# Analysis Of Factors Related To The Performance Of Health Workers At The Royal Prima Medan General Hospital In 2022

Dendy Teguh Kurniawan[1], Sri Lestari[2], Yolanda Eliza Putri Lubis[3*]

[1,2,3] Master of Public Health Study Program, Faculty of Medicine, Dentistry and Health Sciences, Prima University of Indonesia, Medan, Indonesia.
[*]Corresponding Author:
Email: yolandaelizaputrilubis@unprimdn.ac.id

***Abstract**.*
*The performance of health workers at RSU Royal Prima is experiencing a fluctuating trend so that it is still not optimal in providing services to patients and organizational responsibilities. Factors that are suspected to be related to the performance of health workers are individual, psychological, and organizational variables. This study aims to analyze the factors related to the performance of health workers. This type of research is quantitative analytic using a cross sectional design. The research was conducted at RSU Royal Prima Medan. The research population was 651 people, while the sample was 100 people. Sampling by means of simple random sampling. Data were analyzed using univariate, bivariate with chi-square test, and multivariate with multiple logistic regression at 95% confidence level ($\square=0.05$). The results showed that the factors related to the performance of health workers at RSU Royal Prima Medan were abilities and skills (p=0.015), motivation (p=0.033), leadership (p=0.024), and rewards (p=0.044). Factors that were not related were age (p=1.000), gender (p=1.000), perception (p=0.240), attitude (p=0.163), and job design (p=0.464). The most dominant variable relates to the performance of health workers, namely leadership. Health workers who stated good leadership had the opportunity to have good performance 8.2 times higher than health workers who stated poor leadership. It is recommended that the management of RSU Royal Prima Medan conduct continuous performance assessments of health workers.*

***Keywords**: Performance, Health workers and Hospital.*

## I.    INTRODUCTION

The hospital is an organization that has two main functions, namely as a profit institution and a non-profit institution (social function) [1]. As an institution that has a profit function, hospitals must be managed with principles and management that aim to seek profits so that a hospital in its operations is required to generate profit from all its activities during a certain period [2]. On the other hand, as an institution that has a non-profit function, the hospital in running its organization does not solely seek profit, but is required to highlight its social vision and mission. To achieve these two main functions, hospitals are required to always maintain the quality of service by improving the performance of all hospital staff [1].All aspects of the hospital including human resources are required to work with higher quality, more active, skilled and produce achievements and show good performance in accordance with their respective fields in the hospital [3]. The existence of qualified health workers in hospitals has an impact on increasing the optimal quality of health services for patients [4]. This is largely determined by the increased performance of health workers serving patients at the hospital [5].The performance produced by health workers in hospitals cannot be separated from the factors that influence it [6]. Individual variables are grouped into ability and background and demographic sub-variables [7]. Psychological variables consist of perception, attitude, personality, learning, and motivation sub-variables. While organizational variables consist of sub-variables resources, leadership, rewards, teamwork, structure and job design [8].The results of previous research also strengthen several factors related to employee performance.

The results of research which examined the performance of the pharmacy installation staff at Prof. Hospital. Dr. R. D Kandou Manado, it was found that 56.25% of employees had low performance. Of the 3 variables tested, the influencing factors are individual factors, namely age, organizational factors, namely feedback, and psychological factors, namely motivation [9]. The results of research at Nur Hidayah Hospital, Bantul, show that employee performance is in the high category (92.4%). There is a significant influence

between intrinsic motivation, extrinsic motivation, responsibility, recognition, work performance, career development, job design, promotion, and working conditions on employee performance [10].Furthermore, based on the results of research in the inpatient room of Sembiring General Hospital, it is known that the variables of leadership, work performance, job promotion, incentives, working conditions, work relationships, and workload are significantly related to nurse performance [11]. Research at Depok City Hospital found that the variables related to nurse performance were work motivation, work environment and work unit, gender, age, education level, employment status and years of service [12]. Research results at Moh. Ridwan Meuraksa Hospital, Jakarta, there are three variables affecting the performance of nurses, namely superior support, amount of allowance and motivation. Motivation is the most dominant variable influencing nurse performance [13]. The results of the study at the Inpatient Hospital of Batusangkar Hospital showed that 57.8% of nurses had poor performance, 56.3% of doctors had poor performance. The statistical test results show that there is a relationship between age and leadership and the performance of health workers [14].

