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Performance Medical Rehabilitation Installation Staff

Dr Sardjito Hospital Yogyakarta

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh secara simultan (bersamaan) maupun secara parsial variabel budaya organisasi, kompensasi finansial, konflik peran dan dukungan sosial terhadap kinerja staf Instalasi Rehabilitasi Medik RSUP Dr Sardjito Yogyakarta Metode penelitian ini menggunakan desain penelitian kuantitatif. Populasi dalam semua pegawai yang bekerja di Instalasi Rehabilitasi Medik RSUP Dr Sardjito Yogyakarta yang berjumlah 55 orang. Teknik sampling yang digunakan dalam penelitian ini adalah teknik purposive sampling dengan jumlah sampel 48 responden. Pengumpulan data dengan menggunakan kuisioner. Teknik analisis data yang digunakan analisis statistik yaitu uji regresi linear berganda, uji F, uji t, dan koefisien determinasi. Hasil penelitian menunjukkan bahwa budaya organisasi, kompensasi finansial, konflik peran dan dukungan sosial berpengaruh terhadap kinerja staf Instalasi Rehabilitasi Medik RSUP Dr Sardjito Yogyakarta. Saran dari penelitian ini, Instalasi Rehabilitasi Medik RSUP Dr Sardjito Yogyakarta terus mempertahankan dan meningkatkan budaya organisasi, kompensasi finansial, dukungan sosial dan meminimalkan suasana yang menimbulkan konflik peran bagi staf, sehingga akan membuat kinerja pegawai semakin meningkat dan menjadi lebih baik dari sebelumnya.

Kata kunci: *budaya organisasi, kompensasi finansial, konflik peran, dukungan sosial*

Abstract

This research aims to determine the influence simultaneously (simultaneously) or partially of organizational culture variables, financial compensation, role conflict and social support on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta. This research method uses a quantitative research design. The population of all employees working at the Medical Rehabilitation Installation at Dr Sardjito Hospital Yogyakarta is 55 people. The sampling technique used in this research was a purposive sampling technique with a sample size of 48 respondents. Data collection using questionnaires. The data analysis techniques used for statistical analysis are multiple linear regression test, F test, t test, and coefficient of determination. The research results show that organizational culture, financial compensation, role conflict and social support influence the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta. Suggestions from this research, the Medical Rehabilitation Installation of Dr Sardjito Hospital Yogyakarta continues to maintain and improve organizational culture, financial compensation, social support and minimize the atmosphere that creates role conflict for staff, so that employee performance will increase and be better than before.

Key words: *organizational culture, financial compensation, role conflict, social support*

INTRODUCTION

Human resources (HR) are a very important factor that cannot be separated from an organization or agency. HR has a very important role in the development of an agency or organization. For an organization, it is a driver, thinker and planner to achieve the mission, vision and goals of the organization. Human resources are an important component in an organization. Human resources are the main asset that plays a role in utilizing all economic resources available in the organization (Bali, 2022). Every organization is formed to achieve its goals. To be able to achieve organizational goals, quality human resources are needed and have high performance (Suriyanto, 2021). Apart from that, it is also hoped that they will be able to determine the organization's vision and mission clearly, be able to read the direction of globalization and translate it into various strategies to accelerate the achievement of organizational goals (Sinaga and Priyoadmiko, 2020). Organizations must be able to see an employee's talent to improve employee performance and as an opportunity to create excellence. competitiveness of larger organizations. Human resources play an important role in an organization.

With the advancement of science and knowledge nowadays, the way employees are seen is no longer just as a resource, but also as capital and assets for an institution or organization. HR is seen not just as a main asset, but an asset that is valuable and can be developed. Human resources are individuals who work as drivers of an organization, both

institutions and companies and function as assets whose abilities must be trained and developed. Staff development efforts are needed to improve the abilities and competencies of employees so that they can be more effective and efficient in carrying out their duties. Considering employees as assets means seeing them as added value to the organization. HR has the potential to provide long-term benefits and can be invested to improve quality and productivity (Utama, Z., M., 2020).

