



INNOVATIVE: Journal Of Social Science Research

Volume 4 Nomor 3 Tahun 2024 Page 7530-7541

E-ISSN 2807-4238 and P-ISSN 2807-4246

Website: <https://j-innovative.org/index.php/Innovative>

## Performance of Other Health Workers at RSAB Harapan Kita Jakarta

Supriyanto<sup>1✉</sup>, Istiatin<sup>2</sup>, Sarsono<sup>3</sup>

Batik Islamic University, Surakarta

Email: [supriyanto.ot@gmail.com](mailto:supriyanto.ot@gmail.com)<sup>1✉</sup>

### Abstrak

Penelitian ini bertujuan untuk menguji dan menganalisis Pengaruh Pelatihan , Kompetensi, Remunerasi Dan Employee Engagement Terhadap Kinerja Tenaga Kesehatan Lain Di RSAB Harapan Kita Jakarta. Penelitian ini adalah penelitian kuantitatif Deskriptif dengan populasi dan sample adalah tenaga kesehatan lain di RSAB Harapan Kita Jakarta sejumlah 70 (Tujuh puluh tujuh) orang. Instrumen penelitian adalah kuisioner dengan skala likert serta analisa Regresi linear berganda. Berdasarkan hasil penelitian tentang Pengaruh Pelatihan , Kompetensi, Remunerasi Dan Employee Engagement Terhadap Kinerja Tenaga Kesehatan Lain Di RSAB Harapan Kita Jakarta, dapat ditarik kesimpulan bahwa Pelatihan , Kompetensi, Remunerasi berpengaruh positif dan signifikan terhadap Kinerja Tenaga Kesehatan Lain Di RSAB Harapan Kita Jakarta. Namun, Employee Engagement berpengaruh negatif dan tidak signifikan terhadap Kinerja Tenaga Kesehatan Lain Di RSAB Harapan Kita Jakarta.

Kata Kunci: *Pelatihan , Kompetensi, Remunerasi, Employee Engagement, Kinerja*

## Abstract

This study aims to test and analyze the effect of training, competence, remuneration and employee engagement on the performance of other health workers at RSAB Harapan Kita Jakarta. This research is a descriptive quantitative research with the population and sample are other health workers at RSAB Harapan Kita Jakarta totaling 70 (seventy seven) people. The research instruments are questionnaires with Likert scales and multiple linear regression analysis. Based on the results of research on the Effect of Training, Competence, Remuneration and Employee Engagement on the Performance of Other Health Workers at RSAB Harapan Kita Jakarta, it can be concluded that Training, Competence, Remuneration have a positive and significant effect on the Performance of Other Health Workers at RSAB Harapan Kita Jakarta. However, Employee Engagement has a negative and insignificant effect on the performance of other health workers at RSAB Harapan Kita Jakarta.

*Keywords: Training, Competency, Remuneration, Employee Engagement, Performance*

## INTRODUCTION

A hospital is a health facility and a place for carrying out health efforts as well as an organization with an open system and always interacting with its environment to achieve a dynamic balance and has the main function of serving people who need health services. Good and quality health services cannot be separated from the role of medical and non-medical personnel. One of the successes of a hospital is largely determined by human resource management. Many human resource management problems are still found in practice, one of which is problems related to performance.

Performance does not mean individual characteristics, such as ability, but is a manifestation of talent or ability itself. Performance is the work results achieved by employees in carrying out tasks and work originating from the organization. Performance (work achievement) is the result achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Anggraini & Badriyanto, 2023).

In modern organizations, training is an important tool to create readiness and flexibility to face future competition. Knowledge management can influence performance. Human resources in hospitals which include aspects of education, experience and skills are required to not only be technically trained but also able to analyze and solve work-related problems, work productively as a team and be capable in various fields of work according to with scientific disciplines and professions (Khotimah, 2021). Training aims to find gaps between employee knowledge and abilities and what they should know and do. The gaps identified from the comparison are spaces for competency development through training or other means. Training is a foundation for forming, preparing, developing and developing human

resource capabilities which are crucial in the success of future development (Karundeng, 2021).

