

The Relationship between Individual Characteristics and Employee Performance at Harapan Bunda Women and Children Hospital Denpasar

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Abstract: *This study aims to determine the relationship of individual characteristics and employee performance of HarapanBunda Women and Children Hospital Denpasar. This research was conducted in May to June 2019 using quantitative methods with cross-sectional research design to determine the relationship of individual characteristics and employee performance of HarapanBunda Women and Children Hospital Denpasar. This research was conducted to all regular employees of HarapanBunda Women and Children Hospital Denpasar, namely 50 respondents. Bivariate analysis using Chi-square statistical tests. Based on the results of statistical tests show that the work experience has a significant relationship with performance (p-value 0.045), while age and education do not have a significant relationship with the performance of HarapanBunda Women and Children Hospital Denpasar. The hospitals can improve the quality of human resources by managing human resources through regular training.*

Keywords: Job Performance, Individual Characteristics, Hospital

1. Introduction

The rapid growth of hospitals in Indonesia makes the community have many choices to determine which hospitals will be the choice, so hospitals continue to compete by improving the quality of health care field. According to data from the Ministry of Health in 2018 that the number of hospitals in Indonesia as many as 2,228 increased to 2,820 from 2013 until April 2018.

Employee performance is crucial in improving the quality of service in hospitals. Competition between organization are no longer lies in the natural resources of capital but has turned into human resources that manage these resources [1]. Performance value is a work performance achieved by individuals or groups in carrying out tasks to achieve the goals set by the organization [2]. Three main factors that can affect individual performance both in quantity and quality are individual ability, effort, and organizational support [3]. Individual abilities in the form of talents, interests, and individual characteristics. Effort is motivation, work ethic, attendance, and job design. While organizational support in the form of training and development, facilities and technology, performance standards, as well as management and colleagues. Employee performance is influenced by employee intrinsic and extrinsic factors [4]. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality. While extrinsic factors that affect employee performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, work procedures, punishment system and so on.

2. Methodology

Quantitative methods with cross-sectional research design used to determine the relationship of individual characteristics with employee performance of HarapanBunda Women and Children Hospital Denpasar. Data collection was conducted in May - June 2019 at HarapanBunda Women and Children Hospital Denpasar. The study was conducted on all permanent employees of 50 HarapanBunda Women and Children Hospital Denpasar. This study uses secondary data, namely the data collected from HRD department in 2018. The dependent variable in this study is employee performance, and the independent variables are individual characteristics (age, education, and work experience). Bivariate analysis of each individual characteristic variable with performance using the Chi-square statistical test.

3. Result

3.1 Job Performance

Univariate analysis result show a description of employee performance HarapanBunda Women and Children Hospital Denpasar as shown in table 1.

Table 1: Description of Employee Performance HarapanBunda Women and Children Hospital Denpasar

| Parameter | Job Performance |
|-----------|-----------------|
| Mean | 68.13 |
| Median | 66,86 |
| SD | 8,09 |
| Min - Max | 52,63 – 87,88 |
| 95% CI | 65,83 – 70, 43 |

Description of employee performance is normally distributed, with a mean of 68.13, with the lowest value of 52.63 and the highest value of 87.88. The scale of performance scores in this study is 0 to 100.

Table 2: Distribution of Employee Performance at RSIA HarapanBunda Denpasar

| Job Performance | f | % |
|-----------------|----|----|
| Good | 16 | 32 |
| Weak | 34 | 68 |

Based on Table 2. it can be seen that the employees of the HarapanBunda Women and Children Hospital Denpasar, which weak performance more dominant, amounted to 68%, while those who good performance amounted to 32%.

3.2 Individual Characteristics

Description of individual characteristics is normally distributed, based on age with a mean of 36,92, with the lowest value of 23 and the highest value of 57. And work experience with a mean 10,46, with the lowest value of 2 and the highest of 18.

