

Effect of Job Sharing with Work Motivation in Improving Employee Performance

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Abstract

This study aims to determine and analyze the effect of the division of labor and work motivation on employee performance at the Tugu Jaya Regional General Hospital. The method in this study used a quantitative approach. The number of samples in this study was 51 respondents based on the calculations using the solving formula. Data collection techniques in this study used a questionnaire or questionnaire distributed to employees of the Tugu Jaya Regional General Hospital. The data analysis technique used multiple linear regression. The data processing in this study uses SPSS 24. Based on the results of the study, the variable division of labor affects employee performance which shows that the count is more significant than a table, namely $2.286 > 1.991$ with a significant level of $0.025 < 0.05$. The results showed that the work motivation variable affected employee performance which showed that the count value was greater than a table, namely $2.592 > 1.991$ with a significant level of $0.011 < 0.05$. These results can be concluded that the division of labor and work motivation has a significant effect on employee performance at the Tugu Jaya Regional General Hospital. The results of the F test show that the value of count $10.318 > \text{table } 3.11$ with a significant level of $0.000 < 0.05$, which means significant; it can be concluded that the division of labor and work motivation simultaneously have a significant effect on the performance of the Tugu Jaya Regional General Hospital.

Keywords

work motivation; division of work;
 employee performance



I. Introduction

The development of an increasingly global world has an impact on the field of corporate management. A company consists of a collection of people and its operational equipment. Human resources are the key to the company's success in achieving the goals that have been set. Efforts to achieve goals in maximizing profits are determined by the individuals who run the company's management. Management is becoming more and more meaningful along with the times, and organizations without management will be complex.

Performance is a function of the worker's ability to accept work objectives. Various efforts were made to improve the performance of employees to get good results for the company. The success or failure of a company is determined by many things, one of which is the leadership that runs within the organization. A successful leader is a leader who can create good communication and encouragement for his subordinates by creating an atmosphere and work culture that can spur growth and development of employee performance.

Communication is an essential human activity. Communication assists organizational members in achieving individual and organizational goals, responds to and implements organizational change, and plays a role in almost all relevant organizational actions.

In almost all relevant organizational actions. Not only that, the division of labor is one of the critical factors in a company that is useful for breaking down work into small parts for organizations that are carried out individually or in groups. The division of labor makes it easier for someone to carry out their duties and work and also allows everyone to learn and practice the skills they have so that they will become experts and experienced in their respective fields.

The division of labor must be adjusted to the ability and expertise so that work implementation runs effectively. Therefore, employees must use the principle of the right man in the right place. The division of labor must be rational/objective, not subjective or emotional, based on likes and dislikes (wikipedia.org). The principle of the right person in the right place (the right man in the right place) will guarantee the stability, smoothness, and efficiency of work.

Good division of labor is the key to the organization of work. Carelessness in the division of labor will have an unfavorable effect. It may lead to failure in the implementation of work. Therefore, an experienced manager will place the division of labor as the main principle, which will be the starting point for other principles so that the division of labor has a positive effect on performance. If the employee's performance is good, then automatically, the division of labor is also good in almost all relevant organizational actions.

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The division of labor must be adjusted to the ability and expertise so that work implementation runs effectively. Therefore, employees must use the principle of the right man in the right place. The division of labor must be rational/objective, not subjective or emotional, based on likes and dislikes (wikipedia.org). The principle of the right person in the right place (the right man in the right place) will guarantee the stability, smoothness, and efficiency of work. Good division of labor is the key to the organization of work.

Carelessness in the division of labor will have an unfavorable effect. It may lead to failure in the implementation of work. Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Therefore, an experienced manager will place the division of labor as the main principle, which will be the starting point for other principles so that the division of labor has a positive effect on performance. If the employee's performance is good, then the automatic division of labor is also good.

Table 1. Division of Work

NO	Profession Employee	Total
1	Medical Laboratory Technologist (Health Analysis)	2
2	Pharmacist	2
3	Clinical Midwife	29
4	Doctor	5
5	Dentist	1
6	Surgical Specialist (Sp. B)	1
7	Internal Medicine Specialist (Sp. PD)	2
8	Stewardess	1
9	Security	3
10	Public Health (Others)	3
11	Nurses	15
12	Nutritionists	1
13	Workers	4
14	Computer Network Managers	1
15	Employee Development	1
16	Nurses (Non-Nurses)	24
17	Radiographer	2
18	Environmental Sanitation	1
19	Bachelor's Degree, Sagister Pharmacy (Non-Pharmacist)	1
20	Staff General 3 not listed	21
Dental	and Oral Therapist	2

Table 2. Previous Research

No	Name of Research	Research title	Independent and dependent variables	Analysis results
1.	Ima Ari Nabasari Tobing	The relationship between the division of labor and employee performance at CV Bayu Mandiri Surabaya	Relations Division of labor (X) Employee performance (Y)	The division of labor is positively and significantly related to employee performance, and the researcher's hypothesis is accepted.

