

## **Naibonat Hospital Employee Performance Model Kupang District**

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**Abstract:** Performance measurement is a very important factor for any company, including a hospital. The performance measurement of the Naibonat Hospital is still based on the national standard of service by the government, namely assessing performance from the financial aspect. In particular, the researchers observed the factors that affect the performance of Kupang District Hospital employees, namely ability, leadership style, and employee rewards. The purpose of this study was: to determine the effect of Ability, Leadership Style, Appreciation on Employee Performance at the Naibonat Hospital, Kupang Regency. Data processing in this study uses regression analysis with the Multiplicative Response Model approach. The dependent variable is Employee Performance (Y). The independent variables (independent) are Ability (X1), Leadership Style (X2) and Employee Awards (X3). The results of the study: The ability of employees has a significant effect on the performance of hospital employees, leadership style and giving awards for employees has a very real effect on the performance of hospital employees, then simultaneously the ability, leadership style and employee rewards have a very real effect on the performance of employees at Naibonat Hospital in Kupang Regency.

**Keywords:** Model, performance, employees

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### **Preliminary**

#### **Background**

Performance measurement is a very important factor for any company, including a hospital. This measurement has a function to determine the extent of the success and success of a hospital and to find out the performance weaknesses that hinder a company from being able to move forward.

The Naibonat Hospital in Kupang Regency is the only hospital in Kupang Regency and is owned by the government. This hospital has a very wide area coverage because it oversees 26 puskesmas located in several sub-districts to serve 177 villages in the Kupang Regency area. The initial survey shows that: many complaints from the public about health services at the hospital, the lack of civil servant medical personnel at the hospital, there are still many medical personnel whose employment status is still contracted / honorary.

In the last few years, the Naibonat Hospital in Kupang Regency has shown quite good development. The performance measurement is still based on the national service standard that has been determined by the government, which only assesses performance from the financial aspect. Even though there are many other aspects that also affect the success of a hospital such as the patient's opinion about the hospital, aspects of the business process which includes how the hospital sells health services to its patients as well as aspects of learning and developing human resources owned by the hospital. so that they can maintain their image and build good relationships with patients (consumers).

In particular, the researchers observed the factors that affect the performance of Kupang District Hospital employees, namely ability, leadership style, and employee rewards. Researchers assume that the higher the ability of an employee, the better the employee's performance and vice versa if the lower the employee's ability, the employee's performance is not good. The better the leadership style of a leader, the performance of his employees will also be better and vice versa if the leadership style of a leader is not good then the employee's performance is also not good. And the higher the appreciation of the employee, the better the employee's performance, but on the contrary, the lower the employee's appreciation, the lower the employee's performance.

### **Problem Formulation**

1. How is the influence of ability on employee performance at the Naibonat Hospital, Kupang Regency?
2. How is the influence of leadership style on employee performance at the Naibonat Hospital, Kupang Regency?
3. How is the influence of employee rewards on employee performance at the Naibonat Hospital, Kupang Regency?
4. How does the simultaneous influence of Ability, Leadership Style and Employee Reward on Employee Performance at the Naibonat Hospital, Kupang Regency?

### **Research purposes**

The purpose of the study was to determine the effect of ability on employee performance, the effect of leadership style on employee performance, the effect of employee rewards on employee performance at the Naibonat Hospital, Kupang Regency and the influence of Ability, Leadership Style and Employee Awards simultaneously on employee performance at Naibonat Hospital, Kupang Regency.

