

The Impact of Compensation, Motivation And Commitment To The Performance Of Hospital Employees

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ABSTRACT : This study aims to examine the effect of compensation, motivation, and commitment to the performance of paramedics in Lamongan Regency. The population of this study was all hospital employees in Lamongan Regency, namely Sugongan Hospital Lamongan, Nasrul Ummah Lamongan Hospital, Muhammadiyah Lamongan Hospital and Babat Muhammadiyah Hospital. The population in the study was all paramedics in hospitals in Lamongan Regency which amounted to 329 people. Based on the Slovin formula with a standard 5% error obtained as many as 181 people. The results showed that compensation had a significant effect on the performance of hospital paramedics. Motivation has a significant effect on the performance of hospital paramedics. Paramedic commitment has a significant effect on the performance of hospital paramedics in Lamongan Regency

Keywords -compensation; motivation; Commitment; paramedic performance.

I. INTRODUCTION

Human Resources (HR) are assets of a company or organization that always affects the company's operational journey (Azhad et al., 2015). Forward or not a company or organization depends on employees (HR) involved in carrying out company activities (Mu'ah, 2002). The more creative an employee in a company, the company will more successfully achieve its goals or survive and win competition, so creativity will help organizations to analyze their strength and ability. Employees can form better potential if managed properly and correctly, but get worse or cause complicated problems if an error occurs in managing employees. The objectives of the organization will be achieved if the resource possessed by the organization is able to improve individual performance. Therefore it is important for companies to continue to improve the ability of HR owned so that the company's goals can be achieved. Many factors can improve employee performance. Some factors that are allegedly can attach employee performance, namely compensation, motivation and commitment.

The welfare received by prospective employees not only has an impact on the production and productivity of a company or organization, but can even have an impact on the collapse of the existence of a company or organization. The actualization of employee welfare politics is a demonstration of employees with welfare reasons, especially related to wages and conditions of companies that are less profitable. Since May 1998 the actualization of democracy in Indonesia has grown rapidly, and it is expected to open more opportunities for employees who are bolder and open to democracy to convey their various aspirations. Some cases of illustrative demands of company employees or organizations that emerge are reflected in the form of a lack of employee welfare with indications of low wages pushing this point home. (Hasibuan, 2018) states that compensation for organizations or companies means rewards or rewards for workers who have contributed to realizing their goals, through activities called work. Whereas according to (Rivai, 2009), compensation is something that employees can be accepted as a substitute for their services to the company. According to (Handoko, 2015), compensation is everything that employees receive as a reply to their work. Compensation is any form of payment or rewards given to employees and arises from their work. According to (Mangkunegara, 2010), performance is a result of quality work and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the level of employee work in achieving the work requirements provided (Simamora, 2006). Employees who receive wages or compensation that are in accordance with the workload they receive will usually feel satisfied and eventually they will complete their tasks on time. The company must ensure that Jassang replies in the form of wages received by employees are in

accordance with government regulations related to the minimum wage applicable in the area. It is very important, given that motivation to work from employees is one of them is getting a wage.

The compensation relationship with the performance of this employee is very close. Some studies have been carried out which discusses compensation issues with employee performance. (Sequeira, 2017) state that compensation affects Radio volunteers employees. (Arifin et al., 2019) stated that compensation has been a significant effect on the Performance of PT Indofood SuksesMakmurTbkBogasari Division Employees. Other studies that also discuss compensation problems with performance include:(Farla et al., 2019), (Ningkiswari & Wulandari, 2018), (Islam et al., 2012), (Astuti & Panggabean, 2014), (Fadly, 2017), (Hasanah, 2020), (Priyanto, 2016), (Afriadie et al., 2017), (Angesty, 2019), (Marlinda et al., 2021), (Juliningrum & Sudiro, 2013), (Anggrainy et al., 2017), (Manik & Wiarah, 2014), (Bahri et al., 2018), (Wongso et al., 2020), (Sriwidodo & Haryanto, 2010), (Ngattemin & Arumwati, 2012), (Indarti, 2018), (Pioh & Tawas, 2016), (Riansari et al., 2012), (Marwanto & Nugroho, 2014), (Murtisaputra & Ratnasari, 2018), (Sumiaty, 2020), (Baharuddin et al., 2013), (Hasibuan, 2019), (Vidianingtyas & Putri, 2014), (Ayuningtyas & Utami, 2019), (Aswad, Hajar Nur Ferrial, 2016), (Mananeke et al., 2014), (Dwijayanthi & Dharmadiaksa, 2013), (Solikah et al., 2016), (Pujiarti, 2019), (Y.W. Saputri et al., 2020), (Yeni Widya Saputri et al., 2020), (Ardianti et al., 2018), (Hermawan, 2015), (Kosdewata et al., 2017), (Aditia & Nasution, 2019).Based on the theory of compensation and employee performance, the research hypothesis that can be developed is H1: Compensation affects employee performance.

