

## **The Influence of Training and Motivation on The Performance of Health Services Implementing Employees in Kramat Jati Hospital**

**Point Riski Purwanti, Rushadiyati, Nurminingsih, Asim**

Respati Indonesia University Business Administration Study Program  
Email: pointriski@gmail.com, rus.hadiyati@gmail.com, nings@urindo.ac.id,  
acim\_madu1@yahoo.com

### **ABSTRACT**

This study aims to determine the effect of training and motivation on employee performance at Kramat Jati Hospital. This research method is quantitative with the instrument in the form of a questionnaire. The population in this study were all staff implementing health services at Kramat Jati Hospital as many as 221 employees. The sampling technique was using proportionate stratified random sampling technique or proportional random strata sampling with a total of 69 respondents. The data used in this study are primary data obtained through questionnaires and secondary data obtained from related agencies and journals to support this research. The instrument validity test uses Pearson correlation, while the reliability test uses Cronbach Alpha. The measuring instrument proved to be valid and reliable for the research instrument. Hypothesis testing in this study used the Partial Least Square (PLS) method. PLS is an analysis method with Structural Equation Modeling (SEM) based on variance. The results showed that: Training (X1) had a positive and significant effect on motivation with the original sample estimated value of 0.778 with a significance of 14.080. Second; Training (X1) has a positive but not significant effect on performance with the original sample estimate value of 0.080 with a significance of 0.831. Third; Motivation (X2) has a positive and significant effect on performance with the original sample estimated value of 0.840 with a significance of 11.124. So it can be concluded that in this study, training has a positive but not significant effect on performance and motivation has a positive and significant effect on performance

**Keywords:** Training, Motivation, Employee performance

## INTRODUCTION

Management of Human Resources is a challenge for management, because it involves the success of the agency. The achievement of agency goals depends on the quality of human resources. Human Resources are a central element in an agency, organizations are managed based on vision and mission with the aim of benefiting humans, it can be concluded that Human Resources are a strategic factor in the wheel of institutional activity (Sri Larasati, MM, 2018)

Employee quality reflects the level of skills, knowledge and interpersonal skills possessed by an individual as an employee. These three aspects are the need to carry out the duties and functions that are the responsibility of an employee, and of course these three aspects are not easy to obtain, but dynamic efforts are needed to get them.

HR development and training provides a lot of positive information that characterizes the readiness and ability of employees to carry out and complete the work for which they are responsible, develops self-confidence and continues to grow, and will encourage employee performance to show efficiency at work

for agency performance. The training itself is a systematic process to change employee behavior in a direction which improves agency goals (Ambar Teguh Sulistiyani & Rosidah, 2018)

Along with the increasing level of education and public awareness of the importance of health, health services are demanded by the community. Therefore, the implementation of health services faces increasingly complex challenges, especially in health service facilities such as health centers and hospitals.

In this case the hospital is a health service facility, in Indonesia itself according to the Ministerial Regulation Health Republic

Indonesia No. 340/MENKES/PER/III/2010 concerning Classification of Hospitals divided into:

a) Class A General Hospital, b) Class B General Hospital, c) Class C General Hospital and, d) Class D General Hospital.

The Kramat Jati Regional General Hospital grows with the community, prioritizing the needs of the community in the field of health services, one of which is by developing services from class D hospitals to class D hospitals.

C, it is hoped that in this case, an increase in the class type at Kramat Jati Hospital will be able to provide more complete health services for the people of DKI Jakarta, especially the East Jakarta Region. Seeing this situation, it is important to conduct training for employees so that employees are able to develop themselves proactively.

Based on the results of observations made in January - April 2022, the training that has been held at Kramat Jati Hospital includes training; hospitality, technical management functions, socialization of inpatient PPRA, internal PICU training, refreshing K3, PPI, CP Covid-19, round table discussion (quantitative anti-SARS IgG and vitamin D), advance coding training, refreshing INA CBG's claims, development of KtP services /A at Health Facilities, CBG coding training, internal audit training for work unit items at the Hospital (RS), basic PPI training, and firefighting training.

Training is carried out basically aims to increase skills, knowledge and employee motivation. However, the results of the implementation of the training that have been carried out are still found to be ineffective, this is thought to be caused by the motivation of the training participants and the instructor's ability to build the motivation of the training participants, which in this case is considered lacking.

