

## **Affecting Factors of the Performance of Employees in the Dr. H. Soemarno Sosroatmodjo Regional General Hospital Kuala Kapuas**

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**ABSTRACT :** The research that has been conducted aims to determine the factors that affect employee performance at the Dr. H. Soemarno Sosroatmodjo General Hospital Kuala Kapuas. The research was conducted using descriptive methods, data were collected and obtained from interviews, observations and documentation, data were collected through key informants and informants. The data that has been collected is analyzed by qualitative analysis. The research that has been done gives the results that the factors that affect the performance of employees at the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas is seen from the ability which consists of education, the employees at the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas mostly had high school education, especially structural ones. The training that employees participated in was secretarial training, budgeting, and equipment maintenance as well as financial accountability, and functional training aimed at medical personnel, especially nursing staff. H. Soemarno Sosroatmodjo Kuala Kapuas can be said to be good although there is still a need for guidance, the supervision carried out is informal, namely by providing only direction, the condition of facilities and infrastructure is still not adequate to support the work, and the physical condition of the work environment is still being improved.

**Keywords :** Hospital Performance, Affecting Factor, Hospital Employees

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## **INTRODUCTION**

There are several elements that can be seen from the performance of an employee. An employee can be grouped into a certain level of performance by looking at its aspects, such as: the level of effectiveness, efficiency, security and satisfaction of the customers/parties served. The level of effectiveness can be seen from an employee who can utilize resources to carry out the tasks that have been planned, as well as the scope of targets that can be served. The level of efficiency measures how the level of minimal use of resources in carrying out the work. At the same time, the amount of wasted resources can be measured, the greater the wasted resources, indicating the lower the level of efficiency.

The security-comfort element in the implementation of work contains two aspects, both from the security-comfort aspect for employees and for those served. In this case, the assessment of the safety-comfort aspect refers to the existence and compliance with service standards and work procedures. The existence of service standards and work procedures that are used as work guidelines can guarantee an employee to work systematically, controlled and free from worries about complaints. Meanwhile, the party being served knows and gets the full service package.

Performance is a function of motivation and ability to complete a task or job, a person should have a certain degree of willingness and level of ability, a person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Agencies generally base on planning goals to be achieved in the future with the expected behavior of all personnel in realizing these goals, the main purpose of employee performance appraisal is to motivate employees in achieving operational goals and in meeting predetermined behavioral standards.

Regional General Hospital (RSUD) Dr. H. Soemarno Sosroatmodjo Kuala Kapuas has not been maximized, this can be seen in the implementation of work that is still not completed on time, there will be work that cannot be carried out in accordance with the field of duty, this of course results in the goals of the agency not being able to be achieved optimally as well. of this problem, it is attempted to conduct research on the factors that affect employee performance

## **LITERATURE REVIEW**

State administration is the overall activity carried out by all government apparatus of a country in an effort to achieve state goals (S.P. Siagian, 2011: 8). Dwight Waldo (2012: 19) state administration is (1) the organization and management of people and objects in order to achieve government goals. (2) state administration is the art and science of management used to regulate state affairs. Miftah Thoha (2012: 54) The science of state administration is a systematic study

and is not just an abstract painting but includes planning the reality of all efforts to organize government into good governance.

#### *Factors Affecting Performance*

Employee performance can not be separated from motivation and other factors such as the ability of the employees themselves. Employee performance can also be interpreted as the work contribution given by employees to the organization related to the responsibilities assigned to them compared to mutually agreed standards (Widarto, Irawanto, Riky Welli Saputra, & Risda Hayaty, 2022).

Performance is a translation of performance, which according to the English dictionary comes from the word "to perform" with several "*entries*" namely: (1) doing, running, executing; (2) fulfill or carry out the obligation of an intention or vow; (3) carry out or perfect the responsibilities; and (4) doing something that a person or machine expects. Gibson (2012: 118) that performance is the level of success in carrying out tasks and the ability to achieve the goals that have been set. These limits mean that the performance is declared good and successful, if the desired goals can be achieved properly.

Prawirosenoto (in Sutrisno, 2010: 170) suggests that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in a legal way, not violating the law, and in accordance with morals and ethics. . Stolovitch and Keeps (in Riduwan 2011: 189) states that performance is a set of results achieved and refers to the act of achieving and carrying out the requested work.

Siswanto Bejo (2012: 195) work performance is: The work achieved by a worker in carrying out the tasks and work assigned to him. In general, the work performance of a workforce is influenced by the skills, skills, experience, and abilities of the workforce concerned. Mangkunegara (2013: 67), performance (work achievement) is 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. The performance possessed by an employee is obtained through effort and hard work and through a long process. Employee performance appraisal is the pinnacle of the management process (Indrawidjaya, 1983).

