

# Performance Analysis of non Medical Employees (non asn employees) based on Reward System, Discipline, Motivation Working and Contract Status at Dr. Harjono S. General Hospital in Ponorogo

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## ABSTRACT

The decline in the performance of health workers is caused by several factors, including the reward system, discipline, work motivation and work contract status. The purpose of this study was to analyze the performance of non-medical personnel (non-ASN employees) at Dr. Harjono S. General Hospital In Ponorogo. This research is a non-experimental research with the type of observational analysis research with a cross sectional approach. The sample in this study was 157 people. Sampling in this study was carried out by cluster random sampling, namely the sampling technique in groups. Sampling of this type is carried out based on certain groups / areas. Data analysis using univariate and bivariate analysis (chi-square statistical test). The results showed that there was a relationship between the reward system ( $p = 0.000$ ), discipline ( $p = 0.000$ ), work motivation ( $p = 0.006$ ), and work contract status (good = 91%) with the performance of non-medical personnel at Dr. Harjono S. General Hospital In Ponorogo. The conclusion from the research is that there is a positive influence between the reward system, discipline, work motivation and employment contract status with the performance of non-medical personnel at Dr. Harjono S. General Hospital In Ponorogo.

*Received : September 7<sup>nd</sup> 2022*

*Accepted : October 11<sup>rd</sup> 2022*

*Published : November 27<sup>th</sup> 2022*

**Keywords:** performance analysis, performance factors

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## INTRODUCTION

The hospital as a subsystem of health services provides two types of services, namely health services and administrative services. Administrative services include all types of administrative services, including financial administration whose main function is to assist the smooth implementation of health services. In line with efforts to improve health services for the community, based on the Decree of the Minister of Health of the Republic of Indonesia Number: 51/Menkes/SK/II/1979, the Regional General Hospital of Dati II Ponorogo Regency was established. as a Class D Government General Hospital, and in 1988 changed its status to a Class C Hospital based on the Decree of the Minister of Health of the Republic of Indonesia Number: 105/Menkes/SK/II/1988 regarding Class Arrangement of Several Class D Government General Hospitals into General Hospitals Government Class C until May 25, 2016 General Hospital Dr. Harjono S. Ponorogo based on the Decree of the Minister of Health Number HK.02.03/I/1148/2016 was designated as the Main Teaching Hospital of the Faculty of Medicine, University of Muhammadiyah Surakarta.

The quality of hospital services certainly cannot be separated from the competence of available human resources. Benefits of performance appraisal in a company is used to determine its position and

role in creating the achievement of company goals. In an employee performance assessment, it is carried out objectively, precisely, and well documented, so if the potential for employees decreases or there are deviations in employees, the company must be more selective in assessing so that the performance expected by the company improves and is in accordance with the company's needs. According to Simamora (2004), "Employee performance is the level of employees achieving job requirements".

Employee performance is often defined as achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the vision, mission, and goals of the organization. Employee performance is the desired outcome of the actor (Wulan, 2011). Problems that exist in the scope of hospital management such as employee work discipline, often work outside working hours which will reduce employee work motivation, rarely have a reward system, and differences in employee contract status. Some of these problems need to be studied in order to improve employee performance that is good and does not have the potential to cause material or non-material losses.

## **METHODS**

This research is a non-experimental research with the type of observational research analysis with a cross sectional survey design. approach that aims to determine the analysis of the most influential factors on employee performance. Data collection was carried out after the researchers received information that they passed the ethical test issued by the Health Research Ethics Commission of IIK STRADA Indonesia Kediri with Number: 1662/KEPK/XII/2019. The sample in this study was non-medical staff (non-ASN employees) with the selection of samples using the Cluster random sampling technique using the Slovin formula so that a total sample of 157 non-medical staff (non-ASN employees) was obtained.

