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## **Determinants of Employee Performance Analysis in Installation Dok II Hospital Nutrition Jayapura Papua 2015**

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### **Abstract**

Performance is a means to get better results than organizations, teams, and individuals with the means to understand and manage the performance in terms of objectives, standards, and requirements agreed attributes. The purpose of this study were 1) to analyze the influence of leadership on employee performance in the Installation Nutrition Hospital Dok II Jayapura, 2) to analyze the influence of human resources the performance of employees in the Installation Nutrition Hospital Dok II Jayapura, 3) to analyze the influence of discipline on employee performance Installation Nutrition Hospital Dok II Jayapura, 4) to analyze the effect of motivation on employee performance in Nutrition Installation Dok II Jayapura District Hospital, and 5) to analyze the influence of job satisfaction on employee performance in Nutrition Installation Hospital Dok II Jayapura. This research uses explanation research is to see the influence / relationship between independent variables and the dependent variable with quantitative approach. The location of the research conducted at the Hospital Nutrition Installation Dok II Jayapura Papua with research time July - September 2015. The method used was survey by using instrument list of questions or the questionnaire as a data collection tool.

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Patterns of influence that will be revealed in this study is the influence of leadership, human resources, discipline, motivation and job satisfaction on the performance of employees in hospitals Nutrition Installation Dok II Jayapura Papua.

The resulting data were analyzed by SPSS using multiple linear regression. Conclusion of the study mentioned leadership positive effect on the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua, with a value of  $B = 0.058$ , human resources positive effect on the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua, with a value of  $B = 0.078$ , Discipline influential positively to the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua, with  $B = 0.104$ , motivation positive effect on the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua, with a value of  $B = 0.179$ , and satisfaction negatively affect the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua, with a value of  $B = - 0.041$ .

**Keywords:** leadership; human resources; discipline; motivation; satisfaction; performance.

## **1. Introduction**

Performance is the result of an employee during a particular period as compared with the range of possibilities. Performance among employees different from one another. Broadly speaking, job performance is affected by two things: the individual factors and the factors of the situation. Individual factors eg due to differences in ability, physical, motivation, and factors other individuals, whereas situational factors, such as the condition of a bright room, the atmosphere of healthy workplace, leadership style positive recognition of himself is also very influential in driving the performance of employees [1].

General duty of a leader is to provide direction or guidance. Briefing (leading) according [2], include: motivation, performance, job satisfaction, leadership, groups and committees, communication, negotiation, and individual career management [2]. Human resources is one of the factors that affect a person's performance. Initially human resources are a translation of "human resources", but there are also experts who equate human resources with "manpower" (labor). Even some people equate the notion of human resources with the personal (personnel, staffing, etc.). Human resources of high quality are human resources capable of creating not only comparative value, but also the competitive value-generative-innovative by using the highest energy such as: intelligence, creativity, and imagination, no longer merely using energy rough, like: raw materials , land, water, muscle power, and so on [3].

In everyday life, wherever human being exists; regulations and provisions are needed to regulate and restrict every activity and behavior. However, those regulations would be meaningless if not accompanied by sanctions for the offenders. Work discipline on employees is needed, because of what the company's goals will be difficult to achieve when there is no work discipline. Discipline is the attitude and willingness of a person's willingness to adhere to and comply with regulatory norms prevailing around it. Discipline employees who either will accelerate the company's goals, while declining discipline would be prohibitive and slow down the achievement of corporate goals [3]. Various theories explain that there is a significant relationship between the variables of

work discipline with performance. It can be said that the higher a person's work discipline, the higher the person's performance. Work discipline is the ability of a person to regularly work according to the rules and not violate the rules established [1].

Motivation is something that raises the spirit or boost employment. Motivation is the driving force that creates granting excitement of a person, so that they would work together, to work effectively, and integrated with all its resources to achieve satisfaction. With the motivation will make someone work with passion and this will have an impact on an individual's performance [3]. Job satisfaction is an issue that is quite interesting and important, because it proved to be beneficial both for the benefit of individuals, industry, and society. Job satisfaction is an employee attitudes toward work related to the employment situation, cooperation between employees, remuneration in employment, and matters concerning the physical and psychological factors. Job satisfaction is an emotional state that is pleasant or unpleasant for the employees view their work. Job satisfaction reflects one's feelings toward his work. This is evident in the positive attitude of employees towards work and everything encountered in the work environment, it will impact the performance of the employee [3, 6].