And The result of the study in Pavilliun RSUP Building. H. Adam Malik Medan showed Salary and Physical Work Environment simultaneously have a positive and significant effect on the Job Satisfaction of Non-Civil Servant Nurses [15].Royal Prima Medan General Hospital is one of the private hospitals in the city of Medan. Providing health services both outpatient and inpatient. The number of health workers at the Royal Prima Medan General Hospital is 690 people. The health staff consisted of 124 doctors, 414 nurses, 113 midwives, 39 pharmacy staff, 43 administrative staff and 65 outsourcing staff (Customer Service/CS and Security). Health workers who were the object of research were doctors, nurses and midwives as many as 651 people [16].Medical-paramedical personnel have an important position in producing quality health services in hospitals, because medical and paramedical are fully responsible for the process of treating, treating and healing patients [17]. This is because the medical-paramedical profession has the right and responsibility to establish a diagnosis and provide care to patients [18]. A professional organization will not be able to realize a good organizational performance without strong support from all components of the organization's resources [4].Individual performance indicators according to [19] consist of quality of work, quantity of work, knowledge of job, cooperation, initiative, dependability, personal qualities (personal qualities). According to [20], performance appraisals can be carried out by themselves (self-appraisal) carried out by the employees themselves with the hope that these employees can become more familiar with their strengths and weaknesses so that they are able to identify aspects of work behavior.

Interview with the Personnel section of RSU Royal Prima Medan that the performance of health workers at Royal Prima General Hospital has experienced an increasing and decreasing trend (fluctuating) so that it is still not optimal in providing services to patients and responsibilities towards the organization. Health workers' services to patients are still not optimal due to many factors such as leaders who do not provide direction regarding the implementation of tasks in achieving goals. Leaders also do not provide adequate rewards and incentives if employees succeed in achieving targets. In addition, the health workers themselves lack high motivation and improve their performance.The results of the observations that the researchers made by observing the activities or activities of the health workers at the Royal Prima Medan General Hospital showed that some hospital employees lacked discipline with regard to work time, rest and time to go home. Some employees still often use their working time to chat with fellow professionals and with other professions. This has an impact on reports that are often late in submitting. There are still complaints from patients related to the services received from health workers while they are being treated at the hospital.This study will analyze the factors related to the performance of health workers at the Royal Prima General Hospital in Medan. Researchers use the theory of performance from Gibson as a basis for analyzing it. For this reason, the variables used are related to factors related to employee performance at the Royal Prima Medan General Hospital according to Gibson's theory, namely individual variables (ability and skills, age and gender), psychological (perceptions, attitudes, and motivation), and organization (leadership, reward and job design). The reason for choosing this variable is because the selected variable is thought to have a close relationship with the performance of health workers at the Royal Prima Medan General Hospital.

## II.    METHODS

This research is a study using quantitative methods in the form of an analytic survey with a cross-sectional design to analyze factors related to the performance appraisal of health workers at the Royal Prima General Hospital Medan. This research was conducted at the Royal Prima General Hospital in Medan. The time of the research was carried out from January 2022 to September 2022. Data collection was carried out in July 2022. The population in this study were all health workers at the Royal Prima Medan Hospital, namely doctors, midwives, nurses, totaling 651 people. The sample in this study is part or all of the population to be studied [21]. The number of samples in this study was determined based on the sample determination formula Taro Yamane [22]. Based on the calculation above, the number of samples in the above study, out of 651 people, 100 people were obtained. To find the number of samples at the Royal Prima Medan General Hospital, proportional random sampling was used.

According to [23] simple random sampling is a sample consisting of a number of randomly selected elements, where each element or member of the population has the same opportunity to be selected as a sample.The type of data is divided into two primary data and secondary data as follows; Primary data was collected by conducting direct research using questionnaires on samples at the Royal Prima General Hospital Medan related to the variables studied, namely abilities and skills, age, gender, perceptions, attitudes, motivation, leadership, rewards, job design and performance appraisal health workers. Secondary data was obtained from the profile of the Royal Prima Medan General Hospital, the number of health workers, and other data related to this research.Validity test is done by correlating the scores obtained from each variable with the total score. A variable (question) is said to be valid if the score of the variable correlates significantly with the total score. The validity test was carried out with the product moment provided that the value of rcount>rtable was declared valid for 30 people the rtable value is 0.361 [24].