There are various kinds of encouragement in an effort to increase employee productivity which will have an impact on the efficiency and quality of service (Ambar Teguh S & Rosidah, 2018). Motivation is one of the driving forces for employees to achieve maximum potential at work and will then affect the performance of the employees themselves, but in this case the agency has not optimally provided encouragement or motivation to

employees in the Kramat Jati Hospital environment, lack of attention from superiors to subordinates, this is thought to be the cause of employees not having the desire or drive to achieve performance that exceeds predetermined standards.

On the other hand, the correlation of training and development of Human Resources will affect employee performance. Performance is the level of success of employees who efficiently and effectively fulfill the requirements of their work (Simamora in Enny Istanti, 2020). Employee performance is the ability of employees to carry out their duties; comparison of work results that can be clearly distinguished between predetermined work standards, both in terms of quantity and quality achieved by employees during a certain period of time (Muhammad Busro, 2020)

Employee performance at Kramat Jati Hospital shows that employees have an important role in providing health services at the hospital. This can be proven by the increase in the number of outpatients in the period January - April 2022, with the highest number of outpatient visits occurring in April 2022, namely 4,816 patients including visits to polyclinics namely, children's poly, physiotherapy, surgical poly, dental poly. oral surgery, conservation dental poly, dental poly, nutrition poly, skin and genital poly, eye poly, MCU poly, obgyn poly, pulmonary poly, internal medicine poly, medical rehabilitation poly, neuro poly, anesthesia poly, healthy heart poly, ENT poly and general poly.

The increase in outpatient visits can be concluded that the hospital's performance has increased. The increase in hospital performance can be influenced by the increase in employee performance at Kramat Jati Hospital, which currently has 100 beds with a number of permanent, non-permanent and PJLP employees.

as many as 334 people. However, there are still internal and external factors that affect employee performance.

Based on the results of observations made in January - April 2022 it is known that the decline in employee performance at Kramat Jati Hospital is caused by employee work discipline. The decline in employee work discipline is most easily seen from the punctuality of coming to the hospital, there are still many employees who arrive late.

Based on Governor Decree (KepGub) Number 987 of 2020 concerning the Second Amendment to KepGub Number 378 of 2020 concerning Determination of Referral Hospitals for Covid-19 Management. RSUD Kramat Jati was selected and designated as a referral hospital for COVID-19. This prompted the Kramat Jati Hospital

## **TRAINING THEORY STUDY**

The definition of training according to some experts: Simamora in Muhammad Burso (2020) explains that training is a systematic process in which training changes employee behavior in a direction to improve organizational goals and is carried out to help employees carry out their current responsibilities better. According to Sutrisno in Muhammad Burso stated that education or training is the totality of human interaction for the development of the whole person and education is something that will continue to develop (Muhammad Burso, 2020). The basic concept of training is an effort to provide provisions for employees to behave and act in accordance with the work problems they face (Muhammad Burso, 2020).

transformed according to the needs of health services needed by the community during the pandemic. It cannot be ignored if the quality of service must be maintained and encouraged to continue to improve, with the implementation of training it is hoped that it will go wrong one push increasing the ability of employees to provide health services needed by the community.

On the one hand, training in the service sector is very important, this is because it is always closely related to hospitality, quality, resilience of an agency engaged in services. Based on this identification, the researchers were moved to conduct research with the title, The effect of training and motivation on the performance of employees implementing health services at Kramat Jati Hospital.

The purpose of implementing the training will be to increase the effectiveness and efficiency of employees in carrying out and achieving the work program targets that have been previously set by the agency. However, the results of the implementation of the training that have been carried out are still found to be ineffective, this is thought to be caused by the motivation of the training participants and the instructor's ability to build the motivation of the training participants, which in this case is considered lacking.

In this study the researchers measured training using the following indicators:

Indicators according to Garry Desller in Sandra and Sri S (2019), namely:

- 1) Instructor is someone who has the skills and contributions in the training program so that it runs smoothly.

- 2) A participant is someone who takes part in the entire training process who is expected to be able to absorb and implement the knowledge gained in his work.
- 3) Material is material presented in the training program that must be able to meet the needs of the organization and the training participants.
- 4) The method is the method chosen should be adapted to the type to be implemented and can be developed by a company.
- 5) The research objective is to be able to meet the needs desired by the company and be able to increase Skills, knowledge, either for the purpose of promotion or transfer.