Hasibuan, (2011: 78) says that work performance is the result that can be achieved by a person carrying out the tasks assigned to him, which is based on skills, experience, sincerity, and time. Steers (Magdalena Jamin, 2011:34) suggests that individual work performance is basically a combination of three important factors (1) Ability, temperament, interest of a worker (2) Clarity and acceptance of the clarity of one's work roles. (3) Level of worker motivation. Performance

according to Harley (Siagian, 2012: 7) is the efforts made in completing the work to produce output in a certain period. This is in line with Nawawi's opinion (2012: 87) stating that what is meant by performance is: a person's ability to complete the main tasks assigned to him in order to obtain quality output within a certain period.

Rogers in Mahmudi (2011: 67), says performance defined as the results of the work itself (outcomes of work), because the work provides a strong link to the strategic goals of the organization, customer satisfaction, and economic contribution. Gomez (2011: 142) suggests elements related to performance consisting of :

1. Quantity of work, namely the amount of work that can be completed in a certain period.
2. Quality of work, namely the quality of work achieved based on the specified conditions.
3. Job knowledge, namely employee understanding of work procedures and technical information about work.
4. Creativeness, namely the ability to adapt to conditions and be reliable at work.
5. Cooperation, namely cooperation with colleagues and superiors.
6. Dependability, namely the ability to complete work without depending on others.
7. Initiative, namely the ability to generate ideas in the work.
8. Personal qualities, namely the ability in various fields of work.

Minner (in Sutrisno, 2010: 172) suggests that in general, four aspects of performance can be stated, namely: 1) the quality produced, explaining the number of errors, time, and accuracy in performing tasks; 2) the quantity produced, with respect to the number of products or services that can be produced; 3) working hours, explaining how many absences, delays, and years of service the individual employee has worked; and 4) cooperation, explaining how individuals help or hinder the efforts of their co-workers.

Robbins (2003: 538) suggests that there are three factors that are considered very important in measuring operating results and rewarding one's performance, namely: (1) building work volume; (2) building employment benefits; and (3) creating job satisfaction. Gibson, Ivancevich and Donnelly (in Purba, 2009: 10) state that a person's performance is influenced by factors: (a) expectations regarding rewards, (b) encouragement, (c) abilities, needs and traits, (d) perception of the task, (e) internal and external rewards, and (f) perceptions of the level of rewards and job satisfaction.

Broadly speaking, this difference in performance is caused by two factors (Asad, 2010: 49), namely: individual factors and work situations. Gibson, et al in

Srimulyo (2011: 39), there are three sets of variables that affect behavior and work performance or performance, namely: 1) Individual variables, consisting of: a. Abilities and skills: mental and physical b. Background: family, social level, salary, c. demographics: age, origin, gender. (2) organizational variables, consisting of: a. resources, b. leadership, c. rewards, d. Structure, e. job design. (3) Psychological variables, consisting of: a. perception, b. attitude, c. personality, d. study and e. motivation. William B. Castetter in Sedarmayanti (2011: 53-54) states that some organizations determine the level of performance (ineffective personnel and the main source of ineffective performance is to pay attention to / assess several factors.

**Table 1 :** Several Factors to Determine Performance Levels (Employees Who Ineffective)

<b>Organizational</b>	<b>Factors Individual</b>	<b>Factors Social Factors</b>
A. DURING WORK 1. Late 2. Attendance 3. Training 4. Decreased Productivity 5. plans/schedules 6. Increased supervisory responsibilities 7. Errors and inefficiencies B. OUTSIDE OF WORK 1. Loss of investment 2. enthusiasm 3. Recruitment 4. Selection and placement 5. Shortage of costs 6. Change of plans/schedule 7. Actual compensation 8. Organizational physical condition	1. Career 2. influence Ability 3. social 4. influence Family 5. influence Psychological influence	1. Client dissatisfaction 2. Public relations 3. Credibility & ability 4. System to provide services 5. Weaknesses in terms of service quality 6. Results fail to meet

Source : Sedarmayanti, Human Resources and Work Productivity, Bandung: Mandar Maju, 2011

## **RESEARCH METHODS**

In this study using a qualitative approach. qualitative approach, namely research procedures that produce descriptive data in the form of written or spoken words described in written words from people and observed behavior.