**Table 1.** Research Variable Questionnaire Validity Test Results

| No | Variable | r-count | r-table | Information |
|----|----------|---------|---------|-------------|
| 1 | Abilities and skills-1 | 0,789 | 0,361 | Valid |
| 2 | Abilities and skills-2 | 0,413 | 0,361 | Valid |
| 3 | Abilities and skills-3 | 0,664 | 0,361 | Valid |
| 4 | Abilities and skills-4 | 0,602 | 0,361 | Valid |
| 5 | Abilities and skills-5 | 0,795 | 0,361 | Valid |
| 6 | Abilities and skills-6 | 0,559 | 0,361 | Valid |
| 7 | Abilities and skills-7 | 0,722 | 0,361 | Valid |
| 8 | Abilities and skills-8 | 0,813 | 0,361 | Valid |
| 9 | Abilities and skills-9 | 0,828 | 0,361 | Valid |
| 10 | Abilities and skills-10 | 0,640 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|----|----------|---------|---------|-------------|
| 1 | Perception -1 | 0,620 | 0,361 | Valid |
| 2 | Perception -2 | 0,566 | 0,361 | Valid |
| 3 | Perception -3 | 0,692 | 0,361 | Valid |
| 4 | Perception -4 | 0,696 | 0,361 | Valid |
| 5 | Perception -5 | 0,801 | 0,361 | Valid |
| 6 | Perception -6 | 0,537 | 0,361 | Valid |
| 7 | Perception -7 | 0,881 | 0,361 | Valid |
| 8 | Perception -8 | 0,673 | 0,361 | Valid |
| 9 | Perception -9 | 0,652 | 0,361 | Valid |
| 10 | Perception -10 | 0,642 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|----|----------|---------|---------|-------------|
| 1 | Attitude-1 | 0,649 | 0,361 | Valid |
| 2 | Attitude-2 | 0,622 | 0,361 | Valid |
| 3 | Attitude-3 | 0,554 | 0,361 | Valid |
| 4 | Attitude-4 | 0,583 | 0,361 | Valid |
| 5 | Attitude-5 | 0,627 | 0,361 | Valid |
| 6 | Attitude-6 | 0,706 | 0,361 | Valid |
| 7 | Attitude-7 | 0,492 | 0,361 | Valid |

| 8 | Attitude-8 | 0,596 | 0,361 | Valid |
| 9 | Attitude-9 | 0,619 | 0,361 | Valid |
| 10 | Attitude-10 | 0,626 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|---|---|---|---|---|
| 1 | Motivation-1 | 0,456 | 0,361 | Valid |
| 2 | Motivation-2 | 0,382 | 0,361 | Valid |
| 3 | Motivation-3 | 0,452 | 0,361 | Valid |
| 4 | Motivation-4 | 0,578 | 0,361 | Valid |
| 5 | Motivation-5 | 0,514 | 0,361 | Valid |
| 6 | Motivation-6 | 0,697 | 0,361 | Valid |
| 7 | Motivation-7 | 0,462 | 0,361 | Valid |
| 8 | Motivation-8 | 0,425 | 0,361 | Valid |
| 9 | Motivation-9 | 0,633 | 0,361 | Valid |
| 10 | Motivation-10 | 0,562 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|---|---|---|---|---|
| 1 | Leadership-1 | 0,588 | 0,361 | Valid |
| 2 | Leadership-2 | 0,661 | 0,361 | Valid |
| 3 | Leadership-3 | 0,700 | 0,361 | Valid |
| 4 | Leadership-4 | 0,610 | 0,361 | Valid |
| 5 | Leadership-5 | 0,484 | 0,361 | Valid |
| 6 | Leadership-6 | 0,601 | 0,361 | Valid |
| 7 | Leadership-7 | 0,605 | 0,361 | Valid |
| 8 | Leadership-8 | 0,536 | 0,361 | Valid |
| 9 | Leadership-9 | 0,456 | 0,361 | Valid |
| 10 | Leadership-10 | 0,671 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|---|---|---|---|---|
| 1 | Rewards-1 | 0,507 | 0,361 | Valid |
| 2 | Rewards-2 | 0,519 | 0,361 | Valid |
| 3 | Rewards-3 | 0,586 | 0,361 | Valid |
| 4 | Rewards-4 | 0,710 | 0,361 | Valid |
| 5 | Rewards-5 | 0,447 | 0,361 | Valid |
| 6 | Rewards-6 | 0,521 | 0,361 | Valid |
| 7 | Rewards-7 | 0,678 | 0,361 | Valid |
| 8 | Rewards-8 | 0,594 | 0,361 | Valid |
| 9 | Rewards-9 | 0,565 | 0,361 | Valid |
| 10 | Rewards-10 | 0,635 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|---|---|---|---|---|
| 1 | Job design-1 | 0,592 | 0,361 | Valid |
| 2 | Job design-2 | 0,574 | 0,361 | Valid |
| 3 | Job design-3 | 0,591 | 0,361 | Valid |
| 4 | Job design-4 | 0,583 | 0,361 | Valid |
| 5 | Job design-5 | 0,783 | 0,361 | Valid |
| 6 | Job design-6 | 0,565 | 0,361 | Valid |
| 7 | Job design-7 | 0,629 | 0,361 | Valid |
| 8 | Job design-8 | 0,479 | 0,361 | Valid |
| 9 | Job design-9 | 0,715 | 0,361 | Valid |
| 10 | Job design-10 | 0,647 | 0,361 | Valid |

