THE EFFECT OF RENUMERIZATION AND MOTIVATION ON THE IMPROVEMENT OF THE PERFORMANCE OF MEDICAL STAFF AND PARAMEDICS AT REGIONAL PUBLIC HOSPITAL DR. R. GOETENG TAROENADIBRATA PURBALINGGA

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ABSTRACT

Regional public hospital dr. Goeteng Taroenadibrata in the distribution of services using the Fee For Service system. The distribution of the fee-for-service system is that most employees feel dissatisfied, especially those who are patient and take little action, without considering other aspects, such as long working periods and the risks that doctors have to bear due to their work. This has an indirect impact on decreasing employee performance. The purpose of this study are: 1) To analyze the effect of remuneration on the performance of medical personnel and paramedics in dr. R. Goeteng Taroenadibrata Purbalingga. 2) To analyze the influence of motivation on the performance of medical personnel and paramedics in dr. R. Goeteng Taroenadibrata Purbalingga. 3) To analyze the effect of remuneration and motivation together on the performance of medical personnel and paramedics in dr. R. Goeteng Taroenadibrata Purbalingga. This study used a quantitative approach with a cross sectional survey design. The population of all employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. The number of samples is 170 people. Data analysis using linear regression. The renumerization variable has a t-count value of 0.542 so it means that the renumerization variable has no effect on the employee performance of dr. Goeteng Taroenadibrata Purbalingga. The motivation variable (X²) has a t-count of 3.474, so it means that the motivation variable has a positive and significant effect on the employee performance of dr. Goeteng Taroenadibrata Purbalingga. The value of F count 10.408, the significance (p) of 0.000 with a confidence level of 95%. Partially the renumerization variable has no effect on the performance of employees at dr. Goeteng Taroenadibrata Purbalingga. Partially the motivation variable has a positive and significant effect on the performance of employees at dr. Goeteng Taroenadibrata Purbalingga. Simultaneously, the renumerization variable and the motivation variable have a positive and significant effect on employee performance at dr. Goeteng Taroenadibrata Purbalingga.

Keyword: Renumeration, Motivation, Performance

I. INTRODUCTION

Regional General Hospital dr. R. Goeteng Taroenadibrata Purbalingga is a hospital owned by the regional government of Purbalingga Regency, which is located not far from the city center of Purbalingga. The presence of the hospital in the city center of Purbalingga is expected to be a public health facility that can provide independent and high quality services as the vision of the Regional General Hospital dr. R. Goeteng Taroenadibrata.

Hospitals are complex healthcare providers. Human resource strategies in institutions such as hospitals are important to create an accelerated improvement in health status as a whole, integrated, fair, affordable, and acceptable to the whole community. The success of an agent is greatly influenced by individual employee performance. Every institution such as a hospital will always try to improve the performance of its employees in the hope that what the hospital goals will be achieved. The results of the performance appraisal can indicate whether human resources have met the demands desired by the organization, both in terms of quality and
quantity. Information in employee performance appraisal is a reflection of whether or not the organization is developing(1).

One of the factors affecting employee job satisfaction is income received(2). An organization must realize that they must pay attention to the balance between employees' contributions to the company and the company's contributions to these employees. Direct rewards can motivate individual performance improvement. Conversely, if the payroll system that is implemented is not suitable, it can damage employee motivation to work. Efforts to improve the quality of hospital services are not easy. The cause often arises from the decline in service quality, such as decreased organizational commitment from employees in the hospital. Organizational commitment is needed in hospitals, because the creation of a high commitment will affect the work situation. The hope is that it can improve the quality of hospital services(3).

Organizational commitment can be influenced by several systems, including personal, work experience, organizational structure characteristics, and job characteristics. One of the most effective ways of dealing with rewards includes salaries and incentives, this can be a driving force for people to work and influence employee morale and discipline, although working well and upholding ethics is a must for employees while carrying out tasks that are responsible. he replied(4).

In determining the renumeration policy, the hospital must pay attention to the principle of justice. When an employee receives a gift from the hospital, there are three possibilities that are felt, namely, the gift received is in accordance with the workload, less than the workload or more than the workload. If what happens is that the employee feels that the reward received is less than the workload, then the employee will feel an injustice so that a reaction appears from them (5). Service rewards that are considered fair and reasonable for employees will provide job satisfaction for them and are expected to create good quality jobs in the hospital environment which can ultimately achieve the hospital's goals. Every organization must strive to provide compensation that is proportional to the existing workload so that the goal of increasing the expected results can be supported through the creation of a useful and efficient workforce. Most of the funds for human resource development originating from the hospital's functional income are used for employee benefits (6).