## **MOTIVATION**

Motivation is a driving force from within the individual to carry out certain activities in achieving goals. By providing the right motivation, employees will be encouraged to do their best in carrying out their duties, and they believe that with the success of the organization achieving its goals and objectives, their personal interests will also be maintained (Muhammad Burso, 2020)

Motivation can be interpreted as something or things that are given by another party, so that the other party moves, is influenced or challenged to do or not do something (Timotius Duha, 2020)

Work motivation is the encouragement or enthusiasm that arises in an employee to work, because there is encouragement from outside, both from superiors, and there is a basis for meeting needs and satisfaction, as well as the desire to fulfill responsibility for the duties and functions given and carried out within the organization (Suriyanto, 2021).

Motivation has a role and function to encourage employee morale, increase work productivity and increase employee discipline, but in this case the agency has not optimally provided encouragement or motivation to employees in the Kramat Jati Hospital environment, lack of attention from superiors to subordinates, it is suspected is the cause of employees not having the desire or drive to achieve performance that exceeds predetermined standards.

According to Muhammad Burso (2020) stated motivation is the driving force from within the individual to carry out certain activities in achieving goals. motivation has the following dimensions:

1. The need for achievement
2. The need for affiliation
3. The need for power

## **PERFORMANCE**

Wibowo in Timotius Duha (2020) states that performance is about what is done and how to do it. According to Timotius Duha (2020), performance essentially starts with how individuals are able to focus on work and are able to master their work to produce good and useful results, and what they do contributes to organizational goals. (Asim, 2018) According to Muhammad Burso (2020) performance is the result of work that can be achieved by employees both individually and in groups within an organization, in accordance with the authority and responsibilities given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, the ability to solve problems within the given time limit

legally, do not violate the law and in accordance with morals and ethics.

Employee performance by experts is often also called work performance because performance is a real behavior that is displayed by each employee as the work performance he produces. Employee performance or work performance is defined as the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, according to AA Anwar Prabu Mangkunegara in Ni Kadek Suryani, Ida Ayu Putu and Kadek Dewi (2020)

Performance achievement is influenced by many factors, including internal factors, namely, intellectual ability, work discipline, job satisfaction and employee motivation. While the external factors that affect employee performance are leadership style, work environment, compensation, and the management system contained in the company.

Based on the results of observations made in January - April 2022 it is known that the decline in employee performance at Kramat Jati Hospital is caused by employee work discipline. The decline in employee work discipline is most easily seen from the punctuality of coming to the hospital, there are still many employees who arrive late.

Wirawan in Muhammad Burso (2020) states that performance can be measured

## RESULTS

Based on the research that has been done, the Outer Model results for the Validity Test are obtained in Figure 1.

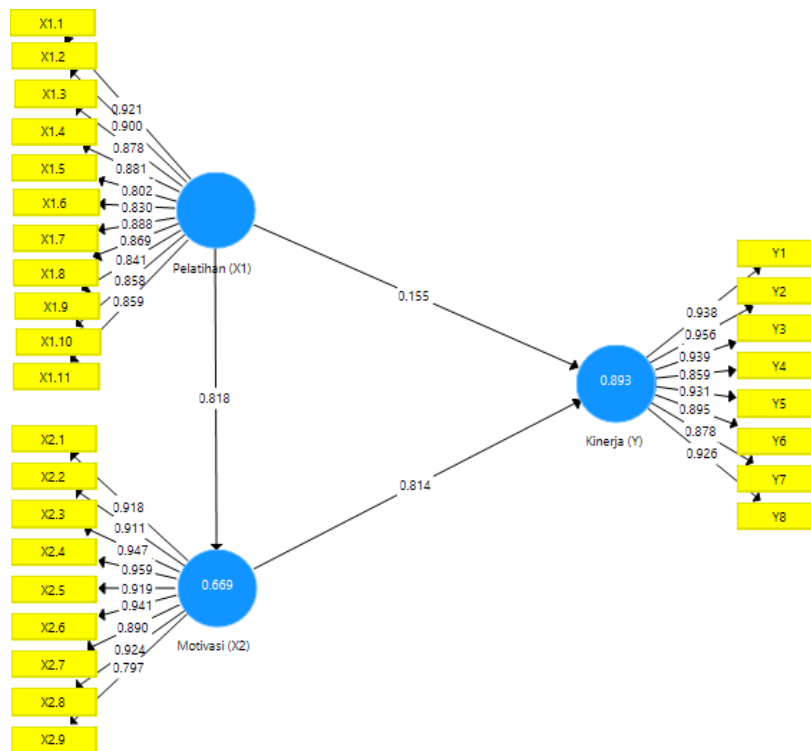
with the following dimensions and indicators;

- 1) Work Results with indicators; (a) quality of work, (b) quantity of work and, (c) efficiency in carrying out tasks
- 2) The indicator work behavior; (a) work discipline, (b) initiative, and (c) thoroughness
- 3) The personal characteristics of the indicators; (a) honesty, and (b) creativity.

