

## **The Effect of Motivation, Competence and Work Environment on Employee Performance in Brawijaya Hospital Lawang Malang**

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### **ABSTRACT**

A hospital is a part of a health facility where the community obtains health services. One of the staff in the hospital who has a great influence on the quality of hospital services is the employee with his service. This study aims to determine the effect of motivation, competence and work environment on employee performance in Brawijaya Lawang-Malang Hospital. The sample in this study were all employees who worked as employees at Brawijaya Lawang Malang Hospital as many as 102 people. The data analysis method used is linear regression. The results of the study show that motivation, competence and work environment together influence employee performance ( $n = 67,120$ ;  $p = 0,000$ ). While partially there is an influence between motivation on employee performance ( $n = 9.710$ ;  $p = 0.023$ ), between competency against employee performance ( $n = 5.894$ ;  $p = 0,000$ ), and between work environment on employee performance ( $n = 5.237$ ;  $p = 0.000$ ) Whereas the regression equation is  $Y = 1,721 + 0,518X_1 + 1,072X_2 + 0,137X_3$ , where Y is performance, X1 is motivation, X2 is competence and X3 is work environment. While the value of Adjusted R Square 0.783 means that the variables of motivation, competence and work environment affect employee performance by 78.3% while the remaining 21.7% is influenced by other variables not included in this study. Management of Brawijaya Lawang Malang Hospital needs to do tips to increase motivation, competence and pay attention to the work environment that can improve employee performance. Improving nurse performance can have an impact on improving the quality of hospital services.

**Keywords:** Motivation, competence, work environment, employee performance

### **INTRODUCTION**

One of the staff in a hospital that has a great influence on the quality of hospital services is employees. The fact that there are human resources (HR) Employees is the most energy in hospitals in providing services to patients at 40% (Ministry of Health, 2015). In addition to this, nursing human resources are personnel who have direct contact with patients within 24 hours. Most service units in hospitals need nursing staff to carry out services to the community. Inpatient services, outpatient services, special units require nursing staff according to their specifications. Thus HR Employees are human resources that greatly determine the quality and quality of services in hospitals. The large proportion is the potential to develop health care quality management tips.

The quality of good service in nursing services results from nurse performance. The core of the performance is in the form of quantitative and qualitative measures that indicate the level of achievement of a set target and goal (Wibowo, 2015). In this case the employee should be able to carry out their duties and responsibilities according to what the organization has determined. Employee performance itself can be the appearance of individuals and work groups of personnel. According to Ilyas (2017) the appearance of work results is not limited to personnel holding functional or structural positions but also to the entire range of personnel within the organization (in Gurucci and Apriani, 2017). The quality of hospital services is largely determined by the success of

hospitals in fostering existing human resources. The success of organizing services in hospitals is determined by the performance of employees who provide services to patients who are treated. Because basically what is used as a reference in assessing the quality of nursing services is to use a standard of nursing practice.

Problems regarding employee performance are problems that will always be faced by the management of companies including hospitals. According to Wibowo (2015), performance or performance is as a result of work or work performance. In reality, performance has a broader meaning, not only as a result of work, but also includes how the work process takes place. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and influence the contribution to the economy. Performance is about what is done and how to do it (Wibowo, 2015). As for the factors that influence employee performance include internal employees or employees environmental factors, organizational internal environmental factors and external environmental factors (Wirawan, 2017). Performance is a tangible result displayed by nurses and is a work performance according to their role in the hospital. Employee performance is the result of a combination of ability, effort and opportunity. Thus the performance is the result of work achieved by someone in carrying out their duties according to their skills, experience and sincerity in carrying out tasks (Hasibuan, 2017). A person's behavior is generally stimulated by the desire to achieve several goals. Human behavior occurs because of the interaction between humans and their environment and this behavior is formed by many elements such as personality attitudes, perceptions, motivations and so on.

Motivation is the driving force that moves individuals to act on something and this action creates behavior. In nursing organizations motivation has an important role because it involves directly on the human element in the organization. The right motivation will be able to advance and develop the organization. The human element in the organization consists of two groups of people namely the person who leads (manager) and the person who is led (employee / worker). Motivation aims to improve the performance and productivity of subordinates to achieve organizational goals. Motivation possessed by someone related to efforts to meet needs, then the strength of one's motivation depends on the strength or failure of the beliefs contained in him that he will be able to achieve their needs. Work motivation is a condition / condition that affects a person to continue to improve, direct and maintain his behavior that is related both directly and indirectly to his work environment.

