67 respondents aged ⬜ 40-60 years as many as 36 (53.7%) employees had poor performance, the rest performed well.

Chi square statistical test results obtained p value = 0.844, meaning it can be concluded that at alpha 5% (0.05) there is no significant difference or there is no statistically significant relationship between age and employee performance. Analysis of the closeness of the relationship between the two variables obtained the value OR = 1.1 (95% CI: 0.504-2.404) means that employees aged less than 40 years have a good chance of performance 1 time compared to employees aged more than 40 years.

b. Relationship of Education Level with employee performance

The relationship between education level and employee performance in Aceh is presented in table 6

Table 6. Relationship between Educational Levels and Performance Aceh Psychiatric hospital, June 2020

Level Education	Employee Performance		Total	P.Value	α	OR (95% CI)
	Less	Good				
Intermediate	24	17	41			
	58.5%	41.5%	100.0%			
High	35	32	67	0.556	0.050	1,3 (0,589-2.829)
	52.2%	47.8%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020)

In accordance with the information from the table 6 above shows that employees graduating from secondary education have poor performance, namely 24 people (58.5%). Majority of tertiary education graduates perform poorly, with 35 people (52.2%.) The rest have good performance.

Chi-square statistical test results obtained p.value = 0.556, meaning that at ⬜ = 5% (0.05) it can be concluded that there is no significant difference or no statistically significant relationship between education level and employee performance. between the two variables, the value of OR = 1.3 (95% CI: 0.589-2.829) means that employees with secondary education have 1.3 times less good performance than those with higher education.

c. Relationship between tenure and employee performance.

The relationship between tenure and employee performance is presented in table 7.

Table 7. Relationship of Work Period with Employee Performance Aceh Psychiatric hospital, June 2020

Work Time	Employee Performance		Total	P.Value	α	OR (95% CI)
	Less	Good				
< 10 Year	5	3	8			
	62.5%	37.5%	100.0%			

	54	46	100			1,4 (0,322-
≥ 10 Year	54.0%	46.0%	100.0%	0.726	0,050	6.264)
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020).

Based on table 7 shows that among the 8 respondents whose tenure was less than 10 years the majority of employees namely 62.5% underperformed. The working period of employees is more than 10 years, there are 54 people (54.0%) have poor performance, the rest have good performance.

Statistical test results with the chi square test obtained p value = 0.726, meaning it can be concluded that at alpha 5% (0.05) there is no significant difference or there is no statistically significant relationship between work tenure and employee performance. Analysis of the closeness of the relationship between the two variables obtained OR value = 1.4 95% (CI: 0.322-6.264) means that employees with ten years of less than 10 years have an underperformance of 1.4 times compared to employees who have more than 10 years of service.

Table 8. Relationship of Incentives with Employee Performance
At the Aceh psychiatric hospital, June 2020

Incentive	**Employee Performance**		Total	P.*Value*	*α*	**OR (95% CI)**
	Less	**Good**				
Unsuitable	40	16	56			
	71.4%	28.6%	100.0%			4,3 (1.933-
Suitable	19	33	52	0.000	0,050	9.752)
	36.5%	63.5%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020).

In accordance with the information from the table 8 above shows that of 56 respondents who received incentives not in accordance with their work, 40 (71.4%) had poor performance. While of the 52 respondents who received incentives according to their work, only 19 people (36.5%) had poor performance, the remaining majority, 33 people (63.5%) had good performance.

Chi-square statistical test results obtained p.value = 0,000, meaning that at □ = 5% (0.05) it can be concluded that there is a significant difference or there is a statistically significant relationship between incentives and employee performance. Analysis of the closeness of the relationship between the two variables obtained the value OR = 4.3 (95% CI: 1.933-9.752) means that employees who receive incentives not in accordance with their work have the opportunity to have poor performance 4.34 times compared to employees who receive incentives in accordance with the results it works.

d. Relationship between supervision and employee performance.

The relationship between supervision and employee performance is presented in table 9.

Table 9. Relationship between Supervision and Employee Performance
At the Aceh psychiatric hospital, June 2020

Supervision	Employee Performance		Total	P.*value*	α	OR (95% CI)
	Less	**Good**				
Less	44	21	65			
	67.7%	32.3%	100.0%			
Good	15	28	43	0.001	0,050	3,9 (1.732-8.832)
	34.9%	65.1%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020).

