

## The Influence of Training, Career Development and Compensation to Productivity The Royal Prima Hospital Nurse's Work

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**Abstract:** Nurses have a role that is indispensable in the hospital to meet the productivity works at home sick, because the nurses always relate directly towards the satisfaction of the patient. So the nurse's services are provided to provide high productivity and achieve as expected. To meet the productivity of it there are a number of factors that are needed to meet the royal hospital and the prime factors of training, career development and compensation and see which are the most dominant factor among these three factor. The methods used by the method of data analysis with multiple regression coefficients by the number of samples 160 nurses with t-test, F test, and coefficient of determination. Based on the results obtained of each independent variable training, career development, and compensation that has a positive and significant influence on the dependent variable work productivity of nurses. Test results for the  $F \alpha = 0.05\%$  of the value 52.091 while of the Ftabel 2.710 thereby that the hypothesis is proven true every variable training, career development and compensation of mutual effect significantly to the productivity of working nurses. And the value of the variable to calculate the t-test training 4.763 > value t-table of 1.975, and variable training as the most dominant, followed by variable compensation t-count to a variable compensation amounting to 2.636 > value t-table of 1.975, and the last t-career development variables count for career development variables of 2.121 > value t-table of 1.975. career development variables and the last t-count for career development variables of 2.121 > value t-table of 1.975. From the analysis of the coefficient of determination for all three of these variables influence of 50.7% Rsquare-value and the remaining 49.3% for other variables that affect the productivity of work.

**Keywords:** Training, Career Development, Compensation, Work Productivity of Nurses

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### I. Introduction

Hospitals are health services in the field of services to the community to provide health. And hospitals must be able to optimize services without having to differentiate between those who are capable and not capable, because the hospital is a place to provide health services to the wider community without any difference.

Health services in hospitals really require management of human resources specifically used to regulate people, both in organizations and hospitals. And one of them is a nurse who is an indispensable position in hospital health services, because quantitatively nurses become the most labor to provide services during full time, with the existence of these services it will create productivity for the hospital. The quality of good health services provided by nurses to patients is a factor that affects work productivity,

The service productivity and performance of the hospital is determined by the service workforce in the hospital, so the quality of the workforce especially nurses is needed to get the quality of the nurse's work, to provide quality that the nurse should be motivated by the enthusiasm of the nurse. given an understanding to know the ability in work skills, and an assessment of the development of his career in work, so that every quality obtained will add work productivity that is expected.

To achieve work productivity, the Royal Prima Hospital requires optimal quality of work, great motivation to work, and the same education the hospital has on nurses, for which nurses also follow the training, the aim is to increase knowledge, develop attitudes in service, also add skills or skill to work, based on the results of the initial research survey to improve performance appraisal, so that it will make work productivity good, nurses are important to do internal and external training, which in turn will increase productivity. For this reason, there is a need for training with seriousness in training, can be seen in table 1.1.

**Table 1.1.** Respondent Answers Less Seriously in Following Training in Royal Prima Hospital

Score	Respondent's Answer	Number of Respondents	(%)
1	Strongly Disagree	(-)	(-)
2	Disagree	(-)	(-)
3	Less Agree	3	10
4	Agree	19	63
5	Strongly Agree	8	27
<b>Total</b>		<b>30</b>	<b>100</b>

**Source: Early Nurse Questionnaire Data at Royal Prima Hospital**

Based on the data showing from the results of the initial questionnaire to 30 nurses to see that the training was not right and there were still many insecurities in participating in external training compared to external, because the internal training was carried out in the hospital and the trainer was only internal inside. Thus making it not serious in training and lack of evaluation of what was obtained after following the training program.

Work productivity also sees that there is an update on the formulation of compensation policies according to current conditions that are satisfying for workers, namely nurses, so that nurses still have loyalty in their work at the hospital, with a compensation system that can motivate nurses to be more active in working, and also compensation received must be in accordance with the daily amount of work with the wages received in order to work properly, and if compensation is given by the hospital is sufficient and fair for the nurse, it will encourage and motivate nurses to work better in doing their jobs and more responsible for each task given, as well as compensation also to avoid the level of turnover of nurses who leave a lot from entering to work, so that it will create an imbalance in the number of hours worked with the number of services provided because many are out.