According to Hasibuan (2015) competence is one of the factors that influence employee performance. Thus competency plays a very important role in carrying out the work of nurses in hospitals. Appropriate competencies can help nurses in completing the burden of tasks that must be done. But if the work carried out outside of its competence or competence is inadequate then the opposite will happen. Competence is something that can be used to predict the level of employee performance. The work environment is an important factor and has a large influence on the organization. The work environment is everything that exists around workers who can influence in carrying out their duties and responsibilities. Poor working conditions have the potential to cause employees to fall sick easily, stress, have difficulty concentrating and cause decreased productivity. Work environment factors can affect the work done in an organization. Based on the 2016 and 2017 report data, the service performance indicators in Brawijaya Lawang Hospital from medical record data are obtained from the Bed 1 Occupancy Rate (BOR) in the last year ( 2016 and 2017) are 54% and 54.41% of the MOH's ideal standard values are 60% -85%. BOR is the percentage of usage of a bed at a certain time unit. This indicator provides an overview of the high level of utilization of beds in hospitals. From these data the use of beds in Brawijaya Lawang Hospital is still low compared to the MOH standards.

Based on the results of the patient satisfaction survey conducted by PKRS officers in the inpatient room using 14 elements in the community satisfaction index (IKM) in 2017 the results showed that the service speed of the results was 79%, environmental comfort was 75% and service security was 67% of the standard set in the minimum service standard (SPM) for hospitalization is 90%. This survey shows that there are still many patients or families of patients who are not satisfied with the services provided. Whereas from the public complaints data that went to the Brawijaya Lawang Hospital Public Complaints Team, complaints about services in 2016 were 16 complaints and in 2017

there were 30 complaints or increased by almost 100%. Based on preliminary studies conducted on January 3 and 4 2018, in Brawijaya Lawang Hospital through interviewing techniques, it was found that most of the employees who served in Brawijaya Lawang Hospital worked based on the task orientation alone without clear motivation with employee competencies in the varied Brawijaya Lawang Hospital. The condition of the facilities and infrastructure needed in the Employees' room, most according to the service and the head of the room, are very lacking, thus hampering the implementation of their duties. Most of the working environment said that it was very poor regarding cleanliness, the old physical condition of the building and the lack of employees. This problem according to some employees and the head of the room said that it had been submitted to hospital management, but the resolution was still not optimal. Even so, they also added that they were still trying to work optimally given the responsibility for their profession and patients. Based on the above phenomenon and the magnitude of the influence of human resources (HR) employees on service quality in hospitals, the authors are interested in knowing more about the influence of motivation, competence and work environment on employee performance at Brawijaya Lawang Hospital. The purpose of this study was to analyze the level of influence of motivation, competence and work environment on employee performance at Brawijaya Lawang Hospital

## RESEARCH METHODS

The design used in the study is quantitative analytics. The population is all employees at the Malang Brawijaya Lawang Hospital of 120 people. The sample size was 102 respondents using the simple random sampling technique. The independent variable of research is motivation, competence and work environment, the dependent variable is employee performance. Data were collected using a questionnaire, then analyzed using linear regression tests.

## RESULTS

### Subject Characteristics

**Table 1.** The characteristics of the respondents in this study included education, years of service, motivation, competence, work environment and performance

No	Characteristics	ΣN	Σ%
1	<b>Education</b>		
	Vocational school	11	11
	Diploma 3	75	73
	Bachelor	16	16
2	<b>Years of service</b>		
	1-5	53	52
	6-10	37	36
	10-15	12	12
3	<b>Motivation</b>		
	Good	59	48,19
	Enough	38	45,78
	Less	5	5,02
4	<b>Competence</b>		
	Good	51	53,01
	Enough	48	43,37
	Less	3	3,22
5	<b>Work enviroentment</b>		
	Good	56	51,80
	Enough	36	36,14
	Less	10	12,04
6	<b>Performance</b>		