A good renumeration system is a system that is able to guarantee the satisfaction of organizational members which in turn allows the organization to acquire, maintain and employ a number of employees who with various positive attitudes and behaviors work productively for the benefit of the organization. However, if employees feel dissatisfied with the compensation they receive, this will certainly have an impact on the organization as a whole. If the dissatisfaction is not resolved properly, it is normal for members of the organization to express a desire to earn a fair income(7).

Most employees need motivation to feel good about their job and perform optimally. Some employees are money motivated while others find recognition and rewards personally motivating. The level of motivation in the workplace has a direct impact on employee productivity. Workers who are motivated and passionate about their work carry out their responsibilities to the best of their ability and production numbers increase as a result. Employee motivation has always been at the center of problems for leaders and managers. Unmotivated employees tend to spend little or no effort in their jobs, avoid the workplace as much as possible, leave the organization if given the opportunity and produce low-quality performance. On the other hand, employees who feel motivated to work tend to be persistent, creative and productive, producing high-quality work that they are willing to do.

The cost for services is still dominant, especially for specialist doctors. For this reason, the hospital applies Fee for pure service and with a salary or renumeration. By improving the payment system by combining fee for service and the performance of doctors / employees, it is positively related to performance improvement so as to improve service quality, cost effectiveness and employee and patient satisfaction (8).

Employee performance is a parameter of organizational performance, so employee performance must be evaluated continuously in an effort to maintain and improve organizational performance. In an effort to improve employee performance, an organization takes several ways: applying renumeration, work discipline, and work motivation. Through the process, employees are expected to better maximize their responsibility for the work to be done; through work discipline (9).
Increasing opportunities for intervention in the hospital can increase self-confidence and ultimately create staff efficiency and satisfaction. According to a survey when a person is actively involved in the work of his organization, will feel more that he is a part of it and try to give the best results. Whenever staff participate in decision making and will motivate them to have a positive effect on job satisfaction. Satisfaction with financial rewards is an important part of overall job satisfaction. Financial incentives can increase job satisfaction and staff efficiency(10).

The application of the monthly renumerization model in electronic specialist consultation found that most specialist doctors were satisfied with this renumerization pattern. The findings could also inform policymakers about the application of specialist advisory e-services, or those who wish to further develop existing platforms in different healthcare contexts where universal healthcare coverage is not offered, other renumerization models beyond the scope of data. Champlain BASE e-Consult may be of interest (11). Monetary rewards significantly affect employee performance in the organization. This is because the majority of employees feel that they are more motivated by monetary rewards than any other form of reward. A number of parameters are considered in job motivation, such as workload, work environment. It can be ascertained that indeed job motivation significantly affects job performance and that a good work environment and average workload will greatly motivate employees to perform their duties.(12).

The approach to providing renumerization as an additional income for each employee is an effective way to increase employee productivity. Renumerization provides an overview of the duties and responsibilities of each employee, as well as the target size that must be achieved. In accordance with the concept of performance, the relationship between renumerization and performance is a reciprocal relationship. The performance of an employee can be seen from the effectiveness, authority, initiative, and work discipline. An employee who obeys and respects the rules of the organization has high work discipline, which will have an impact on his performance (13).

There is a statistically significant effect of both non-monetary and monetary incentives on the nurse's performance, making the nurse feel good about the work environment, and a sense of responsibility for everything she does, which increases the nurse's incentive to do anything, and finding ways new to serve the hospital and provide them with income and business clear. There is a significant and positive relationship between employee motivation and employee performance (14). It is also concluded that intrinsic reward has a significant positive relationship with employee performance and employee motivation.

Renumeration has a significant effect on employee performance, but employee attitudes mediate the relationship between renumerization and performance. Thus, it can be concluded that renumerization affects employee attitudes which in turn affects employee performance(15). There is a direct and positive relationship between reward and work motivation of nurses. The work performance of service providers in the hospital will show how well the employee is doing his job. The higher the needs and satisfaction desired, the more active the person will work(16). Renumerization and work motivation are very important to achieve job satisfaction for nurses at PKU Muhammadiyah Gamping Hospital. Optimizing the motivation and satisfaction of nurses in the inpatient wards of PKU Muhammadiyah Gamping Hospital in the implementation of the nursing process for patients can be improved through adjusting the renumerization or compensation provided by the hospital (17).