## RESEARCH METHODS

This research is a type of quantitative research. The data analysis method used Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis of SmartPLS version 3 software. The population in this study were all employees implementing health services at Kramat Jati Hospital and had received training in the period January 2022 to April 2022, which totaled 221 respondents so that the sampling technique was the slovin formula and proportionate stratified random sampling, with a total sample of 69 respondents. The testing stages are the outer model, to determine the validity test and reliability test which includes convergent validity, discriminant validity, composite reliability, average variance extracted, cronbach's alpha, inner model includes the r-square test and hypothesis testing.

**Training Validity Test (X1), Motivation (X2) And Performance (Y)**



**Figure 1. First Order**

**Convergent Validity**

**Result Outer Loading**

ASPECT	ITEM CODE	LOADING FACTOR
<b>TRAINING</b>	X1.1	0.921
	X1.2	0.900
	X1.3	0.878
	X1.4	0.881
	X1.5	0.802
	X1.6	0.830
	X1.7	0.888
	X1.8	0.869
	X1.9	0.841
	X1.10	0.858
	X1.11	0.859
<b>MOTIVATION</b>	X2.1	0.918

ASPECT	ITEM CODE	LOADING FACTOR
	X2. 2	0.911
	X2. 3	0.947
	X2. 4	0.959
	X2. 5	0.919
	X2. 6	0.941
	X2. 7	0.890
	X2. 8	0.924
	X2. 9	0.797
<b>PERFORMANCE</b>	Y1	0.938
	Y2	0.956
	Y3	0.939
	Y4	0.859
	Y5	0.931
	Y6	0.895
	Y7	0.878
	Y8	0.926

**Discriminant Validity**

**Average Variance Extracted(AVE)**

**Results of Average Variance Extracted (AVE)**

<b>Average Variance Extracted(AVE)</b>	
<b>X1</b>	<b>0.751</b>
<b>X2</b>	<b>0.833</b>
<b>Y</b>	<b>0.839</b>

**Reliability Test**

**Composite Reliability**

**Composite Reliability Results**

<b>Composite Reliability</b>	
<b>X1</b>	<b>0.971</b>
<b>X2</b>	<b>0.978</b>
<b>Y</b>	<b>0.976</b>



**Cronbach's Alpha**

**Cronbach's Alpha results**

<b>Cronbach's Alpha</b>	
<b>X1</b>	<b>0.967</b>
<b>X2</b>	<b>0.975</b>
<b>Y</b>	<b>0.972</b>

**innerModel**

**R-Square**

**R – Square results**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Motivation (X2)</b>	<b>0.669</b>	<b>0.657</b>
<b>Performance (Y)</b>	<b>0.893</b>	<b>0.885</b>

**Hypothesis test**

**Hypothesis Test Results**

	<b>Original Sample (O)</b>	<b>Sample Means (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (IO/STDEVI)</b>	<b>P Values</b>
Training (X1) → Motivation (X2)	0.778	0.775	0.055	14,080	0.000
Training (X1) → Performance (Y)	0.080	0.082	0.096	0.831	0.407
Motivation (X2) → Performance (Y)	0.840	0.836	0.075	11.124	0.000

