

Performance Improvement with Compensation and Training through the Work Capabilities of Health Workers at the General Hospital of the Makassar City Hajj Area

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Abstract

This study aims to test and analyze Performance Improvement with Compensation and Training Through the Work Capability of Health Workers in Makassar City General Hospital. The method of determining samples used in this study uses the Cluster Random Sampling method with a sample count of 133 respondents. This data analysis uses path analysis as a multiple linear regression test. The study results showed that: 1) Compensation for capabilities in RSUD Haji Makassar positively affected and significant with a value of $0.000 < 0.05$. 2) Training on Capabilities in RSUD Haji Makassar has a positive and significant effect with a significance value of $0.043 < 0.05$. 3) Capability to Performance in RSUD Haji Makassar has a positive and significant impact with a significance value of $0.048 < 0.05$. 4) Compensation for Performance in RSUD Haji Makassar has a positive and significant value of $0.000 < 0.05$. 5) Training on Performance at RSUD Haji Makassar has a positive and significant uh rating obtained a value of $0.000 < 0.05$. 6) Compensation for performance through capability in RSUD Haji Makassar city has a positive and considerable influence, namely the importance of t-count t-table or $7,282 > 1,656$. Education and Training to version through capabilities in RSUD Haji Makassar city its impact and significant post: t-count < t-table or $2,346 < 1,656$.

Keywords: Performance Improvement, Compensation, and Training, Work Capabilities, Health Workers

1. Introduction

In facing competition in the global era, hospitals are required to work more efficiently and effectively. Along with the hospital's development, the battle between hospitals is getting more rigorous and very tight. The hospital is obliged to maintain and improve the hospital's continuity in terms of quality in service in the hospital.

The ability of health workers can be seen from the performance, and good performance is optimal performance. Besides, to increase knowledge and skills regarding the hospital system, training activities are needed to improve employees' experience and skills.

Apart from education and job training, one hospital's methods to increase employee loyalty to the hospital are by providing compensation. Compensation is an income in the form of money, goods, directly or indirectly obtained by employees in return for services that have been issued to the hospital. Haji Hospital is a type B hospital, has a total of 668 health workers. Haji Hospital has a land area: $\pm 71,191$ M2 and a building area: $\pm 6,782$ M2. The results of interviews in dealing with obstacles by a hospital, it is necessary to have reliable and qualified human resources and handle every incident at once, be able to make decisions appropriately and quickly so that maximum results are obtained. Thus, in RSUD Haji Makassar City's scope, where the agency is faced with a situation of employee performance that seems to be not optimal. So, it is necessary to provide education and training for employees. It is also essential to provide compensation following the ABC system, where the ABC system has not been maximally implemented in RSUD Haji.

With the above description, the writer takes the title "Improving Performance with Compensation and Training through the Workforce of Health Workers in the General Hospital of the Makassar City Hajj Area." This research targets the form of public services carried out by the government, where one of them is how the government meets the community's health needs. Changes in the health sector aim to be accessible to any level of society.

2. Literature Review

2.1. Effect of Compensation on Capability

According to Kadarisman (2014), compensation is what an employer received in return for a job that has been obtained. According to Handoko in Sutrisno (2015), compensation is the various types that employees have accepted in return for the work they have provided. Moehariono (2010) explains that the capability is that a person's essential characteristics indicate how to think, behave, and act to draw conclusions obtained and maintained for someone over a certain period. Thus, it is concluded that compensation can increase capabilities where the ability and willingness to carry out a task become effective and efficient to achieve organizational goals.

Individual actions that are supposed to be conducted in a certain way are referred to as roles. A function is a pattern of activities, beliefs, values, and attitudes intended to describe the behavior that the person who holds these positions should demonstrate in familiar situations. The function of an activity that is useful for engaging with individuals who play different roles in their lives, such as physicians, nurses, midwives, or other health workers who are required to perform tasks or activities in conjunction with their respective roles.

Health staff, as communicators, should provide patients with clear facts. It is essential to provide information because communication successfully corrects a lack of awareness and inaccurate attitudes toward health and disease. Communication is said to be successful if the health worker can give specific details to the patient, so in dealing with anemia during pregnancy, it is required that the health worker will be pleasant and respectful at any visit of the pregnant woman. The health worker must also determine the mother's awareness of the information given and explain to pregnant women that if there are side effects that they cannot manage on their own, they must immediately return and communicate with health workers. A motivator is someone who motivates others. However, motivation is characterized as an urge to act to achieve a specific goal, the effects of this urge manifest in the form of action carried out. A person's ability to do something, while the motive is the need, desire, or want to do something (Hasyim et al., 2019). The role of health workers as motivators is as critical as any other role. A health professional must give inspiration, direction, and support to those who want to progress to achieve their goals. In carrying out their roles as motivators, health workers must be mindful of such characteristics, such as offering support, raising awareness, and motivating communities to identify and grow their ability to solve problems.

