

# Determinant Factors on Employee Performance Rsud Oksibil District State Pegunungan Bintang

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**Abstract:** Leadership as one indicator of the quality of human resources is a factor that determines the success of an organization such as hospitals each agency will never be separated from matters relating to the factors that affect employee performance, where performance is one of the important issues in encouraging employee performance. To improve employee performance one that greatly affect the performance of employees is a good leadership factor to support employee productivity. This research uses quantitative approach by collecting data using survey technique through questionnaire. Samples in this study were 103 employees with total sample technique. Data analysis techniques used with the help of SPSS program version 21. This study will show how much influence of leadership functions that include coordination, communication, motivation, supervision and delegation of authority (independent variables) on employee performance (dependent variable) Oksibil Hospital Kabupaten Pegunungan Bintang. The results of this study indicate that the analysis results obtained from the leadership function factor is coordination ( $p$ -value  $< 0.000$ ), and that does not affect is communication ( $p$ -value = 0.974), motivation ( $p$ -value = 0,022), supervision ( $p$ -value = 0.910), and delegation of authority ( $p$ -value = 0.371). Determinant Factors that affect Employee Performance Oksibil Hospital Pegunungan Bintang Regency is the Factor of Coordination and Motivation.

**Keywords:** coordination, motivation, and performance.

## 1. INTRODUCTION

The hospital is one of the health facilities providing basic, specialist and sub-specialist health services and has the mission of providing quality and affordable health services to improve community health status (SKMenKes RI No. 983 / Menkes / SK / XI / 1992). Hospitals both organized by the government and / or the community also serve to perform basic health efforts or referral health and / or supportive health care where in carrying out their functions are expected to pay attention to social functions in providing services to the community.

The development of number of hospitals in Indonesia is also followed by polapenyakit, the development of medical technology and health and the development of public expectation on health services, this makes the hospital is required to be able to improve themselves in order to be able to run activities properly. (Ministry of Health Republic of Indonesia, 1993). The success of the hospital in carrying out the mission and function above is marked by the quality of hospital excellent service. Quality, effective and efficient hospital management is strongly

influenced by several factors. The most important and dominant factor is adequate human resources both quantity and quality.

Human resources are assets owned by an organization including hospitals that need to be managed effectively to provide added value. To manage human resources into organizational assets such as hospitals requires effective leadership (Muninjaya; 2004) as well as to improve quality, one of which needs to improve 'leadership' or leadership. Leadership as one indicator of the quality of human resources is a critical factor in the success of an organization such as a hospital. The director of the hospital needs to improve the quality and self-ability through its leadership so that the hospital as an organization can progress and develop. Thus, the leadership of the hospital director is an absolute requirement for the organization to achieve its goals by harmoniously coordinating between the management and all hospital staff. The leadership of the hospital director determines the performance of the hospital itself so that the hospital function can be realized optimally. Direkturrumah should build a better hospital image in order to face the needs and demands of the community and able to compete with other health services. It is clear that the healthcare resources in hospitals that play an important role are hospital directors. As a hospital director, hospital directors have a positive effect on the achievement of hospital programs and organizational goals, in other words, the hospital director is a very important player in the management of the hospital. Rather, to find out what factors of leadership style are related to the leadership function of the hospital director in the implementation of hospital management at Oksibil Hospital, then do the research. In order for the results of this study can be the basis for the development of management policy of Pegunungan Bintang Regency Government in improving the leadership capability of RSUD director in the implementation of Oksibil management.

## II. MATERIALS AND METHODS

### A. Types of Research

This research is included in causal associative research using a quantitative approach. Causal associative research is a study that aims to determine the effect between two or more variables. This research will explain

the influence and influence relationship of the variables to be studied. Quantitative approach is used because the data used will analyze the relationship between variables expressed by numbers. This study correlates the influence of Leadership functions on employee performance of Oksibil Hospital of Pegunungan Bintang Regency.

## B. Location and Time of Study

This research was conducted in Oksibil Pegunungan Bintang District at Oksibil Regional General Hospital in September to October 2017.