Adequate renumerization has been shown to improve the performance of nurses and improve the quality of health services. This literature review provides scientific evidence for the need for decision makers to consider the implementation of the renumerization system including credentials, re-credentials, and career paths(18). Renumerization and job satisfaction have a positive influence on performance. Furthermore, motivation and job satisfaction were found to be significantly influenced by renumerization. However, the direct effect of motivation on performance is not supported. Motivation can improve employee performance by being a mediating variable for the renumerization reward system. This study shows that motivation and satisfaction are variables that can mediate the relationship between renumerization and employee performance (19).

Renumeration significantly influences employee work motivation. Renumeration can motivate employees to improve their abilities and quality of performance. Renumeration variables affect employee performance. These findings also inform institutions, in this case SebelasMaret University Surakarta, that the better the renumerization system is implemented (a renumerization system based on the principle of justice, including individual, internal and external justice, and eligibility) the higher the employee's performance.
Motivation and compensation have a positive and significant effect on job satisfaction and employee performance. Job satisfaction also has a positive and significant effect on employee performance. Simultaneously motivation and compensation have an effect on job satisfaction and motivation, compensation, and job satisfaction variables affect employee performance (20). The results showed that compensation has a positive effect on employee performance, job satisfaction has a positive effect on employee performance, work motivation has a positive effect on employee performance, leadership style has a positive effect on employee performance, compensation, job satisfaction, work motivation and leadership style together have a positive effect on employee performance (17). Work motivation has a positive and significant influence on the performance of nurses at X Hospital as evidenced by the results of regression analysis and it can be concluded that Ho is rejected and Ha is accepted. High performance of nurses can be obtained from high motivation of nurses. Feedback, in this case salary and services, will improve nurse performance. Satisfaction about renumerization and work motivation has a positive effect on nurse performance. If the satisfaction is accepted and the motivation is accepted, it will increase the nurse's performance (21). Research shows that people are motivated to be proactive when they are three years of experience internal motivational state: can do motivation, reason motivate or be energizedmotivation. When people's experiences can provide reason, and provide motivational energy, often timesgives them the courage and persistence to take the risks associated with being proactive (22).

Based on preliminary interview survey data in July 2019 at Regional public hospital dr. Goeteng tareonadibrata which was carried out on honorary employees (42.5%) 60% dissatisfied with the salary (take home pay), 35% said they were quite satisfied, 5% said they were not sure. Or don't understand. For civil servants, the results of a survey of non-medical workers found that 65% were not satisfied with service incentives, 25 were satisfied with service incentives, 10% were not sure. A survey of medical personnel found that 55% were not satisfied with service incentives, 30% were satisfied, 15% felt unsure about the distribution of service incentives. Survey on inpatient service quality indicators was still around 85%, indicators of outpatient quality were 85%, emergency quality indicators 90%, indicators of patient customer satisfaction around 85%, discipline of employee working hours is still lacking, around 75%.

In this JKN era, Regional public hospital dr. Goeteng Tareonadibrata with the INA CBG capitation pattern by adopting a fee-for-service service sharing system. For BPJS patients, both PBI and Non-PBI, their share of the total fixed cost of hospital income, 65% goes to BLUD cash and 35% is shared among all employees including doctors. Of this 35%, of the total income of each doctor, poly services can be 50% and actions and visits can be 40%. For the distribution of general patients, 50% of the total income of each doctor is 50%, surgical services and visits 40%. From the distribution of the fee-for-service system, most doctors feel dissatisfied, especially those with few patients and actions, without considering other aspects, such as the long working period and the risks that doctors have to bear due to their work. Siagian (2008) states that if the employee's perception of the benefits they receive is inadequate, it is possible that the employee will try to get a bigger reward or reduce the intensity of his efforts in carrying out his responsibilities. Thus, their perception of incentives can affect their performance.

Remuneration is a form of expense that must be incurred by a company in the hope that the company will receive rewards in the form of work performance from its employees. Remuneration is of course expected that the work performance provided by employees is of greater value than the compensation issued by the company (23).