According to Gibson's theory, performance is affected by many factors, including: the perception, attitude, motivation, job satisfaction, leadership, compensation, conflicts, power, career, discipline. Installation nutrition is one means of supporting an organization that is a hospital. Installation nutrition plays an important role in the organization and good nutrition services to outpatients and inpatients. For that we need a good management to manage to run smoothly. Employee data from the administration showed a level of discipline employees who do not present quite a lot. It can interfere with the installation process in nutrition, especially the food processing and nutrition experts in the inpatient room. With the processing of employees who are absent from work it will be replaced by a force that is better than the staff, nutritionists, and even the head of the installation nutrition intervene, this can interfere with other processes because each employee has the division of tasks according to each part. Another obstacle faced by the absence of employees any complaint of the room hospitalization due to delay in feeding time for the patient, the complaint because it does not make nutrition experts so that the process of ordering food is not in accordance with the diet should be. Based on the background of the above problems, the researchers took the title "Analysis of the Determinants of Employee Performance in Hospital Nutrition Installation Dok II Jayapura 2015".

## **2. Materials and Method**

This study was conducted at Hospital Nutrition Installation Dok II Jayapura Papua at the time the study was conducted in July - September 2015. The types of data used in this study, there are two kinds:

### ***2.1 Primary data***

Primary data is a source of data obtained directly from the original source (not through intermediaries media). Primary data may be subject opinion (people) individually or in groups, on the observation of an object (physical), event or activity, and test results.

### ***2.2 Secondary Data***

Secondary data in this study is that the data obtained indirectly but is supporting, such as literature, the results of previous studies, documentation or files obtained from the relevant parties such as organizational structure, job descriptions. Population is the whole object or subject located in a region and meet certain conditions related to the research problem or the entire unit or individual within the scope of which will be examined [4]. The population to be studied is an employee in nutrient installation of RSUD Dok II Jayapura Papua totaling 63 employees consists of civil servants (PNS) accounted for 53 and 10 contract staff.

Samples collection used in this study are saturated sampling technique. According [5] technique saturation sampling / sample census is the technique of determining if all members of the population used as a sample. So that the sample used in this study is the whole of the population that all employees Installation of Nutrition Hospital Dok II Jayapura Papua totaling 63 people. In accordance with the subject matter and purpose of the research that has been formulated, then this kind of research is explanatory research. According [5] study by the level of explanation is research that intends to explain the position of the variables studied and the relationship between the variables one variable to another variable. In this study used the techniques of field research that research efforts directly on the object studied to get the data from the company. As used to collect data in this study are:

***a. Questionnaire***

Is a method of collecting data using a set of written statement addressed to the respondent. Is an instrument designed specifically to obtain information that will be used for the purposes of analysis, this method is done by asking questions and statements are structured and systematic issues related to research, the questionnaire given to employees in the direct installation nutritional Hospital Dok II Jayapura Papua.

***b. Interview***

Is the process of obtaining information by asking questions directly to the relevant parties. This interview method done to uncover the facts that occur in the field and obtain additional data that supports questionnaire.

***c. Observation***

Observation is a method of data collection where researchers recorded information in accordance with that witnessed by relying on sight and hearing. This is done by recording the data needed for the study. Observations in this study to determine the phenomenon of social and psychological symptoms.

***d. Documentation***

This documentation of the acquisition of the data obtained is usually in the form of an official report or in the form of an official document issued by the owner or particular institutions that function as personal data or groups or annual documentation. These documents are usually in the form of files owned by each agency. By getting the data are documented later reported data that will accurately match the personal archives or related institutions that would support the statements made. Documentation used in this research is the organizational

structure and the site plan.

### **2.3 Data Analysis**

Data obtained from questionnaires analyzed quantitatively. Quantitative data is presented in tabular form frequency. Cross-tabulation is used to determine the effect of leadership on employee performance, human resources to employee performance, discipline to employee performance, motivation to employee performance and job satisfaction on employee performance. Data were analyzed with:

#### **1. Analysis Bivariat**

Independent variables and the dependent variable were analyzed to determine the effect on employee performance dependent variable Nutrition Installation Jayapura District Hospital.

