

# PERFORMANCE STUDY: THE EFFECT OF TRAINING AND MOTIVATION OF MEDICAL SUPPORT FUNCTIONAL STAFF

<sup>1</sup>Sri Harini, <sup>2</sup>Irwan Ch., <sup>3</sup>Tini Kartini, <sup>4</sup>Yulianingsih, <sup>5</sup>M. Asep Suryadi

***Abstract--** Medical support functional staff have an important role in hospital services and performance. This study aims to determine the effect of job training and work motivation on the performance of functional medical support staff in hospitals. The questionnaire was distributed to 62 respondents. The results of validity and reliability tests show that all questions are declared valid and reliable. The results of multiple correlation analyzes states that there is a strong relationship between job training and work motivation on employee performance, the results of the coefficient of determination can be explained as 63% of employee performance is influenced by job training and work motivation while 37% is influenced by other variables not examined in this study, such as employee ability. There is a positive and significant effect between job training and work motivation on functional medical support staff performance in the hospital, simultaneously and partially.*

***Keywords** - job training, work motivation, functional medical support staff performance*

## I. INTRODUCTION

Human Resources (HR) is the main capital for the achievement of performance, goals, and organizational sustainability. Capital, methods, machines and technology will not give maximum results if it is not supported by human resources who have high work expertise and motivation. Employee performance is the acquisition of activities by means of the quality and amount achieved by an employee in carrying out the tasks assigned to him, [1]. Training and motivation will influence the improvement of employees' work abilities, [2]. Training that is suitable for work needs will improve the special skills of employees supporting the achievement of performance according to even exceeding standards. High work motivation, and appropriate training are expected to improve performance and accelerate the achievement of organizational goals.

The hospital is an organization engaged in services, especially health. A hospital generally has an obligation to provide comprehensive treatment and healing services, education and training, research and development in the aspect of health in a harmonious, integrated and sustainable manner with other health improvement efforts and carrying out referral efforts. The ability of employees to affect the performance of organizations including

---

<sup>1</sup> Associate Professor, Department of Management, Faculty of Economics, Djuanda University, Indonesia, Email: sri.harini@unida.ac.id

<sup>2</sup> Asistant Professor, Department of Management, Faculty of Economics, Djuanda University, Indonesia, Email: irwan.ch@unida.ac.id

<sup>3</sup> Asistant Professor, Department of Management, Faculty of Economics, Djuanda University, Indonesia, Email: tini.kartini@unida.ac.id

<sup>4</sup> Asistant Professor, Department of Management, Faculty of Economics, Djuanda University, Indonesia, Email: yulianingsih@unida.ac.id

<sup>5</sup> Research Scholar, Department of Management, Faculty of Economics, Djuanda University, Indonesia, Email: asepsuryadi21@gmail.com

hospitals. Based on the results of the initial survey, the average achievement of medical support performance of a 2017 Hospital in the Pharmacy unit is 64%, Radiology 70%, Laboratory 77%, Nutrition 85%, and Medical Record 90%. The target that has been set for performance achievement is 100%, so it can be concluded that the performance of the medical support unit has not reached the target or has not fulfilled the wishes and expectations of the Hospital's consumers.

## II RELATED WORK

Performance is an acquisition of activities achieved by someone in carrying out the obligations imposed on him based on skill, knowledge, as well as sincerity and time, [3]. Performance is a combination of three important aspects, namely the skills and interests of a worker, expertise and responses based on the understanding of delegation of duties, and the role and level of motivation of a worker. The higher the three aspects, the greater the employee's performance. Six aspects of performance measurement are work results, knowledge, initiative, mental dexterity, and attitude, dissipation , [4].

Training is a teaching and learning activity by using the method and procedure ways particular, to enhance the skills and expertise to work on a person or group of people, [5]. Training is a series of activities for people to improve their abilities and insights in a systematic way so that they are able to have reliable abilities in their fields. Training is a way of learning that allows employees to do current work according to standards. The training is aimed at organizers starting in order to increase their knowledge and technical skills. The training indicators are instructor (education and ability), participants (enthusiasm and selection) , material (according to goals and objectives), and method (personal in nature with clear terms).

Motivation or encouragement is something of the potential strength contained in a person or group, to do something that can be developed by itself or developed by some outside monetary and non monetary power . Indicators of Maslow's motivation are physiological needs consisting of food, drink, protection, breathing, and intimate needs; security needs, i.e. human needs for protection from all kinds of threats, conflicts, hazards and living environments ; need for a sense of belonging (social), namely the need to interact, to group, including the need to be loved and loved; self-esteem needs, namely the need to be appreciated by others including respected or considered important by others; and the need to actualize themselves, namely the need to use their potential and abilities, [5].

