

## **THE EFFECT OF WORK MOTIVATION, TRAINING AND COMPENSATION ON THE EMPLOYEE PERFORMANCE OF MEDIROSSA HOSPITAL 2 BEKASI**

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### **ABSTRACT**

This research was conducted to determine the magnitude of the influence between motivation, Work, Training and Compensation for Employee Performance. The number of samples in this study were 67 employees at Medirossa Hospital 2 Bekasi. The sampling method used is nonprobability sampling, with the help of statistical software SPSS version 26. The results of the t-test data processing for the work motivation variable (X1) t count 4.554 > 1.998, with a significance value of 0.000 < 0.05 and the Training Variable t count 5,600 > t table 1.998 with a significance value of 0.00 < 0.05 and compensation (X3) t count -2.582 < 1.998 with a significance value of 0.00 < 0.05 then work motivation and training partially have a significant effect while partial compensation has no effect . The results of the f test data processing with an f table value of 35.806 > F table 3.16 and a significance value of 0.00 < 0.05 then Ho is rejected and H4 is accepted, so that work motivation, training and compensation have a simultaneous effect on employee performance.

Keywords: Work Motivation, Job Training, Compensation and Employee Performance

### **INTRODUCTION**

In the era of global competition, changes are accelerating and the competition getting tighter. Organizations or companies are required to be more innovative and creative in order to survive. However, it is not enough for a company or organization to survive, but also to grow and develop. So to win the competition the company must have a high-performing organization (Ken Blanchard, 2005).

In a company, human resources is one of the the most important role in achieving company goals. Companies need to manage human resources as well as possible because the key to a company's success is not only technological excellence but also the human factor. No matter how modern the technology is used or how much funds are prepared, without professional human resources, everything is meaningless (Tjuju in Milla Badriyah, 2017:15).

Organizational or company performance is largely determined by the performance of Human resources within the organization. Individual work performance greatly determines the performance of the company or organization, in other words, if the employee's performance is good, it is likely that the company's or organization's performance is also good (Edy Sutrisno, 2015:171). Work performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time (Hasibuan in Milla Badriyah, 2017: 136).

One of the most important factors in the field of human resources is adapt and be innovative or create new changes from old paradigms that are inadequate for organizational goals. in line with the maintenance of employees related to efforts to maintain the continuity of the conditions that have been achieved from the previous functions of procurement, human resource development, providing compensation/remuneration, and

integrating employees. (Sedarmayanti: 2017:8) In the period January to March 2020 patients Outpatients > 600 people and hospitalization > 600 people, but there was a decrease in April June 2020 around 3000 patients. So with a decrease in the number of patient visits, both outpatient and inpatient with available beds. The small number of patients raises problems and questions about how services are provided at these health facilities. So it is necessary to balance the quality of medical services with training, improve welfare or compensation will affect the performance of officers or employees.

Based on the results of observations and observations in the field, the performance factors of employees Medirossa Hospital 2 Bekasi can also be seen from the number of employees who resigned from the Organization. The following is a table of employee turnover at Medirossa Hospital 2 Bekasi in 2020. From the data it can be seen that, in the period January to March 2020 there were 9 employees who left, in April to June there was an increase in employees who left, namely 21 people, and in July 4 to August 2020 there were 6 employees who left. This can prove an indication of a lack of employee loyalty to company performance or group performance. So the researcher is interested in taking the title of the study, namely "INFLUENCE OF WORK MOTIVATION, WORK TRAINING AND COMPENSATION ON THE EMPLOYEE PERFORMANCE OF MEDIROSSA HOSPITAL 2 BEKASI".

## **LITERATURE REVIEW**

### **Employee Performance**

Mangkunegara (in the journal Charles Adi Winarto and Siti Laela, 2016) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Hasibuan (in the journal Meisy Pramasela Kowaas 2016) said that performance is a work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity.

According to Dessler (in the journal Pingkan Marsoit, Greis Seindow, Farlane Rumokoy, 2017) employee performance or work performance is the employee's actual achievement compared to the expected performance of the employee. Rivai (in the journal Ketut Edi Wirawan, I Wayan Bagia, Putu Agus Susila, 2019) said that performance is a function of motivation and ability to complete a task or job. One should have a certain degree of willingness and level of ability. Furthermore, according to Suyadi Prawirosentono in the same journal, performance is the result by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. .

Based on the description above, it is concluded that employee performance is the result of a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve organizational goals.

### **Work Motivation**

G.R. Terry in Hasibuan (2017;145) suggests that motivation is The desire contained in an individual that stimulates him to perform these motivational actions appears in two different aspects.

According to the American Encyclopedia (in Hasibuan, 2017; 143) motivation is a tendency (a trait that is the subject of conflict) in a person that generates support and directs his actions. Motivation includes factors of biological and emotional needs that can only be guessed from observing human behavior. According to Marle J Moscowits (in Hasibuan

2017;144) motivation is generally identified as the initiation and direction of behavior and motivational learning is actually a behavioral lesson.