Based on the table 9 above shows that among the 65 respondents who lacked supervision from their superiors in working more than half of the employees namely 44 (67.7%) had poor performance. While from 43 respondents who received good supervision from superiors at work 28 respondents (65.1%) had good performance at work

Chi-square statistical test results obtained p.value = 0.001, meaning that at $\square$ = 5% (0.05) it can be concluded that there is a significant difference or there is a statistically significant relationship between supervision and employee performance. Analysis of the closeness of the relationship between the two variables obtained the value OR = 4.34 (95% CI: 1.50-12.57) means that employees who do not get supervision from superiors at work have less performance 3.9 times compared to employees who get good supervision from superiors at work.

e. Relationship between work facilities and employee performance.

The relationship between work facilities and employee performance is presented in table 10.

Table 10. Relationship between Work Facilities and Performance
Aceh Psychiatric hospital, June 2020

Work Facilities	Employee Performance		Total	P.*Value*	α	OR (95% CI)
	Less	**Good**				
Inadequate	40	18	58			
	69.0%	31.0%	100.0%			
Adequate	19	31	50	0.002	0,050	3.6 (1.634-8.047)
	38.0%	62.0%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020).

In accordance with the information from the table 10 above shows that among the 58 respondents who had inadequate facilities at work more than half of the employees ie 40 (69.0%) had less work performance. While of the 50 respondents who have adequate facilities at work, the majority are 31 people (62.0%) who have good performance at work.

Chi-square statistical test results obtained p.value = 0.002, meaning that at □ = 5% (0.05) it can be concluded that there are significant differences or there is a statistically significant relationship between work facilities and employee performance. Analysis of the closeness of the relationship between the two variables obtained the value OR = 3.6 (95% CI: 1.634-8.047) means that employees who have inadequate facilities at work have a chance of underperforming 3.6 times compared to employees who get adequate facilities at work .

4.7 Relationship between Psychological Characteristics and Employee Performance

Psychological characteristics with the performance of Aceh Psychiatric hospital employees consist of motivation and perception, for more details, it can be seen from the results of the study as follows:

a. Relationship motivation with employee performance

The relationship between motivation and employee performance is presented in table 11.

Table 11. Relationship of Motivation and Employee Performance
Aceh Psychiatric hospital, June 2020

Motivation	Employee Performance		Total	P.Value	α	OR (95% CI)
	Less	Good				
Less	33	14	47			
	70.2%	29.8%	100.0%			
High	26	35	61	0.006	0,050	3.2 (1.418-7.098)
	42.6%	57.4%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108
Source: Primary Data (Processed, June 2020).

Based on the table 11 above shows that among 47 respondents those who have less motivation in working the majority of employees namely 33 (70.2%) have poor performance. While of the 61 employees who have high motivation at work there are 35 people (57.4%) who have good performance at work.

Chi-square statistical test results obtained p.value = 0.006, meaning that at □ = 5% (0.05) it can be concluded that there is a significant difference or there is a statistically significant relationship between motivation and employee performance. Analysis of the closeness of the relationship between the two variables obtained OR value = 3.2 (95% CI: 1.418-7.098) means that employees have less motivation at work have a chance of poor performance at work 3.2 times compared to employees who have high motivation at work ..

b. Relationship of perception with employee performance

The relationship between perception and employee performance is presented in table 12

Table 12. Relationship of Perception with Employee Performance
Aceh Psychiatric hospital, June 2020

Perception	Employee Performance		Total	P.*Value*	α	OR (95% CI)
	Less	**Good**				
Bad	35	23	58			
	60.3%	39.7%	100.0%			
Good	24	26	50	0.246	0,050	1,6 (0,767-3.541)
	48.0%	52.0%	100.0%			
Total	59	49	108			
	54.6%	45.4%	100.0%			

n = 108

Source: Primary Data (Processed, June 2020).

Based on the table 12 above shows that among 58 respondents who had a bad perception of working more than half of the employees, 35 (60.3%) had poor performance. While of the 50 respondents who got good perceptions at work 26 people (52.0%) had good performance at work.