Good	68	69,87
Enough	29	24,09
Less	5	6,02
<b>Total</b>	<b>102</b>	<b>100</b>

## **STATISTICAL TEST RESULTS**

### **Normality test**

The use of Parametric Statistics requires that data for each variable to be analyzed must be normally distributed. There are several techniques that can be used to test the normality of data including Chi Squares, Liliefors test and Kolomogorov-Smirnov and Shapiro-Wilk tests. In this study normality tests were carried out using the Kolomogorov-Smirnov and Shapiro-Wilk techniques with the help of the SPSS program. If the probability value is  $> 0.05$ , then the data is declared normal and if  $< 0.05$  the data is declared abnormal.

### **Correlation Test**

Based on the results of the Pearson Product Moment correlation test (PPM) in getting the results between motivation and performance provide a coefficient of 0.495 which means the level of influence is moderate. The correlation between competence and performance coefficient value is 0.800 means that it has a very strong level of influence while the correlation between the work environment and performance coefficient value is 0.646 means that it has a strong level of influence. Viewed from the direction of the relationship is positive, which means that if motivation, competence and work environment increases the performance will increase as well.

### **Linear regression test**

From the results of multiple linear tests obtained Out put Model Summary shows the value of R: 0.891 whose value is close to number 1 means that between the independent variables on the dependent variable has a close relationship. While the value of Adjusted R Square 0.783 means that the variables of motivation, competence and work environment affect employee performance by 78.3% while the remaining 21.7% is influenced by other variables not included in this study.

From the significance level of 0,000 so that it can be concluded that motivation, competence and work environment jointly influence the performance of employees in Brawijaya Lawang-Malang Hospital. From the t test there is a significance value for each motivation variable = 0.023, competence = 0.000 and work environment = 0,000 means that all variables are  $< p = 0.05$ . So it can be concluded that each variable (motivation, competence and work environment) has a partial effect on the performance of employees in Brawijaya Lawang-Malang Hospital. While the regression equation is  $Y = 1,721 + 0,518X_1 + 1,072X_2 + 0,137X_3$ . Where Y is performance,  $X_1$  is motivation,  $X_2$  is competence and  $X_3$  is a work environment.

## **DISCUSSION**

### **Effect of motivation on employee performance at Brawijaya Lawang-Malang Hospital**

Based on the results of the study, it was found that 102 respondents motivated employees' performance. Motivation with good categories was 59 people (48.19%) and categories of motivation were less than 5 people (5.02%). Based on the results of the age of 20-35 years on the performance of good category employees as many as 47 people (46.6%) and the category of lack of motivation according to age 51-70 years as many as 1 person (0.8%) Based on female gender results on employee performance good as many as 38 people (38.3%) and categories of motivation less by sex 0%. Based on the results of honorary / employee status on the performance of good categories of employees as many as 40 people (40.1%) and categories of motivation less according to employee status less than 0%.

Based on the results of education on the performance of DIII employees, the categories were good as many as 45 people (45.7%) and the categories of motivation were lacking according to DIII education as many as 3 people (2.8%). Based on the results of the 1-5 year work period on the performance of

good category employees as many as 46 people (45.6%) and the category of motivation is lacking according to 1-5 years work period and 6-10 years working period of 1 person (0.9%). Motivation is an impulse that arises from nurses' assessment of the organization in meeting needs. The indicators measured in this motivational variable are affiliation, reward and punishment motivation. The first hypothesis states that there is a positive and significant effect of motivation on employee performance in Brawijaya Lawang-Malang Hospital. The results of statistical data analysis show the results of the *n* test (partial regression coefficient test) with the calculated *n* value is 9,710 while the significance value is 0,023. Based on these data, it can be concluded that motivation has a partial effect on the performance of employees in Brawijaya Lawang-Malang Hospital. This shows the better the motivation of employees the better the performance.

