

The Effect of Compensation, Motivation and Job Satisfaction on Employee Performance at Hapsah Hospital Sulawesi

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Abstract

The purpose of this study was to analyze and determine the effect of compensation, motivation and job satisfaction on employee performance at the Hapsah Sulawesi Hospital. Respondents in this study were 150 employees of the Sulawesi Hapsah Hospital. The analytical model used to determine the effect between variables is the multiple regression model. The results showed that compensation had a significant effect on performance by 32.2%, Motivation has a significant effect on performance by 16.6%, and job satisfaction has a significant effect on performance by 41.1%. It is very important to maintain employee performance so that it remains good by providing appropriate compensation, motivating employees and always providing a sense of comfort at work so that employees feel satisfied with their work and proud to be part of the hospital.

Key Word: Compensation, motivation, job satisfaction and performance\

Date of Submission: 06-06-2021

Date of Acceptance: 19-06-2021

I. Introduction

One of the spearheads of health services in Indonesia is the Hospital. Public hospitals are health facilities that provide health services in all fields and types of diseases that have a very important role in improving the optimal health status of the community. However, in reality, there are still patients who are dissatisfied with the service so that they submit complaints or complaints to the hospital. Patient complaint is a form of communication that contains information about the discrepancy felt by the patient towards the hospital. Hapsah Hospital is one of the best hospitals in South Sulawesi Province. However, this hospital still cannot be separated from the complaints of the patients. Based on the results of interviews conducted by the author that there are still many complaints from patients to the hospital. Complaints or complaints can be in the form of unsatisfactory service, delays in handling, and others. From the problems that occur, it can be seen that employees (both doctors and nurses) have not succeeded in carrying out their duties properly.

Here we present data on the percentage of employee performance at Hapsah Hospital in 2019 and 2020:

Table 1. Total Percentage of Employee Performance at Sulawesi Hapsah Hospital 2019 and 2020

Year	Employee Performance Percentage		information
	Target	Realization	
2019	100%	84%	Target Not achieved
2020	100%	78%	Target Not achieved

Source: HRD Hapsah Hospital, 2020

Table 1 illustrates that the service quality of Hapsah Hospital employees continues to decline which indicates a decline in employee performance. This is evidenced by the decreasing number of employee performance percentages from year to year, which means that the gap between targets and realization is getting bigger. Then based on the results of the pre-survey through interviews with several hospital employees conducted randomly, it is known that one of the causes of the decline in employee performance is employee dissatisfaction.

The existence of dissatisfaction from employees at work will bring unfavorable consequences for both the company and the employees themselves, especially to the patients, considering that the hospital is one of the companies engaged in public services. Robbins (1996) defines job satisfaction as a general attitude of an individual towards his work where in the job a person is required to interact with co-workers and superiors, follow organizational rules and policies, meet performance standards. In addition to job satisfaction factors, the declining performance of Hapsah Hospital employees is dominated by the compensation factor received by employees. Managing human resources based on compensation is believed to be able to better guarantee success

in achieving goals. Most companies use compensation as a basis for managing performance. The provision of compensation is one of the implementation of human resource management functions related to all types of individual awards as an exchange in carrying out organizational tasks.

Another problem related to employee satisfaction is the inability of management to provide proper motivation to employees. Motivation is an impulse that moves employees to improve their performance so that they can realize and achieve the goals set by the company. Motivation is very important for employees because motivation is what causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results (Malayu S.P. Hasibuan, 2009).

There is a strong relationship between motivational needs, actions or behavior, goals and satisfaction, because every change is always thanks to a motivational drive. Motivation arises because of a need and therefore the action is directed towards achieving certain goals. If the goal has been achieved, satisfaction will be achieved and it tends to be repeated, so that it is stronger and more stable. According to Gibson (2000) motivation is a force that drives an employee who causes and directs behavior. Meanwhile, according to Hamalik (1993) "motivation is a change in energy in a person (personal) which is characterized by the emergence of feelings and reactions to achieve goals". So motivation is an encouragement that can come from within itself in the form of self-awareness to work better or give the best for the organization.