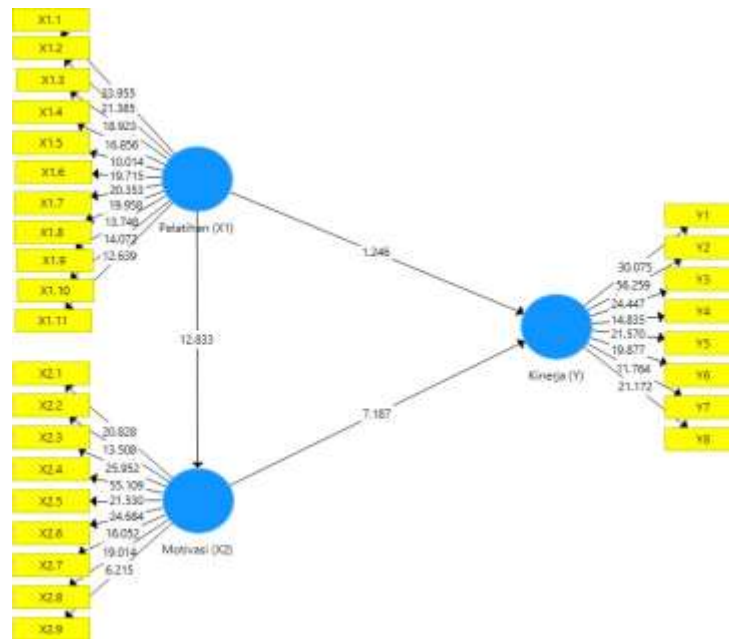


Figure 4. Bootstrapping results, t-statistics

## DISCUSSION

### Training affects motivation

The first hypothesis tests whether training has an effect on motivation. The test results show that training has a positive and significant effect on performance, as indicated by the Original Sample value of 0.778 and T-Statistic 14.080 > 1.96 P-Values = 0.000 (<0.05). The results of the hypothesis show that training has a positive and significant effect on performance which is proven true or H1 is accepted.

### Training affects performance

The second hypothesis tests whether training has an effect on performance. The test results show that training has a positive but not significant effect on performance, as indicated by the Original Sample value of 0.080 and T-Statistic 0.831 > 1.96 P-Values = 0.407 (> 0.05). The results of the hypothesis show that training has a positive but not significant effect on performance which is proven true or H2 is rejected.

### Motivation affects performance

The third hypothesis tests whether motivation affects performance. The test results show that motivation has a positive and significant effect on performance as indicated by the Original Sample value of 0.840 and T-Statistic 11.124 > 1.96 P-Values = 0.000 (<0.05). The results of the hypothesis show that price has a positive and significant effect on product quality which is proven true or H3 is accepted.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

1. The results of the data analysis show that the training variable has a positive and significant direct effect on motivation. This means that if the training can be carried out properly and in a structured manner, it will affect the increase in employee motivation. Vice versa if the training is organized it will affect employee motivation.
2. The results of the data analysis showed that the training variable had a positive but not significant (no

- effect) on Performance. This means if there are other factors that affect employee performance, such as internal factors; (a) intellectual ability, (b) work discipline, (c) job satisfaction, and (d) employee motivation and external factors; (a) leadership style, (b) work environment, (c) compensation, and (d) the management system in the company.
3. The results of the data analysis show that motivation has a positive and significant direct effect on performance. This also means that motivation can be the reason or driving force for increasing employee performance. Vice versa if motivation is not there it will affect employee performance.

### Suggestion

- 1) Training has a positive and significant direct effect on motivation
  - a. In accordance with the research above, the training participant motivation indicator (X1.4) in the Training variable gets the lowest score even though the results are still positive, this indicates that employees as trainees lack motivation to participate in the training process. However, in this case the instructor has a role that can build the motivation of the participants to participate in the training enthusiastically. As for choosing the right training method according to the training objectives, choosing an effective method of delivering material, will build an interactive training atmosphere between the training instructor and the training participants.
- 2) Training has a positive but not significant effect on performance.
  - a. In accordance with the research above, training has a positive but not significant effect on employee performance. In other words there are factors -other factors that are driving factors for increased employee performance. This means if there are other factors that affect employee performance, such as internal factors; (a) intellectual ability, (b) work discipline, (c) job satisfaction, and (d) employee motivation and external factors; (a) leadership style, (b) work environment, (c) compensation, and (d) systemmanagement in the company. In accordance with the research above, the work discipline indicator (Y.4) in the Performance variable received the lowest score even though the results were still positive. This indicates that Kramat Jati Hospital should pay more attention to employee work discipline in terms of evaluation, reward and punishment. It is hoped that good supervision of work discipline will further encourage better employee performance results.
- 3) Motivation has a positive and significant direct effect on performance.
  - a. In accordance with the research above, the motivational indicator X2.9 the need for power gets the lowest score even though the results are still positive, this shows that employees are trying to make themselves respected and not underestimated. The desire to provide assistance to co-workers even though they are not asked for help is still lacking and employees are less active in activities in the agency. With the encouragement of motivation from the leadership, it is expected to be able to

become a driving force for pro-active employees to achieve agency goals together.