Motivation is a potential power that exists within a human being, which can be developed by a number of external forces which essentially revolve around material rewards, and non-material which can affect their work results positively or negatively. It depends on the situation and conditions faced by each person individually. Motivation is a psychological process that causes the emergence of an action that has a direction to achieve certain goals (24).

Performance is a translation of performance which means work results or work performance. And in a simple sense, performance is the result of the work of the organization, which is carried out by employees as well as possible according to the instructions (manual), the direction given by the leader (manager), competence and ability (25).

From the description above, the author tries to find a solution to the problems or complaints of hospital employees by referring to some of the literature above, so the authors take the title: "The Effect of Remunerization and Motivation on Improved Performance of Medical Staff and Paramedics at Regional public hospital dr. R. Goeteng Tareonadibrata Purbalingga".
II. RESEARCH METHOD

This study is an observational study with a cross sectional design. There are three variables observed in this study, namely remunerization, motivation and performance. The population in this study were 748 employees of the dr. Goeteng Taroenadibrata Purbalingga. Determination of the number of samples using simple random sampling technique with a sample size of 170 respondents. Data collection was carried out using a questionnaire. The questionnaire was assessed using a Likert scale. The data analysis used multiple linear regression statistical analysis to reveal the relationship between the independent variables (remunerization and motivation) and the dependent variable (performance) and to find out which variables influenced the performance of employees at dr. Goeteng Taroenadibrata Purbaalingga.

III. RESULT AND DISCUSSION

The data analysis in this study used multiple linear regression analysis and the F test to determine the effect of the remunerization and motivation variables on the performance of the employees of dr. Goeteng Taroenadibrata Purbalingga can be seen from the following table:

<table>
<thead>
<tr>
<th>Variabel</th>
<th>$\beta$</th>
<th>t</th>
<th>Sig</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remunerization</td>
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<td>0.542</td>
<td>0.589</td>
<td>10.408</td>
</tr>
<tr>
<td>Motivation</td>
<td>0.304</td>
<td>3.474</td>
<td>0.001</td>
<td></td>
</tr>
</tbody>
</table>

The effect of remunerization on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga

The results of hypothesis testing show that remunerization has no effect on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga with a coefficient value of 0.542 and a significance of 0.589. This means that giving remunerization to employees does not have a good effect on the performance of employees at dr. Goeteng Taroenadibrata Purbalingga.

At the hospital, dr. Goeteng Taroenadibrata Purbalingga the distribution of services (DS) uses a fee for service system. Fee for service is a retrospective type of hospital payment method, where the payment is determined after the service is given. With the tariff system using a fee for service, the hospital will be able to get unlimited income. Because the hospital offers all kinds of health services to patients, including health services that are not really needed. This has the potential to lead to over treatment (excessive examination), over prescription (excessive prescription of drugs) and over utility (excessive use of examination equipment). In addition, by implementing a fee-for-service system there is no certainty in service financing because the hospital applies different costs from one another so that it makes it difficult for patients to predict the amount of health service costs that must be borne.

In terms of employees, the application of the fee for service system creates social jealousy because services are only obtained by employees who do a lot of maintenance regardless of work load, years of service, position and level of education. So even though these employees have a low workload, minimum working period, low position and education level, they will receive a lot of services because they do a lot of maintenance so that this creates injustice.

Application of fee for service system at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga has been practiced for 3 years. However, after 3 years of implementation of the fee for service system at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga has an issue regarding the ineffectiveness of the fee for service system implementation. This can be seen from the complaints about the existence of employees who are not disciplined at work, work casually even though they have received services. On the other hand, many think that the fee for service system received by hospital employees is not appropriate. Thus, a remunerization system is implemented. However, the application of this remunerization system received a poor response from employees. Employees do not yet understand the purpose of remunerization. On the other hand, employees are not sure about the implementation of the remunerization system because they have not seen any good intentions from the leadership to implement the remunerization system.
However, it is feared that the low value of renumerization in the era of health insurance by the National Health Insurance (JKN) could cause a moral hazard in patient services. This is an important issue that the government must find a solution to. the government must apply the best method in managing renumerization so that common goals can be achieved. Thus it can be concluded that the renumerization system has no effect on the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga.

