

## Determinants of the Performance of Health Workers in the Tampan Mental Hospital of Riau Province in 2022

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### Abstract

*The research objective is to analyze determinants of the performance of health workers in the Tampan Mental Hospital of Riau Province in 2022. This type of research is quantitative analytic with a cross sectional study design. This research is conducted at the Tampan Mental Hospital in Riau Province which is carried out from April 2022-June 2022. The population in this study are all employees of the health workforce at the Tampan Mental Hospital, Riau Province, totaling 265 people consisting of 7 mental specialists, 25 general practitioners, 6 dentists, 6 psychologists, 167 nurses, 4 pharmacists, diploma 3 Pharmacy 8 people, diploma 3 analysis 3 people, radiology 3 people, medical records 17 people, nutrition 7 people, 2 speech therapists, 2 occupational therapy, and physiotherapy 8 people. This study used bivariate analysis. The results of the study which consist of ability and skill, tenure, leadership, reward, incentive, organizational structure, motivation, job satisfaction, workload, show that only reward, incentive, and workload are related to the performance of health workers in the Tampan Mental Hospital of Riau Province in 2022.*

### Keywords

performance; health workers;  
reward; incentive; workload



## I. Introduction

Performance is something that is individual. The performance of an employee is something that is done individually with different levels of ability in doing it, performance also depends on the effort, ability, opportunity that a person gets (Huseno, 2016). The concept of employee performance is the ability and motivation of a person to do something based on his expertise and in accordance with his responsibilities on the task. Performance is the result or achievement achieved by an employee in realizing the task in accordance with the quantity and quality of the responsibilities given or it can be said that the work performance of an employee is expected by the employee. Performance is an achievement in doing everything that is ordered and can be accepted as a responsibility. In the concept of performance, a company must pay attention to the behavior or achievements obtained and can be assessed. From the description above, the researcher can draw a conclusion that performance is the result obtained from an individual or group with responsible tasks.

There are three important components related to the description of performance, namely objectives, measures, and assessments. This goal setting aims to see what strategies should be taken to improve performance. In improving performance, it is not enough just to set goals, but it is necessary to measure whether an employee has achieved the expected

performance. 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). Furthermore, regular performance appraisals can be linked to the process of achieving each employee's performance goals. Which is where operational measures, and assessments have an important role in increasing employee motivation at work.

The performance of health workers is related to the health services provided to the community. Where as long as the health services provided have been going well, the higher patient satisfaction. So that it can improve the quality of health services in hospitals (Usman, 2016).

Nationally, based on the agency for the development and empowerment of health human resources, the number of health workers in 2020 is 1,463,452 people, consisting of 73.30% health workers and 26.70% health support personnel. In Riau Province, the total number of existing health workers in 2020 is 35,290 people consisting of health workers and health support personnel. For the Pekanbaru City, the number of health workers is 3,742 people consisting of health workers and health support (Dinas Kesehatan Provinsi Riau, 2020).

Performance in a health agency is very influential on health services. Type A hospitals have a minimum standard of 437 health workers, type B 234 people, and type C 133 people. The performance of health workers is expected to be disciplined, smiling, greeting, greeting, polite and courteous. However, the reality in the field is that there are still health workers who have not implemented this.

The low performance of health workers is caused by several factors including according to Usman (2016) which says that the factors of ability, workload, work discipline, and motivation affect the performance of health workers in a hospital. Inappropriate educational background makes it difficult for officers to carry out their work, gender differences in work greatly affect the type of work carried out, as well as age differences, especially older people, will experience fatigue at work more often so that it affects their performance, job descriptions that are not appropriate and given to officers will affect the performance of health workers, good leadership will improve the performance of officers but leaders are lacking in motivating officers, and there are still officers who do not provide motivation from superiors and from subordinates which indirectly means that motivation can improve the performance of officers. So that the low performance of health workers has an impact on the quality of service in a hospital.