The reasons for using this approach are:

- a. With a qualitative approach, the researcher conducts research on a scientific background, meaning that the researcher sees the reality in the field about the factors that affect the performance of the employees of the Regional General Hospital (RSUD) Dr. H. Soemarno Sosroatmodjo Kuala Kapuas.
- b. With a qualitative approach, there is no a priori theory, meaning that researchers can believe what they see so that it can be as neutral as possible. In this case, the researcher observes and records all existing data as is without subtracting and adding.

## **DISCUSSION**

*Factors Affecting the Performance of Regional General Hospital Employees Dr. H. Soemarno Sosroatmodjo Kuala Kapuas*

The research was conducted to examine the factors that influence employee performance, analyzed through the level of employee ability, employee motivation, level of supervision, condition of facilities and infrastructure, and physical condition of the workplace.

### *Ability Level of Employee*

According to Saputra, R. W., Asmawatiy, C., & Akos, M. (2018) Ability is a person's skills (intelligence, skills) in solving problems. People who are not able to solve problems are not able to analyze the problems they are facing. He couldn't analyze maybe because he didn't really try. Limited ability causes people to be passive. The work ability of an employee will be greatly influenced by the level of education and various trainings that have been attended.

From the results of research conducted on the head of the administrative section, the level of education possessed by the apparatus is employees who are structurally inclined, most of them still have a high school education level, some even have a bachelor's degree and some even have a master's degree, this indicates that they are very concerned about improving the ability of employees through formal education level, while for media staff consisting of nursing staff and midwives more have diploma three (D3) education compared to those with undergraduate education (S1).

Armed with this education, the level of employee ability in carrying out work is optimal, although there are tasks that cannot be completed due to limited

facilities and infrastructure, most of the tasks and work that are the responsibility of employees can be completed properly and on time.

The results of the study obtained information that the employee was able to carry out all the tasks and work given in a timely manner. The work productivity of employees is quite high, all of this is due to the ability and level of education that employees wear and the various trainings that employees have attended, even though there are complaints from patients, these complaints can be handled immediately, so that complaints do not reach the director.

#### *Employee Work Motivation*

Motivation is one of the important components in achieving the success of a work process, because it contains a driving element for someone to do work alone or in groups, this can be from himself in the form of self-awareness to work better or provide the best for groups with various kinds. good and noble reason. Regional General Hospital employee Dr. H. Soemarno Sosroatmodjo Kuala Kapuas is very motivated in carrying out his work, this is evidenced by when conducting research, providing very valuable information, because employees cannot afford to rent motorcycle taxis continuously, because it is related to income, so in the morning before arriving at the office , dropping off school first, dropping the child off too early is impossible, because there are no friends yet, so it will be easier for unwanted things to happen. Likewise, the location of the office and the residence that is far apart is the cause of an employee to arrive late, or not on time, especially accompanied by road or traffic congestion, because at certain hours there are traffic lanes that experience congestion, this is also the case. which causes late arrival to the office.

#### *Level of Supervision*

In essence, supervision is to prevent as early as possible the occurrence of irregularities, waste, obstacles, fraud, errors and failures in achieving goals and objectives as well as carrying out organizational tasks. The Director of the Hospital always supervises the employees who are his subordinates on duty at the Dr. Regional General Hospital. H. Soemarno Sosroatmodjo Kuala Kapuas, this is in accordance with what was conveyed by the hospital director who always supervises his employees, but the supervision carried out is more informal and is usually done on the sidelines of a break. In this case the hospital director shows more supervision in the form of attention, encouragement and motivation/spirit to its employees.

The hospital director supervises the employees even though it is not carried out in a formal manner, but prioritizes a human approach, this is very much in line with life in an office where the level of kinship is still upheld, and it

is very difficult to carry out supervision by coercion. this is very much in accordance with the concept of human resource management which places humans as human beings who have dignity, although sometimes there is supervision carried out formally, namely by evaluating every report given by employees, especially during monthly meetings, all employees asked to report what has been done, and what obstacles are encountered in carrying out the work, as the director of the hospital will provide a solution to any problems faced by his employees, and provide direction or improvement if an employee is found to have made an error in his work. do the work, so that mistakes do not occur a second time, even though mistakes must exist in humans, this is because humans are not perfect.

#### *Condition of Facilities and Infrastructure*

The supporting facilities and infrastructure of work owned by the Dr. Regional General Hospital. H. Soemarno Sosroatmodjo Kuala Kapuas, based on the author's observations, is still inadequate, both in terms of quantity and quality. H. Soemarno Sosroatmodjo Kuala Kapuas is still inadequate. After confirmation, it turns out that the existing work facilities at the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas although it is complete, but in handling certain cases it cannot be done, this is forced to provide a referral for treatment at a hospital with better equipment to support the implementation of the work.