Based on the data, it can be seen that the number of nurses coming out from the entry can be seen in 2016-2018, which shows a significant number of outgoing nurses in 2017 and 2018, with 76 in 2017 and 106 in 2018, the number of out nurses is certain will lead to a turnover of the number of nurses who make an imbalance in the number of nurses to the services provided which will make the performance not appropriate which is expected and motivation of enthusiasm to work decreases which will reduce performance and work productivity not achieved.

As for completing this research, it is also seen from several previous studies that affect work productivity, according to Pradasari (2016) in the title of the effect of employee training and development on employee productivity (Study at PT. Air Manado) with variable X training and development variables and variables Y employee productivity that results in a positive relationship between training and development with the work productivity of PT. Air Manado employees.

According to Juwita (2016) in the title of the effect of career development on employee productivity of the Rokan Hulu Regional General Hospital with variable X career development and variable Y employee productivity which results in the influence of career development on its productivity.

Because because of the description of the data above, that the importance of training, career development, and compensation for the ability, expertise, career path for the future and the full level of the number of nurses to avoid the turnover of the number of nurses. For this reason, the researcher further examined whether there were any effects from these three variables, namely training, career development, and compensation to increase the work productivity of nurses at Royal Prima Hospital.

## **II. Theoretical Review**

### **2.1 Understanding Productivity**

Productivity is generally interpreted as the relationship between output (goods or services) and inputs (labor, materials, money). Productivity is a productive efficiency measure. A comparison between outputs and inputs. Input is often limited to labor, while output is measured in physical unity, form, and value. In the field of industry, productivity has a relative measure of the value or size displayed by the power of production, namely as a mixture of production and activity: as a measure of how well we use resources to achieve desired results (Ravianto, 1996). Furthermore, webster provides limits on productivity, namely: (a) overall physical divided unit of production effort: (b) the effectiveness of industrial managers in the use of activities for production: and (c) effectiveness in using labor and equipment. In every production activity, all resources have a role that determines the level of productivity, then human resources (Yatman and Abidin, 1991).

Human resources are the most strategic elements in the organization, must be recognized and accepted by management. Increased work productivity is only possible by humans. Conversely, human resources can also be a cause of waste and inefficiency in various forms (Siagian, 2002).

## **2.2 Understanding Training**

Training Can be defined as a method used to provide or improve the skills needed to carry out current work. In order to obtain a clearer picture of training and development, there are some from the experts who define training.

Gomes (2003) training is every effort to improve the performance of nurses in a particular job that is being a responsibility or a job that has to do with work. "This means that training is an important thing to give to the human resources that are in organization to create better achievements, so that they can achieve the goals and policies previously determined by the organization.

Training is a process of systematically changing nurse behavior to achieve organizational goals. Training relates to the expertise and ability of nurses to carry out current work. Training has a current orientation, and helps nurses to achieve certain skills and abilities to succeed in carrying out their work (Rivai, 2005).

## **2.3 Understanding Career Development**

Career development is an activity to carry out career planning in order to improve personal careers in the future so that life becomes better, an employee's career needs to be done, because an employee working in a company not only wants to get what he has today, but also hopes change, there is progress and there is an opportunity given to him to advance to a higher and better level. Every employee is bored at that place - that's all, he always expects changes and guarantees that he can get more recognition from the company from time to time or his work environment.

Career development is an effort or steps carried out by an employee and / or by the leadership of human resources in order to develop the potential of employees to be able to occupy higher positions in an effort to achieve company goals. Based on several definitions above, it can be concluded that career development is a condition in developing the potential of employees to occupy higher positions in order to realize career plans in the future (Bahri, 2016).

## **2.4 Definition of Compensation**

Basically humans work also want to get money to meet their life needs. For this reason an employee initially appreciates hard work and increasingly shows loyalty to the company and that is why the company rewards work performance, namely by giving compensation. According to Rivai and Sagala (2003) states: "Compensation is something that employees receive as a substitute for their services to the company . Giving compensation is one of the implementation of HRM functions related to all types of individual awards in exchange for carrying out organizational tasks. "

# **III. Materials and Method**

## **3.1 Types of Research**

The type of research used is correlational research. This research was carried out with the aim of detecting the extent to which variations in a factor were related or correlated with one or more other factors based on the correlation coefficient.

## **3.2 Population and Samples**

According to Sugiyono (2010) population is a generalization region consisting of objects or subjects that have certain qualities and characteristics applied by researchers to be studied and conclusions drawn. The population in this study were nurses of Royal Prima Hospital, which amounted to 269 people for nurses. The Number of samples taken from the population is 160 respondents, to determine the sample size in each section carried out with a proportional allocation so that the samples taken are more proportional.