2.	Nurul faradilah	The effect of the division of labor and authority on the performance of nurses in an actual partner general hospital	Division of work (X1) Authority (X2) Performance (Y)	The division of labor, authority, and performance has an essential influence on the true
3.	Hengki mangiring parulian simarmata, Nona januarti panjaitan	Effect of division of labor on employee performance at Perum Bulog sub drive Pematangsiantar	Work division (X1) Work performance (X2) Employees (Y)	The results showed that the division of labor had a positive and significant effect on employee performance at the Perum Bulog sub-drive. Pematangsiantar
4.	Tri Silawati Dewi	The effect of the division of labor on the work effectiveness of employees in the product division of pt. duplex	The division of labor (X1) Work effectiveness (X2) Employees	The division of labor has a positive and significant effect on the effectiveness of employees' work

Based on the table above about the division of labor at the Tugu Jaya general hospital, it can be seen that the total number of employees is 104, and there are 30 civil servants and nine honorary employees. Based on the background above, the authors are interested in researching this problem, namely by raising the title "The Effect of the Division of Work with Work Motivation in Improving Employee Performance at the Tugu Jaya Regional General Hospital."

The purpose of this study was to determine the effect of the division of labor on employee performance at the Tugu Jaya Regional General Hospital, to determine the effect of work motivation on employee performance at the Tugu Jaya Regional General Hospital, and to determine the distribution of employee motivation at the Tugu Jaya Regional General Hospital used as a comparison between the theory that can be classed with the practice carried out by the company. As well as being additional information in assessing the effect of the division of labor on work motivation in improving employee performance. At the same time, it is also a medium for adding additional knowledge and as input for fellow students at Bina Darma University.

II. Research Methods

The dependent variable in this study is the division of labor with work motivation in improving employee performance at the Tugu Jaya General Hospital. According to Sugiyono (2017), there are two types of data, namely qualitative and quantitative data. Qualitative data

is data in the form of words, sentences, or pictures. In contrast, quantitative data is data in numbers or qualitative data that is scored or scored. In this study, researchers used qualitative data in the form of information such as an overview of the company and other information to discuss the formulation of the problem. According to Arikunto (2013:172), the data source is the subject from which the data is obtained; inappropriate data sources result in the data is irrelevant. Sources of data obtained in this study are as follows:

According to Sugiyono (2016: 193), in terms of data collection methods or techniques, data collection techniques can be carried out by interviews (interviews), questionnaires (questionnaires), observation (observations), and a combination of the three...

According to Sugiyono (2016: 194), interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to determine the problems that must be studied and also if the researcher wants to know things from respondents who are more in-depth and the number of respondents is small. Interviews were conducted with the owner. as well as the leader of the Tugu Jaya General Hospital.

According to Sugiyono (2016: 199) Questionnaire is a data collection technique by giving a set of questions or written statements to respondents to answer. Questionnaires were given to employees during the pre-survey to find out transparency, methods of giving basic salaries, and to find out things in conducting job analysis.

According to Sugiyono (2016: 203), Observation as a data collection technique has specific characteristics compared to other techniques. Observations are made by looking directly at the field, which is used to determine the relevant factors supported through job analysis survey interviews.

The population is all objects, all symptoms, and all occurrences of events that will be selected must be under the problem to be studied. According to (Sugiyono, 2017), Population is a generalization area consisting of objects/subjects with specific quantities and characteristics determined by researchers to be studied, and then conclusions can be drawn.

So the population is not only people but also objects and other natural objects. The population is not just the number of objects/subjects studied. However, it includes all the characteristics/properties of the object/subject under study. The population in this study amounted to 104 employees at the Tugu Jaya general hospital.

According to Sugiyono (2012: 73), "The sample is part of the number and characteristics possessed by the population. Following the purpose of the study, and wanted to know the effect of the division of labor on work motivation in improving employee performance at the Tugu Jaya Regional General Hospital.

