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### THE EFFECT OF TRAINING, WORK MOTIVATION, AND WORKLOAD ON THE PERFORMANCE OF HOSPITAL EMPLOYEES

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**Keywords: training, work motivation, workload, and performance employees.**

#### **ABSTRACT**

This study aimed to 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 sample was collected to determine a probability sampling method with a random sampling technique with Slovin function, then determined a sample of 140 respondents. The measurement of variables uses Likert scale. Data collection used a survey method and using a questionnaire, for then analyzed with linear regression technique. 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.

Keywords: training, work motivation, workload, and performance employees.

#### **INTRODUCTION**

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. So in other words, 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. 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.

Assessment of the implementation of employee work or often referred to as a performance appraisal or work performance appraisal that must be carried out by a company or organization in order to find out the extent of the success of training and motivation to the employee. This performance appraisal system is the work of employees within the scope of their responsibilities which refers to a formal and structured system that is used as an instrument to measure, assess and influence job-related characteristics, control behavior, including absenteeism levels, work results, make decisions. -decisions relating to the wearing of salaries, giving bonuses, promotions, and placing employees in suitable positions. Performance appraisal is a process of controlling employee performance which is evaluated based on certain standards.

Harapan Kita Heart and Blood Vessel Hospital is a public service agency (BLU) of a government agency under the auspices of the Ministry of Health whose main task and function is to provide services to the public in the field of health services, especially for heart and blood vessel health services. BLU Harapan Kita Heart and Blood Vessel Hospital (RSJPDHK) was established in 1985 with 1,853 employees until 2019 consisting of 1,293 Civil Servants (PNS) 463 people, noncivil servant hospital employees, and 97 people on a specific time contract. Based on a total of 1,853 employees a total of 215 people are the staff of the hospital administration, they are the main parameter in terms of service to patients.

Employee performance appraisal at BLU RSJPDHK from 1985 to 2007 used an assessment system with the Work Implementation Assessment List (DP3) and attendance lists for civil servants and non-PNS assessments using internal assessments. Since 2008, BLU RSJPDHK has implemented a remuneration system for employees based on Permenkeu No. 165 of 2008, so that it has a more detailed performance appraisal in addition to the existing performance appraisal, where the assessment of employees, both medical staff and non-medical staff, depends on their workload and responsibilities and according to predetermined assessment standards. This is done to improve services to the community in general and increase the competence and welfare of employees.

Researchers conducted a pre-survey by assigning 30 administrative employees as samples to find out how much motivation the employees had in terms of increasing or decreasing performance, the results of the pre-survey were explained as follows:

Table 1. Pre-Survey Results of Motivation Variables

<b>Indicator</b>	<b>Very Motivated</b>	<b>Be motivated</b>	<b>Less Motivated</b>	<b>Not Motivated</b>
The salary I received is under the workload	13%	80%	7%	0

The medical benefits that I received have met my expectations	10%	57%	33%	0
Relationships with colleagues at work	23%	73%	3%	1%
Good cooperation with teammates	11%	79%	9%	1%
Appreciation from superiors	7%	67%	3%	3%
Opportunity to convey ideas	0%	77%	19%	4%
Opportunity to develop potential through training and development programs	5%	87%	8%	0%

Source: Processed data

The table above shows that the results of the pre-survey related to salary indicators and training are two things that motivate employees to perform, the level of salary and training programs are issues that should be considered by the managerial RSJPDHK. In addition to the data above, the employee performance appraisal data for the last three years is presented in the following table:

Table 2. Performance Appraisal Data for Administrative Staff of Harapan Kita Heart and Blood Vessel Hospital

Year	Very good	Well	Enough	Not good	Number of employees
2017	87.13%	12.41%	0.45%	0%	211
2018	83.07%	9.63%	7.3%	0%	215
2019	79.11%	13.07%	5.32%	2.5%	215

Source: Secondary data from HRD RSJPDHK in 2019

Referring to the table above, it can be seen that in the last three years the performance of the administrative staff in charge of providing excellent service to patients has decreased significantly. This is a problem that can have an impact on the reputation of the institution, service performance is the main selling point in businesses engaged in services, especially. Based on the phenomena described above in the form of pre-survey data and employee performance data, the authors are interested in conducting deeper research and conducting analyzes that can help institutions evaluate the decline in performance. The author determines three variables which are thought to

affect employee performance, namely training, work motivation and workload.