## **3.3 Data Analysis Method**

This study uses descriptive qualitative analysis method to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

### **a. Descriptive Analysis**

Sugiyono (2010) explains that qualitative research methods are research methods used to examine natural objects, where researchers are key instruments, while data collection techniques are conducted by interview methods, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization.

## **b. Multiple Linear Regression Analysis**

This analysis is conducted to see if there is a causal relationship between the two variables or examine how large one variable affects the other variables. Relationship between variables that describe the function, namely:  $y = f(x)$ . This function explains the relationship between the dependent variable (Y) and the free variable (X). Hypothesis testing using t test, F test, r squared test.

## **IV. Results and Discussion**

### **4.1 Analisis Deskriptif**

Based on gender, the study respondents as many as 160 people consisted of 63 men (39%) and 97 women (61%) women, from here it can be seen that there are more women for the number of nurses than men.

To facilitate the processing of respondent's characteristic data based on age divided into 5 (five) groups <20 years, groups 21-30 years, groups 31-40 years, groups 41-50 years, and > 50 years. From the results of the study it was found that the highest number of respondents was at the age of 21-30 years as many as 108 people (67%) because at this age the trough was used for productive work activities. Work productivity is strongly influenced by the level of productive age, so nurses can work optimally.

Based on the results of the study the characteristics of respondents based on education level showed that respondents who had D3 education background were 76 people (48%), undergraduate as many as 54 people (34%), and nurse profession as many as 30 people (18%). More respondents from diplomas (nursing D3) because more graduates from the diploma (D3 nursing) and the process of completing college in just 3 years and will immediately register to work as a nurse.

Based on the results of the study the characteristics of respondents income below 1 million rupiah in this study did not exist. The number of respondents who earn 1-1.5 million rupiahs as many as 90 people (56%), the number of respondents who earn 1.6 million - 2 million as many as 45 people (29%), respondents 2.1 million - 2.5 million as many as 25 people (15%), respondents for 2.6 million - 3 million did not exist, and for respondents > 3 million still not available for this income, from this result it can be seen that the most estimated income is 1 million to 1.5 million from here that income is still not too large.

### **4.2 Results and Discussion**

#### **1. Effect of Training on the Productivity of Nurse Work**

Based on the results of the research described earlier, it was found that training had a positive and significant influence on the productivity of nurses' work. From these results shown in the results of multiple linear regression data analysis, it is shown that if the training rises the nurse's work productivity will also increase by 0.305 units with the results of this study that training is also able to influence changes in nurse work productivity. In general, training of one to develop human resources, especially in terms of knowledge, ability (skill) and attitude and institutions that usually handle training in an organization is usually called training. Nurses who have the ability to understand in good training will certainly provide a high level of productivity as well. Therefore, hospital management should be able to consider giving what benefits are followed by training both internally and externally by knowing the training method. To make nurses more serious in participating in training internally, it is necessary to conduct training needs assessments not only in quantitative terms, but also need to be carried out evenly, namely by reviewing and inventorying quality for current personal work with those who should be able to complete the work, and preparation and implementation training in the form of making training preparations, need to hold a meeting with all the structures. We should not assume that the material is sufficient enough to handle the material, meeting with all trainers basically to prevent too deviating from the intended purpose (Simamora 2004).

In conducting training in order to be able to concentrate and be able to understand the various elements involved in developing their skills directly, and there will be an impact to increase their productivity. The training held by the royal prime hospital which is specifically for nurses is divided into each training provided and the target given, and there must be an achievement of indicators that are expected so that all the elements provided by the speakers for training can be carried out.

The shortcomings that occur according to researchers for training at the prime royal hospital is the absence of analysis of evaluation results achieved after the training was held, so there is no review by nurses who participated in the training program, it makes nurses what the material provided by the speakers actually hasn't In accordance with the expectations and goals of the nurse as an enthusiastic participant in the training, lack of seriousness in following trivial internal training on the training was due to trainers only and material from doctors and trainers from the royal prime hospital, so strategies needed to make nurses must be serious and passionate following training, and many also from the results of questionnaire data given that nurses to understand the method used to understand the explanation is only limited to not being able to afford if given for the job. With the results of researchers who see a positive and significant influence of training will certainly provide better changes to this factor will increase the work productivity of nurses in accordance with what is

prescribed by the prime royal hospital. This is also supported by a theory which states that training will provide and improve work productivity and improve skills, skills, human, and managerial skills. (Hasibuan, 2005) and also according to the results of this study, it has further supported the results of research conducted by Hamalik (2007) which states that training to improve the skills and work abilities of participants in certain occupations in order to improve work effectiveness and productivity.