Service-oriented businesses demand good performance in serving consumer needs professionally through the competence of employees. Performance with competence is the work result that can be achieved by a person or group of people in the organization, in accordance with their respective authority and responsibilities in order to achieve organizational goals. If individual performance is good, then it is likely that the company's performance will be good and the good influence of performance can improve the quality of the company in a service-based business environment. This performance can be influenced by the competencies possessed by employees (Toendan, 2019). Competency is the ability to carry out tasks in accordance with knowledge and skills as well as technology and experience relevant to the field of work so that it can develop the relevant work motivation and improve performance (Irmayanti, Widiastini, & Suarmanayasa, 2020).

The performance of employees in an agency is given by the government as a form of appreciation given in the form of additional salary allowances. The implementation of this remuneration system is often assessed as changing employee performance. Wages and salaries are given for performance that has been carried out based on performance standards that have been determined or mutually agreed based on personal contact. If wages and salaries are given for workers' standard performance, incentives are additional compensation for performance above the specified standards. The existence of incentives is expected to be a driving factor in improving work performance above standards (Permatasari, Nurbaeti and Ahri, 2021). Remuneration or rewards have a wider scope than wages or salaries. Rewards include all expenses incurred by the organization for its employees and received or enjoyed by employees, either directly, routinely or indirectly one day (Rauf & Syarifuddin, 2019).

One way to improve employee performance is to encourage employee involvement with work (Employee Engagement). individuals can become personally engaged in work, investing positive emotional and cognitive energy into work performance. Employee involvement shows various productive behaviors that increase synergistic efforts to achieve organizational goals which ultimately leads to increased employee performance. Employees who have high involvement with their work will do their work with enthusiasm and show differences compared to employees who do not have involvement in the form of understanding their work and being loyal to the organization (Agustina, Dewi & Kusyana, 2021).

Hospitals have an important role in accelerating the achievement of these goals both in terms of increasing access and quality of health services for mothers, babies and children. RSAB Harapan Kita is the only vertical hospital under the Ministry of Health that focuses on special maternal and child health services, responsible for ensuring that mothers and children receive the best care. Meanwhile, as the National Center for Maternal and Child Health, RSAB Harapan Kita is required to be at the forefront because it has been appointed as a reference for handling tertiary cases of mothers and children, so it needs to continue to strive to improve the quality of services and create competitive superior services.

Based on Survey results Culture of Morality for RSAB Harapan Kita Employees. In 2022, the average index of implementation of the Moral Culture of 48.1% is in the low category and is below the average index of implementation of Moral Principles for seven ministries and institutions, namely 53.1% in the sufficient category. Of the seven aspects measured in this survey, the "Adaptive" value was in the lowest position, namely 29%, far below the average value of Morals set by the Indonesian Ministry of Health, namely 45.1%.