Human resource management as a policy and practice determines aspects of human resources in management positions, including human resources from a management position, including recruitment, screening, training, rewards and assessment (Utama, Z., M., 2020). This means that HR has an important role in an organization. By improving the quality of Human Resources, it is hoped that employees will be able to work productively, effectively and efficiently so that the performance achieved later is expected to be satisfactory in accordance with the required performance standards. One factor that companies must pay attention to is organizational culture which plays a role in the survival of human resources in a company. Where when members of an organization are in a company, that is where the employee's life continues as long as he works. Organizational culture plays a role in establishing boundaries, meaning that culture creates clear differences between one organization and another, where this creates a unique culture in an organization where culture brings a sense of identity to the members of the organization. Organizational culture and competence have a positive and significant effect on employee performance. Both simultaneously or together have a positive and significant effect on employee performance (Alam, at. al., 2022). Meanwhile, according to Sugiyono and Rahajeng (2022), organizational culture, leadership style and job satisfaction have a negative and insignificant effect on employee performance. Organizational culture does not have a significant effect on employee performance through employee motivation,

Compensation is an employee's right that is given as a reward after they carry out their duties. According to experts, there are several opinions regarding the definition of compensation as income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. If managed well, compensation helps companies achieve goals and acquire, maintain, and keep good employees. On the other hand, without sufficient compensation, existing employees are very likely to leave the company and reassignment is not easy. The result of dissatisfaction with payment may be reduced performance. Apart from that, providing compensation is a strategic function of human resources. Compensation influences the overall strategy of the organization because compensation influences job satisfaction, productivity, and so on.

Various factors influence the amount of compensation given by the company to employees (Hasibuan & Afrizal, 2019). According to research by Permana & Pracoyo, (2022) that financial compensation has a positive effect on employee performance, also confirmed by research by Asmarini et. al., (2022) that financial compensation has a positive and meaningful impact on performance, financial compensation also has a positive and meaningful impact on work motivation. High work performance, high salary, high responsibility, high dedication, liking the profession, appreciation from leaders can improve performance. (Sutoro, 2020). Financial compensation refers to compensation received in the form of money, which can be paid in cash, including direct compensation and indirect compensation. Direct compensation is compensation that is directly related to work, such as wages or salaries (Rohmah, 2020). Salary or wages are payments in the form of money received as an employee or employee who makes a real contribution to achieving organizational goals. According to Fahmi and Yunita (2022), non-financial compensation variables and financial compensation together influence performance not only simultaneously but also partially.

The process of placing staff is often vulnerable to the emergence of role pressure mismatches. So that this mismatch will give rise to role conflict, where a staff member will experience a dilemma because apart from their role as an employee in the hospital, they also have a role in the family, whether as a child, wife or mother. Certainly these staff are faced with conditions where the two roles will clash with each other at the same time This will trigger role conflict for a staff member. Of course, the role conflict faced will influence the performance results. According to Afda et. al. (2022) that simultaneously placement, training and role conflict have a significant effect on performance. Partially, role conflict has an effect on employee performance. Meanwhile, according to Islam et. al (2020) that role conflict, role ambiguity and work stress simultaneously have a positive effect on performance. Employee performance is influenced by role conflict, role ambiguity and work stress and the rest is influenced by other variables outside the research.

Social support has a positive impact on every individual in dealing with psychological problems because social support can reduce excessive anxiety and other disorders in general. Social support that helps fulfill a need when experiencing conditions that are considered difficult is a beneficial effect of social support, either through relationships between individuals and close friends to fight stress. There is a positive influence between social support and employee performance and shows that there is a positive and significant influence between employee abilities on employee performance. This influence is characterized by the high level of ability possessed by employees, such as a strong sense of

responsibility and loyalty (Muiz, et. al., 2022)

