

# Employee Performance of Private Hospital Non-Medical Services

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## Abstract

The performance of non-medical employees is a very important concept especially for a hospital in measuring the quality of services provided. Therefore a measure is needed that is able to measure how the expected performance and its achievements can provide input to produce optimal performance. This study aims to look at the factors that can be used as benchmarks for performance and how the performance description of non-medical employees in private hospitals. The study was conducted with a correlational survey. The results showed that the performance of non-medical services in private hospitals showed good service supported by the ability of employees to complete a number of service tasks simultaneously and carefully.

**Keywords:** *Employee performance, private hospital non-medical services.*

## Introduction

Indonesia is currently making efforts to improve in various fields so that it can adjust to the various advances that have taken place. Similarly, industries engaged in services and services, especially hospitals, also experience increased competition, especially in providing quality services provided to their customers. Service quality is one of the performance benchmarks for hospitals which is the output of hospital employee performance, especially for non-medical employees.

Performance is a concept that has been developed and is always interesting to study<sup>1</sup>. Performance is a multi-dimensional concept and is related to many factors. Performance can be related to the process of learning and mastery of tasks, abilities, knowledge and skills in carrying out these tasks<sup>2</sup>. Moreover, performance measures are the most important thing to measure the sustainability of an organization<sup>3</sup>. In

addition, performance is important because it can be one of the satisfaction indicators for both employees and the organization itself<sup>4</sup>.

Therefore, considering the importance of performance measures, this study wants to look at factors that can be used as benchmarks for performance and how the performance description of non-medical employees in private hospitals.

**Literature Review:** Performance is an action that is under the control of an individual or conscious behavior that contributes to the achievement of organizational goals<sup>5</sup>. Performance is divided into task performance and contextual performance, where individual factors play an important role in realizing contextual performance<sup>6</sup>. Performance also has two other dimensions, namely adaptive performance and counterproductive work behavior<sup>7,8</sup>.

To be able to produce high performance, the employee must be able to fulfill the four components. So that personally each employee must be able to hone themselves to further develop a proactive personality in order to meet the demands of performance as expected<sup>9</sup>.

In terms of task performance, for non-medical employees in private hospitals, performance benchmarks can be seen from how employees are able to fulfill daily

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tasks that can be realized through several indicators, namely employees skilled in doing technical work so they can have the ability to direct work correct, serious in completing tasks, and completing tasks with consistent and efficient use of time<sup>10</sup>. Thus the employee will be able to complete a number of service tasks simultaneously and carefully.

Contextual performance looks more at how someone does things that can support performance. This can be realized through a number of indicators, namely rarely making mistakes, being careful in doing work so as to produce accurate work, working in detail, being able to determine priorities, being able to maintain upward relationships with co-workers, superiors or customers. In addition, employees are also able to show a responsible attitude and are able to account for the work as well as the results because they have full attention to their duties. Therefore contextual performance is usually related to the personality or character possessed by employees<sup>11-13</sup>.

While adaptive performance can be seen from how employees are able to make decisions, develop alternative solutions and appropriate actions and understand the consequences of the task. In managing change, better ideas are needed from employees and initiatives towards new tasks. Therefore employees can support the organization in making decisions with these new ideas and in different ways<sup>7,8</sup>.

### **Research Methods**

The research method is carried out with correlational surveys. Sampling technique is done by accidental sampling with a sample of 400 employees. Technique of collecting data with self-assessment through a scale questionnaire of 1 to 5 ..

The instrument was developed through the study of 40 performance indicators for non-medical employees, namely:

1. Technically skilled (X1),
2. Steering ability (X2),
3. Seriously complete the assignment (X3),
4. Complete tasks consistently (X4),
5. Use time efficiently (X5),
6. Rarely make mistakes (X6),
7. Thorough (X7),
8. Accurate (X8),
9. Work with details (X9),
10. Able to determine priority (X10),
11. Maintain relationships (X11), B
12. responsible (X12),
13. Able to account for work (X13),
14. Able to complete a number of service tasks simultaneously and carefully (X14),
15. Insured on the results of the assignment (X15),
16. Have full attention (X16),
17. Perform tasks according to the time target (X17),
18. Report to supervisor if there is a problem (X18),
19. Able to make decisions, develop alternative solutions and appropriate actions (X19),
20. Understand the consequences of the task (X20),
21. Discipline (X21),
22. Present on time (X22),
23. Obedient (X23),
24. Obey the leader's instructions (X24),
25. Complete the task on time (X25),
26. Carry out instructions (X26),
27. Maintain workplaces (X27),
28. Have initiative (X28),
29. Have a better idea (X29),
30. Initiate new assignments (X30),
31. Make decisions with new ideas (X31),
32. Complete tasks in different ways (X32),
33. Work on tasks without being ordered (X33),
34. The willingness of the concerned person to correct the error in carrying out the task with *tangka* (X34),
35. Give creative ideas (X35),
36. Take advantage of the Bali bait (X36),
37. Have initiatives to deal with institutional problems (X37),
38. Have innovative solutions (X38),
39. Can work independently (X39), and
40. Give support and help from others (X40)

## Results And Discussion

Test the normality of variable empirical data on the performance of employees of non-medical services in private hospitals.