## **THEORETICAL REVIEW**

### ***Training***

According to Andrew E. Sikula in AA Anwar Prabu Mangkunegara (2017: 44), "Training is a short-term educational process that uses a systematic and organized procedure where non-managerial employees learn technical knowledge and skills for limited purposes". According to Ivancevich in Edy Sutrisno (2016: 67), "Training is an effort to improve the work performance (performance) of employees in their current jobs or in other jobs that will be held soon". According to Gary Dessler (2015: 284), states that "Training is a process of teaching new or existing employees the basic skills they need to carry out their jobs. Training is an effort to improve the quality of human resources in the world of work. Employees, whether new or already working, need to take part in the training ". Based on the opinions of the experts above, it can be said that training is a human resource management tool that is used to acquire skills, skills, or attitudes of employees to improve employee performance. Other than that, training is a learning process that can improve workability, so that it can increase one's ability so that the goals of the company can be achieved.

### ***Training Objectives***

According to Wexley and Latham in Marwansyah (2016: 156), the training objectives are as follows: (1) Increase individual self-awareness; (2) Improve individual skills in one or more areas of expertise; (3) Increase individual motivation to carry out a task or job satisfactorily. Meanwhile, according to Marwansyah (2016: 156), the aim of the training is that

individuals, in work situations, can acquire the ability to perform certain tasks or jobs satisfactorily, preventing the obsolescence of skills at all levels of the organization.

### **Factors Affecting Training**

According to VeithzalRivai (2014: 173), in conducting training several factors influence, namely instructors, participants, material (materials), methods, training objectives, and a supportive environment. The best training method depends on various factors. Factors that need to be considered in training, namely: (1) Cost-effectiveness; (2) Program material required; (3) Learning principles; (4) Accuracy and suitability of facilities; (5) Abilities and preferences of trainees; (6) Abilities and preferences of training instructors.

### ***Motivation***

Winardi argues (2016: 6) that motivation is a potential force that exists within a human being, which he can develop on his own or be developed by many external forces which essentially revolve around monetary rewards and non-monetary rewards, which can positively affect the results of his performance. or negative. Meanwhile, what is stated by Malayu (2015: 23) the definition of motivation is to question how to encourage subordinates' work passion so that

they are willing to work hard by giving all the abilities and skills to realize company goals. Based on the explanation of the above theories, it can be concluded that work motivation is an effort to encourage oneself to do work and channel all the skills they have so that the goals of the company can be achieved.

### ***Workload***

According to Mudayana in Ahmad Hannani (2016: 4) states "workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a co-worker, skills, behavior, and perceptions of workers." According to Siswanto in Nova Ellyzar (2017: 38) states: "Workload is many activities that must be completed by an organizational unit or incumbent systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period. get information about the efficiency and effectiveness of an organizational unit. "

Based on these definitions, it can be concluded that workload is something that appears due to the number of activities or tasks that must be completed by employees systematically using skills that must be completed based on time.

### ***Performance***

According to John Miner in Anwar Prabu Mangkunegara (2017: 67) states that "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities assigned to him". Another opinion from Murphy in Sudarmanto (2015: 9) states "performance is a set of behaviors that are relevant to the goals of the organization or organizational unit where people work." Based on this definition, it can be concluded that performance is a person's behavior in achieving work results in quality and quantity under the assigned task and the time set by the leadership of the company where the results are measured over a certain period based on company terms and agreements.

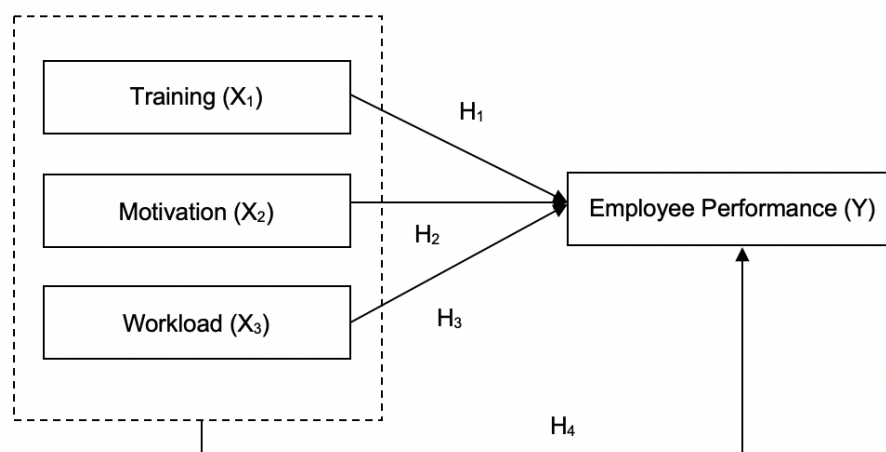
### ***Performance Appraisal Objectives***

