

The Influence of Teamwork and Competence on Performance in Hospital Services

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Abstract

Every organization has an obligation to improve performance, both individual employee performance and organizational performance. This performance improvement is important considering that currently competition occurs in all sectors. This research aims to determine the impact of teamwork and competence on performance at RSU dr. Koesnadi Bondowoso. This research uses 2 (two) types of variables, namely the independent variable (cooperation and competence) and the dependent variable (employee performance). The research population was all employees at RSU dr. Koesnadi Bondowoso, numbering 374. Meanwhile, the sample was 100 using the Slovin method. Descriptive analysis is used, namely knowing the description of respondents and variables. Validity test analysis and reliability test are used to test the measuring instruments used. Hypothesis testing analysis to test the research hypothesis developed in the research. The results of the analysis show that competency has a positive impact on employee performance. Meanwhile, teamwork has an impact on employee performance at RSU dr. Koesnadi Bondowoso.

Keywords

competency; teamwork; employee performance; RSU.



I. Introduction

This era of globalization encourages increasingly high competition, so that human resources are required to provide the best contribution. Setting clear targets for each employee in each department is the best way to respond to a decline in work performance so that work life can run in balance, especially in work that is more related to the field, such as what happens in hospitals. According to data from the Central Statistics Agency (BPS), it is recorded that the current number of hospitals is 3,072 hospitals in 2022, an increase of 0.99% compared to the previous year which was 3,042 units (<https://dataindonesia.id/kesehatan/detail/there-3072-hospitals-in-Indonesia-in-2022>). According to region, East Java will be the province with the largest number of hospitals in 2022, namely 410 units consisting of 328 RSUs and 82 RSKs. The increasing number of hospitals has caused competition in the hospital services industry to also increase. Therefore, it is necessary for the hospital services industry, both state and private, to continue to provide the best service by improving the performance of its employees.

Employee performance is one of the determining factors for the success of an organization in working effectively and efficiently to achieve its goals, missions and missions (Rivai 2009). According to Mangkunegara (2016), performance is behavior/activities carried out to achieve a result. An employee's effort to achieve what they want within a certain time which can usually be measured by a certain measure within

a period of time (Qomariah 2020). Many factors can improve the performance of an organization's employees. Several factors are thought to be able to improve employee performance, including employee competence and work motivation.

Competency consists of the basic basic knowledge, abilities, experience and requirements needed to carry out work optimally. Competence (ability) is a unity of knowledge and expertise that cannot be separated and is added to with attitude and all three are combined to become a tool to achieve goals, in this context (receptionist), the goal is fast reservations, pleasing customers, and providing a positive image for company (Edison, et al. 2017). Competence is the ability that a person has to carry out the work that a person has to carry out the work given to him well. People have to do more than just learn about something, people have to be able to do their jobs well. Competence enables a person to realize work-related tasks necessary to achieve goals (Wibowo 2012). Employees can usually complete their tasks if they have competencies appropriate to their field of work. Therefore, it is important for employees to continue to improve their competence so that performance can also increase. Research (Kotamena *et al.* 2020), (Hasibuan and Afrizal 2019), (Marhayani *et al.* 2019), (Bahri *et al.* 2018), (Wongso, *et al.* 2020), (Adam and Kamase 2019), (Nyoto, *et al.* 2020), (Amdani *et al.* 2019), (Indiyaningsih, *et al.* 2020), (Wasiman 2020), (Mustikawati & Qomariah 2020), (Alhasani, *et al.* 2021), (A. Setiawan et al. 2023), (Hendrawan and Sanosra 2023), (Hapsari *et al.* 2022), (Galih *et al.* 2023), (Rahmadani, *et al.* 2020), (Qomariah *et al.* 2023), (Qomariah & Utamy 2023), (Wahyudi, *et al.* 2022), (Nursaid *et al.* 2020), (Rusmayanti, *et al.* 2022), (Sukowidodo et al. 2022), (Setiawan and Qomariah 2022), (Kurniawan, *et al.* 2021), which states that the competence possessed by employees can increase employee performance. Meanwhile, research conducted by (Utomo, *et al.* 2019), (Chandra, *et al.* 2020) states that employee competency has no effect on employee performance.

Collaboration can produce positive energy through coordinated efforts. In this way, team collaboration must also be effective in order to provide a good contribution to employee performance and not only among employees or employees, team collaboration is also really needed between leaders and employees and vice versa. In an organization, every employee is required to cooperate with each other, not only in the world of work, but also in the social environment, humans are required to work together to build a good civilization. It is believed that cooperation can simplify and expedite every goal because through cooperation the workload can be shared. According to (Barnawi and Arifin 2014), team work is the process of working in a group that must have an attitude of responsibility, intensive communication, focus on tasks, and be responsive to achieve organizational goals. According to (Letsoin and Ratnasari 2020), employee involvement, employee loyalty and teamwork together have an influence and are not significant on employee performance. Meanwhile, research results (Pratiwi and Nugrohoseno 2014) state that teamwork has an effect on employee performance. Research results (Arifin 2020) and (Siagian 2020) state that teamwork has an effect on employee performance.

