

Relationship between Competency, Motivation, Workload and Leadership with the Performance of Administrative Staff in GMIM Bethesda General Hospital

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ABSTRACT

All administrative staff of the GMIM Bethesda Tomohon General Hospital have their respective job descriptions that have been determined by the hospital management, but the implementation has not been carried out optimally. This is evidenced by the fact that there are still complaints of dissatisfaction from the community regarding the services provided. The purpose of this study was to analyze the relationship between competence, motivation, workload and leadership with the performance of administrative staff at the General Hospital GMIM Bethesda Tomohon. This research is an observational analytic study with a cross-sectional approach. The population is all administrative staff at the General Hospital GMIM Bethesda Tomohon with a total of 54 employees. The data were collected by using a questionnaire filled out by the employees themselves, and the data were analyzed univariately through a frequency distribution table, bivariate analysis with chi-square test and multivariate with logistic regression method. The results of the analysis show that there is a relationship between competence, motivation, workload dan leadership with staff performance dan there is a most dominant variable on the performance of administrative staff is leadership.

Keywords: Competency, Leadership Motivation, Performance, Workload.

INTRODUCTION

The hospital is an institution or organization of health services with broad and comprehensive functions, expert-intensive and capital-intensive. Hospitals carry out broad functions so that they must have resources, both capital and experienced and professional human beings. (Anonymous, 2009). Health development as an integral part of national development contributes to the development of human resources because an economically healthy population will work more productively. Health development contributes to creating productive and professional human resources as the implementing subjects of development, in supporting the actualization of a healthy paradigm, namely health-oriented development. (Kakemam, *et al*, 2019).

Human resources are a very important factor in an organization to provide services public. The quality of human resources is determined by the extent to which the human resource system is able to support the achievement of individual goals or an organization or company. Increasing knowledge, skills, changing attitudes, behavior, correcting performance deficiencies are needed to improve performance and productivity through training and motivation from the leadership or company. (Mangkunegara, 2017).

Health care provider community (hospitals) are required to have human resources quality so that they can compete with health care providers other. Hospitals are also required to able to manage human resources owned, so that they can achieve hospital goals are effective and efficient by improving performance the maximum that is owned by the hospital. Hospital administrators are responsible for organizing and overseeing the health services and daily activities of a hospital or healthcare facility. They manage staff and budgets, communicate between departments, and ensure adequate patient care amongst other duties. (Kakemam, *et al*, 2019).

Akbar *et al* (2020) analyze the effects of training, work motivation, and workload on performance employees. This study was conducted at Harapan Kita Cardiovascular Hospital (RSJPDHK). The population used in this study is all of the administrative staff at Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK)..The result shows that: training, work motivation, and workload has a positive effect on the performance employees of simultaneously, and training, work motivation has a positive effect on the performance employees of partially, and workload doesn't have an effect on the performance employees of partially.

All administrative staff of the GMIM Bethesda Tomohon General Hospital have their respective job descriptions that have been determined by the hospital management, but the implementation has not been carried out optimally. This is evidenced by the existence of complaints of dissatisfaction from the community regarding the services provided. In terms of leadership, management, staff performance evaluations that have not been carried out regularly and periodically are also an obstacle to measuring the level of implementation of job descriptions, because evaluations so far have only been incidental according to management needs, while current administrative staff performance appraisals are only used for the salary and the amount of incentives that will be received in accordance with the number of points earned. In addition, in terms of workload, there are still some administrative staff who are burdened with multiple tasks due to limited resources, so that many administrative staff still hold concurrent positions and duties. In terms of competence, some of the tasks and responsibilities given to administrative staff are not controlled optimally, causing the results achieved to be less than optimal because some employees do not understand what should be done.

LITERATURE REVIEW

Performance Theory

Performance is the result of work or work performance. In fact, performance is not only the result of a job, but also includes a description of the implementation of the work. Performance is the result of work that is closely related to the strategic objectives of the organization, customer satisfaction, and affects the financial aspect. Performance is not only about how to do the job but also about what it does (Dessler, 2013). Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. Employee performance is how a member of staff fulfills the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance include the quality, quantity and efficiency of work. (Robbins, 2016)

Motivation Theory

Motivation is a situation where there is an impulse in a person, or there is a reason for someone to perform an action that is done consciously with the aim of improving one's competence in work, and or work performance. (Dessler, 2013) According to Robbins in Suwanto (2010) defines motivation as the desire to try / make every effort to achieve organizational goals conditioned / determined by the ability of the effort / effort to meet an individual need

Competence Theory

According to The ARZESH Competency Model (2018), competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to the effective performance of individual's activities. Competency is measurable and could be developed through training. It is also breakable into the smaller criteria. (Maaleki, 2018).