| No | Variable | r-count | r-table | Information |
|---|---|---|---|---|
| 1 | employee performance-1 | 0,551 | 0,361 | Valid |
| 2 | employee performance-2 | 0,744 | 0,361 | Valid |
| 3 | employee performance-3 | 0,546 | 0,361 | Valid |
| 4 | employee performance-4 | 0,800 | 0,361 | Valid |
| 5 | employee performance-5 | 0,646 | 0,361 | Valid |
| 6 | employee performance-6 | 0,594 | 0,361 | Valid |

| 7 | employee performance-7 | 0,548 | 0,361 | Valid |
|---|---|---|---|---|
| 8 | employee performance-8 | 0,666 | 0,361 | Valid |
| 9 | employee performance-9 | 0,475 | 0,361 | Valid |
| 10 | employee performance-10 | 0,563 | 0,361 | Valid |

The reliability test of the questionnaire used is the alpha coefficient. A research variable is said to be reliable if it gives a Cronbach Alpha value of > 0.600, then the measuring instrument or questionnaire is reliable [24].The results of the research variable reliability test showed that all were stated to be reliable because they had a reliability value higher than the Cronbach's Alpha limit, which was 0.600. For the variable abilities and skills (0.896), perception (0.889), attitude (0.851), motivation (0.776), leadership (0.838), reward (0.825), job design (0.852), and employee performance (0.854). Details can be seen in the validity and reliability test table.

**Table 2.** Research Questionnaire Reliability Test Results

| No | Variable | Reliability Value | Batas Cronbach's Alpha | Information |
|---|---|---|---|---|
| 1 | Abilities and skills | 0,896 | 0,600 | Reliabel |
| 2 | Perception | 0,889 | 0,600 | Reliabel |
| 3 | Attitude | 0,851 | 0,600 | Reliabel |
| 4 | Motivation | 0,776 | 0,600 | Reliabel |
| 5 | Leadership | 0,838 | 0,600 | Reliabel |
| 6 | Rewards | 0,825 | 0,600 | Reliabel |
| 7 | Job Design | 0,852 | 0,600 | Reliabel |
| 8 | Employee Performance | 0,854 | 0,600 | Reliabel |

The variables in the study consisted of the dependent variable (Dependent) namely the performance of health workers and the independent variables (Independent) namely the variables of ability and skills, age, gender, perception, attitude, motivation, leadership, rewards, and job design.The data analysis method carried out consists of 3 steps as follows, namely Univariate analysis is the first step in analyzing each variable in a study. Bivariate analysis aims to determine the relationship between the two variables, namely the independent variable and the dependent variable [21]. The test used in this bivariate analysis is the Chi-Square test using a 95% degree of confidence via SPSS. Multivariate analysis was conducted to determine the most dominant factor influencing the performance of health workers at the Royal Prima Medan General Hospital. This study uses multiple logistic regression analysis with modeling at a significance level of $p < 0.05$ and CI (Confidence Interval) and the variable that is a candidate model has a p value < 0.25 in bivariate analysis. Furthermore, to find out the significant variables using the 95% confidence interval ($\alpha = 0.05$).

## III.    RESULT AND DISCUSSION

Based on the research results, the characteristics of the respondents can be seen in the following table.

