

Effect of Workload, Compensation, and Motivation on Employee Performance at Madani Medan General Hospital

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Abstract

This study aims to examine and analyze the effect of workload, compensation and motivation on employee performance at Madani Medan General Hospital. The approach in this assessment is to use a deskriptif and associative approach. In this study, the population was employees at Madani Medan General Hospital, totaling 60 medical personnel, because the number of population used as a sample amounted to 60 medical personnel. The analysis of this research is multiple linear regression. The results showed that workload has a significant effect on employee performance. Compensation has a significant effect on employee performance. Motivation has a significant effect on employee performance. Simultaneously workload, compensation, and motivation have a significant effect on employee performance.

Keywords

workload; compensation; motivation; employee performance



I. Introduction

Human resources are a supporting element for the operational functioning of the hospital. The hospital itself has human resources consisting of various professional associations such as doctors, nurses, pharmacists, nutritionists, analysts, physiotherapists and others. Of the professions in the hospital, the nurse profession has the highest number, which is 40% of the number of hospital health workers (Wahyuningsih, 2014). Therefore, hospital managers must find ways to ensure a balance between the number of patients and the need for nurses to provide good service quality and excellent service to patients (Oetelaar et al., 2016).

Madani Medan General Hospital always provides the best service. Over time, Madani Medan General Hospital has improved a lot. However, there are still many patient complaints that come to criticize the performance of employees at the hospital. Employee discipline is still low, officers are not friendly, hospital staff are often wrong. The number of tasks and responsibilities given to employees causes the results achieved to be less than optimal because employees only have little time to complete many tasks.

This will have an impact on increasing the workload, causing employees to experience stress and not rule out the possibility of human error. In addition to these problems, another problem that can cause stress is the limitation of human resources. Where the number of tasks has not been matched by an adequate number of personnel. The number of nurses and the number of patients who are not balanced will cause fatigue in work because the patient's need for nurse services is greater than the standard of ability. Conditions like this will have an impact on the psychological state of nurses and other medical personnel such as tired, emotional, bored, mood changes, and can cause stress.

It is necessary to know the workload of nurses, this aims to determine the quantity and quality of the nursing staff needed so that there is no inappropriate workload which ultimately has an impact on nurses' work stress and can have an impact on patient safety. A decrease in the productivity of nurses so that it can threaten patient safety. If the number of nurses is more than the number needed in a hospital, it can also have an impact in terms of hospital finances and can affect the quality of service because of the unproductive use of time and the unbalanced division of nursing tasks.

As we know, for the North Sumatra region, there are lots of Regional General Hospitals and Private Hospitals, especially in Medan, which have several private hospitals, each of which is competing to provide excellent service including: Siloam Medan Hospital, Bunda Thamrin Hospital, Madani Medan General Hospital starting from information services, examination room services, doctor services where some hospitals employ special doctors such as Sub Specialists which other hospitals do not have, as well as services from patient waiting areas.

According to Wibowo (2010:4), performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How the organization values and treats its human resources will affect its attitudes and behavior in carrying out performance.

Employee performance according to Hasibuan (2012:94) can be interpreted as a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Meanwhile, Abdullah (2014:3) states that employee performance is a work results or employee performance.

Good performance from employees should receive an award given by the organization or agency to employees who have high productivity on their work. However, there are cases where these awards are considered unfair and not on the same level as what they do, this is what often causes jealousy among employees, one of which is by providing appropriate facilities and in accordance with the abilities and results that the employee gives to the organization. The facilities in question are the provision of salaries and incentives in accordance with the work.

Workload and employee performance are interrelated with each other, because in order to provide the right position to employees, a company can see the workload first. The company is strongly influenced by the workload and employee performance. Companies must comply with the rules made by the government and must comply with the standards that have been set, but companies can also pay more attention to the situation of employees and their performance in order to achieve company goals.

Workload is one aspect that must be considered by every company, because workload is one that can increase employee work productivity.

Dhania (2010:16), the notion of workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

Compensation that is given appropriately with the agreement that has been made by employees and the organization, will build a bond of cooperation in order to maximize the results of its performance. Judging from the amount of compensation received by employees after showing their performance, it will stimulate employee enthusiasm so that they can work well in the future, so that the performance produced by employees will increase.