H1: Compensation affects the work capacity of health workers at the General Hospital of the Makassar City Hajj Area

2.2. The Effect of Training on Work Capability

Education is "a process, technique and teaching and learning method to transfer knowledge from an employee to another in a systematic and organized manner that lasts quite a long time" quoted by Sankri (in Harsono, 2010). While training is an education in which to acquire proficiency and a skill, one must go through a learning process to improve

skills and expertise in carrying out procedural tasks in an organized manner in a short time (in the same book, 2010). According to Baker and Sinkula (2005), the capability is a set of more specific skills, procedures, and processes that can utilize resources to a competitive advantage. So that we follow the training will increase our capabilities for the activities we do.

One of the maturity elements related to knowledge or skills that it can learn through schooling, training, and experience is capacity. Capability to show the ability to complete a mission or work. The quality of health staff determines the progress of healthy growth. Because of our country's increasingly complex health issues, the need for quality health staff production is becoming increasingly urgent. Without exception, a health professional can offer the highest quality health care to all consumers. Quality health services are health services that aim to fulfill the community's needs such that people are often pleased with the services rendered by a health worker. The poor quality of human capital for health and its competence affects the low quality of services delivered and the nation's weak competitiveness. As a result, a national standardization organization and job competency certification accepted by all parties are required. This would improve the effectiveness and efficiency with which education and training are delivered according to labor market demands. The presence of competency requirements would also make career growth simpler and more centered in the workplace.

Humane skills are the abilities possessed by workers while interacting in teamwork or workgroups, especially when working with fellow members of the company. This is vital because if you shut yourself off, you would not reach your full potential at work. So, the capacity to interact in issuing thoughts, opinions and even embracing ideas and suggestions from others can be a success factor in carrying out a successful job. The third skill is the intellectual ability, which is how an employee is a decision-maker when assessing and formulating the assigned tasks. With this academic skill, the work can be guided and run well since it can choose which work goals should take precedence and prefers to use the mind of priority before working.

H2: Education and training affects the work capability of health workers at the General Hospital of the Makassar City Hajj Area

2.3. Effect of Compensation on Employee Performance Improvement

Compensation is an essential aspect for employees in measuring the employee, family, or group/community (Wirawan, 2009). Compensation is also a determining factor for improving employee performance seen. Several previous studies concluded that compensation has a positive and significant effect on employee performance (Mariana, 2018; Kule, 2018; Arifin, 2018). The logic of thinking is that employee performance will increase when employees' compensation is getting better.

Employees in a company undoubtedly need adequate and equal pay, and if possible, compensation that is reasonable in comparison to other organizations or businesses. A successful compensation scheme has a significant impact on a person's morale and productivity. A successful compensation scheme must be accompanied by a logical approach that can result in an individual being paid or rewarded following the job guidelines. Compensation involves all income earned by employees in the form of money, direct or indirect goods, as payment for services rendered to the company. Implementing an efficient compensation system is a vital component of human resource management because it helps recruit and retain qualified workers. Furthermore, the company's incentive scheme influences strategic results. Compensation refers to something that workers get in exchange for their efforts.

H3: Compensation influences improving the performance of health workers at the General Hospital of the Makassar City Hajj Area

2.4. The Effect of Training on Employee Improvement

Education and training are a goal in the field of education and training, which is based on teaching employees so that they can train and improve knowledge and work skills (Abdurrahman Fatoni, 2006). Training is a collection of exercises designed to develop an individual's experience with skills, talents, information, and attitude. The development of these human resources' skills and expertise is linked to the roles or functions they are currently responsible for. The training program aims to help individuals enhance their performance in their current position or feature. As a result, the training format is intended to improve mastery of different skills and techniques for carrying out specific tasks in detail and regularly. The training method focuses on the execution of work and applying understanding and experience such that the desired outcome is mastery or skill development.

H4: Education and training influences improving the performance of health workers at the General Hospital of the Makassar City Hajj Area

2.5. The Effect of Job Capability on Employee Performance Improvement

According to Hitt et al (2005), the capability is to present a set of integrated resources that carry out essential activities. Performance is a result of a person's general success in a certain period of being able to carry out their duties if they are juxtaposed from several possibilities, for example, the results of work standards, pre-determined and mutually agreed targets (Riva, in Muhammad Sandy, 2015). So, if our capabilities are good, then automatically, our performance will be good and indicated by the level of success in the organization.