From the explanation of the motivation theory above, work motivation is a gift driving force and create one's work passion so that they are willing to work together, work effectively and are integrated with all their efforts to achieve satisfaction.

### **Work Training**

According to Adrew E.Sikula in Milla Badriyah's book (2017:126) Training is short time educational procesutlizing a systematic and organized procedure by which non managerial personnel learn technical knowledge and skills for a definite pupose. According to Veithzal Rivai (2004:226) emphasizes that training is a systematic process of changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees in carrying out their current work.

Based on the description above, it is concluded that job training is a process to improve the mastery of various skills and techniques for carrying out certain, detailed jobs in order to prepare employees at this time.

### **Compensation**

Compensation is a very important thing to support the development of an organization, because every contribution made by members of the organization will be a determinant of the sustainability of each member. According to Hasibuan (2013: 188) Compensation is all income in the form of money, goods directly or indirectly received employees in return for services rendered to the company. Meanwhile, according to Milla Badriyah (2017: 154) compensation is all forms of compensation or remuneration provided by the company and received by employees for the work that has been done.

Based on the description above, it is concluded that compensation is a form of reciprocity from the company to employees for the services of members of the organization/company to the company in order to achieve its goals.

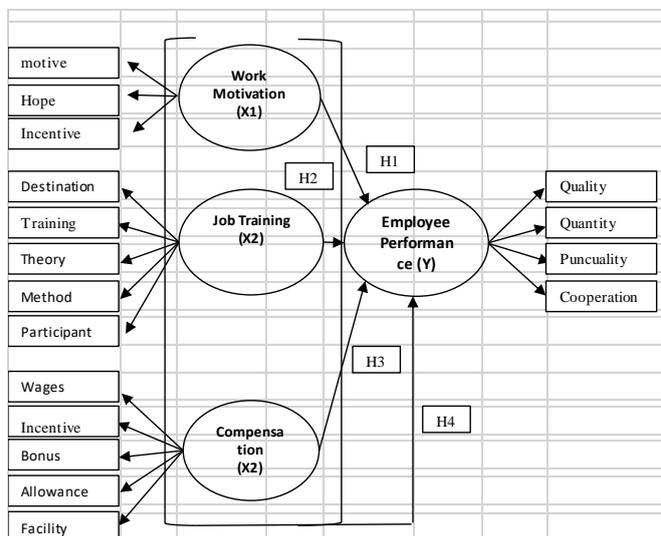
### **Research Hypothesis and Research Model**

The hypothesis applied in this study with the theme of the effect of work motivation, job training and compensation on employee performance at Medirossa Hospital 2 Bekasi are:

- H1: Work motivation has a positive effect on employee performance at Medirossa Hospital 2 Bekasi.
- H2: Job training has a positive effect on employee performance at Medirossa Hospital 2 Bekasi.
- H3: Compensation has a positive effect on employee performance at Medirossa Hospital 2 Bekasi.
- H4: Work motivation, job training and compensation have a positive effect on employee performance at Medirossa Hospital 2 Bekasi .

Based on the hypothesis above, the research variables consist of work motivation (X1), job training (X2), compensation (X3) and employee performance (Y). The variable as the independent/independent variable (X) with the dependent/evenden variable (Y) was measured by means of multiple linear regression analysis to obtain its significance. For more details can be seen in Figure as follows:

**Figure : Research Design**



**METHOD**

The type of research conducted is descriptive associative research namely analyzing the relationship between the variables of work motivation, job training and compensation with employee performance. Associative descriptive is research that aims to provide an overview of the influence or relationship between two or more variables. With this research, a theory is usually drawn which has a function to explain, predict and control a symptom.

Descriptive according to Sugiyono (2016:147) is a statistic used for analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. The research approach uses quantitative methods.

**Population and Sampling Method**

The population in this study were employees of Medirossa Hospital 2 Bekasi, which were taken by 200 people. In this study, the samples were all employees of Medirossa Hospital 2 Bekasi. In this study, the number of populations is known, so according to Sugiyono, (2017:148) if the number of populations in the study is known, the calculation of the number of samples can use the slovin formula, as follows:

$$n = \frac{N}{1 + (N \cdot e^2)}$$

Information:

n = Number of Samples required

N = Number of known Populations

e = Margin of error 10%

Then the number of samples used can be calculated as follows :

$$n = \frac{N}{1 + (N \cdot e^2)}$$

From the results of the calculation formula above, a sample of 66.7 . is obtained

$$n = \frac{200}{1 + (200 \cdot 0.1^2)}$$

Respondents. However, so that the statistical calculation gets the maximum calculation, = 66,7 the number of samples used in this study is rounded up to 67 respondents.