II. Literature Review

A. Compensation

Compensation is often also called an award and can be defined as any form of award given to employees as a reward for the contributions they make to the company. Compensation as anything that is constituted or considered as a reward or equivalent. For organizations /companies, compensation means appreciation to workers who have contributed to realizing their goals, through activities called work (Nawawi, 2003). Based on some of these understandings, it can be concluded that the definition of compensation satisfaction is the attitude of employees who feel happy about the large amount of rewards, both financial and non-financial as compensation for their work. Compensation can be given in various forms or terms, including: salary, allowances and bonuses. Salary is remuneration in the form of money received by employees as a consequence of their status as an employee who contributes in achieving company/organizational goals (Kadarisman, 2012). The salary level in the company is very important, as it affects the organization's ability to attract and retain competent employees and their competitive position in the product market. A healthy salary level policy can achieve three goals, namely: attracting an adequate supply of labor, keeping current employees satisfied with their compensation levels, and avoiding expensive employee turnover rates (Kadarisman, 2012).

B. Motivation

Moekijat (2010) explained that motivation is a driving force or incentive to do something. Motivation in a person is seen as a strength without taking into account the weaknesses and other factors that exist in each individual. Robbin (2002) suggests that motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, conditioned by the ability of that effort to meet an individual need. According to Gibson (1995) motivation is a force that drives an employee who causes and directs behavior. Meanwhile, according to Hamalik (1993) "motivation is a change in energy in a person (personal) which is characterized by the emergence of feelings and reactions to achieve goals. Sarwoto (2000), suggests the notion of motivation as a process of giving work motives to employees in such a way that they work sincerely for the achievement of organizational goals. While Hasibuan (2005), defines "motivation is the provision of a driving force that creates a person's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

C. Job Satisfaction

Job satisfaction according to Robbins (2008) is an employee's general attitude towards his job. Job satisfaction shows that there is a match between one's expectations that arise with the rewards provided by the job. Employee satisfaction or dissatisfaction depends on the difference between what is expected. Job satisfaction is very important to maintain because if employees are satisfied, it will reduce the level of turnover intention (Ramlawati.et al, 2020). If what employees get is lower than expected, it will cause employees to be dissatisfied. Factors that affect job satisfaction or dissatisfaction are: type of work, co-workers, benefits, fair treatment, job security, opportunity to contribute ideas, salary and growth opportunities. Lock in Luthan (1995) provides a definition that "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. According to Handoko (2000) states that: Job satisfaction is a pleasant emotional in which employees view their work. According to Harianja (2009) argues that: "Job satisfaction is one element that is quite important in the organization, this is because job satisfaction can affect work behavior such as lazy, diligent, productive, or having a relationship with several types of behavior that are very important

in the organization". According to Umar (2008:213) that: "Job satisfaction is a person's feelings and assessments of his work, especially regarding his working conditions in relation to whether his work is able to meet expectations, needs and desires.

D. Performance

Performance is defined as something to be achieved, the achievements shown and one's abilities. according to (Mathis and Jackson 2002:78) performance is basically what employees do and don't do. Employee performance affects how much they contribute to the organization. (Mathis and Jackson, 2002:8) further provide a standard of performance of a person seen quantity of output, quality of output, output period, attendance at work and cooperative attitude. The performance standards are set based on job criteria, namely explaining what the organization has given its employees to do, therefore individual performance in job criteria must be measured, compared to existing standards and the results must be communicated to all employees.

III. Methodology

Research sites

This research was conducted at the Hapsah Hospital, Sulawesi

Population and Sample

the population in this study were 313 employees. Furthermore, to calculate the number of samples using probability sampling with purposive random sampling method

Table 2. Employee Qualifications

No.	Job Qualifications	Number of employees	Number of Employees (Percentage)	Number of Sample
1.	Medical	38	12%	0.12 x 150 = 18
2.	Medies	182	58%	0.58 x 150= 87
3.	Non medical	93	30%	0.30 x 150 = 45
Total number		313	100%	150

Source: HRD of Hapsah Sulawesi Hospital

Data analysis

Multiple linear regression analysis is the method used to describe the relationship between a dependent variable and three or more independent variables. This analysis is used to determine

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

Y = Performance

X1 = Compensation

X2 = Motivation

X3 = Job Satisfaction

β_0 = Konstanta

$\beta_{21}, \beta_2, \beta_{32}$ = Regression coefficient for the independent variable.

