



# The Effect of Work Motivation and Organizational Culture on Employee Performance of the Dr. Achmad Diponegoro Hospital

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ARTICLE INFO	ABSTRACT
Publication Online: 16 October 2019	Background: Hospitals have a large role in developing and maintaining public health. Hospital service lies in its human resources namely employees. Employee performance is influenced by work motivation and the existing organizational culture. Employee contributions are the main determining factor of organizational success. The purpose of this study was to analyze work motivation and cultural organization on the performance of employee's dr. Achmad Diponegoro hospital Method: The type of this research is quantitative research with cross-sectional approach. The research sample is as many as 137 employees taken by using purposive sampling techniques. The research instrument uses a questionnaire that has been tested for validity and reliability. The questionnaire consisted of 12 statements on motivation, 6 statements on organizational culture and 12 statements on performance. Data analysis using multiple linear regressions. Results: This research obtains a work motivation hypothesis test with a significant level of 0,000 which indicates that there is an influence of work motivation on performance. The hypothesis test of organizational culture with a significance level of 0.083 shows that there is no influence between organizational cultures on performance. The value of F count is 20,719 and significance is 0,000 show that there is a simultaneous influence between work motivation and organizational culture on employee performance. Conclusion: Work motivation influences employee performance, organizational culture does not influence employee performance, work motivation and organizational culture together have a positive and significant effect on employee performance.
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<b>KEYWORDS:</b> Work motivation, Organizational culture, Employee Performance	

## I. INTRODUCTION

A hospital is a health organization or charity funded by the government and other private institutions. There are several types of hospitals, namely general regional and provincial hospitals and private hospitals which are prepared to provide medical services [1].

Hospitals have a big role in developing and maintaining public health. Every hospital has human resources which are the main part of the organization. These human resources are usually referred to as employees. Employees are the most valuable resource that can determine the quality and the number of services provided to the community/ individual [2].

The quality of hospital services depends on the performance shown by the employee. Employee performance can be influenced by work motivation which is an energy or power that encourages workers to start a job. It is essential for hospitals to have employees who have high work motivation so that they have a competitive advantage in

every hospital [3]. Likewise, low work motivation is a major determinant factor of work-related health problems [4].

Employees become the determinants of organizational flexibility with the abilities and skills they have. The work environment can encourage an employee to work better based on positive thinking. It goes along with high work loyalty, pride in work, pleasure in working, working together, discipline when carrying out obligations and being confident [5]

Along with rapid environmental changes and intense competition, employee contributions are the main determinant of organizations success. For hospitals, it is how an employee can harmonize personal goals and organizational goals to achieve the best results. These changes need to be responded to automatically beyond the contribution of employees, so that work culture is needed in the work environment called organizational culture [6].

Organizational culture is a belief and values of the organization that are understood, imbued, and practiced by the organization so that the pattern gives its own meaning

and becomes the basis of the rules of behavior in the organization [7]. Organizational culture can affect performance and quality services in hospitals. There are several factors or aspects that affect quality services, one of which is the organizational culture and its organization. Organization culture can influence the behavior of a group of people in an organization, if the quality of the hospital service provider is good, then it cannot be separated from an organization that runs it better [8].

A research conducted by Putri (2012) on the analysis of the influence of organizational culture and work motivation on employee performance with job satisfaction as an intervening variable shows that organizational culture has a significant influence on employee performance [9]. This is in line with the research conducted by Wurnipin (2015), which shows that, overall organizational culture is meaningful on the performance of an organization [8]. Organization culture is meaningful to the achievements of an organization, it can be concluded that the practice of organizational culture if done well it will improve employee performance.

Based on the results of interviews with five employees of the Regional General Hospital Dr. Achmad Diponegoro Putussibau on January 22, 2018, it is found that three out of five employees said that they lost motivation to work due to several factors. The factors include the uncomfortable feeling they felt with the work environment, the distribution of incentives / work allowances which were not in line with expectations, managerial relations which were not good, interest in work which was lacking, employees which were more concerned with personal interests than jobs, attention to work which not good, aggressiveness of work which was also lacking. Meanwhile, the two employees said, they liked working in the hospital environment because it was in accordance with their profession even though the incentives were not as expected. Some employees had good innovation and risk-taking for the development of hospital technology.

## II. RESEARCH METHOD

This research is a type of quantitative research with cross sectional design. The cross sectional design is a research design with the measurement of variables that are done only one time [10]. Determination of cross sectional design is on the basis that researchers want to analyze work motivation and organizational culture on the performance of employees of the Regional General Hospital Dr. Achmad Diponegoro.