**RESULTS****Frequency Distribution of Respondents to Non Medical Employees (Non ASN Employees) at Dr. Harjono S. General Hospital In Ponorogo**

No.	Variable	Category	(f)	(%)
1.	Age	< 30 Years ≥ 30 Years	105 52	66,8 33,2
2.	Gender	Male Woman	56 101	35,7 64,3
3.	Kind of Service	Service Department Administration	118 39	75,2 24,8
4.	Work Unit	Paramedic Non Paramedic	118 39	75,2 24,8
5.	Length of Work	2 Years 4 Years 5 Years 6 Years 7 Years 8 Years	54 20 18 30 1 84	34,4 12,7 11,5 19,1 6 53,5
6.	Contract Status	New Employment Contract Old Work Contract	54 103	34,4 65,6
7.	Salary	<1,5jt 1,5jt-2,5jt >2,5jt	14 58 85	8,9 38,9 54,1
8.	Level of Education	SMP SMA D-3 S-1	2 23 63 69	1,3 14,6 40,1 43,9
9.	Marital Status	Married Unmarried	147 10	93,6 6,4
10.	Recruitment Process	Open Recruitment Selection Closed Recruitment Selection	84 73	53,5 46,5

Based on the table above, it can be seen that from 157 respondents non-medical personnel (non-ASN employees) at Dr. Harjono S. General Hospital In Ponorogobased on age, most of them were <30 years old, as many as 105 respondents (66.8%), based on gender, 101 respondents (64.3%). respondents (75.2%), based on the place of work, most of them were paramedics as many as 118 respondents (75.2%), based on length of service, mostly with 2 years of service with 84 respondents (53.5%), based on contract status , most of them are in old contract status with 103 respondents (65.6%), based on salary calculation, there are 85 respondents (54.1%) with salary > 2.5 million, based on last education, most of them are bachelor degree with 69 respondents (43.9%), based on marital status, most of whom were married with 147 respondents (93.6%), and based on the recruitment process, most were open processes with 84 respondents (53.5%).

**Distribution of Reward System in Dr. Harjono S. General Hospital In Ponorogo Year 2020**

<i>Reward System</i>	Total	%
Good	140	89,2
Enough	17	10,8
Less	0	0
Total	<b>157</b>	<b>100,0</b>

Based on the table above, it can be seen that the respondents rated the reward system as good as many as 140 respondents (89.2%), while 17 respondents rated enough (10.8%).

**Distribution of Employment Contract Status in Dr. Harjono S. General Hospital In Ponorogo Year 2020**

Employment Contract Status	Total	%
BLUD	84	53,5
KontrakKegiatan	73	46,5
KontrakPemda	0	0
Total	<b>157</b>	<b>100,0</b>

Based on the table above, it can be seen that respondents with BLUD contract status were 84 respondents (53.5%), while respondents with activity contract status were 73 respondents (46.5%).

**Discipline Distribution in Dr. Harjono S. General Hospital In Ponorogo Year 2020**

Discipline	Total	%
Good	141	89,8
Enough	16	10,2
Less	0	0
Total	<b>157</b>	<b>100,0</b>

Based on the table above, it can be seen that the respondents rated good discipline as many as 141 respondents (89.8%), while 16 respondents rated enough (10.2%).

**Distribution of Work Motivation in Dr. Harjono S. General Hospital In Ponorogo Year 2020**

Work Motivation	Total	%
Good	147	93,6
Enough	10	6,4
Less	0	0
Total	<b>157</b>	<b>100,0</b>

Based on the table above, it can be seen that respondents rated work motivation as good as 147 respondents (93.6%), while 10 respondents rated enough (6.4%).

**Distribution of Non-Medical Personnel Performance in Dr. Harjono S. General Hospital In Ponorogo Year 2020**

Performance	Total	%
Good	144	91,7
Enough	13	8,3
Less	0	0
Total	<b>157</b>	<b>100,0</b>

Based on the table above, it can be seen that respondents rated the performance of non-medical personnel as good as many as 144 respondents (91.7%), while assessing enough as many as 13 respondents (8.3%).