Based on the description above, it can be stated the hypothesis in this study as follows: (1) job training and work motivation have a positive and significant effect simultaneously on the performance of medical support employees; (2) job training has a positive and significant effect on the performance of medical support employees; (3) work motivation has a positive and significant effect on the performance of medical support employees.

## III METHOD

This study uses a quantitative approach. Data were collected using a questionnaire, interview, observation and literature study. The instrument test uses validity and reliability tests. Validity test is used to measure the

validity or validity of a research instrument. The reliability test is carried out to show that the questionnaire is consistent when used to measure the same symptoms, or to find out the consistency of the measure if the measurement is repeated. The test results showed that all instruments of the study variable were declared valid and reliable because they had r count greater than 0,3 and *Cronbach's Alpha* more than 0.6.

The population in this study is the medical support function of hospitals in Bogor who have participated in vocational training in 2017 and 2018. Sampling was used a *purposive sampling technique*, totaling 62 people. Data were analyzed descriptively and quantitatively using statistical tests. Multiple regression analysis is used to determine the effect of several independent variables on the dependent variable, [6]. Research variables are job training and motivation as independent variables, and performance as dependent variables.

Significance test the relationship of independent variables with dependent variables simultaneously, used the F test or also called the significance test simultaneously, this test shows that the independent variables in the model simultaneously affect the dependent variable, [7]. If the calculated F value is greater than the F table at the 0.05 significance level, the hypothesis is accepted. Significance test of the influence of independent variables with the dependent variable is partially used t test, this test partially proves that the free variable in the model partially influences the dependent variable. Criteria for decision-making is done by way of comparing t arithmetic with t table, where the alternative hypothesis is accepted if  $t > t$  table at the 0.05 significance level.

#### IV RESULTS

Based recapitulation employee characteristics by gender shows that men and women have percentages are the same (50%). Employees are mostly in the productive age (30-39 years), with a Diploma III level of education, with a work period of more than 5 years.

**Table 1:** Recapitulation of Job Training, Work Motivation and Performance of Medical Support Functional Personnel

Variable	Indicator	Symbol	Average	Criteria
Training (X1)	Instructor	X1.1	4.19	Good
	Participant	X1.2	3.93	Good
	Theory	X1.3	4.02	Good
	Method	X1.4	3.90	Good
	Average		4.01	Good
Motivation (X2)	Physiological	X2.1	3.27	Enough
	Sense of secure	X2.2	3.14	Enough
	Social Needs	X2.3	3.24	Enough
	Recognition	X2.4	3.10	Enough
	Self-actualization	X2.5	3.30	Enough
	Average		3.21	Enough
Performance (Y)	Work result	Y1	3.36	Enough

Knowledge	Y2	3.39	Enough
Initiative	Y3	3.35	Enough
Mental dexterity	Y4	3.44	Good
Attitude	Y5	3.48	Good
Discipline	Y6	3.44	Good
Average		3.41	Good

Medical support functional personnel are of the opinion that all work training indicators consisting of instructors, participants, materials and methods are rated as good (4.01), with instructor's highest score (4.19), and lowest method (3.90). This is because the company provides good quality job training in terms of instructors, materials, and methods. In addition, the facility factor given to participants was also able to encourage employees to attend work training enthusiastically. However, the company must also conduct periodic evaluations whether the work training that is held is appropriate and in accordance with the company's objectives. Despite this, job training needs to be improved for job training is an important aspect to menaikan employee quality, [8].

Employee work motivation with indicators of physiological needs, safety needs, ownership needs, self-esteem needs and self-actualization needs are considered sufficient (3.21), with the highest value of self-actualization needs (3.30), and the lowest indicators of self-esteem needs (3.10). Employees are of the opinion that the company has given employees the opportunity to work according to their potential; the company meets the needs of employees for the needs for food, feed, and shelter; employees are quite safe in carrying out their work, even though they expect the company to appreciate the work of employees in the form of praise and appreciation. The company needs to increase the work motivation of pegawai by meeting the needs according to its level, so as not to cause problems with employee motivation, [8].

Employee performance with indicators of work performance, work knowledge, initiative, mental skills, attitudes, and discipline are assessed as good (3.41). The performance with the highest indicator is attitude (3.48), while the lowest indicator is initiative (3.35). The results of observations of the performance achievement of each medical support unit have not reached the target of 100% according to the specified standards. This becomes a problem of service performance including waiting time for finished drugs, prescription drugs that are not served, patient food leftovers, repetition of laboratory examinations, radiological results failures, and time for providing medical records for roadway services that still exceed the specified time limit. Employee initiatives that are not optimal are thought to be the cause of several employee performance problems that do not meet specified standards.