The respondents of this study were all employees both paramedics and non-medical staff at the Regional General Hospital dr. Achmad Diponegoro. This is because all employees are significant assessment factors for the good and bad quality of service. The population is a region of generalization consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and summarized in conclusions [11]. The population in this study were all paramedics and non-medical

employees at the Regional General Hospital Dr. Achmad Diponegoro with the number of 205 people.

The sampling technique used by researchers was purposive sampling or also called judgmental sampling. Purposive sampling is the selection of samples used by using specific criteria for samples taken, for example people who are considered experts in the research who will be taken [12]. The number of samples taken in the study this as much 137 employees.

In measuring the validity test, the researcher assessed whether the instrument was declared valid or not, namely by assessing the  $r$  results and  $r$  table of product moment table. It is valid if  $r$  results are higher than  $r$  table and if  $r$  results are smaller than  $r$  table, then it is declared invalid.

Reliability test is a measurement of instrument or questionnaire with the purpose of whether the instrument is worthy of use or not [17]. The reliability of a questionnaire can be assessed on a scale of 0-1. When it is said 1 then the results of reliability are perfect by randomizing random error values. A good and reliable reliability value is having cronbach alpha > 0.6 [18]. The number of respondents used as a validity and reliability test is as many as 30 respondents.

Ansolino, et al. (2016), said that multiple linear regression analysis must be fulfilled by statistical requirements based on ordinary least squares (OLS) [19]. The classic assumption test used are:

### Data Normality Test

The normality test is used to test whether the regression model has a normal distribution or not. The assumption of normality is an essential requirement in testing the significance of the regression coefficient. A good regression model is a regression model that has a normal or near normal distribution, so it is feasible to do statistical testing.

The basis of decision making can be based on probability (Asymptotic Significance), namely:

- a) If the probability is  $>0.05$ , the distribution of the population is normal.
- b) If the probability is  $<0.05$ , the distribution of the population is not normal.

### Multicollinearity Test

It is a test to find out whether there is a correlation between independent variables using a regression model [20]. This study uses a multicollinearity test which to see the correlation between variables of motivation and organizational culture.

### Heteroscedasticity test

It is test whether in the regression model occurs inequality of variance from the residual observations to other observations [20]. The absence of heteroscedasticity shows a good regression model.

### III. RESULTS AND DISCUSSION

#### A. *Result of Validity and Reliability Test*

##### **Test Validity**

Obtained from 12 statements of work motivation, all statements of work motivation have significant value of  $<0.05$  and  $r_{count} > 0.361$  so that all statements used in the questionnaire are regarded as valid. Then, in the 6 statement of organizational culture, all statements of organizational culture variables have significant value  $<0.05$  and  $r_{count} > 0.361$  so that all statements used in the questionnaire are also regarded as valid. Then, 12 statements of employee performance, all statements of employee performance have significant value of  $<0.05$  and  $r_{count} > 0.361$  so that all statements used in the questionnaire are regarded as valid.

##### **Reliability Test**

From the results of reliability test of work performance, the alpha cronbach value obtained is 0.844 ( $0.844 > 0.6$ ) showing that the questionnaire of work motivation variable was reliable. Meanwhile, from the results of the reliability test of organizational culture, the alpha cronbach value obtained is 0.786 ( $0.786 > 0.6$ ) showing that the questionnaire of organizational culture variable is reliable. Then, from the result of the reliability test of employee performance, the alpha Cronbach value obtained is 0.875 ( $0.875 > 0.6$ ) showing that the questionnaire of employee performance variable is reliable.

#### B. *Research Variables Description*

It is known that work motivation variables has minimum value of 26, maximum value of 48, mean of 34.55 and standard deviation of 4,091. The organizational culture variables has minimum value of 15, maximum value of 24, mean of 18.60 and standard deviation 1,865. Then, employee performance variables has minimum value of 28, maximum value of 64, mean 35,95 and standard deviation of 4,207.

##### ***The effect of Work Motivation on Employee Performance***

In line with the research conducted by Sari (2018), it is found that there is a significant effect of work motivation on the work performance of nurses at Pratama Hospital Yogyakarta with the p-value of 0,000 ( $<0.05$ ) [21].

Motivation is defined as an action or a motive that causes someone to do something. In many cases, motivation rises from needs and points to actions which result in reward when the needs are fulfilled [22]. Ratri and Palupiningdyah (2014), state that the higher the work motivation of employees at a hospital, the higher the work performance [23].