Previous research conducted by Pujiastuti (2015) with the results of his research motivation had a significant effect on the performance of employees in RSUD dr. Moewardi Surakarta ( $t = 13,482$ ;  $p = 0,000$ ). Another study by Riyati and Sudibya (2014) found that motivation results had a significant effect on the performance of Dharma Usadha Hospital in Bali ( $t = 9,352$ ;  $p = 0,000$ ), a study by Mudayana (2010) had a significant effect on employee performance in hospitals. Nur Hidayat Bantul ( $p = 0,000$ ). Setyaningsih and Hartanto (2012) with the results of motivation significantly influence employee performance in Jumanto District, Karanganyar Regency ( $t = 2,150$ ;  $p = 0,041$ ). Whereas the research conducted by Kartono and Sriwidodo (2014) found that work motivation had a significant effect on the performance of private junior high school teachers in Tegowanu District, Grobogan Regency ( $p = 0.011$ ).

#### **Effect of competency on employee performance at Brawijaya Lawang-Malang Hospital**

Based on the results of the study, it was found that 102 respondents had competence in employee performance. competencies with good categories as many as 51 people (51.80%) and competencies based on less categories as many as 10 people (12.4%). Based on the results of the age of 20-35 years on the employee performance in the good category as many as 49 people (48.6%) and the motivation category less according to age 51-70 years as many as 1 person (0.8%). Based on the results of female sex on employee performance in good categories as many as 50 people (34.1%) and categories of motivation less by sex 0%.

Based on the results of honorary / employee status on employee performance in a good category of 57 people (57.1%) and lack of motivation categories according to employee status less than 0%. Based on the results of education on the performance of D-III employees in good categories as many as 50 people (45.7%) and less motivation categories according to vocational / SPK education as many as 1 person (0.9%). Based on the results of the 1-5 year work period on the employee performance in the good category as many as 46 people (45.6%) and the motivation category less according to 1-5 years work period of 1 person (0.9%). Competence is the intellectual, physical and inter-human relations that underlie employees in carrying out nursing care. Indicators measured in competencies are: intellectual, physical and human relations. The second hypothesis states that there is a positive and significant effect of competence on employee performance in Brawijaya Lawang-Malang Hospital. The results of the *n* test for competency variables show that the value of *n* count is 5.894 while the significance is 0,000. Based on these data, it can be concluded that competence has a partial effect on employee performance at Brawijaya Lawang-Malang Hospital. The better the employee's competency the better the performance.

The results of this study are also in accordance with the research conducted by Rianti and Sudibya (2015) who obtained competency results that significantly affected employee performance at the hospital. Dharma Usadha Bali ( $t = 6.315$ ;  $p = 0,000$ ). The Siwantara Research (2015) found that there was a positive and significant influence between professional competence and the performance of Malang State Polytechnic lecturers as indicated by the value of standardized regression weight of 0.21. While Ardiana's research, et al. (2015) found competencies (knowledge, skills and abilities) the results of knowledge did not have a significant effect on performance while the skills and abilities of SME HR significantly affected the performance of SMEs in Surabaya. The difference in results on competency variables, especially knowledge, is due to differences in indicators for each variable.

However, in general, in this study all variables (knowledge, skills and abilities) together have an effect on the performance of SMEs in Surabaya.

#### **Effect of work environment on employee performance at Brawijaya Lawang-Malang Hospital**

Based on the results of the study it was found that 102 respondents with a work environment towards employee performance based on the good category of performance as many as 56 people (51.80%) and based on the category of work environment on the performance of less than 10 people (12.04%). Based on the results of the age of 20-35 years on the performance of good category employees as many as 47 people (46.6%) and categories of motivation less according to age 20-35 years as many as 1 person (0.9%). Based on the results of female sex on the performance of employees in good categories as many as 55 people (48.7%) and categories of motivation less by sex 0%.

Based on the results of honorary / employee status on the performance of employees in good categories as many as 48 people (48.1%) and lack of motivation category according to employee status less than 0%. Based on the results of education on the performance of D-III employees in good categories as many as 48 people (47.7%) and the motivation category is less according to education 0%. Based on the results of the 1-5 year work period on the performance of good category employees as many as 46 people (45.6%) and categories of motivation less according to 1-5 years work period and 6-10 years as many as 1 person (0.9%). Work environment is a physical and non-physical environment where employees carry out their main tasks and functions. Indicators measured in this regard are: relationships with coworkers, relationships with leaders, facilities and environmental cleanliness. The third hypothesis states that there is a significant influence on the work environment on employee performance at Brawijaya Lawang-Malang Hospital. Analysis results  $n = 5,237$  and significance = 0,000. Based on these data, it can be concluded that the work environment has a partial effect on the performance of nurses at Brawijaya Lawang-Malang Hospital. The better and more conducive employee work environment the better the performance.