The results of the regression coefficient analysis obtained by the equation with the estimated model as follows:  $Y = -472 + 264X_1 + 739X_2 + \epsilon$

Regression coefficient of job training ( $\beta_1$ ) The coefficient value for positive job training variables means that if job training experiences an increase or increase, then the employee performance variable will experience an increase. The coefficient is positive, that is, between job training and employee performance, the better the job training the better the employee performance or vice versa. This statement is supported by previous research which states that the better the training, the performance will increase, [9], [10], [11].

The regression coefficient of work motivation ( $\beta_2$ ) The coefficient value for the positive work motivation variable means that if the variable of work motivation increases or increases, the employee's performance will increase. The positive coefficient is between work motivation and employee performance, the better the work motivation, the better the employee's performance or vice versa. Perny ataan supported study shows that the higher the motivation given the company the higher the performance of employees, [12], [13], [14].

The magnitude of the effect of independent variables on the dependent variable simultaneously can be seen from the value of R Square. The coefficient of determination is 0.630 or 63%. This shows that the percentage contribution of the influence of work training variables ( $X_1$ ) and work motivation ( $X_2$ ) on employee performance (Y) of 63% while the remaining 37%, due to other factors such as ability factors, employee competence, [5], [15].

Based on the analysis results obtained by the correlation coefficient  $R$  of 0.794, including the strong category (0.601 - 0.800), [16]. This shows that the relationship between job training variables ( $X_1$ ) and work motivation ( $X_2$ ) on employee performance (Y) has a strong relationship meaning that the better job training and the higher the work motivation, the employee performance will increase. This statement is supported by previous research which states that there is a strong relationship between job training and work motivation on employee performance, [17], [18].

To clearly see the effect of job training and work motivation on employee performance statistically seen from the value of the F test. Based on the  $F_{\text{calculated}}$  value of 50.332 with a significance level of  $F_{\text{table}}$  value of 0.05 ( $\alpha = 5\%$ ) with degrees of freedom (dk)  $nk - 1$  ( $62-3-1$ ) = 58, the  $F_{\text{table}}$  value is 3.15 so  $F_{\text{count}} > F_{\text{table}}$  ( $50.332 > 3.15$ ) and has a significance value of  $0.000 > 0.5$ , then  $H_0$  is rejected and  $H_a$  is accepted, it means that there is a positive and significant effect simultaneously between job training and work motivation on the performance of medical support functional personnel. The results of this study are supported by previous studies stating that there is a positive and significant simultaneous effect between job training and work motivation on employee performance, [17], [19], [20].

T test is used by comparing  $t_{\text{arithmetic}}$  and  $t_{\text{table}}$ . If  $t_{\text{arithmetic}}$  is greater than  $t_{\text{table}}$  ( $t_{\text{arithmetic}} > t_{\text{table}}$ ) then it shows that the independent variable has a partial effect on the dependent variable. Based on the tcount of the job training variable ( $X_1$ ) of 3,088 and the value of t table with a level of  $\alpha = 0,05$  with degrees of freedom  $nk-1$  or equal to  $62-3-1 = 58$  obtained a value of 1.671. This shows that tcount is greater than ttable ( $t_{\text{count}} > t_{\text{table}}$ ) of (3,088 > 1,671), then  $H_0$  is rejected and  $H_a$  is accepted, meaning that job training has a positive and significant effect on employee performance. The results of this study are supported by previous research which states that job training has a positive and significant effect on employee performance, [21]. Job training can improve employee performance due to increased ability, knowledge, skills, and changes in employee behavior at work. Training with the TEACH approach (Theory, Evidence, Action in Care for Health) is needed for recovery [22].

Based on the value of  $t_{\text{count}}$  on work motivation variable ( $X_2$ ) for 9220 and the value of  $t_{\text{table}}$  with a level of  $\alpha = 0,05$ , with a degree of freedom  $nk-1$  or equal to  $62-3-1 = 58$  obtained a value of 1.671. This shows that  $t_{\text{arithmetic}}$  is greater than  $t_{\text{table}}$  ( $t_{\text{arithmetic}} > t_{\text{table}}$ ) of (9,220 > 1,671), then  $H_0$  is rejected and  $H_a$  is accepted, meaning that work motivation has a positive and significant effect on employee performance. The results of this study are supported

by previous research which states that work motivation has a positive and significant effect on employee performance, [23]. Motivation can improve employee morale and job satisfaction, which in turn can increase the produkti v itas employee performance, [3].

## V CONCLUSION

The performance of medical support functional personnel as an important element in providing services to hospital patients and interested parties is very important to consider. Job training and work motivation have a positive and significant effect on performance. The performance of medical support functional personnel is generally good, sufficient work motivation and good performance. Employee performance is supported by job training with appropriate materials, relevant methods, selection of participants, and qualified instructors who can improve performance. Good employee performance is supported by high work motivation. Employees are motivated if their needs are met from basic needs, the need for a sense of security, social needs, self-actualization, especially the need for appreciation given by the institution to the achievement of performance. Performance in terms of work initiatives is enhanced by creating a work atmosphere, availability of work facilities and HR policies that can enhance creativity and innovation in work.