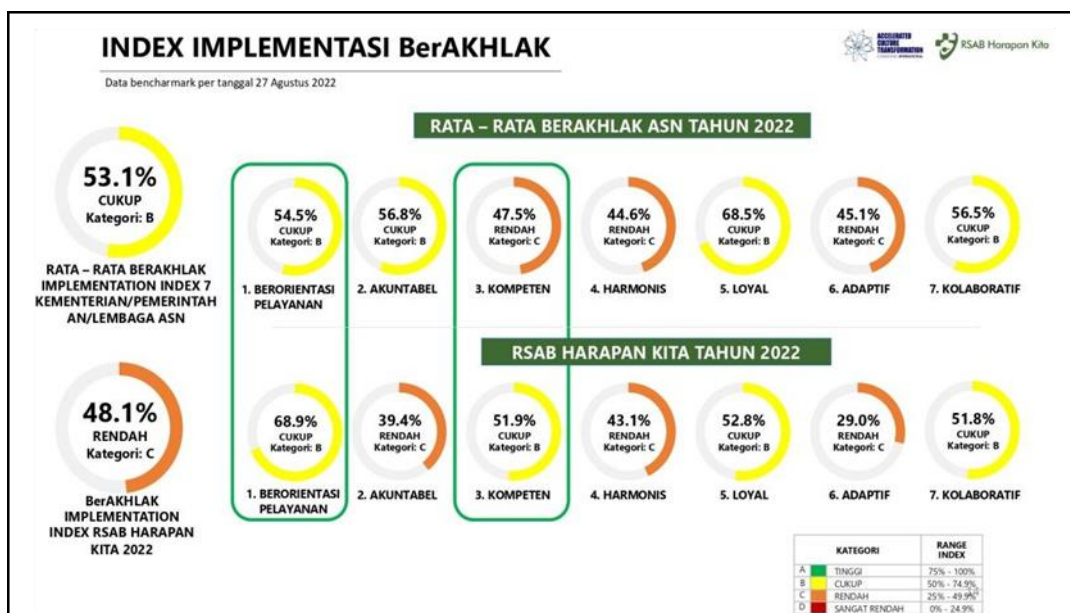


Figure 1.1 Index of Moral Implementation for Our Hope RSAB Employees in 2022

Source: BerAKHLAK Culture Health Index (ACHI) RSAB Harapan Kita report, *Accelerated Culture Transformation Consulting International, 2023*

This data supports the phenomenon that has occurred over the last few years, especially before the pandemic, where the service target at RSAB Harapan Kita has not reached the expected target. The trend of outpatient visits in the period 2015 to 2021 continues to decline. The patients who come are dominated by non-BPJS patients, but every year the number continues to decline.

This ultimately had an impact on employee remuneration which was stagnant and even experienced a drastic decline in 2017. The rupiah index point is a variable that greatly influences the calculation of remuneration where the formulation is determined by dividing the number of hospital admissions by the total value of all employees' positions per year. These Rupiah Index Points (PIR) are used as a multiplying factor in the position value and performance achievements of each employee which will determine the amount of money they receive each month. This stagnant PIR has become a major concern for employees, especially when compared to several other BLU hospitals whose PIR has actually increased.

It is of course feared that this condition will trigger employee demotivation and the hardest part is the challenge in maintaining the best resources at their disposal. The best resources an organization has can be retained by providing positive perceptions of support from the organization to its employees. Organizational support to increase competency, provide training and build employee engagement as well as providing satisfactory remuneration will improve employee performance.

## RESEARCH METHOD

This research uses a quantitative descriptive approach. In this quantitative descriptive research, the author focuses research on the influence of training, competency, remuneration and employee engagement on the performance of other health workers in the hospital where they work. This research was used to see the influence of training, competency, remuneration and employee engagement on the performance of other health workers at RSAB Harapan Kita Jakarta.

In conducting this research, the time required is 6 (six) months starting from observation to producing data results and research conclusions and will be carried out in Jakarta in the range October 2023 - March 2024.

The population in this study were other health workers at RSAB Harapan Kita Jakarta, totaling 217 people. The sample taken in this research was 70 people (total sampling).

This research will use a probability sampling approach. The sampling technique in this study used a stratified random sample (Stratified random sampling) so that the method allocated for taking this sample was a proportional allocation of 30% of each type of health worker, namely 70 people.

Primary data is data that can be obtained directly from respondents relating to Training, Competency, Remuneration and Employee Engagement of Other Health Workers at RSAB Harapan Kita Jakarta. In this case, data obtained directly from respondents will be

processed using the Bergdana Linear Regression analysis tool with the help of SPSS 25 software.

## RESULT AND DISCUSSION

Table 1 Multiple Linear Regression Results

No	Variable	Unstandardized B	tcount	Sig.	Information
1	(Constant)	10,249			
2	Training	0.147	3,259	0.027	Ha Accepted
3	Competence	0.583	5,905	0,000	Ha Accepted
4	Remuneration	0.114	2,021	0.047	Ha Accepted
5	Employee Engagement	0.125	1,315	0.193	Ha Rejected

Source: Primary data processed in 2024

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

$$Y = 10.249 + 0.147 X_1 + 0.583 X_2 + 0.114 X_3 + 0.125 X_5$$

From this equation it can be explained that:

a. Constant (a)

A constant value of 10.249 indicates that if the Training, Competency, Remuneration and Employee Engagement variables have a value of 0, the performance of other health workers at RSAB Harapan Kita Jakarta has a performance level of 10.249.

b. Training Coefficient ( $b_1$ )

The Training coefficient value or Training variable ( $\beta_1$ ) is 0.147 with a positive value. This means that for every 1 increase in training, the performance of other health workers at RSAB Harapan Kita Jakarta will increase by 0.147 assuming the other variables are constant.

c. Competency Coefficient ( $b_2$ )

The Competency coefficient value or Competency variable ( $\beta_2$ ) is 0.583 with a positive value. This means that for every increase in competency by 1 time, the performance of other health workers at RSAB Harapan Kita Jakarta will increase by 0.583 assuming the other variables are constant.