The next factor that can improve employee performance is work motivation. According to (Sutrisno, 2015), motivation is a factor that encourages someone to carry out certain activities, motivation is often interpreted as a driving factor for a person's behavior. Motivation is a condition or energy that moves itself directed or directed employees to achieve the objectives of the company's organization (Hasibuan, 2018). According to (Qomariah, 2020) motivation means encouragement or moving. Motivation in management is only intended for generally human resources and subordinates in particular. According to (Luthans, 2014), performance is an idea of the level of achieving the implementation of a program of activities or policies in realizing the objectives, objectives, vision and mission of the organization which is poured through a strategic planning of an organization. Employees in work usually have motivation. The urge to work from employees is usually due to the family needs that must be fulfilled. In addition, there is also an urge to be appreciated and get reward from the company. With this encouragement, employees will actively work so that all charged tasks will be finished on time. The work completed on timely indicates that employee performance is good. The relationship between work motivation and employee performance has been widely poured in research. Research (Sari et al., 2020) states that work motivation has a significant effect on employee performance. Research (Utomo et al., 2019) There is a positive relationship between Work Motivation Variables on Employee Performance. (Wijianto et al., 2020a), (Atikah&Qomariah, 2020), (M. A. Kurniawan et al., 2021), (Priyono et al., 2018b), (Qomariah et al., 2020), (Hermawan et al., 2020), (Ahmad et al., 2014; Ardianti et al., 2018; Atikah&Qomariah, 2020; Basalamah, 2017; Hardianto et al., 2020; Hendrawijaya et al., 2019; Hidayah&Tobing, 2018; Istanti et al., 2020; R. A. Kurniawan et al., 2019; Mayangsari et al., 2020; Permana et al., 2019; Priyono et al., 2018a; Samah et al., 2019; Sari et al., 2020; Soebyakto et al., 2019; Utomo et al., 2019; Wijianto et al., 2020b)conduct research that links work motivation problems with employee performance.

Commitment is also a factor that needs attention in an organization. Commitment in an organization includes the desire and willingness of two parties (organization and employees/members) to behave in accordance with the organizational value system that is beneficial for the development and welfare of both parties in order to realize organizational goals. Meanwhile, according to (Simamora, 2006), commitment is the result of a person's psychological considerations to be bound by the organization so that the individual wants to work, shows loyalty and believes in the values that exist in the organization. According to (Hasibuan, 2018) performance is a person's ability in an effort to achieve better / more prominent results towards achieving organizational goals. Organizations that are committed to the interests of their institutions and employees will be able to improve employee performance. Because employees feel that all their interests are met. Research (Bodroastuti&Tirtono, 2019) states that the organizational commitment variable does not have a positive effect on employee performance. (Handayani, 2008) in his research stated that organization commitment has a negative and significant effect on role conflict and performance. (Pratama, 2018) states that organizational commitment has a positive and significant effect on employee performance with a t-value of 4.638 and a significance value of 0.000. Based on the theory of organizational commitment and employee performance from previous research, the third hypothesis that can be developed is H3: organizational commitment affects employee performance.

This research was conducted on hospital employees in Lamongan Regency which consisted of SugiriLamongan Hospital, NasrulUmmah Hospital Lamongan, LamonganMuhammadiyah Hospital and BabatMuhammadiyah Hospital. The services provided by each hospital in the Regency are relatively the same, but the quality of service/performance provided by the employees of each hospital is different. This can be seen from one of the employee performance criteria in terms of providing services to patients. Complaints are

submitted by patients either through the mailbox at the hospital or through the mass media. Complaints that are often submitted by customers (patients and their families) from 2016 to October 2018 have increased. In 2016 RSUD dr. Sugiri Lamongan received 28 types of complaints, in 2017 it increased to 46 complaints and for 2018 to October 2018 as many as 43 complaints. The increasing number of complaints from the public indicates that the service from the hospital is still not optimal. The service from the hospital that has not been maximized could be the result of maximum employee performance as well. Therefore, based on the phenomena that occur in hospitals in Lamongan Regency as well as previous theories and research, the research question in this study is how to improve employee performance based on compensation, work motivation and commitment. While this study has a purpose, namely to determine and analyze the effect of compensation, work motivation and commitment on employee performance at hospitals in Lamongan Regency.

II. RESEARCH METHODOLOGY

This study was designed to determine the effect of compensation, motivation, and commitment variables on the performance of hospital paramedics in Lamongan Regency. To determine the effect of each variable, it is necessary to analyze and diagnose the relationship between variables related to compensation, motivation, and commitment, as well as employee performance. The population in this study consisted of paramedics who worked in Lamongan District Hospital which included Sugiri Lamongan Hospital, RS. Nasrul Ummah Lamongan, Muhammadiyah Hospital Lamongan, and Babat Muhammadiyah Hospital. The sample selection method used is a random sample selection based on stratified random sampling. All samples of hospital paramedics were taken from the population consisting of nurses and midwives. In this study, the population (midwives and nurses) was 329 people and the desired precision was 95% (or the tolerable error rate was 5%), so the minimum number of samples that must be taken using the Slovin formula is presented in Table 1.