Table 3: Description of Individual Characteristics Employee

| Variable | Mean | Median | SD | Min - Max | 95% CI |
|-----------------|-------|--------|-----|-----------|---------------|
| Age | 36,92 | 36 | 8,5 | 23 - 57 | 34,50 - 39,34 |
| Work Experience | 10,46 | 8,5 | 5,3 | 2 - 18 | 8,95 - 11,97 |

Distribution of HarapanBunda Women and Children Hospital Denpasar employees based on individual characteristics, namely age <45 years old is more dominant, as much as 82%, while ≥ 45 years old by 18%. For education field high education and medium education, is 50%. Work experience of ≤ 10 years is 54% more dominant while > 10 years is 46%

Table 4: Distribution of Individual Characteristics Employee

| Individual Characteristics | f | % |
|----------------------------|----|----|
| Age | | |
| • < 45 years | 41 | 82 |
| • ≥ 45 years | 9 | 18 |
| Education | | |
| • High | 25 | 50 |
| • Medium | 25 | 50 |
| Work Experience | | |
| • > 10 years | 23 | 46 |
| • ≤ 10 years | 27 | 54 |

3.3 Relationship between Individual Characteristics and Employee Performance

Individual characteristics based on age, found that employees with age <45 years old who have good performance is 26.8% and with age ≥ 45 years old who have good performance is 55.6%, statistical tests obtained p-value 0.124, therefore age does not significantly relationship with employee performance. Employees with high education who have good performance that is 24% and with medium education who perform well is 40%, the statistical test obtained p-value of 0.363 which means there is no relationship between education and performance. Employees

with work experience > 10 years that have good performance that is 83% and with work experience ≤ 10 years who perform well is 17%, the statistical test obtained p-value of 0.45, which means there is a relationship between work experience and performance.

Table 5: The Relationship between Individual Characteristics and Employee Performance at HarapanBunda Women and Children Hospital Denpasar

| Independent Variable | Good | | Weak | | p-value |
|----------------------|------|------|------|------|---------|
| | f | % | f | % | |
| Age | | | | | 0,124 |
| • < 45 years | 11 | 26,8 | 30 | 73,3 | |
| • ≥ 45 years | 5 | 55,6 | 4 | 44,4 | |
| Education | | | | | 0,363 |
| • High | 6 | 24 | 19 | 76 | |
| • Medium | 10 | 40 | 15 | 60 | |
| Work Experience | | | | | 0,045 |
| • >10years | 44 | 83 | 26 | 78,8 | |
| • ≤ 10years | 9 | 17 | 7 | 21,2 | |

4. Discussion

Employee performance is very important in an organization where to achieve results, with various policies that must be carried out by the organization to improve the performance of its employees, one of which supports is the acquisition of performance [5].

Respondents who issued <45 years old were more dominant, this meant that HarapanBunda Women and Children Hospital Denpasaremployees depended on productive age. The peak of career reaches the age of 40 years, age 30-40 years is the age when someone establishes career choices, and age 25-30 years a person is choosing a job that suits his career [6]. Statistical results state there is no relationship between age and performance, this is in accordance with the research of Nurhaeni (2001) [7]. However, it is different from Siagian's opinion (2002) which is that as a person ages, the ability of a person to make decisions, think rationally, control emotions, and tolerate other people's views increases, thus increasing the direction for better performance [8].

Based on education obtained p-value of 0.363 which means there is no relationship between education and performance. This contradicts research conducted by Ardani (2003) which shows that there is no relationship between the level of education with performance [9]. Meanwhile, according to Notoatmojo (2003) that through education a person can increase his intellectual maturity so that it can make better decisions in action [10].

Based on work experience, the statistical results show that there is a significant relationship between work experience and performance with p-value of 0.045. This is consistent with the opinion that the same work is done repeatedly over a long time to make someone become more fluent and more quickly do the work [11]. Likewise with opinions that say there is a positive relationship between work experience and work productivity [12].

5. Conclusion

The relationship between the work experience and job performance, the hospital needs to maintain and manage existing human resources and develop the competency of old employees through regular training. Training is the process of systematically changing employee behavior to achieve organizational goals [13].

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