d. Remuneration Coefficient ( $b_3$ )

The Remuneration value or Remuneration variable ( $\beta_3$ ) is 0.114 with a negative value. This means that for every 1 time increase in remuneration, the performance of other health workers at RSAB Harapan Kita Jakarta will decrease by 0.114 assuming the other variables are constant.

e. Employee Engagement Coefficient (b4)

The value of Employee Engagement or the Employee Engagement variable ( $\beta_3$ ) is 0.125 with a negative value. This means that for every 1 time increase in Employee Engagement, the performance of other health workers at RSAB Harapan Kita Jakarta will decrease by 0.125 assuming the other variables are constant.

## Discussion

### The Effect of Training on the Performance of other health workers at RSAB Harapan Kita Jakarta

The Training variable has a value of  $t_{count} > t_{table}$  ( $2.259 > 1.994$ ) and a significance of  $0.027 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of training on the performance of other health workers at RSAB Harapan Kita Jakarta.

The results of research on training have a positive and significant effect on the performance of other health workers at RSAB Harapan Kita Jakarta are in line with research conducted by Khotimah (2021) and Karundeng (2021) with the results that education and training are proven to have an influence on employee performance.

The training attended by other health workers at RSAB Harapan Kita Jakarta has really supported the functional performance of other health workers.

### The Influence of Competency on the Performance of other health workers at RSAB Harapan Kita Jakarta

The Competency variable has a value of  $t_{count} > t_{table}$  ( $5.905 > 1.994$ ) and a significance of  $0.000 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of competency on the performance of other health workers at RSAB Harapan Kita Jakarta.

The results of research on Competency have a positive and significant effect on the Performance of other health workers at RSAB Harapan Kita Jakarta, in line with Irmayanti, et.,al (2020), Toendan, (2019), the results show that compensation and competence have a significant effect on performance.

The competencies followed by other health workers at RSAB Harapan Kita Jakarta have really supported the functional performance of other health workers

The Influence of Remuneration on Performance on the Performance of other health workers at RSAB Harapan Kita Jakarta

The Remuneration variable has a value of  $t_{count} > t_{table}$  ( $2.021 > 1.994$ ) and a significance of  $0.047 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of remuneration on the performance of other health workers at RSAB Harapan Kita Jakarta.

Research on Remuneration on the Performance of other health workers at RSAB Harapan Kita Jakarta. significant effect in line with research by Permatasari, et.,al (2021) and Rauf & Syarifuddin (2019) with the result that remuneration has a positive influence on employee performance.

The remuneration shared by other health workers at RSAB Harapan Kita Jakarta has really supported the functional performance of other health workers

The influence of Employee Engagement on the Performance of other health workers at RSAB Harapan Kita Jakarta

The Employee Engagement variable has a value of  $t_{count} < t_{table}$  ( $1.315 < 1.994$ ) and a significance of  $0.193 > 0.05$ , so  $H_0$  is accepted and  $H_a$  is rejected. It can be concluded that there is no positive and significant influence of Employee Engagement on the performance of other health workers at RSAB Harapan Kita Jakarta.

The results of research on Employee Engagement on the Performance of other health workers at RSAB Harapan Kita Jakarta have a positive and significant effect, which is not in line with research conducted by Anggraini & Badriyanto (2023) and Agustina, et,al (2021) with the results that Employee Engagement has a positive and significant effect. significant impact on employee performance.

Employee Engagement of other health workers at RSAB Harapan Kita Jakarta does not influence functional performance, because they tend to still be transactional.

## CONCLUSION

This research aims to examine and analyze the influence of training, competency, remuneration and employee engagement on the performance of other health workers at RSAB Harapan Kita Jakarta. This research is a descriptive quantitative research with a population and sample of 70 (seventy seven) other health workers at RSAB Harapan Kita Jakarta. The research instrument was a questionnaire with a Likert scale and multiple linear regression analysis. Based on the results of research on the influence of training, competency, remuneration and employee engagement on the performance of other

health workers at RSAB Harapan Kita Jakarta, it can be concluded that training, competency and remuneration have a positive and significant effect on the performance of other health workers at RSAB Harapan Kita Jakarta. However, Employee Engagement has a negative and insignificant effect on the performance of other health workers at RSAB Harapan Kita Jakarta.