Workload Theory

Workload is the amount of work an individual has to do. There is a distinction between the actual amount of work and the individual's perception of the workload. Workload can also be classified as quantitative (the amount of work to be done) or qualitative (the difficulty of the work). (Dessler, 2013) Workload according to Meshkati in Asprianto and Suprihhadi (2017) can be defined as a difference between the capacity of workers' abilities and the demands of the work that must be faced. Considering that human work is mental and physical, each has a different level of loading

Leadership Theory

Leadership, both as a research area and as a practical skill, encompasses the ability of an individual, group or organization to "lead", influence or guide other individuals, teams, or entire organizations. (Terry, 2012) The word "leadership" often gets viewed as a contested term. Studies of leadership have produced theories involving (for example) traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence, among others. (Rival and Mulyadi, 2012; Gaol, 2015)

RESEARCH METHODS

Study this is study observational analytics with approach cross sectional, which explains connection variable in study this, that is method data retrieval carried out in time simultaneously. Population in research this is all staff Administration at Home Sick

General GMIM Bethesda Tomohon with total 54 employees. Data were analyzed by univariate, bivariate with chi square test and multivariate analysis with logistic regression method using Stata SE 12.1 software. Study this has get worthiness ethics from Commission Ethics Faculty of Public Health, University of Sam Ratulangi Manado.

RESULTS

The age of the most respondents was respondents aged 51 years, namely 23 respondents (42.5%), and the least respondents aged 20-30 years were 5 respondents (9.2%), most respondents were female respondents, namely 28 respondents (51.85 %), while male respondents were 23 respondents (48.14%), based on the latest education, it can be seen that most of the respondents had a high school graduate education level, namely 32 respondents (39%), while the least respondents were respondents who graduated from junior high school, namely as many as 6 respondents (11.11%).

Table 1. The differences in the performance of administrative staff at the GMIM Bethesda Tomohon General Hospital are presented based on Competence, Motivation, Workload and Leadership

Variable	Frequency	%
Competence		
Well	46	85.2
Not good	8	14.8
Motivation		
Well	45	83.3
Not good	9	16.7
Workload		
Well	45	83.3
Not good	9	16.7
Leadership		
Well	48	88.9
Not good	6	11.1
Performance		
Well	34	62.97
Not good	20	37.03

Table 2. The Relationship Between Competence, Motivation, Workload And Leadership With The Performance Of Administrative Staff In GMIM Bethesda General Hospital

Variable	Administration Staff Performance						OR (95% CI)	p Nilai value
	Well		Not good		Total			
	n	%	n	%	n	%		
Competence								
Well	33	61,12	13	24.07	46	85.19	17.7 (1.98- 158.9)	0.003
Not good	1	1.85	7	12.96	8	14.81		
Motivation								
Well	32	59.25	13	24.07	45	83.32	8.61 (1.57- 47.09)	0.009
Not good	2	3.72	7	12.96	9	16.68		
Workload								
Well	32	59.25	13	24.07	45	83.32	8.61 (1.57- 47.09)	0.009
Not good	2	3.72	7	12.96	9	16.68		
Leadership								
Well	33	61,12	15	27.78	48	88.8	11.0 (1.18- 102.5)	0.022
Not good	1	1.85	5	9.25	6	11.2		

The table above shows that the most dominant variable on the performance of administrative staff is leadership with a value of OR = 26.1 where Good hospital staff leadership will provide satisfaction to patients 22 times better than hospital staff leadership that is not good.

DISCUSSION

The Performance Of Administrative Staff At GMIM Bethesda General Hospital

Research results to 54 respondents answer to performance staff administration, respondents who provide answer category good as many as 34 people (62.97%), and the less good as many as 20 people (37.03%). According to Dessler, (2013) the assessment of performance is something evaluation to appearance work personnel with compare it to standard raw appearance. Through assessment carried out, appraiser could knowing is work carried out already in accordance with description Duty as benchmark measuring assessment.

Individual performance relate with behavior work someone. Wibowo, (2013) stated that behavior a worker is function from interaction variable individual and variable environment. Behavior worker will produce performance period positive length and increase _ ability personnel, or on the other hand, gives rise to performance period negative length _ as well as drop ability personnel. According to Gibson *et al* (2012), individual factors that influence performance covers ability physical, mental abilities (intelligence) and skills, factors demographics (eg age, type gender, race, ethnicity and culture) and variables psychological (perception, attribution, attitude and personality). Variable environment jobs (job design, regulations and policies, leadership, resources) power, award as well as sanctions) and non- work (family, circumstances) economy and hobbies) also affect behavior work finally shape performance someone.