Chi-square statistical test results obtained p.value = 0.0246, meaning that at □ = 5% (0.05) it can be concluded that there is a significant difference or there is a statistically significant relationship between perception and employee performance. Analysis of the closeness of the relationship between the two variables obtained the value OR = 1.6 (95% CI: 0.767-3.541) means that employees who have a poor perception of work have the opportunity to perform poorly 1.6 times compared to employees who get a good perception at work.

4.8 Results of Multivariate Analysis

To find out which variables are most related to employee performance, it is necessary to do a multivariate analysis using logistic regression tests which include: selecting variables as candidates for multivariate analysis and modeling.

a. Selection of Variables as Candidates for Multivariate Analysis.

In this study there are 4 variables thought to be related to employee performance, namely: incentives, work facilities, incentives, and employee motivation. To make a multivariate model of the 4 variables, a bivariate analysis is first performed with variables / factors related to employee performance.

Table 13. Results of Bivariate Analysis of Relationships Between Characteristis Individual, Organizational Characteristics and Characteristics Psychological Performance of Aceh Psychiatric hospital Staff, June 2020

No	Variable	Log-Likelihood	P.*value*
1	Age	0,408	0.844
2	Level of education	0,408	0.556
3	Work Time	0,219	0.726
4	Incentive	13.515	**0,000***
5	Supervision	11.383	**0.001***

6	Work Facilities	10.538	**0,002***
7	Motivation	8.311	**0.006***
8	Perception	1.654	0.246

*) P.value <0.25
Source: Primary Data (Processed, June 2020).

From the results in table 13 above, it turns out that there are 4 variables that are P. value □ 0.25, namely: incentives, supervision, work facilities, and employee motivation. Thus this variable qualifies as a multivariate test Candidate.

4.9 Modeling the Determinants of the Variables that Are Most Correlated Statistically with the Performance of Employees in RSJ Aceh

The analysis below aims to obtain the best model in determining the variables that are most related to employee performance. In this modeling all candidate variables are tried together. The best model will consider two assessments, namely the Ratio-Likelihood (p □ 0.05) and p-Wald significance value (p □ 0.05).

The model selection is done in a hierarchical manner where the ten variables are P. value □ 0.25, namely: incentives, work facilities, supervision, and employee motivation. The results of the first model analysis of the relationship of the four variables with employee performance are presented in table 14 below:

Table 14. Results of Multivariate Logistic Regression Analysis Between Incentives, Work Facilities, Supervision, and Motivation of Aceh Psychiatric hospital staff, June 2020

Variable	B	P. Wald	OR	95 % CI
Incentive	1.098	5.924	2.999	1.239-7.263
Supervision	1.135	5.933	3.111	1.248-7.755
Work Facilities	0,454	0,672	1.575	0,532-4.661
Motivation	1.185	6.814	3.271	1.344-7.966

Source: Primary Data (Processed, June 2020).

From the table 14 above, it can be seen that the significance of Log-Likelihood is 5 0.05 (P.value = 0,000), but significantly p-Wald work facilities have a P value □ 0.05. Thus these variables are excluded from the model sequentially, starting from the largest p-Wald value in each analysis model, so for the next model analysis process the variables with the largest p-Wald value are not included anymore. In the analysis of the second model of age is excluded, analysis of the third model of education level is issued, analysis of the fourth model of work period is issued, analysis of the fifth model of work facilities is excluded, analysis of the sixth model variable. The results of the analysis of the sixth model are: incentives, incentives and employee motivation are presented in table 15 below:

Table 15. Results of Multivariate Logistic Regression Analysis between Incentives, Work Facilities, Supervision, and Motivation of Aceh Psychiatric hospital staff, June 2020

Variable	B	P. Wald	OR	95 % CI
Incentive	1.098	5.924	2.999	1.239-7.263
Supervision	1.135	5.933	3.111	1.248-7.755
Motivation	1.185	6.814	3.271	1.344-7.966

Source: Primary Data (Processed, June 2020).

From the table 15 above, it appears that the three variables have a Log-Likelihood significance value □ 0.05 (P.value = 0,000), and a P.Wald value □ 0.05. Thus the incentive, supervision, and motivation variables are significantly related to employee performance at Aceh Psychiatric hospital.