Performance is a condition where an employee can carry out the tasks assigned by complying with work standards determined by the organization. Employee performance is the result of an evaluation of the work carried out by individuals compared to predetermined criteria. The skills required to carry out a series of tasks develop as a result of training and experience. Work skills can improve performance so that the company can receive compensation in accordance with their achievements. This influence is characterized by the high level of ability possessed by employees such as a great sense of responsibility and loyalty. Ability is also a company's benchmark for its employees. Abilities are innate, learned traits that enable a person to complete their tasks. Ability shows a person's potential to carry out a task or job. An employee's ability to carry out their duties is a manifestation of the knowledge and skills they possess

From the hospital culture survey data at RSUP Dr Sardjito Yogyakarta which was conducted in November 2022, it was found that the results of the survey on the staff performance survey aspect were 57%, where this aspect was a survey aspect that was categorized as sufficient, categorized as good if the survey results were more than 75%. , these results are better than the survey results in previous years, there are efforts to improve the survey recommendations from year to year. The survey results became the basis for the author to look for the root cause of the non-optimal performance of the Medical Rehabilitation Installation staff as part of the work unit at Dr Sardjito Hospital Yogyakarta (Hospital Culture Survey, 2022).

From the background of the problem above, the author is interested in conducting research on the influence of organizational culture, financial compensation, role conflict and social support on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta.

RESEARCH METHODS

This research uses a quantitative descriptive approach. Quantitative research is data in the form of numbers or qualitative data. According to Sugiyono (2019:13) quantitative research methods are data analysis that uses statistics in the form of descriptive statistics and inductive statistics. In this quantitative descriptive research the author focuses research on the influence of organizational culture, financial compensation, role conflict and social support on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta

This research was used to see the influence of organizational culture, financial

compensation, role conflict and social support on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta by collecting data using questionnaires, observation and documentation

RESULTS AND DISCUSSION

Multiple Linear Regression Test Tabel I1

Multiple Linear Regression Results

No	Variabel	Unstandardized B	Sig.	Descr
1	(Constant)	9,219	0,000	
2	Organizational Culture	0,533	0,000	Affected
3	Financial Compensation	0,518	0,023	Affected
4	Role Conflict	-0,387	0,027	Affected
5	Social Support	0,305	0,004	Affected

Source: Primary data processed in 2024

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 9.219 + 0.533X_1 + 0.518X_2 - 0.387X_3 + 0.305X_4 + e$$

From this equation it can be explained that

a. Constant (a) = 9.219

This means that if the constant value (a) = 9.219 while the organizational culture variables (X₁), financial compensation (X₂), role conflict (X₃) and social support (X₄) are considered constant or equal to zero, then the staff performance variable is 9.219 and shows the results positive.

b. Organizational culture coefficient (b₁) = 0.533

This means that if the coefficient value of the organizational culture variable increases, while the variable financial compensation, role conflict and social support is assumed to be the same value from the regression model, then the staff performance value will increase by 0.533 and show positive results.

c. Financial compensation coefficient (b₂) = 0.518

This means that if the coefficient value of the financial compensation variable increases, while the organizational culture, role conflict and social support variables are assumed to be constant in the value of the regression model, then the staff performance value will increase by 0.518 and show positive results.

d. Role conflict coefficient (b3) = -0.387

This means that if the coefficient value of the role conflict variable increases, while the organizational culture, financial compensation and social support variables are assumed to be constant in the value of the regression model, then the staff performance value will decrease by -0.387 and show negative results. When the workload is excessive and role ambiguity occurs, this causes role conflict to arise, causing staff performance to decline

e. Social support coefficient (b4) = 0.305

This means that if the coefficient value of the social support variable increases, while the organizational culture variables, financial compensation and role conflict, it is assumed that the value from the regression model is constant, then the staff performance value will increase by 0.305 and show positive results.

DISCUSSION

1. The Influence Of Organizational Culture, Financial Compensation, Role Conflict And Social Support On The Performance Of The Medical Rehabilitation Installation Staff At Dr Sardjito Hospital Yogyakarta.