#### *Physical Conditions of Workplace Physical*

Conditions of a good and pleasant workplace will provide motivation and enthusiasm to further improve one's performance, otherwise an unpleasant environment will result in a decrease in one's work motivation so that one is reluctant to work. The state of the work environment is very important for every employee in carrying out the duties and work that is carried out and is his responsibility. For the physical condition of the place of work, the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas is not conducive, especially in terms of spatial work environment.

The physical condition of the work environment greatly affects the implementation of work, because conditions that are not conducive allow the implementation of work to be interrupted, disruption of this work will slow down the completion of work, to be able to carry out work it is necessary to have a physical condition of a conducive work environment so that the work can be carried out calmly. , and can be completed on time, this is natural, because the hospital does not only treat patients, sometimes handles the patient's family waiting for the patient, especially at hours that allow the patient's family to visit the patient, sometimes this visitor is not only one person, but consists of more

than one person, there are even more than ten people, this of course will interfere with the work carried out by hospital employees.

Quality of Work Results is one part of the service quality of government officials which is always echoed to achieve Good Governance, the results of research in the field of quality of work which include error rate, level of neatness, level of cleanliness, accuracy and accuracy are categorized as relatively moderate which is a support for apparatus in achieving its performance. The quality produced by employees is seen from the accuracy, skills, and cleanliness of the work.

The quality of work results, of course, cannot be separated from the support of work facilities and infrastructure as well as seen from the appearance of the apparatus that serves the community, which has a direct impact on satisfaction both by the community and by the implementing apparatus. Adequate equipment and equipment or machines that are adequate and suitable for use will create a good performance

. Existing equipment can be used as effectively and efficiently as possible in order to show creativity and willingness to work hard from the apparatus itself.

Based on the results of the study, it was found that the quality of the work possessed by the employees of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas as a whole accompanied by a full sense of responsibility as a public servant in each of his duties, the performance of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas will be realized optimally, thus affecting the service quality of the apparatus in the work unit concerned.

The quantity of work results includes the volume of work produced in accordance with the applicable provisions of the institution, so that there are no errors or deviations from the specified standards. The quantity of work results cannot be separated from the minimum service standards both in terms of physical and the number of products produced in accordance with the ability of employees to carry out computerization, process and access data quickly and precisely so as to produce accurate data products, all work from the completion time of the document is stated in the amount of time resolved, the amount of costs that must be incurred by the community / service users, so they do not hesitate to pay for the product because everything is regulated by regulations,

Timeliness in completing work is a variable in providing services to patients. Punctuality requires apparatus discipline in its readiness to provide services quickly and precisely. Punctuality is also supported by modern facilities or adequate facilities coupled with the ability of the apparatus to operate these facilities.

With punctuality in completing work, it means that government officials can respect time and the community as stakeholders can fill their time with activities that are more performance, which can be seen from the efforts made by employees in completing work at a certain time or period. The ability of the employees of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas facing difficulties in completing work is a situation where individuals can show physical and mental capacity. Individual abilities have intrinsic qualities that are inherent in a person, everyone must face a difficulty in completing their work, but the ability of someone with other people to have different levels of ability depends on how people can respond wisely and even this depends on the level of difficulty resulting from the work. .

Application of the potential capabilities of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas in completing work cannot be separated from the motivation of the employees themselves, who if they can overcome difficulties in any form will also give a pride that cannot be measured by material and feel satisfied with what it produces. The ability to succeed in dealing with difficulties in completing work or tasks at least has: mental agility, thinks in all directions, likes to face challenges, never gives up, works hard / has a high work ethic, has new ideas / ideas, lives more independently.

If this can be realized, then the performance of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas in providing quality services to the community, especially health agencies at the Dr. Regional General Hospital. H. Soemarno Sosroatmodjo Kuala Kapuas will be more meaningful. However, to create high ability and motivation can not be separated from the factors of age, gender, effort and willingness to work hard from the apparatus itself.

## **CONCLUSION**

Factors that affect the performance of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas is seen from the ability which consists of education, the employees of the Regional General Hospital Dr. H. Soemarno Sosroatmodjo Kuala Kapuas mostly had high school education, especially structural ones. The training that employees participated in was secretarial training, budgeting, and equipment maintenance as well as financial accountability, and functional training aimed at medical personnel, especially nursing staff. H. Soemarno Sosroatmodjo Kuala Kapuas can be said to be good although there is still a need for coaching, the supervision carried out is informal, namely by providing only direction, the condition of facilities and infrastructure is still not adequate to support work, and the physical condition of the work environment is still being improved.

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