## **2. Effects of Career Development on the Productivity of Nurse Work**

Based on the results of the research that I have explained previously, it was found that the development of a work career has a positive and significant influence on the productivity of the work of nurses. From the results of this analysis that multiple linear regression data, it is shown that if the development of a work career goes up in units, the work productivity of nurses will also increase by 0.171 units. Among all the independent variables sought for career development is the smallest in the regression model to improve the productivity of nurses' work especially at the royal prime hospital

This is also in line with the opinion that nurse career development is a planning and implementation of a career plan that can be used for the placement of nurses at levels that match their expertise, and provide better opportunities according to the abilities and potential of nurses. This will improve the quality of the work of nurses, he will try to control his career and choose a better career so that he continues to achieve and gain job satisfaction (Marquis & Huston, 2000), so that with career development in hospitals especially for nurses can make nurses increasingly improve his work productivity and continued enthusiasm for work especially that the nurse can get loyalty to the hospital where he works. hospital management must also see that career development must be managed properly, in order to maximize the utilization of nurses and provide job satisfaction for nurses. To be able to realize the achievement of quality services there is a need for professional, intellectual, technical and interpersonal nursing staff, working based on standard practice, pay attention to ethical and moral rules. By looking at the results of this study, it is clear that career development is a variable that is able to influence changes in the level of work productivity of nurses. Nurses who have more developed in their careers will provide good and increase productivity, and hospital management should consider reviewing to provide nurse career development in work. The results of this research are further supported by research by (Juwita 2016) career development providing a positive influence to increase productivity.

## **3. Effect of Compensation on the Productivity of Nurse Work**

Based on the results of the research described earlier, it was also found that compensation had a positive and significant effect on nurse work productivity. From the results of multiple linear regression data analysis, it was shown that if compensation rose then nurse's work productivity also rose 0.201. Thus it can be concluded that compensation factor is one of the important factors that affect the productivity of the work of nurses in royal prime hospitals, if the compensation is large, the work productivity of employees will improve and if the compensation is small then the productivity of work will be bad. In compensation management is a process of planning, organizing and controlling activities related to the provision of reward services that are attractive, attractive and motivational power for services or work carried out with costs that can be controlled, and give motivation factors to influence a person in work. and good compensation is of course compensation that is still fair and fair in accordance with the work and contributions given to the place of work. according to (Hasibuan, 2005).

Moekijat (1992) states that compensation is remuneration to employees because the person concerned has provided assistance or donations to achieve organizational goals. Rewards for services are given because of workers' participation in the organization which includes salary, wages, official housing, vehicle facilities, work clothes, food allowances, official home benefits, and other benefits.

Motivation for satisfaction is also needed to see that work is not only on salary but according to Herzberg (1950) The theory of satisfaction motivation is often known as Content Theory. Content Theory is based on factors of individual needs and satisfaction so that individuals are willing to do its activity, satisfaction motivation theory seeks to know about needs that can provide satisfaction and can encourage individual work morale. Basically, the higher the standard of individual needs and the more desired satisfaction increases, the more active the individual in doing his work

This study only examines financial compensation which will provide input to hospitals to make policies regarding financial compensation for royal prime hospital nurses, which of course will have an impact on increasing nurse work productivity. And in this study the relationship of compensation to the productivity of royal prime hospital work is a positive relationship because if the increase in compensation given to nurses can make the distance between the time of entry and exit for nurses, so the hospital must make a policy to provide appropriate compensation. And with the existence of good policy formulation, and right in the aspect of minority or feasibility for nurses, nurses will feel satisfied and motivated to work and carry out activities at the

hospital. And vice versa if the sense of justice and feasibility is not fulfilled will cause nurses to be dissatisfied and work ineffectively, and make it to leave work, which will affect the productivity of the work of nurses.

#### **4. Effect of Training, Career Development, and Compensation on the Productivity of Nurse Work**

Based on the results of the data analysis described previously, obtained Fcount value of 52,091 while the Ftable value is 2,710 at the 95% confidence level or  $\alpha = 0,05$  so that  $F_{count} > F_{table}$  ( $52,091 > 2,710$ ) and significance level  $0,000 < sig \alpha$  value ( $0,05$ ) And these results explain that together (simultaneously) the independent variables of training, career development, and compensation have a positive and significant effect on the dependent variable, namely the work productivity of nurses at Royal Prima Hospital.