The workload is the average frequency of tasks for each job over a given period. The workload is a record of work results or amount of work that can demonstrate the volume generated by a group of employees in a specific section. A group or person must perform a certain amount of work in a certain amount of time, or the workload can be interpreted critically and subjectively. The subjective workload represents a person's feelings of work overload, job difficulty, and job satisfaction. Meanwhile, objectively, that is the average time spent or the number of tasks completed. Workload refers to a worker's physical capacity to accept work. Workers' physical and psychological skills must be sufficient and balanced with any workload that they obtain. Workload involves both physical and psychological demands. Lifting and pushing are examples of physical workloads. Meanwhile, the psychological workload takes the form of skill level.

H5: Job capability influences improving the performance of personnel at the General Hospital of the Makassar City Hajj Area

2.6. The Effect of Compensation on Improved Performance through Job Capabilities

According to Wibowo (2016), compensation is a few packages offered by organizations to workers in return for using their labor. Performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to employees (Mangkunegara, 2016; Mu'adi et al., 2020; Nawawi et al., 2020). So that compensation, performance, and capability are interrelated because power is more than reliable. With this, you will automatically get compensation as a reward or contribution/service to its achievement.

Almost every company has salary and payroll policies. One standard procedure is to give an equitable pay increase to workers who belong to labor unions and those who do not belong to labor unions. Many businesses have a strategy of paying a bonus (premium) on top of the base salary to reduce employee turnover or retain the best workers. Other companies can have set automatic wage increases as the cost-of-living index rises.

H6: Compensation influences improving the performance of health workers through work capability at the General Hospital of the Makassar City Hajj Area

2.7. The Effect of Education and Training on Improved Performance through Job Capabilities

Training is an effort to increase knowledge and the ability of employees to do work more efficiently and effectively (Sofyandi, Herman 2013). Performance is a result obtained from a process that has been measured over a certain period seen from the rules and agreements that have been previously set (Edison, 2016; Nuraini et al., 2019; Umanailo, 2020, 2019). Capability, namely the ability to exploit every resource from within or from the organization, and opportunities to carry out selected activities or various activities (Amir, 2011). Thus, an increase in one's capabilities makes knowledge better, skills and talents are all developed through training. The utilization of this capability has a positive effect on company performance, and some of it mediates the relationship between competence and company performance.

H7: Education and training influences improving the performance of health workers through work capabilities at the Makassar City Hajj Regional General Hospital

3. Methods

This study uses a quantitative research method with a descriptive format that describes the conditions of several situations or various variables that arise in society who have research objects based on what is happening at that time. Then, raise it to become a description of the variable's condition or situation (Bungin, 2009).

This study's research location is in the Makassar City Hajj Hospital, which is located at Jl. Daeng Ngeppe No. 14, Balang Baru, Makassar the study was conducted for one month. This study's population was health workers at Haji Hospital Makassar City, with 668 people. Because the sample was more than 100, based on Arikunto's theory, the researcher selected 20% because the subjects were quite large from 668, namely as many as 133 people. Then the sampling technique used the Cluster Random Sampling method to consider that the sampling could represent all health workers who work in various parts of the Haji Hospital.

4. Results

Based on the research results, the influence of each variable under study will be described following the formulation of the problem and research objectives as follows:

4.1. The Effect of Compensation on Job Capability

The results of hypothesis testing show that compensation has a positive and significant effect on the job satisfaction of health workers at Haji Hospital Makassar City. This can be seen by using path analysis, namely $\beta X1 = 0.686$ with the probability level (sig) of compensation is 0.000 ($p < 0.05$).

Table 1. Validity Test Results

Statement Items	Pearson Correlation	Table r Value	Sig. (2-tailed)	Conclusion
1	0,410	0,227	0,001	Valid
2	0,253	0,227	0,029	Valid
3	0,511	0,227	0,000	Valid
4	0,355	0,227	0,003	Valid
5	0,450	0,227	0,000	Valid
6	0,555	0,227	0,000	Valid
7	0,499	0,227	0,000	Valid
8	0,388	0,227	0,001	Valid
9	0,500	0,227	0,000	Valid
10	0,388	0,227	0,001	Valid
11	0,390	0,227	0,000	Valid
12	0,350	0,227	0,002	Valid

Data source: Questionnaire Processed Data

The research questionnaire that measures the variables is all declared valid, which means the measuring instrument used to obtain the data is accurate. The results of hypothesis testing show that compensation has a positive and significant effect on the increase in the workforce of health workers in RSUD Haji Makassar City. Using the multiple linear regression test results for path coefficient model II (Path Analysis), this can be seen, where, based on the t-table that is 1.656, and the t-count obtained from the Sobel test is 2.346. This explains that $t\text{-count} < t\text{-table}$ or $2.346 < 1.656$, it can be concluded that the sixth hypothesis shows that "Compensation has a positive and significant effect on performance through the work capabilities of health workers at RSUD Haji Makassar City, which is accepted and proven".