This research was conducted at RSU dr. H. Koesnadi Bondowoso, regarding the phenomenon that has occurred in employee performance over the last three years (2020-2022), the result is that the performance assessment covers various sections and departments within the hospital with a reference score of 100. So in the performance assessment, several sections show an increase in score. from year to year, while other parts experience fluctuations or declines. In 2020, the personnel, training, and finance sections got a fairly good score, with a score above 80. However, in the following year, namely 2021, several sections such as finance, cashier, and registration & information experienced

a significant decline in scores. . Then, in 2022, there will be a sharper decline in several sections such as cashiers, registration, general, and registration & information. Other sections, such as IPSRS, driver, and poly, show consistency in improving performance scores from year to year. Meanwhile, the laboratory and medical records sections experienced fluctuations with varying scores. Conditions like this are what make it important for this research to be carried out. Apart from that, the results of previous research also show that there are still inconsistent results. Therefore, the aim of this research is to determine the effect of teamwork and competence on performance at RSU dr. H. Koesnadi Bondowoso.

II. Literature Review

2.1 Teamwork

According to (Barnawi and Arifin 2014), team work is the process of working in a group that must have an attitude of responsibility, intensive communication, focus on tasks, and be responsive to achieve organizational goals. Collaboration can produce positive energy through coordinated efforts. In this way, team collaboration must also be effective in order to provide a good contribution to employee performance and not only between fellow employees or employees, team collaboration is also really needed between leaders and employees and vice versa. A work team is a unit consisting of two or more people with complementary skills and a commitment to common goals and shared hopes, for which they hold responsibility for themselves.

2.2 Competence

Competency refers to the collection of knowledge, skills, attitudes and personal traits that are relevant and necessary to carry out a particular task or job well (Kandula 2013). Competencies can vary for each position or job. For example, in a hospital environment, competencies for doctors will be different from competencies for nurses or administrative officers. A doctor's competency will include medical knowledge, skills in diagnosis and treatment, as well as the ability to communicate with patients and families.

2.3 Performance

Performance is something that is important for an agency, especially employee performance which can lead the company to achieve its expected goals. Good or bad employee performance can influence whether the agency's performance is good or bad. The term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). Mangkunegara (2016), explains that the meaning of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Widodo 2015), performance is the level of achievement of results for carrying out certain tasks. Widodo also defines individual performance as the level of achievement or results of a person's work on targets that must be implemented within a certain period of time.

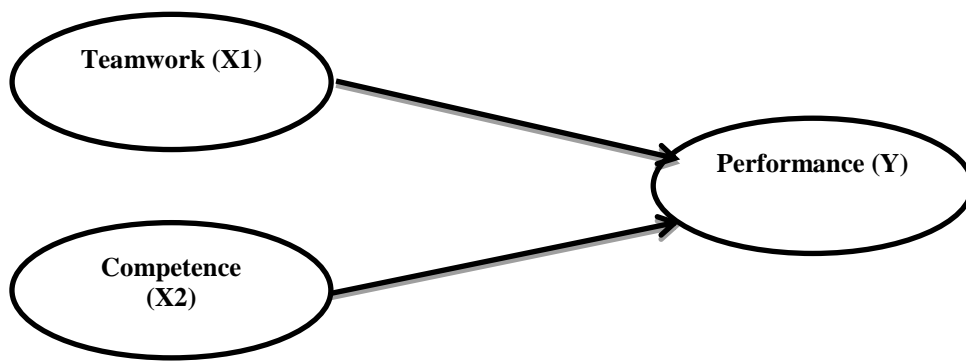


Figure 1. Research Conceptual Framework

Research Hypothesis

1. First hypothesis (H1): Teamwork has a positive influence on hospital employee performance.
2. Second hypothesis (H2): Competence has a positive influence on hospital employee performance.