## RESULTS

Statistical calculations in multiple linear regression analysis used in this study were using SPSS Ver software. 26. Multiple linear regression analysis in this study aims to determine the relationship between the equations of work motivation (X1) and Job Training (X2) and Compensation (X3) together with the Employee Performance variable (Y) using the t test. with the following table:

**Table : Results of Multiple Linear Regression Analysis**

Coefficient s <sup>a</sup>						
Mode 1		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	9,293	1,641		5,662	,000
	Motivasi Kerja	,359	,079	,497	4,554	,000
	Pelatihan Kerja	,322	,058	,572	5,600	,000
	Kompensasi	-,102	,040	-,262	-2,582	0,13

(Source: Processed primary data, 2021)

Based on the SPSS output above, the following regression equation is obtained:

$$Y = 9,293 + 0,359 X1 + 0,322 X2 - 0,102 X3$$

The explanation of the equation is as follows:

- 1) Constant = 9.293 means that if the work motivation, job training and compensation are 0, then the Employee Performance is 9.293.
- 2) The regression coefficient of the work motivation variable is 0.359, meaning that if the work motivation has increased by one unit with a fixed job training variable, then the employee's performance will increase by 0.359 units.
- 3) The regression coefficient of the Job Training variable is 0.359, meaning that if the Job Training has increased by one unit with the variable work motivation and fixed compensation, then the Employee Performance will increase by 0.359 units.
- 4) The regression coefficient of the compensation variable is -0.201, meaning that if the compensation has decreased by one unit with the variable work motivation and job training, then the employee's performance will decrease by -0.201 units.
- 5) The coefficient is positive, meaning that the relationship between work motivation and

job training with employee performance is positive, meaning that the higher the work motivation and job training, the higher the employee performance. While the compensation coefficient is negative, it means that the lower the compensation, the lower the employee's performance.

## **DISCUSSION**

Based on the results of SPSS 26 for windows data processing conducted by researchers, it can be seen that partially it can be seen that Work Motivation (X1) has a positive and significant effect on employee performance (Y), then Job Training (X2) has a positive and significant effect on Performance Employees (Y), Compensation (X3) has a negative effect on employee performance and work motivation (X1), Job Training (X2) and Compensation (X3) simultaneously affect employee performance (Y).

The explanation of each variable effect is explained as follows:

- 1) The Effect of Work Motivation on Employee Performance Testing the first hypothesis (H1) shows that there is an influence between work motivation on employee performance. Based on the results of statistical tests regarding work motivation, the t-count value is 4.554 with a significance of 0.000 which means that the work motivation variable partially has a positive and significant influence on employee performance. Because  $t \text{ count} > t \text{ table}$  or  $4,554 > 1,998$ . This shows that work motivation can affect employee performance at Medirossa Hospital.2 Bekasi
- 2) The Effect of Job Training on Employee Performance Testing the second hypothesis (H2) shows that there is an influence between Job Training on Employee Performance. Based on the results of statistical tests regarding Job Training, the t-count value is 5,600 with a significance of 0.000, which means that the Job Training variable has a positive and significant influence on employee performance. Because  $t \text{ count} > t \text{ table}$  or  $(5,600 > 1,998)$ . This shows that job training can affect employee performance at Medirossa Hospital 2 Bekasi.
- 3) The Effect of Compensation on Employee Performance Testing the third hypothesis (H3) shows that there is no influence between compensation on employee performance. Based on the results of statistical tests regarding compensation, it shows the t value of -2.582 with a significance of 0.013 which means that the Compensation variable has a negative and significant effect on Employee Performance. Because  $t \text{ count} < t \text{ table}$  or  $(-2.582 < 1.998)$ . This shows that compensation cannot affect employee performance at Medirossa Hospital 2 Bekasi.
- 4) The Effect of Work Motivation, Job Training and Compensation Together on Employee Performance Testing the third hypothesis (H4) shows that there is an influence between work motivation, job training and compensation together on employee performance. Based on the results of statistical tests, the calculated f value is 35.806 with a significance of 0.000, which means that the work discipline and job training variables have a positive and significant influence on employee performance. Because  $f \text{ count} > f \text{ table}$  or  $(35.806 > 3.14)$ . This shows that work motivation, job training and compensation together can affect employee performance at Medirossa Hospital 2 Bekasi.

## **CONCLUSION**

1. Work motivation variable with a calculated t value of 4.554 and a t-table value of 1.998

- (4.554 > 1.998) with a significance of 0.000 (<0.05) which means that the work motivation variable has a positive influence on employee performance at Medirossa Hospital 2 Bekasi.
2. Job Training Variable with t test results of 5,600 and t table of 1,998 (5,600 > 1,998) with a significance value of 0.00 < 0.05, then Job Training has an effect on employee performance at Medirossa Hospital 2 Bekasi.
  3. Compensation variable with t-test results of -2.582 and t table 1.998 (-2.582 < 1.998) with a significance value of 0.013 < 0.05 then compensation has no effect on employee performance at Medirossa Hospital 2 Bekasi.
  4. Work motivation variable, job training variable and compensation variable with f test results of 35,806 and f table 3,16 (35.806 > 3.16) with a significance value of 0.00 < 0.05. Then work motivation, Job training and compensation simultaneously (simultaneously) affect the performance of employees of Medirossa Hospital 2 Bekasi.

Based on the results of the study as concluded and theoretically proven that all variables have a significant correlation between other variables, the variables that have a significant effect are communication on employee performance, organizational culture on employee performance, and communication and organizational culture on employee performance.

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