Work ability is the ability of an individual to carry out his work in accordance with his responsibilities. The low work ability of health workers is the cause where the performance results carried out so far have not been good (Andi, 2020). A person's ability to determine behavior and the results obtained. The same study was conducted by Andi (2020) that the tenure of employees tends to go greatly affect the performance of their employees, where a long working period coupled with old age will feel more tired when doing their work. Abilities and skills have a significant effect on the performance of hospital employees, which means that employee performance will increase every year as evidenced by the increase in skills or abilities of employees in all existing activities.

The leadership of a leader will affect the performance of his employees, where there are several leadership styles that can be applied in the health service unit. Transactional leadership style or often referred to as a balanced leadership style between reward and punishment has more influence on employee performance than the transformational leadership style or often referred to as a leadership style that only provides support through motivation.

Awards have an influence on employee performance where the awards given will be stronger to motivate officers along with employee self-development that can reflect the value of his work. In accordance with the same research that the compensation or incentives provided will create job satisfaction for officers so that they can improve the performance of officers in providing health services.

Perception can be said to be related to performance which can be seen from the services provided. Perceptions of officers with the benefits and services provided equally will improve performance. Where hospitals are required to improve officers' perceptions of service delivery in order to improve employee performance (Putri and Firman, 2018).

Pekanbaru City, there is a government-owned hospital located on Jalan Soebrantas Panam called the Riau Province Tampan Mental Hospital which operated from July 5, 1984 and was inaugurated on March 27, 1987 by the Minister of Health of the Republic of Indonesia. The Tampan Mental Hospital is a Government Hospital with type A which specifically serves mental illness with a capacity of 250 beds. All 265 health workers come from medical and paramedical personnel.

Based on the records of the performance appraisal of hospital employees in 2021 the achievement of the performance appraisal of health workers is 51.6% (80% spm target) but the expected target is 80%. From the results of interviews with the head of staff that the performance appraisal report of health workers is carried out every six months with two to three motivations a year. Performance appraisal for the last three years has only increased by 1% every year.

Performance measurement in hospitals is still based on national service standards set by the government. If the percentage level of performance obtained by the hospital is still at the national standard, then the performance of the hospital can be said to be good although there are other factors that can still be used as a measure to state whether the performance in the hospital can be said to be good or bad.

Based on the results of temporary interviews with 6 employees of the Tampan Mental Hospital, Riau Province, almost the same answers were obtained. Abilities and skills that do not match the field, leaders who do not give awards, services obtained are not balanced with what has been done, job satisfaction is less due to frequent harsh treatment from patients and incentives that are not balanced with the amount of work done and workload provided is not in accordance with the capacity of its employees so that it has an impact on the services provided.

The research objective is to analyze determinants of the performance of health workers in the Tampan Mental Hospital of Riau Province in 2022.

## **II. Research Method**

This type of research is quantitative analytic with a cross sectional study design. Quantitative analytic with cross sectional study design that is independent variable and dependent variable measured once at the same time (Octiva et al., 2018; Pandiangan, 2018).

This research is conducted at the Tampan Mental Hospital in Riau Province which is carried out from April 2022-June 2022.

Research population is the whole object to be studied (Asyraini et al., 2022; Octiva, 2018; Pandiangan, 2015). The population in this study are all employees of the health workforce at the Tampan Mental Hospital, Riau Province, totaling 265 people consisting of 7 mental specialists, 25 general practitioners, 6 dentists, 6 psychologists, 167 nurses, 4 pharmacists, diploma 3 Pharmacy 8 people, diploma 3 analysis 3 people, radiology 3 people, medical records 17 people, nutrition 7 people, 2 speech therapists, 2 occupational therapy, and physiotherapy 8 people. The sample is the subject under study and can represent the entire population (Jibril et al., 2022; Pandiangan et al., 2018; Pandiangan, 2022). The sampling technique in this study is stratified random sampling. Proportionate random sampling technique because the population of this study has elements that are not homogeneous and proportionally stratified (Octiva et al., 2021; Pandiangan et al., 2021; Pandia et al., 2018). From the calculation results obtained a sample of 157 samples.