In order to improve the performance of other health workers at RSAB Harapan Kita Jakarta, support is needed to increase competency by improving training programs that are able to improve the performance of staff, especially in the Other Health Workers Committee. Hospitals need to selectively provide training improvement programs and opportunities for other health workers to develop their professional practice skills.

## REFERENCES

- Afandi, P. (2018). *Human Resource Management (Theory, Concepts and Indicators)*. Riau: Zanafa Publishing.
- Affandi, Azhar et al. (2018). *Strategic HR Management: Strategies for Managing Employees in Era 4.0*. Banten: Bintang Visitama Publisher.
- Agustina, MDP, & Kusyana, DNB (2021). Maximizing Employee Performance Through Increasing Employee Engagement and Organizational Culture. *WidyaAmrita: Journal of Management, Entrepreneurship and Tourism*, 1(2), 550-560.
- Anggraeni, N., & Badrianto, Y. (2023). The Influence of Employee Engagement, Work Discipline, and Corporate Social Responsibility (CSR) on Employee Performance at SMC Hospital. *Agility: The Lantern of Human Resource Management*, 1(01), 18-24.
- Azan, Khairul. (2021). *Human resource management theoretical and practical studies in education*. Riau: Dotplus Publisher.
- Br Ginting, RA, SpEm, W., & Hilmy, R. (2022). The Influence of Work Motivation, Physical Work Environment, Employee Engagement on Nurse Performance at Taman Harapan Baru Hospital. *Journal of Health Sciences*, 3(5), 671-679.
- Edy, S. (2015). *Human Resource Management*. Jakarta: Kencana.
- Enny, M. (2019). *Human Resource Management*. Surabaya: Ubhara Management Press.
- Fahmi, I. (2016). *Human Resource Management Theory and Application*. Bandung: Alfabeta
- Ghozali, I. (2016). *Application of Multivariate Analysis with IBM SPSS 23 Program*. Edition 8. Semarang: Diponegoro University Publishing Agency
- Ghozali, I. (2018). *Multivariate Analysis Applications with the IBM SPSS 25 Program*. Ninth Edition. Semarang: Diponegoro University Publishing Agency

- Gibson, I. (2018). Organization, behavior, structure, process. Jakarta: Literacy Development.
- Harsuko Riniwati. 2016. Human Resource Management (Main Activities and Human Resource Development). Publisher UB Press. Poor
- Hasibuan (2018) Human Resources Management. Sixteenth printing, revised edition Jakarta: Bumi Askhara Publishers.
- Hasibuan, M., S. (2017). Human Resource Management. Jakarta: PT. Literary Earth
- Heslina, H., & Syahrini, A. (2021). The influence of information technology, human resources competency and Employee Engagement on performance of employees. Golden Ratio of Human Resource Management, 1(1), 01-12.
- Hutabarat, Julianus. (2017). Basics of ergonomics knowledge. Malang: Media Nusa Creative.
- Irmayanti, PA, Widiastini, MA, & Suarmanayasa, IN (2020). The influence of competency and work culture on employee performance. Prospects: Journal of Management and Business, 2(1), 111-119.
- Jusmaliani, Sharia Based Business, (Jakarta : Bumi Aksara, 2011)
- Karundeng, ML (2021). Analysis of the Effect of Education and Training on Employee Performance at Bandar Lampung Adventist Hospital. Economic Journal, 14(1c).
- Kaswan. 2016. Training and Development Theories. Alfabeta Publishers. Bandung
- Khotimah, E. (2021). The influence of leadership style, organizational culture and training on employee performance at Pondok Indah Hospital. Journal of Economics, 23(1), 31-50.
- Koesomowidjojo, Suci (2017). A practical guide to preparing workload analysis. Jakarta: Achieve the Hope of Success.
- Kuntjojo. (2010). Research methodology. Kediri: PGRI Nusantara University
- Mangkunegara, AA Anwar Prabu. 2006. Evaluation of Company Human Resources Performance. Bandung: PT. Refika Aditama.
- Mardiyah, A., & Purba, C.B. (2019). The Effects of Competency, Training and Education, and Career Development on Employees' Performance at Hermina Hospital Kemayoran. International Journal of innovative science and research technology, 4(6), 313-323.
- Mariska, DD (2018). The relationship between Employee Engagement and job satisfaction and performance. Insight: Journal of Psychological Thought and Research, 14(1), 91-98.
- Megawe, DS, Mandey, SL, & Trang, I. (2020). The Impact of Implementing Remuneration,