Another factor that has an influence on improving employee performance is compensation. Compensation according to Hasibuan (2012:118) is all income in the form

of money, goods directly or indirectly received by employees in return for services provided to the company.

Compensation is very important for employees, because employees hope that the compensation they receive can meet their needs and be able to improve their welfare. If a company in providing compensation to employees can generate enthusiasm and enthusiasm for work, then one of the company's goals to increase productivity will be fulfilled. Companies typically design and administer employee compensation.

Work motivation is the driving force that is owned or contained in everyone when carrying out an activity, therefore, everyone wants to work and engage in activities within their own abilities and potentials to fulfill the purpose of doing these activities (Bahri and Nisa, 2017:10). A management can properly understand and provide motivation, and then the company will obtain optimal performance from employees according to their workload.

To optimize human resources (HR) in organizations, it is necessary to pay attention to factors that affect employee performance, among others, motivation is a mental condition that encourages taking an action and provides strength that leads to the achievement of needs, giving satisfaction.

Motivation is one of the important things in the framework of human resource development because it is closely related to the leader and the led. A leader must have the right way to motivate employees to achieve high work performance.

Motivation according to Ranupandojo and Hasan in Abrivianto et al. (2014) is a process of trying to influence someone to do something we want. Meanwhile, according to Luthans quoted by Nawawi (2006:328) motivation is a process within a person because he has psychological and physiological needs so that it moves behavior or encouragement to achieve a goal.

Armstrong quoted by Nawawi (2006:328) says motivation is something that makes people act or behave in certain ways. A person's motivation shows him a certain direction in taking the necessary steps to ensure he reaches his goal. While being motivated means wanting something based on one's own desires or being driven by whatever is available to achieve success.

This study aims to examine and analyze the effect of workload, compensation and motivation on employee performance at Madani Medan General Hospital.

II. Research Method

The approach in this assessment is to use a deskriptif and associative approach. Pandiangan et al. (2021), descriptive research is a type of research that aims to make a systematic, factual and accurate description of the facts and characteristics of the population of a particular area. The associative approach is a research approach in which to find out that there is a relationship or influence between the two variables (independent variables and related variables).

According to Pandiangan (2015), population is a generalization area consisting of objects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions. According Pandiangan et al. (2018), sampling is the selection of samples based on certain characteristics that are considered to have relevance to the characteristics of the population that have been known previously. In this study, the population was employees at Madani Medan General Hospital, totaling 60 medical personnel, because the number of population used as a sample amounted to 60 medical personnel.

Data collection techniques used are interviews, questionnaires, and library. Library research of reference sources is a form of research that uses library facilities by examining theoretical discussions from various books, articles, and scientific works related to writing (Pandiangan, 2018).

The analysis of this research is multiple linear regression. The research used multiple linear regression methods with ordinary least square (OLS) to find out how far the influence of independent variables on dependent variable (Tobing et al., 2018).

III. Results and Discussion

3.1 Respondent Identity

Respondents in this study were all employees at the Madani Medan General Hospital as many as 60 medical personnel, consisting of several characteristics, both age, gender, length of work and education level of employees.

From the data, it is known that the number of male respondents is 28 people (41.51%). This is because at the time of recruitment, the proportion of female employees is higher than that of male employees.

From the data, it is known that the majority of respondents are aged 20-26 years, as many as 20 people (54.71%), aged 27-32 years are 15 people (18.86%) and aged 33-38 years are 10 people (13,21%), while the respondents were aged 39-54 years as many as 15 people (13,22%).

From the data, it is known that the majority of respondents tenure is between 3 years and above, namely 21 people (39.62). This is because, the majority of employees work in the company for more than 3 years, and currently the company does not accept many new employees.

From the data, it is known that most of the respondents education is D3, each of which is 32 people (56.30%). This is because, the company recruits employees prioritizing educated prospective employees.

3.2 Multiple Linear Regression

This study seeks to see the effect of the interaction between the independent variables on the dependent variable using multiple linear regression analysis by evaluating the results in this study using multiple linear regression analysis. There are three independent variables in this analysis, namely, workload, compensation, motivation, one dependent variable is employee performance.