III. Discussion

Performance is the result of a process that refers to and is measured over a certain period based on pre-determined provisions or agreements. According to Sutrisno (2016:172), "Performance is the result of employee work seen from the aspect of quality, quantity, working time, and cooperation to achieve the goals set by the organization. According to Mangkunegara (2017: 67), "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. According to Fahmi (2017: 188), "Performance is the result of a process that refers and is measured over a certain period based on pre-determined provisions or agreements.

According to Touring (2014:74), "Performance is the quantity or quality of the work of individuals or groups within the organization in carrying out primary tasks and functions that are guided by norms, standard operating procedures, criteria, and measures that have been established or applicable in the organization.

From the known theories above, the researcher concludes that performance is a process or result of work produced by employees through several aspects that must be passed and has stages to achieve it and aims to improve the performance of the employees themselves. An essential element in the progress of an organization. Because performance reflects how an organization is going in the right direction or just walking in place, according to Levinson in Marwansyah (2012:229), "Performance is a person is an achievement/achievement about the tasks assigned to him." Meanwhile, according to Sudarmanto (2011: 9), "Performance is something that people do and can be observed.

In this sense, performance includes actions and behaviors relevant to organizational goals. According to Edison (2016:176), "Performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit oriented which is produced over time." According to another opinion, Simamora (2015:339), "Performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfills the requirements of a job. Often misinterpreted as effort, which reflects the energy expended, performance is measured in terms of results

The research was conducted using a questionnaire to obtain an overview of the studied respondents. The number of samples used in this study was 51 respondents. Based on the information obtained from the questionnaire given, the respondents were classified into several groups based on gender, age, education, and status.

3.1 Characteristics of Respondents

a. Characteristics of Respondents Based on Gender

Characteristics of respondents based on gender in the employee section of the Tugu Jaya general hospital as many as 51 respondents. A total of 51 questionnaires have been returned by respondents and can be used in managing data.

Table 3. Grouping of Respondents Based on Gender

Gender	Frequency	Percentage
Male	48	40%
Female	56	60%
Total	104	100%

Source: Primary Data, 20

Based on the table, it can be seen that of the 51 respondents, more male respondents were as many as 46 people (57.5%). While female respondents, as many as 34 people (42.5%)

b. Characteristics of Respondents Based on Age

Characteristics of respondents based on age who are in the Tugu Jaya general hospital for employees as many as 51 respondents. A total of 51 questionnaires have been returned by respondents and can be used in managing data. From the results of the questionnaire received, it can be seen based on the age of the respondent as follows:

Table 4. Grouping of Respondents Based on Age

Age	Frequency	Percentage
20 -30	88	85%
< 30	16	15%
Total	104	100%

Source: Primary Data, 20

Based on the table, it can be seen that the 51 respondents who were sampled, there were 88 people (85%) aged 20-30 years and as many as 16 people (15%) aged <30 years.

c. Characteristics of Respondents Based on Education

Characteristics of respondents based on education in the general hospital area of the Tugu employee section as many as 51 respondents. A total of 51 questionnaires.

Table 5. Grouping of Respondents Based on Education

Education	Percentage	Frequency
SMA/SMK	15	10%
DIPLOMA	30	40%
BACHELOR	59	50%
TOTAL	104	100%

Source: Primary Data, 20

Based on the table, it can be seen that from the 51 respondents who were sampled, there were 15 people (10%) with the last education SMA/SMK, as many as 30 people (40%) with the latest education Diploma III, as many as 59 people (50%) with the latest education S-1, From the results of the education data above, the more dominant respondent is S-1 with a total of 59 people.

Based on the results of research conducted to determine the effect of the division of labor and work motivation on employee performance. The results of this study were obtained after conducting several data tests, namely validity test, reliability test, partial test (T-test), and simultaneous test (F-test). The following is a discussion of the results of each research variable.

d. The Influence of the Division of Labor on Employee Performance

The division of labor is written information that describes the duties and responsibilities, working conditions, work relationships, and aspects of work in a particular position in the organization (Hasibuan, 2007). The division of labor is a written record of the responsibilities of a particular job.

This document shows the qualifications required for the position. It describes how the job relates to other company parts (Pophal, 2008).

Based on the research done on the respondents, it can be seen that the division of labor has a positive and significant effect on employee performance. The positive value is seen from the regression coefficient of 0.217, and the significance is seen from the significance of 0.029, which is smaller than the required significance of 0.05. The division of labor has a positive and significant effect on employee performance as indicated by the value of count > table that is $0.219 > 1.991$ with a significant level of $0.029 < 0.05$. Thus this proves that the variable division of labor has a positive and significant effect on the performance of the employees of the Tugu Jaya Regional General Hospital.