Based on the calculation results of the SPSS application program version 25.0, the Fcount value is 23,786 because Fcount > Ftable, so it is 23,786. > 0.55 and a significance of 0.000 < 0.05, it can be concluded that there is an influence between organizational culture, financial compensation, role conflict and social support simultaneously and significantly on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta. These results prove that the higher the organizational culture, financial compensation and social support, the more staff performance will increase significantly. This research is in line with previous research conducted by Alam et al. (2022) ; Asmarini et al. (2022); Afdha et al., (2022) and Muiz, F., A. et al (2022) that organizational culture, financial compensation, role conflict and social support simultaneously and significantly have a positive and significant effect on staff performance.

2. The Influence Of Organizational Culture On The Performance Of The Medical Rehabilitation Installation Staff At Dr Sardjito Hospital Yogyakarta.

Based on the calculation results of the SPSS version 25.0 application program, the tcount > ttable value was 3.905 > 0.701 and the significance value was 0.000 < 0.05, it was concluded that there was a positive and significant influence between organizational culture on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito

Hospital Yogyakarta. This research is in line with previous research conducted by Alam et al. (2022); Bali (2022); Suroyanto (2021); Sinaga and Priyojadmiko (2020) and Utama, Z., M., (2020) that organizational culture has a positive and significant effect on staff performance.

Organizational culture has a role in the survival of human resources at the Medical Rehabilitation Installation at Dr Sardjito Hospital. Where when members of the organization are in the hospital, that is where the employee lives while he is working. This organizational culture plays a role in establishing boundaries, meaning that culture creates clear differences between one hospital organization and another hospital where this creates a unique culture in this hospital where culture brings a sense of identity to organizational staff within the hospital.

3. The influence of financial compensation on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta.

Based on the calculation results of the SPSS version 25.0 application program, the calculated t value > t table is $2.361 > 1.172$ and the significance value is $0.023 < 0.05$, it is concluded that there is a positive and significant influence between financial compensation on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta. This research is in line with previous research conducted by Permana & Pracoyo (2022); Fahmi & Yunita (2022); Asmarini et al. (2022); Sutoro (2020); Hasibuan & Afrizal, (2019) and Rohmah, (2020) that financial compensation has a positive and significant effect on staff performance.

Financial compensation is the right of every staff at the Medical Rehabilitation Installation at Dr Sardjito Hospital, which is given as a reward after they carry out their main duties and functions. So if managed well, it can help the hospital achieve its goals well. On the other hand, without sufficient financial compensation, existing employees are very likely to underperform. So dissatisfaction with payment may reduce performance. Apart from that, providing financial compensation is a strategic function of human resources. Financial compensation influences the overall strategy of the organization because financial compensation also influences job satisfaction, productivity, and so on

4. The influence of role conflict on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta.

The tcount > ttable value is $-0.387 > -1.095$ and the significance value is $0.027 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that the regression coefficient (-0.387) is significantly negative, meaning that if the role conflict score (X3) is high then the performance score (Y) is low, if the role conflict score (X3) is low then the performance

score (Y) is high, so there is a significant negative influence between role conflict on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta. This research is in line with previous research conducted by: Islam et al. (2020) and Afdha et al., (2022) with the conclusion that role conflict has a negative effect on staff performance.

However, not all conflicts always have a negative influence on the performance of the company or organization, but it depends on how the leader carries out conflict management. Functional conflict can actually improve company/organization performance. On the other hand, dysfunctional conflict has the potential to hamper company performance. Role conflict occurs when there are various demands from various sources which makes it difficult for employees to determine what demands must be met without other demands being ignored. Certainly, the employee is faced with a condition where the two roles will clash at the same time, where this condition will trigger a role conflict for a staff member. Of course, the role conflict faced will influence the performance results.

CONCLUSION

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded that Organizational culture, Financial compensation, Role conflict, Social support has a positive and significant influence on the performance of the Medical Rehabilitation Installation staff at Dr Sardjito Hospital Yogyakarta. Based on the research and discussions carried out, the adjusted R square value was 0.660. This means that the variables organizational culture (X1), financial compensation (X2), role conflict (X3) and social support (X4) provide a determining or contributing influence on staff performance (Y) of 66% while the remaining 34% is explained by other variables that are not proposed in this research such as: job satisfaction, productivity, leadership, motivation, competence and others.

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