**The Effect of Reward System on the Performance of Non-Medical Personnel (Non ASN Employees) at Dr. Harjono S. General Hospital In Ponorogo N = (157)**

	Value	df	Sig
Pearson Chi-Square	12,798	1	0,000
Continuity Correction	9,573	1	0,002
Likelihood Ratio	8,589	1	0,003

Linear-by-Linear Association	12,716	1	0,000
N of Valid Cases	<b>157</b>		

Based on the results of statistical tests, it was found that the Reward System Variable with Non-Medical Performance (Non-ASN Employees) obtained a p value of  $0.000 > = 0.05$ , so that the Reward System results had a positive effect on the performance of Non-Medical personnel. This condition causes Dr. Harjono S. General Hospital In Ponorogomust maintain the factors that affect performance, one of which is the reward system so that employees can still increase work productivity in each unit handled and create excellent service for patients.

**The Effect of Discipline on the Performance of Non-Medical Personnel (Non ASN Employees) at Dr. Harjono S. General Hospital In Ponorogo N = (157)**

	Value	df	Sig
Pearson Chi-Square	22,497	1	0,000
Continuity Correction	18,034	1	0,000
Likelihood Ratio	13,976	1	0,000
Linear-by-Linear Association	22,354	1	0,000
N of Valid Cases	<b>157</b>		

From the results of statistical tests, it was found that the Discipline Variable with Non-Medical Performance (Non-ASN Employees) obtained a p value of  $0.000 > = 0.05$ , so that the results of discipline had a positive effect on the performance of Non-Medical personnel. Respondents' perception of discipline greatly influences the performance of non-medical personnel in Dr. Harjono S. General Hospital In Ponorogo. This has also been applied to Non ASN employees, especially at Dr. Harjono S. General Hospital In Ponorogobecause it can be seen from the assessment of the questionnaire that shows good discipline.

**The Effect of Work Motivation on the Performance of Non-Medical Personnel (Non ASN Employees) at Dr. Harjono S. General Hospital In Ponorogo N = (157)**

	Value	df	Sig
Pearson Chi-Square	7,562	1	0,006
Continuity Correction	4,558	1	0,033
Likelihood Ratio	4,838	1	0,028
Linear-by-Linear Association	7,514	1	0,006
N of Valid Cases	<b>157</b>		

From the results of the statistical test, it was found that the Work Motivation Variable with the Performance of Non-Medical Workers (Non ASN Employees) obtained a p value of  $0.006 > = 0.05$ , so that the results of work motivation had a positive effect on the performance of non-medical personnel. So it can be concluded that there is an influence between work motivation on the performance of non-medical personnel (non ASN employees). The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance

**The Influence of Employment Contract Status on the Performance of Non-Medical Personnel (Non ASN Employees) at Dr. Harjono S. General Hospital In Ponorogo N = (157)**

		Employee Performance		Total	%
		Enough	Good		
Employment Contract Status	BLUD1	4	19	23	14,6%
	BLUD2	3	58	61	38,9%

	KON.KEG	5	68	73	46,5%
	<b>Total</b>	<b>12</b>	<b>145</b>	<b>157</b>	<b>100%</b>

Based on the results of the Crosstabulation from table 4.20, it can be concluded that there are 23 BLUD1 employees or 14.6% with sufficient performance appraisal as many as 4 people and 19 people assessing good. BLUD2 as many as 61 people (38.9%) with adequate performance assessment as many as 3 people and good as many as 58 people. As for the activity contract employees, 5 people are considered sufficient and 68 people are good with a total of 73 people or (46.5%).

## DISCUSSION

The results showed that from 157 respondents, more than half of the respondents who chose the reward system in the good category were 140 (89.1%) respondents. From the results of statistical tests, it was found that the Reward System Variable with Non-Medical Performance (Non ASN Employees) obtained a p value of  $0.000 > = 0.05$ , so that the Reward System results had a positive effect on the performance of Non-Medical personnel. The results showed that more than half of the respondents had a good perception of the Reward System on the performance of non-medical personnel at Dr. Harjono S. General Hospital In Ponorogo as many as 140 (89.1%) respondents. In another study, reward is one of the important factors that influence individuals to work in an organization. According to Hasibuan (2010), the award is a reward for services provided by the agency to the workforce, awards are not just rights and obligations but the most important thing is the impetus and enthusiasm to work.