## **The Oretical Basis**

### **State of Art**

1. Research conducted by Ria (2016) with the title Analysis of Factors Affecting the Performance of Employees of the Office of Highways of North Sumatra Province. In 2016. The results of the study concluded that only 7.2% of the variables of work motivation, employee maintenance and education and training affect employee performance 93.8% influenced by other variables. The results of the F test and T test on the regression model and  $Y = 12,485 + 0.046 X_1 + 0.616 X_2 + 0.622 X_3$  in this study did not have a significant effect on the sample population at the Department of Highways of North Sumatra Province. The policy taken by the Department of Highways of North Sumatra is to create something that builds employee work motivation, cares for employees who are considered and provides education and training so that later it will have a positive influence on employee performance in the agency.
2. Research conducted by Wanasaputra and Dewi (2017) with the title Factors Affecting the Performance of Yayampek Members. Research Results The results of this study indicate that the factors that influence the performance of Yayampek members are ability, discipline, working time, input, effort, initiative, and motivation.
3. Research conducted by Setyawan (2018) with the title Analysis of Factors Affecting Employee Performance (Case Study on Three Offshore Fabrication Companies in Batam and Karimun). The results of this study prove that the factors of employee appreciation, employee satisfaction, employee behavior and leadership style have a significant influence on employee performance. This study also explains that the factors of employee motivation, employee development and work environment in companies engaged in offshore fabrication have no significant effect on employee performance.
4. Research conducted by Latief, Zati & Pribadi (2018) with the title Analysis of Factors Affecting Employee Performance. The results obtained  $Y = 2.247 + 0.443X_1 + 0.445X_2$ . The constant of 2.247 is the performance before being influenced by the occupational safety and health variables. The regression coefficient is 0.443X<sub>1</sub>, indicating that work safety has a positive effect on performance. The regression coefficient is 0.445X<sub>2</sub>, indicating that occupational health has a positive effect on performance. The results of the safety t test  $t_{count} > t_{table}$  (2,086 > 1,988), it can be stated that statistically the safety variable has a significant effect on performance. The results of the health t test  $t_{count} > t_{table}$  (2.106 > 1.988), it can be stated that statistically the health variable has a significant effect on performance. The results of the F test,  $F_{count} > F_{table}$  (62,043 > 3,11), it can be stated statistically that occupational safety and health variables have a significant effect on performance. The test results of the coefficient of determination (R<sup>2</sup>) of 0.599 or 59.9% of occupational safety and health variables affect employee performance and the remaining 40.1% is influenced by other variables not examined.

### **Employee performance**

According to Wibowo (2014) performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone.

According to Mangkunegara (2015) the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

### **Ability**

According to Robbins and Judge (2011) ability means the capacity of an individual to perform various tasks in a job.

Furthermore, according to Mangkunegara (2011) psychologically, ability consists of potential ability (IQ) and reality (knowledge and skill), meaning that employees have an IQ above average with adequate education for their position and are skilled in daily work, then it is easier to achieve maximum performance.

### **Leadership Style**

Thoha (2012) suggests that: Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it.

Hasibuan (2016) states that: Leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals.

Meanwhile, according to Heidjrachman and Husnan in Frengky Basna (2016) states that: The leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals.

### **Employee Awards**

Kadarsiman (2012) rewards are what employees receive in return for the work given.

In line with the opinion above, according to Matteson in Koencoro (2013) rewards are divided into two types, namely extrinsic rewards and intrinsic rewards. Extrinsic reward (extrinsic reward) is an award that comes from outside the person. Extrinsic rewards consist of financial rewards, namely salaries, allowances, bonuses/incentives and non-financial rewards, namely interpersonal awards and promotions. Intrinsic reward is a self-regulated reward consisting of completion, achievement, and autonomy.

### **Factors Affecting Employee Performance**

Mangkunegara (2015) the factors that affect performance are:

#### **a) Ability factor (ability)**

Psychologically, ability and reality ability (knowledge and skills) means that employees with an IQ above the average (110-120) with adequate education for their position and skilled in doing daily work, it will be easier to achieve the expected performance. . Therefore, employees need to be placed in jobs that match their expertise.

#### **b) Motivation factor**

Motivation is in the form of an employee's attitude in dealing with work situations.

Motivation is a condition that moves employees to be directed to achieve work goals.

### **Hypothesis**

It is suspected that the ability, leadership style and employee rewards affect employee performance at the Naibonat Hospital, Kupang Regency

### **Research Methods**

Referring to the formulation of the problem, the research analysis is a quantitative descriptive analysis that has been carried out at PD Pasar Kota Kupang starting from June 6, 2021 to October 20, 2021.

Types and sources of data come from primary data and secondary data. Primary data is data obtained from the results of interviews with researchers and respondents, while secondary data is data obtained from related offices at the Naibonat Hospital.

Data collection techniques are techniques or methods used by researchers to collect data or information and supporting facts in the field for research purposes. The data collection techniques used are 1) Questionnaires or questionnaires are data collection techniques by providing a series of questions to be answered by respondents. Before the questionnaire is given to the respondent, the questionnaire must be tested first to find out if the questions entered can be used as a valid and reliable measuring tool, 2) Interview, this data collection technique is carried out directly by the researcher in the form of a question. answers or interviews by resource persons who act as informants to obtain the data needed in the research.

The sampling technique used in this research is Simple Random Sampling. It is said to be simple (simple) because sample members from the population are taken randomly without regard to the existing strata in the population so that 10% of the respondents are taken from the population as many as 85 people.

The data analysis technique uses a multiple regression model which is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Information :

Y = Employee

Performance  $\beta_0 =$

Intercept

$\beta_1 - \beta_2 =$  Parameter of the independent variable

X<sub>1</sub> = Ability

X<sub>2</sub> = Leadership

Style X<sub>3</sub> = Award

### Results and Discussion

Employee performance at the Naibonat Hospital in Kupang Regency is influenced by the ability, leadership style and employee appreciation. The results of the analysis can be seen in the following functions:

$$Y = 1.742 + 0.001 X_1 + 1.124 X_2 + 1.113 X_3$$

The results of the analysis of the factors that affect the performance of the employees of RSUD Naibonat can be seen in the following table.