In fact, renumerization is given in order to motivate and encourage employees to be more professional and improve their performance. Renumerization serves to encourage human resources to develop into qualified and productive human beings. In addition, with the existence of renumerization it is hoped that it can create positive competition between each employee, it will be very visible that employees who are really diligent, employees who just go with the flow, employees who are lazy, employees who are studious or who are not studious and so on. create an atmosphere that is enthusiastic to build and develop themselves.

This research is not in line with the research conducted by Azis and Niswah, (27), Nasution et al (28), Teja (26), Suprayitno et al (29) Al-Qadari et al (30) Alwaki (15), Muthmainnah (18), and Sardjana et al (Sardjana, et al., 2018) which states that renumerization has a positive and significant effect on employee performance.

The influence of renumerization on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga

The results of hypothesis testing show that motivation has a positive and significant effect on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga with a coefficient value of 3.474 and a significance of 0.001. This means that motivation can have a good influence on the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. At the hospital dr. Goeteng Taroenadibrata Purbalingga motivation is given in a way that employees who excel (with good performance) will be rewarded so that employees will be motivated to improve their performance. In addition, for employees with low performance, they will be given punishment so that as much as possible the employees will maintain their performance.

Motivation is one of the factors that affect performance. Motivation is an encouragement for someone to be able and willing to carry out their duties and responsibilities seriously. Indicators in motivation include: physiological needs, job security, social relations, appreciation and self-actualization (28). Motivation is an attitude and values that can influence individuals to achieve specific goals in accordance with the individual. Motivation can spur an employee to work hard so that they can achieve their goals. High motivation can make someone who has good quality have a bad performance and vice versa. Motivation can have a positive effect in carrying out employee work in achieving organizational work targets. Motivation is divided into two, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is the driving force that arises from within each of us due to the desire to achieve. Meanwhile, extrinsic motivation is a driving force that comes from outside oneself, especially from where someone works.

Motivation is one of the factors that affect performance. Motivation is manifested in success, appreciation, responsibility, work and self-development. Motivation and performance have a close relationship that must receive special attention from management. Good employee performance is one of the factors in increasing hospital performance because employees are a major aspect of health services to the community. High work motivation makes employees have high enthusiasm to provide the best service for patients so that patients feel satisfied with the services provided. More effort is needed to maintain employee work motivation so that it remains at a high level so that it will have a positive impact on the development of the hospital in the future.

This research is in line with the research conducted by Suprayitno et al. (29), Al-Qadari (30), Teja, (26) Nasution et al (28) Sukidi and Wajdi (20) and Setyawan and Hidayah (21) which shows that motivation has a positive and significant effect on employee performance. This means that the higher the employee's motivation, the higher the performance and vice versa, the lower the employee's motivation, the lower the performance.

The effect of renumerization and motivation together on the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga

The results of hypothesis testing show that renumerization and motivation together have a positive and significant effect on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. Based on the results of data processing using the SPSS program, the calculated F value is 10.408 with sig = 0.000. Whereas in the Ftable 3.05 at df = (k-1) and (n-k), thus the value of Fcount> Ftable, which means that proof (H0) is
rejected. Thus simultaneously or together the independent variables of renumerization and motivation have a significant effect on the performance of Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. This means that renumerization and motivation can have a good effect on the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. This research is in line with the research conducted by Nawawi et al (31) which states that renumerization and motivation together have a positive and significant effect on employee performance.

IV. CONCLUSION

Based on the results of research and discussion, it can be concluded as follows: 1) Renumerization has no effect on the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. The absence of this influence shows that the renumerization given to employees cannot improve the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. 2) Motivation has a positive and significant effect on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. The existence of this influence shows that high motivation can improve the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. 3) Renumerization and motivation have a positive and significant effect on employee performance at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga. This influence shows that fair renumerization and high motivation can improve the performance of employees at Regional public hospital dr. Goeteng Taroenadibrata Purbalingga.

V. RESEARCH LIMITATIONS

This study has limitations in terms of the number of variables included in the model. Basically, employee performance is not only determined by renumeration and motivation but also many other factors such as leadership style, training and so on. Different results can be obtained if conducting research with other variables such as leadership style and so on. In addition, this study did not differentiate between employees in certain positions meaning that this research was conducted on all employees at dr. Goeteng Taroenadibrata Purbalingga. Therefore, it is hoped that other researchers who are interested in bringing up this topic as a research theme can deepen the discussion.

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