**Table 1.**Frequency Distribution of Respondents Based on Characteristics at
the Royal Prima Medan General Hospital in 2022

| Carcteristic Respondent | | F = 100 | % |
|---|---|---|---|
| Education | D-III (Nurse/Midwife) | 54 | 54,0 |
| | S1 (SKed/SKM/SKep) | 41 | 41.0 |
| | S2 (MSM) | 5 | 5,0 |
| Working Period | <5 years | 63 | 63,0 |
| | ≥5 years | 37 | 37,0 |
| Status | Doctor | 29 | 29,0 |
| | Nurse | 57 | 57,0 |
| | Midwife | 14 | 24,0 |

Based on the research results, the variables of age, gender, abilities and skills, perceptions, attitudes, motivation, leadership, rewards, job design, and performance of health workers can be seen in the following table.

**Table 2.** Frequency Distribution of Respondents Based on Independent and Dependent Variables at the Royal Prima Medan General Hospital in 2022

| Characteristic Variable | | f = 100 | % |
|---|---|---|---|
| Gender | Male | 22 | 68 |
| | Female | 78 | 32 |
| Age | 20-40 years | 94 | 94 |
| | 41-60 years | 6 | 6 |
| Abilities and Skills | Good | 72 | 72 |
| | Not Good | 28 | 28 |
| Perception | Good | 93 | 93 |
| | Not Good | 7 | 7 |
| Attitude | Positive | 77 | 77 |
| | Negative | 23 | 23 |
| Motivation | High | 79 | 79 |
| | Low | 21 | 21 |
| Leadership | Good | 23 | 23 |
| | Not Good | 19 | 19 |
| Job Design | Good | 78 | 78 |
| | Not Good | 22 | 22 |
| Performance of Health Workers | Good | 69 | 69 |
| | Not Good | 31 | 31 |

**Correlation between Capabilities and Skills with the Performance of Health Workers**

Based on the results of the study, it showed that there was a relationship between the abilities and performance skills of health workers at the Royal Prima Medan General Hospital in 2021, p=0.015<0.05. The ability and skills variable has a value of Exp(B)/OR = 5.818 meaning that health workers who have good abilities and skills have a 5.8 times higher chance of good performance than health workers who have poor abilities and skills.The results of this study are in line with research conducted at the Teluk Kuantan Regional General Hospital that based on the results of the study it is known that the ability variable has a positive and significant influence on nurse performance [25]. Thus, if the nurse's ability increases, the nurse's performance will also increase, conversely if the ability decreases, the nurse's performance will also decrease. The results of the study at the Pasar Minggu Health Center showed that there was a positive influence of the abilities and skills of officers on the performance of health workers in implementing MTBS [26]. If the ability is increased, it can also improve the performance of health workers in implementing MTBS directly or indirectly through motivation. The effectiveness of health workers working optimally is influenced by how well the health workers master the skills and knowledge that form adequate capabilities for follow-up [26].The ability and skills of employees in carrying out their duties are a manifestation of the knowledge possessed [27]. The higher the level of work ability possessed by an employee, the higher the performance of employees in the company [8].

The abilities and skills of an employee include having the ability to use equipment according to the field of work, following all instructions in carrying out tasks, being able to cooperate with colleagues, having initiative in carrying out tasks, trying to communicate well, carrying out actions according to a priority scale, being skilled in carrying out tasks according to in his field, working according to SOP, trying to carry out tasks on time, skillfully using time [28].This study proves that the research hypothesis is accepted, namely that there is a relationship between ability and skills with the performance of health workers at the Royal Prima Medan General Hospital. The ability and skills of good health workers have an impact on the performance of good health workers, and conversely the abilities and skills of health workers who are not good tend to result in poor health worker performance. The ability and skills of good health workers are usually due to the fact that the health workers have experience working or have worked for more than 5 years so that in carrying out the performance of health workers they are also used to it.Good abilities and skills, namely being able to use equipment in the hospital according to their field, following all instructions in carrying out tasks according to the field, being able to work together with colleagues, skilled in carrying out tasks according to their field, always working according to the SOP determined by the hospital, and skilled

use as much time as possible in completing the task. Poor ability and skills of health workers have an impact on decreasing the performance of health workers in carrying out their duties.