4.2. The Influence of Education and Training on Job Capability

The results of hypothesis testing show that education and training have a positive and significant effect on the work capability of health workers at the Makassar City Hajj Hospital. This can be seen by using path analysis, namely $\beta X2 = 0.153$ with a probability level (sig) of education and training is 0.043 ($p < 0.05$).

Table 2. Validity Test Results

Statement Items	Pearson Correlation	Table r Value	Sig. (2-tailed)	Conclusion
1	0,411	0,227	0,000	Valid
2	0,421	0,227	0,000	Valid
3	0,433	0,227	0,000	Valid
4	0,545	0,227	0,000	Valid
5	0,389	0,227	0,000	Valid
6	0,345	0,227	0,001	Valid
7	0,496	0,227	0,000	Valid
8	0,455	0,227	0,001	Valid
9	0,499	0,227	0,000	Valid
10	0,289	0,227	0,002	Valid
11	0,389	0,227	0,000	Valid
12	0,386	0,227	0,002	Valid

Data source: Questionnaire Processed Data

The results of hypothesis testing show that compensation has a positive and significant effect on the increase in the workforce of health workers in RSUD Haji Makassar City. This can be seen by using path analysis, namely $\beta X1 = 0.453$ with the probability level (sig) of compensation is 0.000 ($p < 0.05$). The results of hypothesis testing show that education and training have a positive and significant effect on the increase in the workforce of health workers at the Makassar City Haji Hospital. This can be seen by using path analysis, namely $\beta X2 = 0.373$ with a probability level (sig) of 0.000 ($p < 0.05$).

The results of hypothesis testing show that compensation has a positive and significant effect on the increase in the workforce of health workers in RSUD Haji Makassar City. This can be seen by using path analysis, namely $\beta Y1 = 0.138$ with a probability level (sig) of work capability is 0.048 ($p < 0.05$). The results of hypothesis testing show that compensation has a positive and significant effect on the increase in the workforce of health workers at Haji Hospital Makassar City. This can be seen using the multiple linear regression test results for path coefficient model II (Path Analysis), which is guided by the t table, namely, 1.656, and the t-count is obtained from the Sobel test received 7,282. This explains that $t\text{-count} > t\text{-table}$ or $7.282 > 1.656$, so the conclusion is that the sixth hypothesis shows that "Compensation has a positive and significant effect on performance through the work capabilities of health workers in RSUD Haji Makassar City, which is accepted and proven." This shows that if compensation is appropriate following employee expectations, employees' work capability will also increase. The performance of health workers at the Makassar City Haji Hospital will improve.

5. Discussion

The result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned to him is referred to as performance or work performance—factors influencing performance achievement, namely the ability factor (ability) and motivation factor (motivation). Employee abilities are divided into two categories: potential powers and reality abilities. This means that employees with above-average potential, adequate education for their positions, and skill in performing daily tasks will find it easier to meet expectations. The attitude of an employee in dealing with work situations determines the motivation factor. Motivation is a condition that drives employees to achieve organizational goals.

Performance is a measure of healthcare success that demonstrates the accountability of service institutions within good governance. The main business in health services is various service levels and patient care, and nursing services are mainstream along the continuum of care. Nurses typically initiate efforts to improve the quality and performance of clinical services through various activities such as quality control groups, the application of nursing standards, problem-solving approaches, and nursing audits.

The experience of patients and the community with the services they receive, according to Berwick (2001), is the most crucial link that needs to be considered in enhancing the quality and performance of health services. Meanwhile, according to WHO (2002), Performance Management development is a process improvement strategy in microsystems that supports and develops nurses' and midwives' clinical competence to perform professionally while paying attention to ethics, values, and legal elements in health services. It attempts to improve nurses' and midwives' clinical performance by clarifying roles and tasks, professional development and shared learning.

6. Conclusion

A quality health service approach can ensure that health care organizations always produce quality health services, that is, health services that comply with patients' expectations and needs. The use of a health service quality approach will increase the efficiency of health care organizations. The use of a quality health service approach will make health care organizations respected, well-known, and always sought after by everyone in need of excellent health care and a pleasant place to work for health workers. The adoption of the health service quality approach will primarily focus on the output of health services. Therefore it must complete each work correctly for health services to be precious to patients. The health service quality strategy will promote job satisfaction, commitment, and morale in the health care profession, ultimately leading to patient satisfaction.

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