The results of this study are in accordance with the research conducted by Cahyani and Ardana (2016) with the results of the physical work environment significantly influencing the performance of non-medical employees at Melati Husada Hospital Malang  $t = 2,595$ ;  $p = 0.014$ ). While the research of Setyaningsih and Hartanto (2016) with the results of the work environment significantly influence the performance of employees in the District of Jumanto, Karanganyar-Malang Regency as evidenced by the results of the test  $n$  count of 3.040 with  $p$  value of 0.05. Whereas the research conducted by Kartono and Sriwidodo (2010) found that the work environment had a significant influence on the performance of the teachers of the private junior high school in Tegowanu Subdistrict Grobogan Regency, with the results of the  $n$  test obtained a significance of 0.002. This proves that the work environment is very influential on performance even though the respondents in each study have different professions.

#### **The influence of motivation, competence and work environment together on employee performance at Brawijaya Lawang-Malang Hospital**

The fourth hypothesis states that there is a significant effect of motivation, competence and work environment together on employee performance in Brawijaya Lawang-Malang Hospital.

The results of the linear regression test show that the value of  $n$  count is 67,120 with its significance is  $0,000 < p = 0.05$ . So it can be concluded that motivation, competence and work environment together affect employee performance.

The regression equation is  $Y = 1,721 + 0,518X_1 + 1,072X_2 + 0,137X_3$ . The analysis also shows that  $Y$  is performance,  $X_1$  is motivation,  $X_2$  is competence and  $X_3$  is a work environment. From the regression equation, it appears that the  $X_2$  variable (competency) has the largest regression coefficient, namely 1.072. So that it can be concluded that the most dominant variable affecting performance is competence.

Constant value is 1.721 meaning that if motivation, competence and work environment is worth 0 then the employee's performance is 1.721 and if the motivation variable increases by one unit it will increase the performance by 0.518 assuming other variables are fixed values. The increase of one unit

in the competency variable will increase the performance by 1.072 with the assumption that the other variables are fixed values and the increase of one unit in the work environment variable will increase the performance by 0.137 assuming other variables are also fixed values.

While the value of Adjusted R Square 0.783 means that the variables of motivation, competence and work environment affect the performance of nurses by 78.3% while the remaining 21.7% is influenced by other variables not included in this study.

## **CONCLUSION**

1. Motivation affects the performance of employees in Brawijaya Lawang-Malang Hospital ( $n = 9.710$ ;  $p = 0.023$ ). This result shows that the better motivation of the employees at Brawijaya Lawang-Malang Hospital the better the performance, and vice versa.
2. Competence influences employee performance at Brawijaya Lawang-Malang Hospital. ( $n = 5.894$ ;  $p = 0.000$ ). This result shows that the better employee competency in Brawijaya Lawang-Malang Hospital the better the performance, and vice versa.
3. Work Environment has an effect on Employee performance at Brawijaya Lawang-Malang Hospital ( $n = 5.237$ ;  $p = 0.000$ ). This result shows that the better the employee work environment in Brawijaya Lawang-Malang Hospital the better the performance, and vice versa.
4. Motivation, Competency and work environment jointly influence the performance of employees in Brawijaya Lawang-Malang Hospital ( $n = 67,120$ ;  $p = 0.000$ ). While the competency variable has the most dominant influence compared to other variables.

## **SUGGESTION**

Increasing employee competency is absolutely done by providing opportunities to improve education, conduct trainings as needed, attend seminars and others, because increasing competency will improve employee performance which can lead to improved service quality in general.

The management of Brawijaya Lawang-Malang Hospital should pay more attention to the work environment of both physical employees such as cleanliness, equipment and work space and non-physical activities such as the work relations of leaders and employees so as to improve employee performance in performing work in the field and improving service quality, completing equipment / facilities infrastructure and make improvements to the guidelines for the distribution of services in order to improve employee performance.

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