## C. Population and Sample

### 1. Population

Population is the entire subject or obyek whose characteristics will be studied (Hidayat, 2003). The population in this research is all employees of Oksibil Hospital of Pegunungan Bintang Regency is 103 people.

### 2. Sample

In this study, sampling is not done because the population is limited so that the census method is used as the whole population is the respondent or also referred to as total sampling. So the sample used in this research is the entire employee at Oksibil Regional Public Hospital of Pegunungan Bintang Regency which amounts to 103 people.

## D. Data Collection Technique

Data collection techniques used in this study are:

### 1. Field studies consist of:

#### 1.1. Observation (observation)

That is direct observation by the author of the object of research in order to obtain material and data needed.

#### 1.2. Questionnaire (questionnaire)

Data collection techniques that contain a series of questions written about the subject matter under study with reference to research variables to obtain information from the respondents. This technique is used to retrieve primary data.

## E. Data Analysis

### 1. Descriptive Analysis

Descriptive analysis method is the use of frequency table and descriptive statistics. This analysis tool is used to describe the tendency and distribution of the frequency, ie

the mean, maximum (maximum value) and minimum volcanic values of respondent character variables (age, sex, education, length of service, rank, class), and variable interval  $\alpha$  (scale), research variables (Coordination, Communication, Motivation, Supervision, and Authority).

## 2. Statistical Analysis

### a. Test of Statistical Hypothesis

This test is conducted to test the influence of each independent variable to the dependent variable. The hypothesis test can be done as follows:  $H_0: h = 0$  means there is a significant influence of each independent variable ( $X_1, X_2, X_3, X_4$ , and  $X_5$ ) to the dependent variable ( $Y$ ).

Decision-making:

If the probability is  $> 0.05$  then  $H_0$  is rejected

If the probability is  $< 0.05$  then  $H_0$  is accepted

The hypothesis:

a.  $H_0$  = there is influence of each independent variable to dependent variable.

### b. Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) essentially measures how far the ability of the independent variables in describing the dependent variable. The coefficient of determination is between zero and one. The small value of  $R^2$  means that the ability of the independent variable to explain the dependent variable is very limited. A value close to one means the independent variable provides almost all the information needed to predict the dependent variable. In general, the coefficient of determination for cross-sectional data (cross-sectional) is relatively low because of the large variation between each observation, while for time series data usually have high coefficient of determination (Ghozali, 2006).

## III. RESULTS

### 1. Respondents answer description

In this section will be presented descriptive data of independent variables and dependennya used in this study. The variables used in this research are coordination ( $X_1$ ), communication ( $X_2$ ), motivation ( $X_3$ ), supervision ( $X_4$ ), authority ( $X_5$ ), on employee performance ( $Y$ ). Descriptions of each variable are shown in the following table:

Table 1. Descriptive Statistics

| Variabel           | Mean   | Std. Deviation | n   |
|--------------------|--------|----------------|-----|
| Performance (Y)    | 1.4767 | .61743         | 103 |
| Ccoordination (X1) | 1.4646 | .60124         | 103 |
| Communication (X2) | 1.4712 | .57927         | 103 |
| Motivation (X3)    | 1.4645 | .63187         | 103 |
| Supervision (X4)   | 1.4544 | .60663         | 103 |
| Authority (X5)     | 1.6529 | .74280         | 103 |

Table 1. shows that the standard deviation value for all factors is very small compared to the mean value, it also indicates that the yield is good. If we look at the comparisons of for all factors it is seen that the average of the factor of factors is lower than the average value of other factors, it indicates that there is a need to improve and improve on those factors in order to meet the