#### **2. Multivariate Analysis**

Conducted jointly test to determine the variables that most influence on the performance of employees in the installation nutrition Dok II Jayapura District Hospital by testing at the same variables that have statistical significance in the bivariate analysis using multiple linear regression Stages in conducting this study begins by analyzing the data that is used in research activities, and will be followed by testing of the hypothesis of the study. Data analysis is the simplification of data into a form that is easy to read, understand and interpret. The data will be analyzed the research data field and the research literature, and was followed by testing of the hypothesis of the study, then the researchers conducted an analysis to draw conclusions. The steps are as follows:

1) Researchers collecting data with, and then set the tool to obtain data from the elements that will be investigated. Tool in this research is a questionnaire. Likert scale used to measure attitudes, opinions of respondents about social phenomena. In Likert scale, the variables to be measured are translated into indicator variables, and serve as a point of departure to arrange the items instrument where alternative form of questions. The answer of each item instrument that uses a Likert scale has gradations dar very positive to very negative. There are alternative answers using a Likert scale, by giving a score to each alternative answer the following questions in table 1.

2) When the data is collected, then carried out data processing, are presented in tables and analyzed. In the study researchers used a descriptive analysis on the independent and dependent variables were then performed the classification to a total score of respondents. Of the total score-respondents were then compiled the assessment criteria for each item statement. To answer a description of each study variable, then use a range of assessment criteria as follows:

$$RS = \frac{n(m-1)}{m}$$

Description:

n = number of samples

m = number of alternative answers to each item

**Table 1:** Alternative Answers With Likert Scale

Answer alternative	Value weight	
	If positive	If negative
1. absolutely agree	5	1
2. agree	4	2
3. doubt	3	3
4. not agree	2	4
5. absolutely not agree	1	5

To assign a rank in each variable research can be seen from the comparison between the actual score with the ideal score. To get the tendency of respondents would be based on the value of the average score of the answers which will further categorized on the following score ranges:

Minimum score = 1

Maximum score = 5

$$\text{Scale wide} = \frac{5 - 1}{5} = 0,8$$

Thus the category of scale can be determined as follows:

**Table 2:** Category scale

Scale		category
1,00	1,80	Very low
1,81	2,60	Low
2,61	3,40	Moderate
3,41	4,20	High
4,21	5,00	Very high

Testing Requirements Linear Regression Analysis

**a. Validity Testing Instrument**

Tests conducted to determine the validity of those items are valid instruments and instruments or items that are

not valid. The statistical formula used to test the statistical validity is product moment correlation coefficient. This formula is a function of knowing the validity (validity) on every item questionnaire research. R values obtained from testing the validity consulted to price table criticisms product moment with a 95% confidence level. The test criteria is when the value of  $r_{\text{calculate}} > r_{\text{table}}$ , then the statement is valid, and vice versa if the calculated value of  $r < r_{\text{table}}$ , then the statement is declared invalid.

### ***b. Testing Reliability***

Reliability testing conducted to determine the consistency of the gauges / instruments are used, so that the results of a measurement can be trusted. The statistical formula used is the technique of Cronbach alpha reliability analysis. The function of this formula is to determine the reliability (reliability) instrument questionnaire as a measurement of employee performance.

Reliability coefficients obtained from testing the validity consulted to price table criticisms product moment with a 95% confidence level. The test criteria is when the value of  $r_{\text{calculate}} > r_{\text{table}}$ , then the statement is declared reliable, and vice versa if the calculated value of  $r < r_{\text{table}}$ , then the statement is declared unreliable.

### ***c. Multiple Linear Regression Analysis***

Data from the questionnaires were processed using multiple linear regression using SPSS. Multiple regression analysis was also conducted to determine the relationship between the independent variables (Independent) is to determine or influence the relationship between independent variables and the dependent variable. The independent variables as follows: leadership variable (X1), HR variable (X2), discipline variable (X3), the motivation variable (X4), and satisfaction variables (X5) with employee performance dependent variable (Y)

## **3. Results and Discussion**

The test results correlation coefficient validity can be seen that the calculation results with SPSS, obtained validity coefficient entire item questionnaire study were submitted to the parties to the research samples valid criteria, the results of measurement validity coefficient greater than the number of examiners at  $r_{\text{table}}$  amounted to 0.221, This means that the indicators of research can be used as an effective data collection to explore issues that made the object of research, and can be further processed to measure the dimensions of the study and research indicators for each dimension of the study. Reliability testing of measuring instruments intended to determine the value of the instruments used to collect the primary data of the study sample are reliable or unreliable. Reliable understanding is that the measuring instruments used are reliable, because in situations that used unreliable, because in different circumstances do not give rise to the perception questionnaire study that much different.