Motivation encourage or moves someone both from themselves and toward the surroundings [24]. Vroom's Expectancy Theory shows that people are motivated to work when they expect to achieve something through their work. Such expectation is seen as the effect of work on reward and

the meaning of such reward for the employee. There are two kinds of rewards namely external (salary, other material things) and internal ones (work satisfaction). The specific idea of cognitive theories of motivation is that such actions are assumed to be controlled by ideas and rational calculations on personal goals [25]. Motivation describes behavior as a result of a conscious choice taken from various alternatives related to psychological processes, special perceptions and formations of beliefs and attitudes. This theory is based on individual beliefs about the subjective possibility that a particular behavior or business performed by the individual will lead to a certain achievement [26].

Ramadani and Jasmita (2015), states that there are some needs which can help increase employee motivation to improve their work performance. The first is namely physiological need salary, the lower the salary received, the lower the work motivation of employees [27]. The second is the need of work security in the form of sense of security at work, the availability of protection and insurance, the lower the security, the lower the work motivation. The third need is social needs which is defined as good relationship among colleagues, negative work atmosphere lowers employee work performance. The fourth need is appreciation in the form of acknowledgment, attention or compliment which can help increase employees motivation and work performance.

It is supported by the finding of a research conducted by Sari et al (2017) which reveal that every health worker has the expectation to have a better life in line with their work and responsibilities [28]. It mean that the respondents expect increase of salary to increase their work motivation which eventually will help improve their work performance.

Sari (2018), states that the higher the motivation encouraged by the hospital management, the better the work performance [29]. Accordingly, the lower the motivation given to employees, the lower the work performance. To help increase employee motivation, some things need to be considered, the conditions of the work place, the social relation of the workers and the salary. In addition, the management need to also consider acknowledgments, responsibilities, work achievements, career development and changes of promotion [30].

It is hoped that rewards, even if they are small, given to the employees in the form of compliment, materials and nonmaterial rewards, compensation, information availability, work environment can help improve employee performance.

##### ***The Effect of Organizational Culture on Employee Performance***

The finding of this research is the opposite of Hidayah and Fadila research, (2019), showing that there is a significant effect of organizational culture on work performance with the of p-value 0.003 ( $<0.05$ ) [31].

## “The Effect of Work Motivation and Organizational Culture on Employee Performance of the Dr. Achmad Diponegoro Hospital”

Organizational culture is defined as shared values, often regarded as ordinary, which help the people in an organization understand the actions which advise, accepted and considered as unacceptable. Such values are often communicated through stories and other symbolic ways [32]

Farzianpour et al (2016), opine that employee organizational culture needs to be evaluated by hospital managers to help achieve and strengthen organizational culture, maintain individual independence in work groups, create healthy work environments, increase tolerance, consider individual needs and consider stress management [33]. Curry et al (2018), explained that organizational culture can be modified through the development and support of multidisciplinary groups which determine share goals together with senior management and effectively use data to encourage changes and work improvement [34].

The researcher finds that based on the findings of the research there is no significant effect of organizational culture to the work performance of RSUD dr. Achmad Diponegoro employee. It is caused by the inexistence of innovative ideas and employee risk taking. Many employees are unable to come on time and they lack loyalty on teamwork. It is expected that there will be improvement on management support, changes of work environment, increase of creativity and availability of management support system in solving employee problems.

### *The Effect of Work Motivation and Organizational Culture on Employee Performance*

Performance is seen as employee work achievement in terms of quality and quantity in relation to their work responsibilities given by the manager [35]. Such performance is affected by ability, motivation, as well as clarity on employee roles. The aim of employee performance evaluation is to periodically re-observe and evaluate employee performance [36].

Sari, et al (2017), stated that employees are indirectly responsible to improve their performance which is assessed through work satisfaction [29]. The drive to develop themselves can increase employee satisfaction with their work. Tesfaye et al (2015), argue that even though the majority of the employees have good performance, there are still some which are considered to have poor work performance [37]. Thus, there needs to be program development in improving employee performance.

The researcher believes that both work motivation and organizational culture can help improve employee performance. Employees with high work motivation will be able to provide excellent services and supported by the organizational culture in the form of hospital management support systems and positive work environment. In addition, good cooperation among hospital team members can help improve employee performance which eventually will result in good impact for the hospital.

### **IV. CONCLUSION**

There is a significant influence between work motivation on the performance of employees of the Regional General Hospital Dr. Achmad Diponegoro with a p-value (0,000). There is no significant influence between organizational culture on the performance of employees of the Regional General Hospital Dr. Achmad Diponegoro with a p-value (0.083). There is a significant influence between work motivation and organizational culture on the performance of employees of the Regional General Hospital Dr. Achmad Diponegoro. Judging from the adjusted R<sup>2</sup> value of 0.225 shows that work motivation and organizational culture contribute positively to employee performance by 22.5% while the remaining 77.5% is explained by other factors not examined in this study.

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