The results showed that from 157 respondents, more than half of the respondents who chose discipline in the good category were 141 (89.8%) respondents. The results of the statistical test showed that the Discipline Variable with Non-Medical Performance (Non ASN Employees) obtained a p value of  $0.000 > = 0.05$ , so that the results of discipline had a positive effect on the performance of Non-Medical personnel. Discipline is a person's awareness and willingness to obey all company/institutional regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. Respondents' perception of discipline greatly influences the performance of non-medical personnel in Dr. Harjono S. General Hospital In Ponorogo.

The results showed that from 157 respondents, more than half of the respondents who chose work motivation in the good category were 147 (93.6%) respondents. The results of the statistical test showed that the work motivation variable with the performance of non-medical personnel (non-asn employees) obtained a p value of  $0.006 > = 0.05$ , so that the results of work motivation had a positive effect on the performance of non-medical personnel. So it can be concluded that there is an influence between work motivation on the performance of non-medical personnel (non ASN employees). Respondents' perceptions of work motivation greatly affect the performance of non-medical personnel at Dr. Harjono S. General Hospital In Ponorogo. Motivation is an important variable, where motivation needs to get great attention for organizations in improving the performance of their employees.

The results showed that from 157 respondents, a total of 84 respondents or as many as (53.5%) had the status of BLUD work contract employees and a total of 73 respondents or as many as (46.5%) had the status of work contract employees. BLUD work contracts and Activity Contracts are both Non ASN employees, only 2 (two) types of work contract status are different in the recruitment process. The recruitment process from the work contract is a closed process. On the other hand, BLUD recruitment is carried out in an open process. Respondents' perception of employment contract status on performance as many as 144 respondents (91%) chose good. Based on the provisions of Article 1 paragraph (2) of Law no. 13 of 2003, labor is everyone who is able to do work to produce goods and/or services, both to meet their own needs and those of the community. The results of data analysis indicate that the employment contract system has a positive effect on employee performance.



## CONCLUSION

The results of the analysis of factors that affect the performance of non-medical personnel (non ASN employees) at Dr. Harjono S. General Hospital In Ponorogo are as follows:

The results of the distribution of the Reward System, respondents rated it good as many as 140 respondents (89.2%). This shows that there is an influence between the Reward System and the performance of non-medical personnel (Non ASN employees) at Dr. Harjono S. General Hospital In Ponorogo

The results of the distribution of Work Contract Status at Dr. Harjono S. General Hospital In Ponorogo, respondents with BLUD contract status were 84 respondents (53.5%), while respondents with activity contract status were 73 respondents (46.5%).

The results of the distribution of Discipline, that respondents rated well as many as 141 respondents (89.8%). This shows that there is an influence between discipline and the performance of non-medical personnel (Non ASN employees) at Dr. Harjono S. General Hospital In Ponorogo

The results of the distribution of Work Motivation, that respondents rated good as many as 147 respondents (93.6%). This shows that there is an influence between work motivation and the performance of non-medical personnel (Non ASN employees) in Dr. Harjono S. General Hospital In Ponorogo

The results of the distribution of Non-Medical Workforce Performance in Dr. Harjono S. General Hospital In Ponorogo, that respondents rated good as much as 144 respondents (91.7%).

There is a positive influence between the Reward System and the performance of non-medical staff (Non ASN employees) at Dr. Harjono S. General Hospital In Ponorogo with a p value of  $0.000 > 0.05$ .

There is a positive influence between discipline and the performance of non-medical personnel (Non ASN employees) at Dr. Harjono S. General Hospital In Ponorogo with a p value of  $0.000 > 0.05$ .

There is a positive influence between work motivation and the performance of non-medical personnel (non-asn civil servants) at Dr. Harjono S. General Hospital In Ponorogo with a p value of  $0.006 > 0.05$ .

There is a positive influence between Employment Contract Status and the performance of non-medical personnel (Non ASN employees) at Dr. Harjono S. General Hospital In Ponorogo is characterized by the perception of respondents with employment contract status on performance as many as 144 respondents (91%) chose good and 13 respondents (9%) chose adequate performance.

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