If training (0.305), career development (0.171), and compensation (0.201) move unity, then the work productivity of nurses at Royal Prima Hospital will move up by 3.147 units because in this regression model there is a constant of 2.872. The 2.872 constant value still has a positive influence on nurses' work productivity if the three independent variables have zero values. In general, these three independent variables adequately represent the determinants of nurse work productivity, especially at Royal Prima Hospital with a determination value of R 0.507 (50.7%).

This study further strengthens the proficiency theory by Anoraga (2004) that the factors that influence employee work productivity are motivation, education, work discipline, affordability, attitude, and work ethics, nutrition, compensation, work environment, and climate.

#### **4.3 Managerial Implications**

1. The focus for Royal Prime Hospital based on research results is to improve training. This system is intended to provide increased training clearly and effectively with the right goals and objectives. Based on the results of the analysis partially, the effect of training on nurses' work productivity is 0.305.

2. Providing Increased Training With Education

Organizing education and training providers for nurses in order to increase the ability to provide health services and screening technology in the health sector in order to improve health services by taking into account the health ethics of science.

3. Look For Training

After training all nurses participating in the training are expected to be able to improve their ability to interpret their skills in using technological tools, the attitude of their servants to patients, and the attitude of service fosters empathy for patients.

4. Mastering The Training Method Program

In this method the trainees (nurses) immediately work in place to study and imitate a work under the supervision of a supervisor, this method has advantages because it gives a great motivation to the participants to learn after doing the training.

5. Provide motivation for seriousness in participating in training both internal and external training, which does not exclude internal training because training is only in hospitals and training instructors are only the main part of the royal hospital doctors, and are seen as careful, focused and serious in training.

6. Evaluate the training held by the hospital, by conducting simulations, classrooms, demonstrations and examples, and discussions with experienced seniors.

### **V. Conclusion and Suggestion**

#### **Conclusion**

Based on the results of research and discussion, kesimoulan can be taken as follows:

1. The variables with the greatest influence in increasing nurse work productivity both simultaneously and partially, have a positive and significant effect on the productivity of nurses in Royal Prima Hospital is training.

2. Managerial policies taken related to training in order to improve the work productivity of nurses are as follows:

a. Improving the training system is useful for providing training in managing human resources especially in training nurses whose duties are in hospital services

b. Providing increased training with education Conducting providers of education and training for nurses in order to increase capacity in the provision of health services and screening technology in the health sector in order to improve health services by taking into account the ethics of scientific health

c. Seeing the use of training after training all nurses participating in the training is expected to be able to improve their ability to interpret their skills in using technological tools, their services to patients, and to develop empathy for patients.

d. Mastering training method programs, trainees (nurses) to be able to learn and imitate a job under the guidance of a teacher, this method has advantages because it gives a great motivation to the participants to learn after doing the training.

e. Evaluate training conducted by the hospital, by conducting simulations, classrooms, demonstrations and examples, and discussions with experienced seniors.

### **Suggestion**

Based on the conclusions summarized above, the suggestions given are as follows:

1. It is better for hospitals to continue training which is useful for increasing their skills knowledge, skills, and soft skills, ethics, empathy at work.
2. Nurses must always be willing to conduct training evaluations by opening classrooms, as well as demonstrations with new technology tools, which are very useful to be able to better understand what the training is and what can later be applied to the hospital.
3. Does not distinguish training both internally and externally  
In the training received, it is expected that all nurses who take part in the training not to differentiate training either internally which is less serious because the training is only in the hospital, which is widely known to the instructor, and not in the material provided.
4. The hospital must be willing to give scholarships to nurses to improve their education level higher, because in the training each nurse must always attend job training but the technology field is growing, it must get professional nurses.
5. Hospital management should build trust with career development that the hospital is right for the place where he works, also the importance of working together to maintain nurse loyalty to be able to work and not many resign from his work.
6. The hospital also provides compensation tailored to the feasibility both locally and nationally to see that it is in accordance with what is expected by a nurse.

For the continuation of this study to analyze the work productivity of nurses at Royal Prima Hospital can still be further investigated with other variables such as knowing the workload of a nurse, leadership, and satisfaction of a nurse in working to expand that this variable also influences productivity nurse work.

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