## REFERENCES

1. AP Mangkunegara, *Human Resources Management*, Twelve. Bandung: Rosdakarya, 2015.
2. L. Agusta and EM Sutanto, "The Effect of Training and Work Motivation on Employee Performance of CV Haragon Surabaya." *Agora*, vol. 1, no. 3, 2013.
3. MSP Hasibuan, *Human Resources Management*. Jakarta: PT Bumi Aksara, 2016.
4. E. Sutrisno, *Human Resource Management*. Jakarta: Kencana, 2010.
5. AY Hamali, *Strategy for Managing Human Resource Management Employees*. Jakarta: Center for Academic Publishing Service, 2018.
6. Supardi, *Statistics Application in Research*. Jakarta: Change Publication, 2014.
7. C. Lin *et al.*, "To download Smart PLS 3 please go to this website: <https://www.smartpls.com> Click on Download. Pick either the 32 bit or 64 bit ounce version," *British J. Econ. Manag Trade*, vol. 3, no. 3, pp. 563-574, 2013.
8. APAA Mangkunegara, *Corporate Human Resources Management*. Bandung: Youth Rosdakarya, 2015.
9. S. Harini, "The Effect of Entrepreneurship Training and Business Management on Micro Food and Beverage Business Revenues," *J. Entrep. and Entrep.*, vol. 3, no. 1-2, pp. 73-80, 2014.
10. D. Triasmoko and MD Mukzam, "The effect of job training on employee performance" *J. Adm. Business*, vol. 12, no. 1, pp. 1-10, 2014.
11. A. Nassazi, "Effects of training on employee performance. Evidence from Uganda," *Uganda*, 2013.

12. D. Cokorda, "The Effect of Job Stress and Work Motivation on Employee Performance at PT. Bank BPD Bali Ubud Branch," *J. Manaj.*, vol. 5, no. 12, pp. 980–989, 2013.
13. MM Kustrianingsih, MR Minarsih and LB (2016). Hasiholan, "The Effect of Work Motivation , Organizational Leadership and Climate on Employee Performance in the City of Culture and Tourism Office, Semarang ." *J. Management* , vol. 2, no. 2, pp. 1–15, 2016.
14. SK Singh, TF Burgess, and J. Heap, "Managing performance and productivity for organizational competitiveness," *Int. J. Product. Perform. Manag* , vol. 65, no. 6, 2016.
15. S. Harini, D. Gemina, and E. Yuningsih, "LEVERAGING PERFORMANCE OF SUSTAINABILITY: CREATIVITY AND INNOVATION BASED ON HR COMPETENCY AND POTENTIAL MARKETS IN THE ERA OF IR 4.0," *Int. J. Entrep.* , vol. 24, no. 1, pp. 1–12, 2020.
16. Sugiyono, *Quantitative, Qualitative, and R&D Research Methods* . Bandung: CV. Alfabeta, 2016.
17. FM Tuhumena, CKC Kojo, and FG Worang, "The effect of training and work motivation on employee performance at PT. Pegadaian (PERSERO) Regional Office V Manado. EMBA Journal ;," *J. Ris. Econ. Management, Business and Accounting* , vol. 5, no. 2, 2017.
18. YI Magani and SJL Tobing, "The Relationship of The Discipline And Motivation On Performance Employees," *Fundam. Manag J.* , vol. 3, no. 1, pp. 74–79, 2018.
19. F. Rachmawati, "The Effect of Job Training and Work Motivation on Employee Performance at PT Trias Sentosa, Krian Sidoarjo" *Agora* , vol. 4, no. 2, pp. 259–264, 2016.
20. A. S. Kaengke, B. Tewal, and Y. Uhing, "The effect of career development, training and motivation on employees' performance of PT. Air Manado," *J. EMBA* , vol. 6, no. 1, pp. 341-350, 2018.
21. W. Ningrum, BS Sunuharyo, and MS Hakam, "The effect of education and training on employee performance (Study of Pertamina-PetroChina East Java Joint Operating Body Employees)," *J. Adm. Business* , vol. 6, no. 2, pp. 1–8, 2013.
22. A. Rudnick, "TEACH: A Framework for Recovery-Oriented Education and Training," *Int. J. P sychosoc. Rehabilitation* , vol. 20, no. 2, pp. 59–61, 2016.
23. EB Kuranchie-Mensah and K. Amponsah-Tawiah, "Employee Motivation and Work Performance: A Comparative Study of Mining Companies in Ghana," *J. Ind. Eng. Manag* , vol. 9, no. 2, pp. 255–309, 2016.