From the overall analysis process that has been carried out it can be concluded that of the 4 independent variables that were allegedly related, apparently only three variables were significantly related to employee performance at the Aceh Psychiatric hospital, namely: incentives, supervision, and motivation

From the OR in the table 13 above, respondents with high motivation 3 times (95% CI: 1,344-7,966) performed well compared to respondents with low motivation to work. Respondents in working get good supervision from direct superiors have good performance in working 3.1 times (95% CI: 1,248-7,755) compared to employees who are not supervised by their superiors. Employees who get incentives are not in accordance with the work results have a poor performance in working 2.99 times (95% CI: 1,239-7,263) compared to employees who get an incentive according to their work. Furthermore, it can be concluded that of the three related variables, the incentive variable (P value = 0,000) is the most dominant variable related to employee performance in Aceh Psychiatric hospital.

IV. Conclusion

The performance of employees in Aceh Psychiatric hospital is in the bad category (60.2%). Individual characteristics that are not significant / not statistically related to the performance of Aceh Psychiatric hospital employees are age, education level. And years of service. The significant organizational characteristics statistically related to the performance of Aceh Psychiatric hospital employees are incentives, supervision, and work facilities. The significant psychological characteristic related statistically to the performance of Aceh Psychiatric hospital employees is motivation. While that which is not significantly related to employee performance is perception. The result of multivariate logistic regression analysis, Motivation variable is the variable that is statistically the most significantly related to the performance of Aceh Psychiatric hospital employees.

References

Ancok Djamaluddin., (1992). Teknik Penyusunan Skala Pengukuran. Yogyakarta: Pusat Penelitian Kependudukan Universitas Gajah Mada.

Arikunto, S., (1996). Prosedur Penelitian, suatu pendekatan praktek. Rineka Cipta, Jakarta.

As'ad, Moh., (2000). Psikologi Industri. (cetakan kelima). Yogyakarta: Liberty.

Arimurti, Dhynta, Pengaruh Insentif terhadap Kinerja Sumber Daya Manusia (Menurut Persepsi Karyawan) pada PT. Telekomunikasi Indonesia Tbk, Tesis, PPs Universitas Widyatama, Bandung, 2006

Azwar, A., (1996). Pengantar Administrasi Kesehatan. Jakarta: Bina Rupa Aksara

Azwar, S., (1999). Penyusunan skala psikologi. (edisi pertama). Yogyakarta: Pustaka Pelajar Offset.

Boyett, J.H, and Conn, H.P. (1995). Maximum Performance Management, Glenbridge Publishing LTD, Lake Wood, Colorado.

Covey S. The 8th Habit, Melampaui Efektivitas, Menggapai Keagungan, Jakarta: Gramedia Pustaka Utama; 2008.

Departemen Kesehatan RI. (1999). Kebijakan Baru dalam Manajemen Kepegawaian. Buku II, Depkes RI, Jakarta.

Dinas Kesehatan Provinsi NAD (2001). Laporan Tahunan.

Gardner and Moore, (1964). Human Relation In Industry, Organization And Administrative Behavior. Home Wood, Illinois : Richard D. Irvin, Inc.

Gellerman, S.W., (1984). Motivasi dan Produktivitas. (cetakan pertama). Alih bahasa: Soepomo S. Wardoyo. Jakarta: Djaya Pirusa.

Green, L.W., (1980). Health Education Planning: a diagnostic approach. (1st edition). California: Mayfield Publishing Company.

Gibson James. L., (1987). Organisasi: Perilaku, Struktur, Proses. Jakarta: Erlangga

Hasibuan, S.P., (1994). Manajemen sumber daya manusia, dasar dan kunci keberhasilan. Jakarta: P.T Gunung Agung.

Hasibuan, M. (1996). Organisasi dan Motivasi. Jakarta: Bumi Aksara.

Handoko, T.H., (1997) Manajemen Personalia Dan Sumber Daya Manusia. Edisi II, Yogyakarta , BPFE..

Hastono, S.P., (2001). Analisis Data. Jakarta: Fakultas Kesehatan Masyarakat-UI.

Ilyas, Y. (1999). Kinerja: teori, penilaian dan penelitian. (cetakan pertama). Depok: Badan Penerbit Fakultas Kesehatan Masyarakat – Universitas Indonesia.

Lemeshow, S., Hosmer, Jr, D.W., & Klar, J. (1997). Besar sampel dalam penelitian kesehatan. Edisi bahasa Indonesia. (cetakan pertama). Yogyakarta: Gadjah Mada University Press.