Performance appraisal has several objectives according to Rivai in Sudarmanto (2015: 15), namely as follows: (1) Obtain data that is factual and systematic in determining the value of a job; (2) Obtain justice in the wage and salary system applied within the organization; (3) Obtaining data to determine wages and remuneration structures that are under the general application; (4) Assisting management in measuring and monitoring more accurately the costs used by the company; Align performance appraisals with business policies so that movements in an organization are always in line with objectives.

### ***Framework***

The framework is a conceptual model of how the theory relates to various factors that have been identified as important problems. A good frame of mind will theoretically explain the linkages between the variables studied so that theoretically the relationship between the independent and dependent variables

can be explained. Based on the theoretical basis described previously, a framework of thought can be drawn up as can be seen in Figure 1.



**Figure 1.** Framework

### ***Research Hypothesis***

Based on the above framework and research conducted by several previous researchers, the following hypotheses can be formulated:

H1: Training affects employee performance.

H2: Work motivation affects employee performance.

H3: Workload affects employee performance.

H4: Training, work motivation, and workload affect employee performance.

### **RESEARCH METHODS**

This type of research is field research, which is research conducted employing a survey to collect data in the field to obtain an overview of the effect of training and work motivation on employee performance. According to Nurindiantoro and Supomo (2014: 6), the type of research is divided based on research objectives into three, namely exploratory studies, descriptive studies, and hypothesis testing. Based on Supomo and Nurindiantoro's research, this research is a type of hypothesis testing. The research design used in this study is explanatory (explanatory research), because it is a study that explains the causal relationship between variables through hypothesis testing.

The population in this study were all administrative staff of Harapan Kita Heart and Blood Vessel Hospital, totaling 215 employees. The sample in this study uses probability sampling, which is a technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. Based on the consideration of limited time, cost, and labor, in this study, the sampling used Slovin in the sample calculation with an error rate of 5% (Husein Umar, 2014: 78), after calculating the sample size was 140 employees as respondents.

### ***Data analysis***

Before data analysis, hypothesis testing was conducted to test the validity and reliability of 140 respondents. The classical assumption test is also used, consisting of normality, multicollinearity, and heteroscedasticity tests.

Hypothesis testing is done using linear regression analysis, using the SPSS program.

## RESULTS AND DISCUSSION

### *Validity and Reliability Test*

Table 3. Results of Testing the Validity and Reliability of Training Variables

Variable	Dimensions	Indicator	r count	Cronbach Alpha
Training	Instructor	Mastery of the material	0.372	0.858
		Creating interaction	0.421	
	Participants	Retention of material	0.386	
		Benefits of training	0.402	
	Theory	Purpose fit	0.491	
		Material Completeness	0.477	
	Method	Training method	0.434	
		Training understanding	0.549	
	Aim	Training according to purpose	0.572	
		Understanding of purpose	0.509	
	Enabling environment	Comfort	0.516	
		Amenities	0.484	

Source: Primary Data Processed

Based on Table, it can be seen that the statement of the training variable value of r count is greater than the r table (0.135), so the statement is valid. Cronbach's Alpha value of the training variable is more than 0.6 ( $> 0.6$ ). So it can be concluded that the training variable statement instrument used as a measurement tool is reliable.

Table 4. Results of Testing the Validity and Reliability of Work Motivation Variables

Variable	Dimensions	Indicator	r count	Cronbach Alpha
Work	The need for	Taking risks	0.565	0.633

Variable	Dimensions	Indicator	r count	Cronbach Alpha
motivation	achievement	To be responsible	0.609	
		Knowing work	0.508	
		Personal improvement	0.414	
		Innovation and efficiency	0.445	
	The need for affiliates	Cooperate	0.434	
		Harmonious relationship	0.352	
		Maintaining harmony	0.425	
	Needs for power	Influence with words	0.664	
		Influencing increases personal power	0.602	
		Pay attention to other people's reputations	0.494	

Source: Primary Data Processed

Based on Table, it can be seen that the statement of the work motivation variable, the value of r count is greater than the r table (0.135), so the statement is valid. Cronbach's Alpha value of work motivation variable is more than 0.6 ( $> 0.6$ ). So it can be concluded that the work motivation variable statement instrument used as a measurement tool is reliable.