First, tested the empirical data distribution normality of the variable performance of non-medical services in private hospitals. Normality test is done by Proportion Estimation through Blom Formula with Q-Q Plot approach. Q-Q approach The plot was taken because the number of research samples was > 200 people (40- non-medical servants).

Based on the results of the Q-Q Plot Normal calculation, the data distribution shows normal, that is, the distribution of the data tends to lead to the normal line, and the distribution of the data does not have an outlier. Likewise if seen from Detrended Normal Q-Q the plot, the distribution of the data does not describe sine or cosine curves. So in conclusion, the variable distribution of empirical data on the performance of non-medical services for private hospitals has a normal distribution.

The results of the first analysis that looked at the trends in the performance conditions of private hospital non-medical services showed that in proving the results of this study, researchers in determining 4 (four) categories of performance of private hospital non-medical service employees were: (a) the service performance was very low, (b) service performance is low, (c) service performance is high, and (d) service performance is very high. Data analysis was carried out with a confidence interval at a significance level of 5%, and a lower and upper bound was produced between 170.7062 to 173.6488. Based on these results, it can be concluded that employees of private hospital non-medical services tend to have high service performance significantly at  $\alpha < 0.05$ .

The results of the second analysis, carried out with Binary Segmentation called Classification and Regression Trees. In this analysis, the researcher set a Pruning depth of 2, a Pruning Parent of 2, a Child Pruning of 1, and a significance level of  $\alpha < 0.05$ . The results of this analysis prove that the ability to complete a number of service tasks simultaneously and carefully (X14) is the most decisive shape of the performance of employees of non-medical services in private hospitals. If the task of a number of services carried out simultaneously and meticulously is increased, then its performance as a non-

medical service employee will increase 139,380 times from the current condition. To be able to make it happen, non-medical service employees are required to have the ability to make decisions, develop alternative solutions and appropriate actions (X19) as well as jointly with the willingness of the concerned person to correct his / her own mistakes in carrying out the task (X34). If both of these are done well, the capacity of non-media service personnel to complete tasks will increase 33,852 times from current conditions.

The results of the third analysis that looked at demographic influences showed that

From the gender differences both male and female non-medical service employees, the service performance was significantly higher at  $\alpha < 0.05$ .

In addition, there are differences in terms of service performance of non-medical staff of private hospitals, if differentiated based on their educational background, namely between doctoral (S3) and master's (S2) education with t-student of 6.394 with a significance value of 0.000 which is very significant at  $\alpha < 0.01$ . Based on the difference in mean, it was found that non-medical service personnel with doctoral degrees (S3) had a moderate service performance that had a very significant master's degree (S2) performance at  $\alpha < 0.01$ .

There are differences in terms of service performance of non-medical private hospital employees, if differentiated based on age with F of 3.191 with significance value 0.013 is significant at  $\alpha < 0.05$ . Based on the difference in mean, it was found that non-medical service employees of private hospitals aged 50-64 years had high performance, while others, employees who were aged 50 years and over 64 years had low performance.

There are differences in terms of service performance of non-medical private hospital employees, if distinguished by hospital location with F equal to 3.825 with significance value 0.002 is significant at  $\alpha < 0.05$ .

There are differences in terms of service performance of non-medical private hospital employees, if distinguished based on work experience in private hospitals with F of 3.272 with a significance value of 0.021 is significant at  $\alpha < 0.05$ .

## Conclusions

The results showed that employees of non-medical services in private hospitals had performance that had

good service. This performance is supported by the realization of the ability of employees to complete a number of service tasks simultaneously and carefully. This means that fulfilling task performance is important in producing optimal performance so that employees must clearly understand the job description that must be done<sup>14-17</sup>.

To be able to complete a number of simultaneous and careful service tasks, non-medical service employees are required to have the ability to make decisions, develop alternative solutions and appropriate actions and also jointly with the willingness of the concerned person to correct mistakes in carrying out tasks with suspicion. Both of these are related to contextual performance and adaptive performance which are important factors in producing performance<sup>8,18-20</sup>.

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