## BIBLIOGRAPHY

1. Ambar Teguh Sulistiyani, Rosidah, (2018) Human Resource Management
2. Ayatulloh M, Hera K, Dwi KR, (2021). Basic Structural Equation Model -Partial Least Square Method, SEM-PLS using SmartPLS
3. Dr. Hardisman, MHID, Ph.D, (2021). Partial Least Square Structural Equation Modeling (PLS-SEM) Analysis
4. Dr. Muhammad Burso (2020), Theories of Human Resource Management
5. Dr. Ni Kadek Suryani, SE., SIKom., MM, Dr. Ida Ayu Putu Widani Sugianingrat, SE, MM, Dr. Kadek Dewi Indah Sri Laksemini, SE, MM (2020) Human Resource Performance Theory, Application and Research.
6. Dr. Surianto, MM (2021), Synergy of Motivation, Competence, and Organizational Culture on employee performance in an institution for critical, analytical and practical studies.
7. Dr.Elvera, SE., MSc., Yesita Astarina, SE., Msi (2021), Research Methodology
8. Dra Sri Larasati, MM (2018), Human Resource Management
9. Elga Nolisa, Edalmen (2021) The effect of motivation and training on the performance of PD employees. Harum Jaya
10. Enny (2020), Journal of Service Quality and Community Satisfaction on Employee Performance Using the GAP Analysis Method at the Simokerto District Office, Surabaya
11. Evi Rafda A, Iin Erpianto, Ahmad Irwan P, Riono Asnan L, Siti Saroh (2021), The effect of the provision of training, facilities and compensation on the work motivation of employees of the Regional Financial and Asset Management Agency of Batu Bara Regency.
12. Ginanjar Sigit Nursasongko, Rini Nugraheni (2011) Analysis of the Influence of Leadership, work environment and compensation on employees (studies on the Regional Personnel Board of Pematang Regency)
13. Jaya NavigaA, Edy S (2021), Analysis of motivation and job training on the performance of PPL employees at the Kediri district agriculture service.
14. Mansur Tanjung, Lambok Pardede (2019), Analysis of the Existence of Education and Training Development on Work Productivity in the Central Tapanuli Communication and Information Service.
15. Marno Nugroho, MM (2020), Journal of the Effects of Training, Motivation, Competence on human resource performance.
16. Muh Arfan, Mursalim Umar Gani, Syahrir Mallongi (2019) Effects of Training and Work Motivation on Employee Performance.
17. Notoatmodjo, (2018), Health Research Methods
18. Prof. DR. Sugiyono, (2019). Quantitative and Qualitative Research Methods.
19. Raden Panji Mochamad Agenglsman, Indupurnahayu and Renea Shinta Aminda (2020), Analysis of the Influence of Discipline, Personality and Training on Competence (Study on Training Participants at the Bogor City Vocational Training Center)

20. Rahmi Hermawati, Abdurrahman Firdaus, N. Lilis Suryani, Achmad Rozi, Heri Erlangga (2021) Effects of Training and Motivation on employee performance at Bank BJB at the Balaraja Branch, Banten.
21. SandraDewi H, Sri S (2019) The Effect of Training on Entrepreneurial Competence at PMI Fulltime in Majalengka Regency.
22. Tarmizi Gadeng (2020) Career Training and development on performance
23. Asim, Khodijah, Siti. (2018). THE EFFECT OF TRAINING AND COMPENSATION ON EMPLOYEE PERFORMANCE (Case study on CV.Faida Gemilang Jatimakmur Bekasi). JAM vol 8 no 2.
24. employees at the Kuta Alam Banda Aceh sub-district office.
25. Timothy Duha (2020), Motivation for Performance.
26. Tiyan Umi Habibah (2017), The Effect of Work Experience and Training on Employee Work Productivity in an Islamic Economic Perspective.
27. Kramat Jati Hospital Official Website (<https://rsukramatjati.jakarta.go.id>)
28. Siprianus Daya, Johan; Rosa, Tina and Tamba, Mariati. 2022. The Effect of Price, Product Quality and Brand Image on Purchase Decisions for "The Sandals" Products from PT. Razer Brothers. JAM vol 12 no 2.