Table 5. Results of Testing the Validity and Reliability of Workload Variables

Variable	Dimensions	Indicator	r count	Cronbach Alpha
Workload	Load time	A little free time	0.318	0.744
		Interruption of work	0.323	
		Do more work	0.443	
	Mental effort burden	High concentration	0.422	
		Erratic work	0.309	
		Special skills	0.372	
	The burden of psychological pressure	Restless / confused	0.421	
		High level of risk	0.371	
		The effect of compensation	0.291	

Source: Primary Data Processed



Based on Table, it can be seen that the statement of the workload variable, the value of  $r$  count is greater than the  $r$  table (0.135), so the statement is valid. Cronbach's Alpha value of the workload variable is more than 0.6 ( $> 0.6$ ). So, it can be concluded that the workload variable statement instrument used as a measurement tool is reliable.

Table 6. Results of Testing the Validity and Reliability of Employee Performance Variables

Variable	Dimensions	Indicator	r count	Cronbach Alpha
Employee performance	Quality	Accuracy and according to SOP	0.291	0.786
		Quality work	0.356	
		Match results	0.417	
	Quantity	Target achieved	0.331	
		How to achieve results	0.358	
	Use of time at work	Completion on time	0.285	
		Discipline	0.375	
		Resolve delays in working hours	0.613	
		Set work time	0.528	
	Cooperation at work	Information exchange	0.247	
		Maximum work results	0.329	
		Openness to express opinions	0.481	
		Cooperative awareness	0.447	

Source: Primary Data Processed

Based on Table, it can be seen that the statement of the employee performance variable, the value of  $r$  count is greater than the  $r$  table (0.135), so the statement is valid. Cronbach's Alpha value of the employee performance variable is more than 0.6 ( $> 0.6$ ). So, it can be concluded that the employee performance variable statement instrument used as a measurement tool is reliable.

### ***Classic assumption test***

Normality test

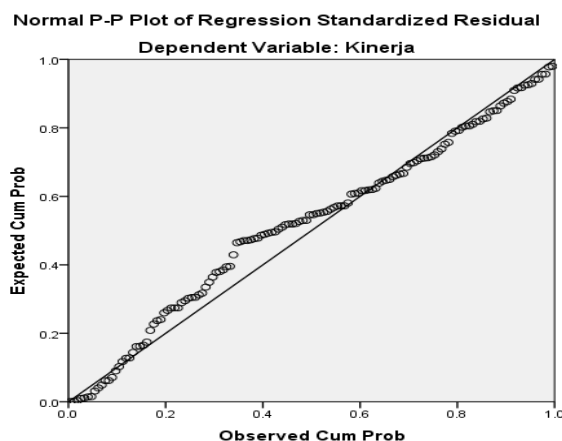


Figure 2. Results of Normal Normality Testing of PP Plot of Regression Standardized Residuals  
 Source: Primary Data Processed

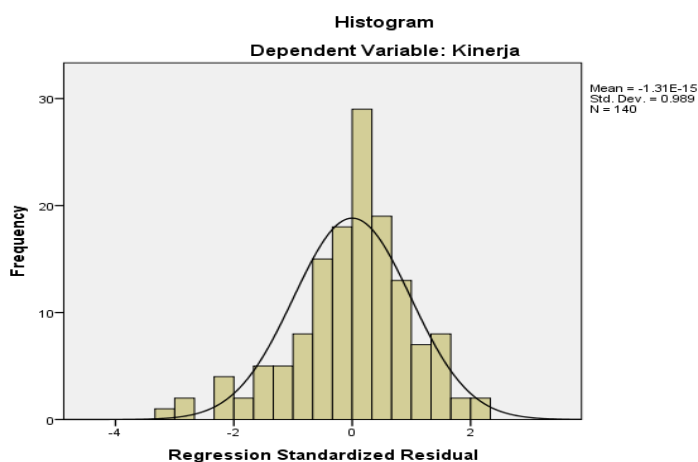


Figure 3. Histogram Normality Test Results  
 Source: Primary Data Processed

Based on the results of normality testing in Figure 2. and Figure 3., the data spread around the diagonal line and follows the direction of the diagonal line, and on the histogram, the image follows the line, not to the left or right. So that the regression model fulfills the normality assumption.