This research is supported by research conducted by Ainanur (2018), which shows that the division of labor has a significant effect on employee performance. In addition, research conducted by Rosmaini (2019) also shows the same thing, namely, the division of labor affects employee performance. So this shows that a high division of labor can improve employee performance.

e. The Effect of Work Motivation on Employee Performance

According to Malthis (2006:114), motivation is a desire in a person that causes that person to act. Usually, people act for a reason to achieve a goal. Understanding motivation is essential because performance, reactions to compensation, and other human resource issues influence motivation.

Based on the results of research that has been carried out on respondents, it can be seen that work motivation has a positive and significant effect on employee performance. The positive value is seen from the regression coefficient of 0.297. It is significant, as seen from the significance of 0.009, which is smaller than the required significance of 0.05. The motivation of work has a positive and significant effect on employee performance, which is indicated by the value of count > table, which is $2.683 > 1.991$ with a significant level of $0.009 < 0.05$. Thus this proves that the variable of work motivation has a positive and significant effect on the performance of the employees of the Tugu Jaya Regional General Hospital.

This research is supported by Pranitasari (2021), which states that work motivation has a positive and significant effect on employee performance. In addition, research conducted by Arda (2017) also shows relevant results, namely that there is a positive and significant influence between work motivation on employee performance. So this shows that high work discipline can improve employee performance.

f. The Influence of the Division of Labor and Work Motivation on Employee Performance

The division of labor and work motivation significantly affects employee performance. The relationship states that if the division of labor changes or increases, the employee's performance will also increase. Likewise, the work motivation variable has increased, and the employee's performance will also increase. So it can be concluded that the two variables, both the division of labor and work motivation, have a significant influence on employee performance.

Based on the results of research done on respondents, it can be seen that the division of labor and work motivation simultaneously (together) has a positive and significant effect on employee performance. The positive value from the F test results indicates that the count value is greater than table $10.599 > 3.11$ with a significant level of $0.000 < 0.05$. This proves that the hypothesis of the variable division of labor and work motivation simultaneously has a positive and significant effect on the performance of the employees of the Tugu Jaya Regional General Hospital.

This research is supported by previous research conducted by Prayogiet *al.* (2019), which states that there is a significant influence between the division of labor and work motivation on employee performance. In addition, research conducted by Nuridin (2018) shows relevant results, namely the existence of a significant influence between the division of labor and employee motivation on employee performance. So this shows that the division of labor and high work motivation can improve employee performance resulting in always good and increasing performance.

IV. Conclusion

4.1 Conclusion

Based on the results of research on the effect of competence and work discipline on the performance of the employees of the Tugu Jaya Regional General Hospital, the following conclusions can be drawn:

- a. The division of labor (X1) has a significant effect on employee performance (Y) at the Tugu Jaya Regional General Hospital, which shows that the count which is greater than the table is $2,219 > 1,991$ with a significant level of $0.029 < 0.05$ and in the multiple linear regression test for the Division of Labor variable of 0.217 This shows that the role of the Division of Labor variable can explain the employee performance variable by 21.7%.
- b. Work motivation (X2) has a significant effect on employee performance which shows that the count value is more significant than the table, namely $2.683 > 1.991$ with a significant level of $0.009 < 0.05$, and in the multiple linear regression test for the work motivation variable of 0.297, this indicates that the role of the variable Work motivation can explain the employee performance variable by 29.7%.
- c. The division of labor and work motivation simultaneously (together) have a significant effect on the performance of the employees of the Tugu Jaya Regional General Hospital, with the value obtained from count greater than stable, namely $10.599 > 3.11$ with a significant level of $0.000 < 0.05$ and the value of R square 0.216.

4.2 Suggestions

Work placement at the Tugu Raya Regional General Hospital can be said to be good and under the abilities, skills, and expertise of each employee.

1. However, the leader of the Tugu Raya Regional General Hospital still needs to convey to each employee their duties in a straightforward and easy-to-understand manner so that employees understand their duties and their performance is increasing.
2. The work motivation of employees at the Tugu Raya Regional General Hospital can be said to be good and under control. However, the leader of the Tugu Raya Regional General Hospital still needs to pay attention to the management and implementation of the number of tasks assigned to employees so that employees do not feel tired at work.
3. Employee performance at the Tugu Raya Regional General Hospital has been good. Leaders should always pay attention to the work ranking of each employee so that employees do not feel their work is heavy. So that employees are motivated to increase their work productivity.

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