III. Research Methods

The design of this research is confirmatory research, this is because this research aims to confirm theory and explanatory research, namely research that aims to analyze the relationship between variables or how one variable influences other variables (Ghozali 2016). The variables in this research are divided into two, namely exogenous variables (teamwork and competence) and endogenous variables (employee performance). Indicators for the teamwork variable are: Focus on team goals, Motivate each other in completing tasks, Establish cooperation between team members, Coordination in the task completion process. Competency indicators are: Knowledge, Understanding, abilities, values, attitudes and interests. Indicators for employee performance are: quality of work, quantity of work, responsibility, cooperation, initiative. The population in this study were all employees of RSU H. Koesnadi Bondowoso who had ASN (State Civil Apparatus) status with a total of 374 employees. The sample size required for a survey or research that is representative of the employee population of RSU Dr. H. Koesnadi Bondowoso with an error rate of 10% is around 99 employees and rounded up to 100 people. This research uses descriptive analysis, validity and reliability tests and hypothesis testing.

IV. Research Results and Discussion

4.1 Descriptive Analysis of Respondents

Based on statistical calculations, it is known that out of 100 respondents, 31.0% or 31 respondents were men and 69.0% or 69 respondents were women. This shows that RSU employee dr. H. Koesnadi Bondowoso is dominated by female employees. This is due to the respondent's level of cooperation in filling out the questionnaire, generally female employees have a more participative attitude in filling out the questionnaire. Apart from that, female respondents are also considered to be more patient and flexible in providing services. Also, some non-medical employees are female midwives or nurses who have administrative skills so they are needed in the administrative structure.

4.2 Validity and Reliability Test Results

This validity test shows the suitability of each indicator with the theories used to define a construct (Ferdinand 2016). The results of the validity test in this study show that each value of the cross-loadings factor has reached a value above 0.7 with a p value below 0.05. Thus it can be concluded that the convergent validity test criteria have been met. For reliability testing, the basis used in reliability testing is composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results of statistical calculations show that the questionnaire instrument in this study has met the requirements of the reliability test where the results of the Cronbach alpha value are above 0.7 for all variables.

4.3 Direct Effect Hypothesis Test Results

The influence of exogenous variables on endogenous variables is tested by hypothesis testing. Each path tested shows a direct influence between teamwork (X1) and competence (X2) on employee performance (Y) at RSU dr. H. Koesnadi Bondowoso. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this research. The path coefficient values are presented in Table 1 below.

Table 1. Direct Influence Path Coefficient Values

No	Hypothesis	Path coefficients	P values	Information
1.	Teamwork → Performance	0,157	0,018	Significant
2.	Competence → Performance	0,416	0,001	Significant

4.4 Discussion

a. The Effect of Teamwork on Employee Performance

Based on the test results, it shows that there is a significant influence of teamwork (X1) on employee performance (Y). This means that teamwork has a significant effect on the performance of RSU dr. H. Koesnadi Bondowoso was proven correct or 13 accepted. Employee performance cannot be separated from employee solidarity at work. Employees who have a solid team certainly have a better level of performance achievement. Apart from that, teamwork can provide encouragement or motivation for employees to always improve their performance. A group is two or more individuals, interacting and interdependent, who come together to achieve certain goals. A work group is a group of individuals who interact with each other (share information and make decisions) to help each group member who works in their area of responsibility. Work teams are a group that has positive synergy through coordinated efforts and has high interdependence. This is supported by research (Pratiwi and Nugrohoseno 2014), (Letsoin and Ratnasari 2020), (Arifin 2020), (Siagian 2020) which found that teamwork has a positive and significant influence on employee performance. These findings emphasize the importance of teamwork in improving individual and overall work team performance.

b. The Effect of Employee Competency on Employee Performance

Based on the test results, it shows that there is a significant influence of employee competence (X2) on employee performance (Y). This means that employee competency has a significant effect on the performance of RSU dr. H. Koesnadi Bondowoso, proven correct or H2 accepted. The importance of competence in the work environment cannot be ignored, because competence is an important factor that every employee must have. Appropriate and relevant competencies for each job will improve individual performance,

help achieve organizational goals, and contribute to overall organizational success. Therefore, identification, development, and assessment of competencies become an integral part of human resource management in an effort to increase work effectiveness and ensure suitability between individuals and the roles and responsibilities they carry out.

This research has significant similarities in results with previous research conducted (Kotamena et al. 2020), (Hasibuan and Afrizal 2019), (Marhayani et al. 2019), (Bahri et al. 2018), (Wongso, et al. 2020), (Adam and Kamase 2019), (Nyoto, et al. 2020), (Amdani et al. 2019), (Indiyaningsih, et al. 2020), found that competence has a positive and significant influence on performance. This emphasizes the importance of having adequate competence as a determining factor in achieving good performance.

V. Conclusion

1. The test results prove that teamwork has a positive and significant effect on the performance of RSU dr. H. Koesnadi Bondowoso.
2. The test results prove employee competence, has a positive and significant effect on the performance of RSU dr. H. Koesnadi Bondowoso.

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