Table 2. Statistical Test Results

| Model |               | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  | Collinearity Statistics |       |
|-------|---------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
|       |               | B                           | Std. Error | Beta                      |        |       | Tolerance               | VIF   |
| 1     | (Constant)    | -0.015                      | 0.015      |                           | -1.004 | 0.318 |                         |       |
|       | Coordination  | 1.049                       | 0.017      | 1.022                     | 61.771 | 0     | 0.263                   | 3.8   |
|       | Communication | 0                           | 0.015      | 0                         | 0.032  | 0.974 | 0.349                   | 2.862 |
|       | Motivation    | -0.041                      | 0.018      | -0.042                    | -2.324 | 0.022 | 0.224                   | 4.47  |
|       | Supervision   | -0.002                      | 0.016      | -0.002                    | -0.113 | 0.91  | 0.297                   | 3.367 |
|       | Authority     | 0.01                        | 0.011      | 0.012                     | 0.9    | 0.371 | 0.387                   | 2.583 |

Based on the test results partially in table 2. then can be explained as follows:

1. From the results of the analysis shows that coordination variables significantly affect employee performance, this is indicated by beta 1.022 and significant (p value 0,000 < 0.05). Thus it can be concluded that coordination variables significantly affect employee performance.
2. Indicates that the communication variable has no effect on employee performance, this is indicated by beta 0,000 (p value 0.974 > 0.05). Thus it can be

performance of the employees. The highest average value is derived from a factor of authority delegation, indicating that delegation of authority is needed by the leadership. This will affect the attention needed by employees in carrying out their duties, the higher the attention they receive then automatically they feel more concerned in undergoing employee work process can be met, and vice versa. While other factors, apart from the lowest and highest already obtain a good average result, meaning that these factors are very feasible to be maintained.

**Statistical Analysis**

To know the effect of independent variable to the independent variable is done by using hypothesis test that is by comparing the probability value significantly compared with alpha used in this research that is 5% or 0,05. The terms of acceptance of the hypothesis are:

Ha received when sig < 0,05

Ha is rejected if sig > 0,05

concluded that the variable komunikasi tidak affect on employee performance.

3. Show that motivation variable affect on employee performance, this is indicated with beta 0,042 (p value 0,022 > 0,05). Thus it can be concluded that the variables of motivation affect the performance of employees.
4. Show that the supervision variable has no effect on employee performance, this is indicated by beta 0,002 (p value 0,910 > 0,05). Thus it can be concluded that the supervision variable has no effect on employee performance.

5. Indicates that the assignment variable of authority does not affect employee

performance, it is indicated by beta 0.012 (p value 0.371 > 0.05). Thus it can be concluded that the variable authority does not affect the performance of employees.

Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) from the result of multiple regression test shows how big the dependent variable is the performance of employee (Y) can be explained by independent variables (X1), communication (X2), motivation (X3), supervision (X4), authority (X5).

Table3. Coefficient analysis results

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .997 <sup>a</sup> | 0.993    | 0.993             | 0.05291                    |

The results of the analysis show the coefficient of determination (R<sup>2</sup>) coordination, communication, motivation, supervision, and authority variables of 0.993 or 99%. This means employee performance variables can be explained by coordination, communication, motivation, supervision, and authority of 99%, while the rest is 1% influenced by other variables not included in this study.

IV. DISCUSSION

**1. Effect of Coordination on Employee Performance**

Coordination Variable (X1) has t value equal to 61,771 with significance value 0,000 (p <0,05) which means there is significant influence between coordination variable and employee performance. According to J. A. Stoner (1994), coordination is the process of integrating the objectives of the activities of separate work units in order to achieve organizational goals effectively. The purpose of coordination is to ensure a unity of movement within the organization, mutual communication and help between units, ensuring the unity of the policy and for the same things and avoiding the most important feelings in the organization. The most dominant factor in coordination is cooperation and relationships. When activities have been coordinated, all work will proceed smoothly, regularly, harmoniously, efficiently and successfully. If uncoordinated, it is likely that activities

will fail to achieve goals, irregular, conflicting, inefficient and unsuccessful.