IV. Research Result

Regression Test Results

Tabel 3. Coefficients(a)

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	2,645	1,374		1,925	,056
	Compensation	,232	,085	,205	2,738	,007
	Motivation	,166	,075	,166	2,204	,029
	Job Satisfaction	,414	,093	,330	4,458	,000
F					13,789	,000
R						0,470
R Square						0,221

- a. Dependent Variable: Performance

The

results of the calculation of table 3, then obtained

1. The t-count value for the compensation variable is 2.738, which is greater than the t table value of 1.645 with a significant level of $0.007 < 0.05$, meaning that compensation has a significant effect on performance.
2. The t-count value for the motivation variable is 2.204, which is greater than the t table value of 1.645 with a significant level of $0.029 < 0.05$, meaning that motivation has a significant effect on performance.
3. The t-count value for the job satisfaction variable is 4.458, which is greater than the t-table value of 1.645 with a significant level of $0.000 < 0.05$, meaning that job satisfaction has a significant effect on performance.

The results of the significance test of F (sig. F) simultaneously from the variables of compensation, motivation and job satisfaction on performance are 0.000. This means that the variable coefficients of compensation, motivation and job satisfaction have a joint effect on employee performance, where the significant value is less than 5% (< 0.05). Table 3 shows that the correlation coefficient (R) is 0.470, this indicates that the effect of compensation, motivation and job satisfaction on employee performance at the Hapsah Sulawesi Hospital employees has a moderate relationship, which is 47%. While the coefficient of determination or R square is 0.221 which can be rounded up to 22.1%, this means that employee performance is influenced by compensation, motivation and job satisfaction variables while the remaining 77.9% is influenced by other variables not examined in this study.

Calculation of data analysis in this study using manual statistical analysis and data processing with the help of SPSS 17.0 program. The form of the regression equation can be written as follows

$$Y = 2,645 + 0,205X_1 + 0,166X_2 + 0,330 X_3$$

The results of the multiple regression equation above provide the understanding that:

1. The constant value of 2.645 gives an understanding that if the compensation, motivation, and job satisfaction factors are not carried out or equal to zero (0) then the amount of performance is 2.645
2. For the compensation variable the regression coefficient is positive, this can be interpreted if the compensation increases by 1%, the compensation will increase by 20.5%.
3. For the motivation variable, the regression coefficient is positive, this can be interpreted if the motivation increases by 1%, then the motivation will increase by 16.6%.
4. For the job satisfaction variable, the regression coefficient is positive, this can be interpreted if job satisfaction increases by 1%, then job satisfaction will increase by 33%.

V. Discussion

Effect of Compensation on Performance

From the research, it was found that compensation had an effect on the performance of the employees of the Hapsah Hospital, Sulawesi. Compensation is everything that is received by employees in return for their work (Handoko, 2014). Of the overall compensation given by employees, it is very important to improve the performance of these employees in achieving the vision and mission of the Hapsah Sulawesi Hospital. If compensation is further increased, the performance of employees will also increase. The results of this study are in line with the theory of According to Mathis & Jakson, (2000), simply compensation is something that employees receive for their work, and the compensation they receive is in accordance with the sacrifices that have been made to the Hapsah Sulawesi Hospital. In a non-financial form it is also very important for employees for their career development. This can be interpreted that compensation is very important to improve the performance of employees. The compensation received by the employees of the Hapsah Sulawesi Hospital is considered to be in accordance with the applicable UMR standards, so that they feel that their duties and responsibilities are in accordance with the compensation received so far. Through this compensation they can improve work performance, motivation and job satisfaction and can improve the quality of life of employees. Giving fair and proper compensation affects employee performance, by providing compensation to employees it is expected to improve performance. The results of research conducted by Prasetya (2016) prove that compensation has a significant effect on nurse performance.