Table 1. Results of Regression Analysis of the Effect of Ability, Leadership Style, and Employee Awards for employee Performance Naibonat Hospital, Kupang Regency

No.	Variabel	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	1.742	.253	6.898	.000
2	Ability (X1)	.001	.003	.312	.075
3	Leadership style (X2)	1.124	.029	.000	.000
4	Awards (X3)	1.113	.032	.000	.000
5	R-squared				.989
6	Adjusted R-squared				.988
7	Std. Error of the Estimate				.31391
8	F-statistic				1.081E3
9	Prob (F-statistic)				.000 <sup>a</sup>

Source: Secondary data processed, 2021

The table above shows that the calculated F value of 1.081E3 is greater than the table F value at the 99% confidence level. This means that simultaneously the performance of the employees of the Naibonat Hospital in Kupang Regency is influenced by the ability, leadership style and employee rewards.

The magnitude of the diversity of employee performance variables at the Naibonat Hospital which can be explained by the variables of Ability, Leadership Style and Employee Awards. The results of the analysis show that the value of the coefficient of determination ( $R^2$ ) of 0.989 means that 98.90% of the diversity of the employee performance variables at the Naibonat Hospital can be explained by the diversity of the variables of Ability, Leadership Style and Employee Awards. Meanwhile, 1.1% is explained by other variables outside the model.

To determine the partial effect of the independent variable on the performance of the employees of RSUD Naibonat using the t test. The results of the analysis show that the value of the t test ( $\alpha/2$ ) for the ability variable has a significant effect on the performance of the employees of the Naibonat Hospital, Kupang Regency at the 90% confidence level. While the variables of leadership style and rewards have a very significant effect on the performance of the employees of RSUD Naibonat at the level of 99%.

The results of the analysis show that the  $b_0$  value is positive 1.742, which means that when the ability, leadership style and employee rewards are not considered, the employee performance at the Naibonat Hospital, Kupang Regency is 1.742.

The value of the regression coefficient  $b_1$  is positive 0.001 which means that if the employee's ability increases by 1 unit, the performance of the Kupang District Hospital employee will increase by 0.001 unit and is in accordance with the results of the analysis of Christian research, et al (2013). This means that if the employee's work ability is good, the employee's performance will also increase, and vice versa. If the employee's work ability decreases, the employee's performance will also decrease. The value of the correlation coefficient shows the strength of the relationship between work ability and employee performance is strong, meaning that every small change, either increasing or decreasing in work ability will affect a greater increase or decrease in employee performance.

The value of the regression coefficient  $b_2$  is positive 1.124, this means that if the leadership style increases by 1 unit, the performance of the RSUD employees will increase by 1.124 units. This is in accordance with Kartini Kartono's theory, namely there is no doubt that leadership style with indicators of traits, habits, temperament, character and personality greatly influences employee performance.

The value of the regression coefficient  $b_3$  is positive 1.113, meaning that the award for employees

increases by 1 unit, then the performance of the employees of the Naibonat Hospital, Kupang Regency will increase by 1.113. This is in accordance with the research of Prabu and Wijayanti (2016) that awards have a significant positive effect on employee performance. This means that the higher the continuous awarding of employees, it will have an impact on increasing the performance of the employees of the Naibonat Hospital, Kupang Regency.

### **Conclusions and Suggestions**

#### **Conclusions**

Conclusions From the results of the study are:

1. The ability of employees has a significant effect on the performance of hospital employees. This means that if the employee's work ability is good, the employee's performance will also increase, and vice versa.
2. Leadership style has a very significant effect on the performance of hospital employees. This means that the leadership style with indicators of traits, habits, temperament, character and personality is very influential on employee performance.
3. Giving awards to employees has a very real effect on the performance of hospital employees. This means that the higher the continuous awarding of employees, it will have an impact on increasing the performance of the employees of the Naibonat Hospital.
4. The results show that simultaneously the ability, leadership style and employee rewards have a very real effect on the performance of the employees of the Naibonat Hospital in Kupang Regency.

#### **Suggestion**

Hospitals are expected to be able to provide better rewards in the future, which is related to the provision of overtime wages for employees who work more than working hours. It is expected that overtime pay can be given on time, so that by giving overtime wages on time it is hoped that it can spur better employee performance in the future. Furthermore, it is hoped that in the future the superiors will pay more attention to suggestions or input from their employees.

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