**Multicollinearity Test**

Table 7. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	.843	1,185
	Motivation	.762	1,313

	LoadCer	.874	1,144
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Source: Primary Data Processed

Based on the results of the multicollinearity test that has been carried out, the tolerance value in the budgeting participation variable, information asymmetry, motivation, and organizational commitment all show a number of more than 0.1 and a VIF value less than 10. This figure indicates that there is no multicollinearity problem.

**Heteroscedasticity Test**

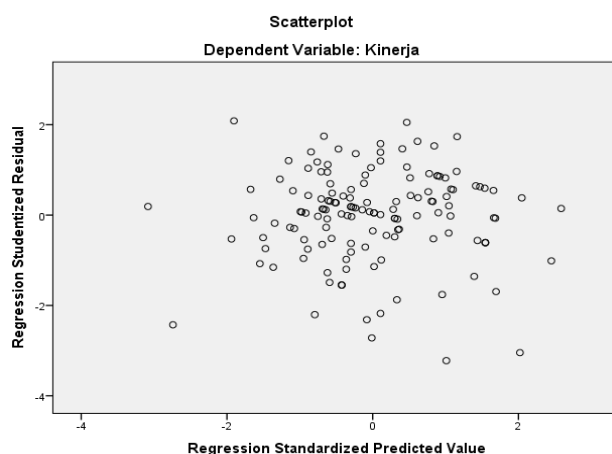


Figure 4. Heteroscedasticity Testing Results  
Source: Primary Data Processed

Based on the results of the heteroscedasticity test that has been carried out, it can be seen that the dots spread with an unclear pattern above and below the number 0 on the Y axis, so the regression model does not occur heteroscedasticity problems. Because the research data were not in time-series research, the autocorrelation test was not carried out. Thus, in this study, the autocorrelation test was not included.

**Multiple Linear Regression Analysis**

Table 8. Multiple Linear Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,105	.365		5,765	.000
	Training	.168	.084	.171	1,998	.048

	Motivati on	.277	.078	.319	3,532	.001
	LoadCer	-.073	.061	-100	-1,192	.235

Source: Primary Data Processed

Based on the analysis of the regression coefficient values, it can be concluded that: (1) The value of the dependent variable (Y) on employee performance can be seen from the constant value of 2.105 provided that the independent variables (X1, X2, X3) do not affect the dependent variable (Y); (2) The effect of the training variable (X1) on employee performance (Y), when seen from the regression coefficient of 0.168, it means that any change in the training variable (X1) of one unit will be offset by changes in employee performance variables (Y) of 0.168 with a note that the training variable (X2) and workload variable (X3) are fixed; (3) The influence of the work motivation variable (X2) on employee performance (Y), when seen from the regression coefficient of 0.277, it means that every change in the work motivation variable (X2) of one unit will be offset by changes in the employee performance variable (Y) of 0.277 with a note that training variable (X1) and workload variable (X3) are fixed; (4) Workload variable (X3) has no effect on employee performance variables (Y).

#### **Analysis of Correlation Coefficient (R) and Multiple Coefficient of Determination (R<sup>2</sup>)**

**Table 9.**Coefficient of Determination

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394a	.156	.137	.42255

Source: Primary Data Processed

Based on Table, it can be seen that the correlation coefficient is 0.394. This means that the correlation between the variables of training, work motivation, and workload on employee performance is 0.394. so it can be concluded that the relationship between variables is weak. Meanwhile, based on the multiple coefficients of determination the value is 0.156. This means that employee performance is influenced by training, work motivation, and workload by 15.6% and 84.4% is influenced by other variables outside of this study.

#### ***Partial Test (t-test)***

This study uses a partial test (t-test), this is used to determine whether the independent variables, namely training (X1), work motivation (X2), and workload (X3) individually or partially have a significant or insignificant effect on the variables. bound, namely employee performance (Y). The t-test results can be seen in Table 6, as follows:

### ***The Influence of Training Factor Variables (X1) on Employee Performance (Y)***

Based on a significance value of 0.048 which is less than 0.05, then H0 is rejected and H1 is accepted. It means that partially the training variable (X1) has a significant positive effect on employee performance (Y). This is like the findings in a study conducted by Raja Abdul Ghafoor Khan, et al. (2011); Maphosa, C; et al (2014) and Crosskey, et al. (2011) found that there was a positive and significant effect of the training conducted at the company on employee performance.