**Relationship between Motivation and Performance of Health Workers**

Based on the results of the study, it showed that there was a relationship between the motivation of the performance of health workers at the Royal Prima Medan General Hospital in 2021, p = 0.0.33 <0.05. The motivational variable that has a value of Exp(B)/OR = 5.642 means that health workers with high motivation have a 5.6 times higher chance of good performance than health workers with low motivation.The results of this study are reinforced by research conducted at the Pontianak Regional General Hospital (RSUD) that work motivation has a direct positive effect on employee performance [29]. These findings indicate that the variation in employee performance is caused by work motivation, so that work motivation causes an increase in employee performance. Research conducted at the Attorney General's Office and the Dili District Prosecutor's Office found that the higher the level of employee motivation, the higher the level of employee performance [30]. Furthermore, research conducted by [30] states that a high increase in motivation can have a positive impact on employee performance because without good motivation from employees it will be difficult for companies to achieve optimal results.Furthermore, research conducted at Moh. Ridwan Hospital Meuraksa, Jakarta that from the results of data analysis, the largest OR (Odd Ratio) value was obtained for the variable Motivation, namely 3.918 with CI (1.924-7.978) [14]. Thus, the motivation variable is the most dominant variable influencing nurse performance. Furthermore, research at Nur Hidayah Hospital, Bantul, found that there is a significant influence between intrinsic motivation and extrinsic motivation on employee performance [11].This is reinforced by the opinion that employee performance will increase if they get motivation both from within and from outside themselves [32].

Employee motivation will be stimulated if the leader provides information and explanations about the implementation of tasks and work, the leader gives advice on problems faced by employees, the leader gives awards for employee performance [33]. Leaders give gifts to staff to keep working enthusiastically, superiors give praise to outstanding employees, leaders are serious about communicating, provide opportunities for patients to attend education and training, provide appropriate salaries and benefits, and develop skills and careers [34].This study proves that the research hypothesis is accepted that motivation is related to the performance of health workers at the Royal Prima General Hospital in Medan. Highly motivated health workers tend to perform well, and vice versa health workers with low motivation tend to perform less well. The motivation of health workers is related to superiors providing information or explanations to subordinates regarding the implementation of tasks and work to create a good work climate. Respondents stated that leaders want to provide advice on problems faced by employees and help solve problems. Some respondents also stated that the leadership gave awards for employee performance. Furthermore, the leader gives encouragement when the target of my program activities is achieved. In this study also some health workers have low motivation. This is because the leadership does not give gifts to the staff so that they are always eager to work. Some health workers feel that superiors do not give praise to employees who excel, and rarely motivate subordinates to work better in the future. The thing that most nurses complain about is that the salary and benefits they receive are not a motivation for them to work because they are not in accordance with what they have given to the hospital. This condition is mostly complained of by health workers who work as nurses and midwives.

**Relationship between Leadership and Performance of Health Workers**

Based on the results of the study, it shows that there is a leadership relationship with the performance of health workers at the Royal Prima Medan General Hospital in 2021, p=0.024<0.05. The leadership and skills variable that has a value of Exp(B)/OR = 8.224 means that health workers who say hospital leadership is good have a good chance of performing well by 8.2 times higher than health workers who say hospital leadership is not good.In line with the results of research who conducted research at the Pasar Rebo Hospital in the East Jakarta Region, based on the results of the research that had been conducted, it was known that respondents had good performance (57.1%) and had poor performance (42.9%) [35]. In this study the leadership factor is a factor related to employee performance. Furthermore, the results of

research conducted in the Inpatient Room of the Sembiring Delitua General Hospital found that the leadership variable is significantly related to nurse performance [36]. The better the leadership of the head of the room will further improve the performance of nurses in providing nursing care services. Who conducted research at the Inpatient Hospital of Batusangkar Hospital found that there was a relationship between leadership and the performance of health workers [14].Leadership is someone who has a power to influence others in completing a job.

The leader integrates the needs of his subordinates with the needs of the organization and the needs of society as a whole [37]. Leadership is said to be a person's way of leading and directing and managing all elements in a group or organization that aims to achieve what can be achieved so that the performance of employees or group members can be maximized. So that leaders can improve performance in order to achieve work results in realizing organizational goals, namely occupational safety and health [38]. Leadership is the ability to inspire others to work together as a group, in order to achieve a common goal. The ability to lead is acquired through everyday life experiences. Another understanding of leadership is everything related to leaders in mobilizing, guiding and directing other people to carry out tasks and realize the goals set [39].According to the researchers, based on the results of the study, it proved that the research hypothesis was accepted, namely leadership is related to the performance of health workers at the Royal Prima General Hospital in Medan. This is because the leadership at the Royal Prima Medan General Hospital plays a role in improving the performance of health workers. Leadership at the Royal Prima Medan General Hospital according to the respondents studied was in the good category, this is evident from the results of the respondents' answers which stated that leaders work by showing a friendly attitude, giving their employees the opportunity to express opinions, leaders in the office provide motivation to their employees, besides that the leadership have a pleasant nature, for example willing to help when I have a problem.