Testing with the criteria if the count  $r < r_{\text{table}}$  means unreliable and if  $r_{\text{arithmetic}} > R_{\text{table}}$  means reliable. Based on the confidence level (degree of freedom / df) selected alpha 95 percent and 5 percent of the number of sample were 63 respondents to employees obtained  $r_{\text{table}}$  at 0.444. The correlation coefficient of reliability obtained from statistical calculation results compared to the price table criticisms  $r_{\text{product moment}}$ . Normality

test on the linear regression is to determine whether the residuals in the model are normally distributed. Based on the Kolmogorov-Smirnov normality test for all variables p value = 0.646 > 0.05, it can be concluded residues normally distributed.

From the data processing, the value of Durbin-Watson (DW) through SPSS v 16 at 1,694. The amount of sample is 63 respondents to the number of independent variables as much as 5. If seeing the value of DW on the table for n = 63 with k = 5, the value dl = 1.5683 and the value du = 1.7799. DW count is equal to the value of 1.694 means that DW is greater than the value of du, and smaller than 4-du is 2.2201. DW value is located between du and (4-du) so that it can be concluded that in this case did not happen autocorrelation.

In the above test multikolinieritas give all VIF values below 10 or above tolerane value of 0.1. Multikolinieritas symptoms mean there is no model in this study.

Model	R	R Square	Adjusted R Square
1	.417 <sup>a</sup>	.174	.102

- a. **Predictors:** (Constant), Satisfaction, Discipline, Leadership, Human Resources, Motivation
- b. **Dependent Variable:** Performance

The coefficient of determination or Adjusted R Square of = 0.102, this value indicates that the variable contribution or influence of leadership, human resources, motivation, discipline, and satisfaction with the performance of employees amounted to 10.20%, while the remaining 89.80% were caused by other factors.

*ANOVA<sup>b</sup>*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.268	5	.054	2.404	.048 <sup>a</sup>
	Residual	1.271	57	.022		
	Total	1.539	62			

- a. **Predictors:** (Constant), satisfaction, discipline, leadership, human resource, motivation.
- b. **Dependent Variable:** performance.



In the table above obtained ANOVA calculated F value of = 2.404 with p = 0.048 for the value of p = 0.048 <0.05 then H0 is rejected, so that the conclusions obtained is no influence of leadership, human resources, motivation, discipline, and satisfaction with the performance of employees.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.843	.589		4.824	.000
Leadership	.058	.088	.094	.653	.517
Human resource	.078	.114	.098	.685	.496
Discipline	.104	.107	.133	.972	.055
Motivation	.179	.091	.297	1.962	.002
Satisfaction	-.041	.087	-.069	-.474	.637

- a. **Dependent Variable:** performance.
- b. **Dependent Variable:** Performance.

Judging from the above table it can be concluded that the only motivation variables that influence the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua with p = 0.02 <0.05 and a value of B = 0.179, leadership variables p = 0.517 > 0, 05 and the value of B = 0.058, HR variables p = 0.496 > 0.05 and a value of B = 0.078, discipline variables p = 0.055 > 0.05 and a value of B = 0.104, and satisfaction variables p = 0.637 > 0.05 and the value of

B = - 0.041.

**4. Conclusions and Suggestions**

Based on the analysis and discussion that has been described, it can be concluded as follows:

1. Leadership have positive effect on the performance of employees in nutrient installation of RSUD Dok II Jayapura Papua, with a value of B = 0.058.
2. Human resources have positive effect on the performance of employees in nutrient installation of RSUD Dok II Jayapura Papua, with a value of B = 0.078
3. Discipline positive effect on the performance of employees in nutrient installation of RSUD Dok II Jayapura Papua, with B = 0.104.

4. Motivation positive effect on the performance of employees in nutrient installation of RSUD Dok II Jayapura Papua, with a value of  $B = 0.179$

5. Satisfaction negatively affect the performance of employees at the plant nutrient Hospital Dok II Jayapura Papua, with a value of  $B = - 0.041$

Based on the results of the discussion and conclusions obtained, it can put forward some suggestions as follows:

1. It should be improved in the process of leadership in nutrient installation of RSUD Dok II Jayapura, so it can improve the performance of existing employees.

2. There needs to be adequate human resources in accordance with the required job descriptions.

3. The need for improved discipline in order processing and food service to patients in hospitals Jayapura nutritional installation can run smoothly.

4. Motivation is very good, but needs to be improved more for employees will increase performance.

5. Satisfaction of the work is an individual thing, but needs to be done so that the employee work satisfaction with the results that have been done.

6. Keep further research on other factors that affect employee performance.

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