Table 1. Number of Research Samples

No.	Hospital Name	Population			Sample -55%		
		Nurse	Midwife	Total	Nurse	Midwife	Total
1	Sugiri Lamongan Hospital	100	84	184	55	46	101
2	Nasrul Ummah Lamongan Hospital	20	13	33	11	7	18
3	Muhammadiyah Lamongan Hospital	60	29	89	33	16	49
4	Muhammadiyah Babat Hospital	15	8	23	9	4	13
TOTAL		195	134	329	108	73	181

III. RESULTS AND DISCUSSION

In this analysis, all indicators are included to measure the variables/constructs to test the complete model that will explain the effect of compensation, motivation, commitment on the performance of hospital paramedics in Lamongan Regency using Structural Equation Modeling. In Table 2. The results of the evaluation of the Goodness of Fit Structural Model Index criteria are presented by including all indicators measuring variables/constructs in the analysis model.

Table 2: Value of Goodness of Fit

No.	Goodness of Fit Indices	Cut-off Value	Model Results	Model Evaluation
1	<i>Chi-Square</i>	<i>Relatively small</i>	415,314	Good
2	<i>Probability</i>	0,05	0,058	Good
3	RMSEA	0,08	0,032	Good
4	GFI	0,9	0,944	Good
5	AGFI	0,9	0,977	Good
6	CMIN/DF	2	1,69	Good
7	TLI	0,95	0,95	Good
8	CFI	0,94	0,963	Good

Based on Table 2., it can be stated that the evaluation of the goodness of fit index criteria produces good and bad criteria. This result is relatively better than the previous model which has not been modified, so this analytical model to measure the variables/constructs of the analytical model is acceptable, and refers to the

parsimony principle that if one or more evaluation results from the model are good, then the model shows a good model. . To test the hypothesis of the effect of compensation, motivation, and commitment, on performance, the following path coefficients are presented to show a causal relationship or influence between these variables, which are presented in Table 3.

Table 3. Path Coefficients

Effect	Path coefficient	Probability(p)	Note (=5%)
Compensation -> Performance	0,386	0,049	Significant
Motivation -> Performance	0,554	0,035	Significant
Commitment-> Performance	0,681	0,011	Significant

Based on the calculations in Table 3., it can be explained that all the proposed hypotheses are accepted. The data in Table 3., can be interpreted to answer research questions presented in the form of proposed hypotheses. Each path coefficient that has been calculated can be explained as follows: 1) The path coefficient that explains the effect of compensation on employee performance is 0.386 with a probability value of 0.049. This means that compensation has a significant effect on employee performance, because the probability value achieved is below 0.05. This result supports hypothesis 1 which was proposed earlier. 2) The path coefficient that explains the direct effect of motivation on paramedic performance is 0.554 with a probability value of 0.035. This means that motivation has a significant effect on the performance of paramedics. These results support the hypothesis 2 proposed earlier because the probability value is below 0.05. 3) The path coefficient that explains the direct effect of commitment on employee performance is 0.681 with a probability value of 0.011. This means that commitment has a significant effect on employee performance. These results support the hypothesis 3 proposed earlier because the probability value is below 0.05.

IV. CONCLUSIONS AND LIMITATIONS

The results of hypothesis testing prove that: 1) compensation has an effect on employee performance. This means that the compensation provided by the hospital in Lamongan Regency is in accordance with the applicable standards in Lamongan Regency because it can improve employee performance; 2) Work motivation has an effect on employee performance. Thus the motivation of employees in hospitals in Lamongan Regency is able to improve employee performance; 3) Commitment has a significant effect on employee performance at hospitals in Lamongan Regency. Thus, the hospital in Lamongan Regency is well committed to the organization it manages. It is proven that commitment can improve employee performance.

In this study, there are several research limitations that are generally known and must be considered to improve these limitations. The limitations of this study are: 1) The area tested in this study is only limited to the Lamongan area, so care must be taken in generalizing the results of this study, because the coverage of different research areas will definitely give different results; 2) The characteristics of the respondents have their own uniqueness which cannot be separated from the characteristics of the Lamongan area which tend to highlight social aspects, especially in the religious field. Characteristics of different respondents for further research will certainly produce different results; 3) The variables in this study only include compensation, motivation, commitment and performance variables. This is a limitation in this study, considering the variables that match the characteristics of Lamongan. In future research, it is hoped that there will be an expansion of the variables so that they can better reflect the research conditions in more detail.

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