3.3 t test (Partial Test)

The t-test used in this analysis is used to assess the potential of each independent variable. Another reason for the t-test is to determine whether the independent variable (X) has a substantial or insignificant relationship to the partially or partially dependent variable (Y).

**Table 1. t test (Partial Test) Results
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	4.740		.763	.449
	Workload	.391	.172	.265	2.269	.027
	Compensation	.247	.114	.255	2.173	.034
	Motivation	.311	.119	.298	2.625	.011

a. Dependent Variable: Employee Performance

The results showed that workload has a significant effect on employee performance. This shows that with additions that are in accordance with the work abilities of the Madani Medan General Hospital employees, employee performance will increase, where with the addition of the employee's workload, the employee will be more serious and can make good use of his work time so that the employee's performance will be higher. Competition from limited mental capital is workload. The need to carry out two or three tasks that must be completed simultaneously is one of the causes of reduced workload efficiency. It could be that if someone bears a workload that is too heavy and feels stressed, that person will be frustrated with his work. Due to intense competition, a workload that is too high can make workers feel tired and worried more quickly, which means they can no longer appreciate their work. Several things that affect the workload resulting in decreased employee performance are targets to be achieved, working conditions, and work standards. In addition, the working conditions they face in their opinion require more attention, if this condition is allowed to affect employee performance, the work condition that affects them the most is boredom. Employees must be good at organizing their minds so that they can maintain their morale. The standard of work that they have to face every day must be able to do according to the target. Not all employees are able to handle the same workload. The excessive workload faced by employees can affect their performance. The higher the workload they face will interfere with the completion of their work.

Compensation has a significant effect on employee performance. This means that compensation is an important factor that effect performance, because the compensation given is in accordance with the length of time the employee has worked. Some forms of compensation provided by the company to improve employee performance are wages/salaries, incentives, benefits, and facilities. For employees, wages/salaries are receipts as direct financial compensation from the company for a particular job or service provided. Giving wages/salaries that are in accordance with what employees have sacrificed for the company can improve employee performance. Another form of compensation is in the form of incentives. The existence of additional money or bonuses from the work of employees outside of the salary or wages provided by the company can also encourage increased employee performance. This is because the provision of incentives makes employees feel more valued as long as they work in a company. Allowances are also part of compensation. Allowances are programs provided for additional income for employees, such as meal allowances, old age allowances, holiday allowances and others. The benefits provided by the company to employees make employees feel more comfortable and at home when work in a company, because they feel that the company they work for cares about the basic needs of employees, so that employee

performance can increase. Adequate and support to make the work of employees completed quickly according to the target.

Motivation has a significant effect on employee performance. The close effect of motivation on employee performance should receive special attention from management. Employees will be motivated if their desires and needs are met, then there is a fairly strong relationship between motivation and performance. The higher the motivation given, the better the performance produced.

3.4 F Test (Simultaneous Significant Test)

The F regression test was conducted to test whether the independent variable (X) had a significant relationship with the dependent variable at the same time (Y).

Table 2. F Test (Simultaneous Significant Test)
ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	255.213	3	85.071	7.741	.000 ^a
	Residual	615.387	56	10.989		
	Total	870.600	59			

a. Predictors: (Constant), Workload, Compensation, Motivation

b. Dependent Variable: Employee Performance

Simultaneously workload, compensation, and motivation have a significant effect on employee performance.

IV. Conclusion

The results showed that workload has a significant effect on employee performance. Compensation has a significant effect on employee performance. Motivation has a significant effect on employee performance. Simultaneously workload, compensation, and motivation have a significant effect on employee performance.

Based on the conclusions above, in this case the author can suggest the following:

1. In increasing the workload, the leader must pay attention to the work ability of each employee.
2. The leadership of the Madani Medan General Hospital to make more efforts to provide compensation to employees.
3. The leadership of the Madani Medan General Hospital to further increase motivation among employees in order to achieve the expected mission and goals.
4. For the company, the results of this study should be taken into consideration to improve the performance of its employees by fulfilling the wishes of the employee.

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