Relationship Between Competencies With Staff Performance at GMIM Bethesda General Hospital

The results showed that there was a relationship between competence and the performance of administrative staff. Judging from the OR (Odds Ratio) shows that good competencies have 17 times greater performance than poor competencies. Competence is the main criterion to determine employee work and to achieve success at work. These competencies are individual characteristics that underlie employee performance.

Recently, Setiawan *et al* (2022) in their research entitled Meta Analysis: Relationship of Competence and Motivation with Performance of Nurse in Hospital, of the 1127 journals obtained 8 journals according to the inclusion criteria which will be analyzed using the RevMan 5.4 application. The results stated that there was a relationship between competence with the performance of nurses in hospitals. Competence has a tendency to have a large effect on nurse performance with an ES value of 5.36, $p = 0.00001$ ($p < 0.05$) and a pooled odds ratio of 4.19 (95% CI 2.48-8.91). Competence is the level of a person's ability to complete tasks based on the level of knowledge, attitudes and skills. (Dessler, 2013) In addition, competence is an individual's ability, both knowledge and skills that are supported by work attitudes to carry out a job (Wibowo *et al*, 2012). Good competence will increase work productivity. If the competence, attitudes and actions towards their work are high, it can be predicted that their behavior will work hard to achieve the organization

Relationship Between Motivation With Staff Performance Home Administration at GMIM Bethesda General Hospital

Research results show that there is connection among motivation with performance staff administration. View of OR (Odds Ratio) shows that good motivation _ have performance by 9 times more big compared lack of motivation good. This is in line with research conducted by Fomenky, *et al* (2015). The results show that employee work motivation has a positive and significant effect on employee performance among workers in Korea. Research conducted by Zameer, *et al*. (2014) and Ngima *et al* (2013) also found the same findings. The purpose of motivation is an effort to mobilize human resources so that they can productively achieve the goals desired by the company. There are several objectives of providing work motivation according to Hasibuan (2005) as follows: 1) Encouraging employee passion and morale. 2) Improve employee morale and job satisfaction. 3) Increasing employee productivity 4) Maintaining company loyalty and stability. 5) Improve discipline and reduce employee absenteeism. 6) Streamline the procurement of employees. 7) Creating a good working atmosphere and relationship. 8) Increase creativity and employee participation. 9) Improve the level of employee welfare. 10) Enhancing employees' sense of responsibility towards their duties. 11) Improving the efficiency of the use of tools and raw materials.

Relationship Between Workload With Staff Performance At GMIM Bethesda General Hospital

The results showed that there was a relationship between workload and administrative staff performance. Judging from the OR (Odds Ratio) shows that a good workload has a performance of 9 times greater than a poor workload. Artadi (2015) examined the effect of job satisfaction and workload on employee performance at PT. Merapi Agung Lestari. The results showed that the workload had a positive effect on the performance of the employees of PT. Merapi Agung Lestari with a value (β) of 0.427 (** $p < 0.01$; $p = 0.000$), Similarly, research conducted by Bruggen (2015) which states that workload has a direct effect on employee performance. In the researcher's interview with several administrative staff, there are still some employees who are burdened with multiple tasks

due to limited resources so that many employees still hold concurrent positions and duties. The number of tasks and responsibilities assigned to administrative staff causes the results achieved to be less than optimal because the staff only has little time to complete many tasks. (Robbins, *et al*, 2016) The workload of administrative staff needs to be considered so that there is no overwork that can cause stress and result in decreased employee performance. Although this does not have a direct effect, it can cause stress which results in employee performance. High workloads can cause stress that affects performance. (Dessler, 2013)

Relationship Between Leadership With Staff Performance At GMIM Bethesda Hospital

Research results show that there is connection among burden work with performance staff administration. View of OR (Odds Ratio) shows that good leadership _ have performance by 11 times more big compared lack of leadership good. Pua (2011) researched performance of health center doctors in South Minahasa Regency. The results of the correlation analysis show that there is a significant relationship Among leadership with performance doctor. In this research, leadership is related to planning, decision making, and supervision. Therefore, an increase in items related to planning, decision-making, and monitoring indicators will improve staff performance. Effective leadership can provide direction to the efforts of each employee in achieving organizational goals, and in managing his subordinates, a leader must be able to read the right situation so that he can provide views on dealing with and solving problems (Al-Sada *et al.*, 2017). Good leadership is needed to develop employees and organizational identification to increase productivity. Leadership within an organization also significantly impact achieving good organizational performance. To achieve the highest level of employee development, human resource management, harmonious working relationships between employees and leadership styles are expected to increase labor productivity (Kadiyono *et al.*, 2020)

CONCLUSION

Staff performance administration at the General Hospital GMIM Bethesda Tomohon found in the good category. Staff performance administration related to competence, motivation, workload and leadership

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