### ***The Influence of Work Motivation Factor Variables (X2) on Employee Performance (Y)***

Based on the significant value of 0.001 is less than 0.05, then H0 is rejected and H2 is accepted so that partially the work motivation variable (X2) has a significant positive effect on employee performance (Y). This is in line with research conducted by Fomenky, NkafuFondu (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, Hashim; Shehzad Ai; Waqar N; Muhammad A. (2014) and Wanjau Mary Ngima&JoanesKyongo. (2013) also found the same findings.

### ***The Influence of Workload Factor Variables (X3) on Employee Performance (Y)***

Based on the significant value of 0.235 is greater than 0.05, then H0 is accepted and H3 is rejected, so partially the workload variable (X3) does not have a significant effect on employee performance (Y). These results contradict research conducted by Bruggen (2015) which states that workload has a direct effect on employee performance, besides research that supports these results was also conducted by Astianto et. al (2014) and Adityawarman (2015).

### ***Simultaneous Test (F test)***

Table 10. Simultaneous Test (F test)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,475	3	1,492	8,355	.000b
	Residual	24,282	136	.179		
	Total	28,757	139			

Source: Primary Data Processed

Based on the significant value of 0.000 is less than 0.05, then H1 is accepted and H0 is rejected. It means that simultaneously the training variable (X1), work motivation (X2), and workload (X3) affect employee performance (Y).

***Inter-Dimensional Correlation Analysis***

To find out the results of the inter-dimensional correlation matrix, it can be seen in Table 11:

Table 11. Inter-Dimensional Correlation Matrix

Variables / Dimensions		Performance			
		Quality	Quantity	Working time	Cooperation work
		Y1	Y2	Y3	Y4
Training					
Instructor	X1.1	-0.045	0.027	0.229 **	0.171 *
Participants	X1.2	0.124	0.021	0.129	0.152
Theory	X1.3	0.132	0.125	0.179 *	0.264 **
Method	X1.4	0.245 **	0.153	0.295 **	0.304 **
Aim	X1.5	0.120	0.183 *	0.211 *	0.251 **
Environment	X1.6	0.189 *	0.213 *	0.123	0.208 *
Motivation					
Need for achievement	X2.1	0.205 *	0.260 **	0.281 **	0.329 **
Affiliate requirements	X2.2	0.135	0.208 *	0.096	0.164
Needs for Power	X2.3	0.178 *	0.170 *	0.362 **	0.250 **
Workload					
Load time	X3.1	-0.106	-0.053	0.073	-0.062
Mental effort burden	X3.2	0,000	-0.118	0.118	-0.061
The burden of psychological stress	X3.3	-0.030	0.017	0.196 *	0.050

Source: Primary Data Processed

The results of the research partially show that training affects employee performance. The correlation between the dimensions of the effect of training on employee performance with the strongest correlation is shown in the dimensions of the method of cooperation in work. So, the right method can help employees work together.

Partially, motivation affects employee performance. The correlation between the dimensions of the influence of work motivation on employee performance has the strongest correlation shown in the dimensions of the need for power to work time. So, employees who work to meet the need for power will complete work on time.

Based on the research results, it shows that the workload does not affect employee performance. However, there is a strong correlation between dimensions, namely the dimension of psychological pressure on the use of

time at work. Thus, employees who can cope with psychological burdens can make good use of their working time.

## CONCLUSION

The results of testing and discussion in this study can be concluded as follows: (1) Training has a positive effect on employee performance, so that the higher the level of training, the higher the employee's performance. The training dimension that has the highest correlation with employee performance is the dimension of training methods towards work cooperation. Thus, the right method can help employees work together. (2) Work motivation has a significant positive effect on employee performance. The higher the level of work motivation, the higher the employee's performance. The motivation dimension with the highest correlation with employee performance is the need for power over working time. Thus, employees who work to meet the need for power will complete work on time. (3) The workload does not affect employee performance. Most respondents consider that the workload is balanced or not too heavy so that it does not affect their performance. (4) Training, work motivation, and workload have a significant effect on employee performance.

## *Suggestions*

Based on the conclusion, the suggestions that can be given by the author are as follows: (1) Hope Heart and Blood Vessel Hospital We need to improve employee training and work motivation so that it can improve employee performance. By increasing employee performance, so that organizational goals can be realized. (2) Hope Heart and Blood Vessel Hospital We need to motivate employees by giving them authority in their work. (3) Harapan Heart and Blood Vessel Hospital We need to provide proper training methods to employees' administrative staff to help employees work together. (4) Harapan Heart and Blood Vessel Hospital We also need to motivate to improve the profession, so that employees can be motivated to complete their work on time.

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