- Change Management and Organizational Culture on Employee Performance (Study of Prof. Dr. RD Kandou Manado Hospital Employees). *JMBI UNSRAT (Scientific Journal of Business Management and Innovation, Sam Ratulangi University)*., 7(1).
- Munandar, Ashar Sunyoto. (2012). *Industrial and organizational psychology*. Jakarta: University of Indonesia Publishers.
- Permatasari, NI, Nurbaeti., & Ahri, RA (2021). The Influence of Remuneration on the Performance of Nurses in the Inpatient Room at Labuang Baji Regional Hospital, Makassar City. *Window of Public Health Journal*, 2(1), 81-89.
- Poerwopoespito. (2016). *Human Resource Management*. Bandung: Alfabeta.
- Rahardjo, AP, & Nurhayati, M. (2022). The Importance Of Competency, Motivation And Talent Management Towards The Employees Performance At Budi Kemuliaan Hospital. *Dynasty International Journal of Education Management And Social Science*, 3(4), 448-457.
- Rauf, SM, & Syarifuddin, S. (2019). The Influence of Remuneration on the Performance of Halmahera Group Employees at the Halmahera Siaga Special Surgical Hospital. *eProceedings of Management*, 6(2).
- Robbins, Stephen P and Judge, Timothy A. 2013. *Organizational Behavior*, Translated by Ratna Saraswati and Fabriella Sirait, Edition 16, Jakarta, Salemba Empat.
- Rusvitawati, D., Sugiyati, T., & Dewi, MS (2019). The Influence of Competency on Employee Performance at Sari Mulia Hospital Banjarmasin. *JWM (Journal of Management Insights)*, 7(1), 1-16.
- RSAB Our Hope. (2023). *RSAB Harapan Kita Annual Report 2022*.
- RSAB Our Hope. (2022). *RSAB Business Strategic Plan RSAB Annual Report Our Expectations for 2022-2024 Third Revision 2022*
- Sardjana, E., Sudarmo, S., & Suharto, D.G. (2019). The effect of remuneration, work discipline, motivation on performance. *International Journal of Multicultural and Multireligious Understanding*, 5(6), 136-150.
- Sedarmayanti. (2014). *Human Resources and Work Productivity*. Jakarta: Mandar Maju.
- Sedarmayanti. (2018). *Human Resources and Work Productivity*. Bandung: CV. Mandar Maju.
- Siagian, S., P. (2015). *Human Resource Management*. Jakarta: PT Bumi Aksara.
- Sri, Larasati. 2018. *Human Resources Management*. First Printing.. First Printing. CV. Budi Utama: Yogyakarta.
- Sudarmanto. (2015). *HR Performance and Competency Development*. Yogyakarta: Student Library.

- Sugiyono. (2019). Quantitative, Qualitative, and R&D Research Methods. Bandung: Alfabeta.
- Susilowati, Y., Ratnasari, SL, & Nasrul, HW (2020). The Influence of Competency, Communication, Organizational Culture, and Training on Nurse Performance at Awal Bros Hospital, Batam. In Proceedings of the National Seminar of Syekh Yusuf Islamic University (Vol. 1, No. 1, pp. 628-635).
- Toendan, RY (2019). The Influence of Compensation and Competency on Employee Performance at the Mother and Child Hospital "Bunda" in Palangka Raya. Journal of Management, Economics and Business Applications, 4(1), 30-37.
- Toruan, VSL, & Saragih, R. (2022). The Influence of Employee Relations and Employee Engagement on Employee Performance at RSUD Dr. RM Djoelham Binjai, North Sumatra. YUME: Journal of Management, 5(2), 185-194.
- Vanchapo, A. R. (2020). Workload and work stress. Pasuruan: CV. Qiara media publisher.
- Veithzal Rivai Zainal, S. (2015). Human Resources Management for Companies. 7th Edition. Depok: PT RAJAGRAFINDO
- Wyman, Oliver. 2008. Engaging People to Drive Execution, Strategic Employee Engagement Delta Organization & Leadership.