The Effect of Motivation on Performance

From the research, it was found that motivation had an effect of 11.6% on the performance of the employees of the Hapsah Sulawesi Hospital. The close influence of work motivation on employee performance should receive special attention from hospital management, because good employee performance can be one factor in increasing hospital performance because employees are the main door in health services to the community. High work motivation makes employees have high enthusiasm to provide the best service for patients so that patients feel satisfied with the services provided. Efforts are needed to maintain the work motivation of employees to remain at a high level so that it will have a positive impact on the development of

the hospital in the future. Employees will be motivated if their wants and needs are met. There is a strong relationship between motivation and performance, the higher the work motivation, the better the resulting performance. At Hapsah Sulawesi Hospital, employees always feel motivated to work because they get wider opportunities to continue to grow and get more open opportunities for promotion. The Hapsah Sulawesi Hospital also always improves the working conditions of the hospital so that employees feel safe and comfortable at work, increases support from superiors, for the progress and success of employees. This study is in line with research conducted by Ramadhani (2015) which states that there is a relationship between motivation and nurse performance in hospitals. Dr. Rashidun Padang and research conducted by Mudayana (2010) which states that motivation has a significant effect on the performance of the employees of Nurhidayah Hospital, Bantul. In addition, research by Insan, A.N (2021) states that motivation is very closely related to improving employee performance

The Effect of Job Satisfaction on Performance

Based on the results of research conducted on employees of the Sulawesi Hapsah Hospital, it shows that job satisfaction has a significant effect on employee performance. This can be seen from t count $>$ t table and the significant value is less than 0.05. This means that when employee job satisfaction is high, it will increase employee performance. From several problems that arose at the Hapsah Sulawesi Hospital such as complaints or complaints in terms of unsatisfactory service, delays in handling, and others because there were several employees from this hospital who felt unsatisfied with the conditions of the working environment at this hospital, so it appears that employees (both doctors and nurses) have not succeeded in carrying out their duties properly. After doing research, it turns out that several factors that trigger employee dissatisfaction are the working conditions and social aspects of work. Being a hospital employee must always be patient because it relates to the field of social services that are required to be able to understand the condition of patients who are experiencing pain, fear, crisis and take care of all the needs of patients in the hospital. It is quite a difficult task for the Hapsah Sulawesi Hospital to always maintain the job satisfaction of the employees, because employees are the spearhead of the success of the hospital's vision and mission. At Hapsah Hospital, Sulawesi, the satisfaction variable is the most dominant variable compared to the compensation and motivation variables in influencing employee performance. This is because if employees are satisfied with their work, there will be an increase in productivity, reduce employee turnover, increase attendance, reduce accidents, reduce work stress and reduce unions. This research is in line with research conducted by Damayanti (2018) and Rahmawati (2020) which states that job satisfaction has a significant positive effect on employee performance.

VI. Conclusion

Compensation, motivation and job satisfaction affect employee performance at the Sulawesi Hapsah Hospital. Compensation has an important effect on employee performance because compensation is a way to keep employees working well, and motivate employees to be more productive. Of the three variables studied, the job satisfaction variable needs to get more attention, because job satisfaction leads to comfort at work. Comfort in working as a hospital employee is one of the important things, if employees are comfortable at work then the work can be enjoyed, the results of work praise will be given by the hospital, and a conducive working environment will be created. The Hapsah Sulawesi Hospital should pay attention to working conditions and social aspects in the hospital environment. If working conditions and social aspects are good, then employees can carry out their activities optimally, maximally, and comfortably. The suitability of this aspect of the work environment has a positive impact on employees and allows employees to work more effectively and efficiently.

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Muliati. "The Effect of Compensation, Motivation and Job Satisfaction on Employee Performance at Hapsah Hospital Sulawesi." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(06), 2021, pp. 59-64.