Maslow, A.H., (1984). Motivasi dan kepribadian. (cetakan pertama). Alih bahasa: Nurul iman. Jakarta: P.T Gramedia.

Maslow, A.H., (1992). Motivasi dan Perilaku. Semarang : Dahara Prize.

Muchlas, M. (1994). Perilaku Organisasi. Yogyakarta: PT. Karipta

Murray, M. E. G., & DiCore, H. R. (1997). Leadership and management in nursing. (2nd edition). Connecticut: Appleton & Lange.

Notoatmojo., (1992). Pengembangan Sumber daya Manusia. Jakarta :Rineka Cipta

Pareek, (1985) Mendayagunakan Peran-Peran Keorganisasian, Jakarta Pustaka
Binaman Pressindo.

Rao, T.V (1986) Penilaian Prestasi kerja, teori dan praktek, Jakarta Pustaka
Binaman Pressindo.

Richard, E. Kopelman., (1986) Managing Productivity in Organization, A Practical People Oriented Perspective, New York, Mc. Graw Hill Inc.

Robbins, S.P. 1989. Organizational Behavior Concepts, Controversies Aplication. 4th Editions. Prentiec Hall of India. New Delhi.

Robbins, S.P., (1996). Perilaku organisasi: Konsep, kontroversi dan aplikasi. (Jilid 1 dan 2) Edisi bahasa Indonesia. Alih bahasa: Pujaatmaka, H. Jakarta: PT Prenhallindo.

Sarwono.Sarlito W, (1993). Pengantar Umum Psikologi, Bulan Purnama Jakarta

Steers, R. M., & Porter, L. W. (1991). Motivation and work behavior. (3rd edition). Singapore: Mc Graw-Hill Inc.

Siagian Sondang.P., (1995). Teori Motivasi dan Aplikasinya. Jakarta: Bina Aksara.

Siagian Sondang.P., (1997). Manajemen sumber daya manusia. Jakarta: Bina Aksara.

Sims Jr, H.P., Szilagyi, A.D. 1975. Leader Reward Behavior and Subordinate Satisfaction and Performance. Organizational Behavior and Human Performance. 14th ed. Academic Press Inc. 426 - 438.

Simamora (1999). Manajemen sumber daya manusia. edisi ke 2 cetakan ke 2 Yogyakarta, Penerbit STIE YKPN.

Stoner, J.A.F., (1982). Management. New Jersey: Prectice-Hall Inc.

Stoner, J.A.F., (1986). Manajemen. (jilid 2). Edisi bahasa Indonesia. Alih bahasa: Wilhelmus W.Bakowatun. Jakarta: Intermedia.

Stoner, J.A.F., (1993). Perencanaan dan Pengambilan Keputusan Dalam Manajemen. Edisi Bahasa Indonesia. Alih Bahasa Sahat Simamora. Jakarta: PT.Rineka Cipta.

Soeprihanto.J (1996) Penilaian Kinerja dan Pengembangan Karyawan, Yogyakarta: Pustaka Pelajar Offset.

Supriyanto dan Ernawati, Pemasaran Industri Jasa Kesehatan, Yogyakarta: CV Andi Offset; 2010.

Tika H., Budaya Organisasi dan Peningkatan Kinerja Perusahaan, Jakarta: PT Bumi Aksara; 2006.

Terry, George. R., (1986). Azas-Azas Manajemen. Alih Bahasa Winardi, Penerbit Alumni Bandung,

Timpe, A. D., (1992). The art and science of management performance. New York: Kend Publishing. Inc.

Thoha, M, (1993). Perilaku Organisasi, Konsep Dasar Dan Aplikasinya. Jakarta: CV. Rajawali.

Trisnantoro, L dan Agastya, (1996). Pelatihan Manajemen Stratejik Bagi Direktur RSUD. Yogyakarta: Dirjen PUOD Depdagri dan FK UGM.

Wahjosumidjo., (1992). Kepemimpinan dan Motivasi. Jakarta : Ghalia Indonesia.

Wijono, Djoko., (1997). Manajemen Kepemimpinan dan Organisasi Kesehatan. Surabaya: Airlangga University Press.

Zainun, Buchari, (1989). Manajemen dan Motivasi.