This study used bivariate analysis. Bivariate analysis was carried out in order to determine the correlation between the independent variable and the dependent variable through the statistical test of chi-square  $\alpha=0.05$ , or 95% confidence interval (CI) (Pandiangan et al., 2022; Tobing et al., 2018).

### III. Discussion

#### 3.1 Overview of Research Results

The Tampan Mental Hospital is a type A hospital which was built in 1980, then operated on 5 July 1984 and was inaugurated on 21 March 1987. The Tampan Mental Hospital currently has a structure led by a director, 2 deputy directors, namely the deputy director general affairs and finance in charge of 3 sections, namely, administration, planning, and finance with 2 sub-sections each. Deputy director of medical and nursing in charge of 3 fields, namely nursing, medical services and medical supporting midwives, with 2 sections each.

The vision of the Tampan Mental Hospital is to create a leading mental hospital in Indonesia that is innovative and environmentally friendly. While the mission of the Tampan Mental Hospital is to develop excellent services for geriatric health, mental health for children and adolescents and drug rehabilitation, increase the competence of innovative and collaborative professionals, develop a mental hospital that is comfortable and environmentally friendly, develop a quality teaching hospital, and develop systems effective, efficient, transparent, and accountable management based on technology.

The performance indicators of the Tampan Mental Hospital in Riau Province with a capacity of 250 beds indicate that the bed occupation rate is 87.34%, length of stay 42 days, bed turn over 7.39 times/year, turn over interval 6.27 days.

#### 3.2 Characteristics of Respondents

The majority of health workers are female by 68.2% with age above >35 years as many as 98 people.

The majority of health workers who experience poor performance are 90 people (57.3), which are influenced by poor ability and skill as many as 84 people (53.5), tenure > years as many as 97 people (61.8), health workers who chose transformational Leadership as many as 100 people (63.7), no reward for health workers as many as 81 people (51.6), inappropriate incentive for health workers as many as 93 people (59.2), organizational structure does not match as many as 104 people (66.2), health workers who do not have motivation as many as

90 people (57.3), job satisfaction is not satisfied as many as 90 people (57.3), and workload of health workers who are at risk are 101 people (64.3).

### 3.3 Bivariate Analysis Results

**Table 1.** Bivariate Analysis Results

<b>Variable</b>	<b>P Value</b>	<b>POR (CI95%)</b>
Ability and Skill	0.357	1.347 (0.714-2.542)
Tenure	0.387	1.336 (0.693-2.574)
Leadership	0.913	1.037 (0.537-2.003)
Reward	0.038	0.507 (0.267-966)
Incentive	0.016	0.445 (0.228-0.867)
Organizational Structure	0.372	0.735 (0.374-1.446)
Motivation	0.603	0.844 (0.444-1.602)
Job Satisfaction	0.068	0.546 (0.285-1.049)
Workload	0.040	1.996 (1.028-3.873)

The results of the study which consist of ability and skill, tenure, leadership, reward, incentive, organizational structure, motivation, job satisfaction, workload, show that only reward, incentive, and workload are related to the performance of health workers in the Tampan Mental Hospital of Riau Province in 2022.

## IV. Conclusion

The results of the study which consist of ability and skill, tenure, leadership, reward, incentive, organizational structure, motivation, job satisfaction, workload, show that only reward, incentive, and workload are related to the performance of health workers in the Tampan Mental Hospital of Riau Province in 2022.

Suggestions for this research are:

1. Social Signification
  - a. It is expected that the hospital will provide incentives in accordance with the specified time and provide bonuses to health workers.
  - b. It is hoped that hospitals will pay attention to and reduce the workload given to health workers by conducting open recruitment to increase human resources so that the workload given can be optimal and adjust working hours to 40 hours for week in accordance with the law can divide the workload equally, for example, health workers who have a workload of 5 can help health workers whose workload is worth 8, then it is recommended to hospitals to be able to make a priority scale and make a time table so that each job can be handled systematically.
2. Scientific Significance
3. It is hoped that further researchers will be able to develop this research by looking at other variables related to the performance of health workers that have not been carried out in this study such as the availability of the facilities and infrastructure, organizational climate, work stress, gender, application of education, training, and job design.



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