**2. Effect of Communication on Employee Performance**

In communication variable (X2), have value t equal to 0.032 with a significance value of 0.974 (p > 0.05) which means no effect between the variables komunikasi dengan employee performance at Oksibil Hospital Kabupaten Pegunungan Bintang. Robbins (2006) says communication is the delivery and understanding of meaning. An idea, no matter how great, is useless before being passed on to and understood by others. Communications will be perfect if the thoughts or ideas conveyed are the same as the recipients perceived by the sender. A key skill implied for a leader is the ability to communicate effectively. If the leader is not able to deliver what to do then subordinates will not succeed in getting the job done properly. Conversely, if subordinates can not communicate freely with the leader then the information needed to manage successfully will be hindered.

**3. Effect of Work Motivation on Employee Performance**

In the work motivation variable (X3), has a value of t equal to 2.324 with a significance value of 0.022 (p > 0.05) which means there is influence between motivation variable with employee performance at Okudibil Hospital of Pegunungan Bintang Regency. It can be explained that the work motivation of good employees will get attention from the leadership of the employees needs, good communication, proper positioning / positioning of employees, and the provision of appropriate incentives. Suharto and Cahyono (2005) mentions motivation is a condition that moves a person trying to achieve the goal or achieve the desired results. With all these needs someone is required to be more active and active in work, to achieve this required the motivation in doing the job, because it can encourage someone to work and always willing to continue his business.

**4. Effect of Supervision on Employee Performance**

In the variable of Spervisi (X4), has a value of 0.113 with a significance value of 0.910 (p > 0.05) which does not affect the supervision variable with employee performance at Okudibil Hospital of Pegunungan Bintang Regency. Can be explained that the supervision aspect does not have an insignificant effect on employee performance at Oksibil Hospital of Pegunungan Bintang Regency.

According to Azwar (1996) states supervision is to observe directly and periodically by superiors to the work undertaken by subordinates for later if found the problem, immediately provided direct instructions or assistance to overcome them. The benefits of supervision that can further improve the effectiveness and efficiency of work. The main point of supervision is how to ensure the implementation of properly planned and appropriate activities.

### 5. Effect of Delegation of Authority on Employee Performance

In the authority variable (X5), has a value of 0.900 with a significance value of 0.371 ( $p > 0.05$ ) which means no effect between the variables of authority with employee performance at Okudibil Hospital Pegunungan Bintang Regency.

According to Timpe (1992), authority is the authority or legal authority that is the right of the leader (according to the law) to make certain demands or demands. One way of using authority is by delegation of authority. Delegating or delegating authority means giving others some authority that they have or in other words, empowering others to make decisions.

### V. CONCLUSION

Based on the results of research analysis with the title of research The influence of director leadership on employee performance Oksibil Hospital Kabupaten Pegunungan Bintang dapat concluded:

1. There is influence of leadership co-ordination on employee performance of Oksibil Hospital of Pegunungan Bintang Regency ( $t = 61,771$ ;  $p$ -value = 0,000).
2. There is no influence of leadership communication on employee performance of RSUD Oksibil Kabupaten Pegunungan Bintang ( $t = 0,032$ ;  $p$ -value = 0,094).
3. There is influence Motivation pegawai terhadap employee performance RSUD Oksibil Regency Pegunungan Bintang ( $t = 2.324$ ;  $p$ -value = 0.022).
4. There is no influence of Supervisory on employee performance of RSUD Oksibil Kabupaten Pegunungan Bintang ( $t = 0,113$ ;  $p$ -value = 0,910).
5. No influence of Delegation Leadership authority on employee performance of Oksibil Hospital of Pegunungan Bintang Regency ( $t = 0,900$ ;  $p$ -value = 0,371).

### VI. SUGGESTION

With the conclusion of the above, the authors provide advice to:

1. The need for local government of Pegunungan Bintang Regency to monitor the leadership and performance of employees, especially in Oksibil Hospital, Pegunungan Bintang Regency.
2. The necessity of the leadership of RSUD Oksibil Kabupaten Pegunungan Bintang gives or menciptakan atmosphere or a good working environment so that employees can feel the care of leaders to employees so as to create awareness, discipline and motivation for service to the community will be more increased.

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