**Relationship of Rewards with Performance of Health Workers**

Based on the results of the study, it shows that there is a relationship between rewards and the performance of health workers at the Royal Prima Medan General Hospital in 2021, $p=0.004<0.05$. The reward variable has a value of $Exp(B)/OR = 7.402$, meaning that health workers who state that the compensation received is adequate has a 7.4 times higher chance of good performance than health workers who state that the compensation received is inadequate.The results of this study are in line with research conducted by [29] at the Attorney General's Office and the Dili District Attorney's Office in which the t-test significance value was obtained for the Rewards variable of $0.027 <0.05$, so $H_o$ was rejected so that $H_i$ was accepted with a description that there is a significant positive effect on the Rewards variable on performance. The higher the level of reward, the higher the level of employee performance. Subsequent research conducted in the Inpatient Room of the Sembiring Delitua General Hospital showed that there was a relationship between incentives or rewards with the performance of implementing nurses in providing nursing care to inpatients [36]. Furthermore, research conducted at Moh. Ridwan Hospital Meuraksa Jakarta, one of the variables that affect the performance of nurses is the number of allowances / rewards received [13].Rewards or compensation are all income in the form of money or goods directly or indirectly received by employees in return for services provided by the company [40].

Giving rewards for job accomplishments will help employees perform more and make employees more loyal to the organization [41]. Giving rewards based on performance can have a positive impact on employee behavior, lead to job satisfaction for employees, have a positive impact on organizational capabilities, be able to achieve the goals that have been designed and retain more employees who are able to work with high performance [42].Decent compensation will provide stimulation and motivate employees to provide the best performance and produce optimal work productivity [43]. If someone gets a reward that is in accordance with his expectations, then he will try hard to get something that is big enough, the person concerned will be very motivated to get the thing he wants. Conversely, if the reward he receives is small, then his motivation to try will be lower [41]. Efforts to improve individual performance by providing appropriate rewards because rewards are also one of the important functions in Human Resource Management. For organizations or companies, compensation has an important meaning because it reflects the organization's efforts to improve the welfare of its employees and can improve the performance of these

employees [44].This study proves that there is a relationship between the rewards received and the performance of health workers at the Royal Prima General Hospital in Medan.

Most of the respondents stated that the rewards received were felt to be less, because they considered them not in accordance with the tasks they had done. This condition also indicates that the amount of salary they receive each month is not in accordance with the results of the work they have given to the hospital. The rewards they receive are considered insufficient to meet their daily needs. Respondents who think that compensation is received less, especially in the profession of nurses and midwives, because they feel that they do not match their educational background and the cost of education is expensive.However, some respondents also stated that the hospital gave bonuses to them if the results of their work reached or exceeded the set targets. Every year they get Religious Holiday Allowances such as Holiday Allowances. Health workers who work at the Royal Prima Medan General Hospital because they get old age insurance. With the old age guarantee, health workers feel protected by the guarantee of working at the Royal Prima Medan General Hospital.

## IV.  CONCLUSION

Based on the results of the research that has been conducted and has been presented in the previous chapter, it can be concluded as follows: Age is not related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=1,000). Gender is not related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=1,000). Capabilities and skills are significantly related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.015). Perception is not related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.240). Attitude is not related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.163). Motivation is significantly related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.033). Leadership has a significant relationship with the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.024). Benefits are significantly related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.004). Job design is not related to the performance of health workers at the Royal Prima Medan General Hospital in 2021, (p=0.464).

The most dominant variable related to the performance of health workers at the Royal Prima Medan General Hospital is the leadership variable. Health workers who stated that hospital leadership was good had a good chance of performing well by 8.2 times higher than health workers who stated that hospital leadership was not good.Suggestions were submitted to several parties related to this research as follows. Royal Prima General Hospital Medan. It is recommended that the management of the Royal Prima Medan General Hospital conduct continuous performance assessments of health workers because there are still some health workers who have poor performance. It is recommended that the management of the Royal Prima Medan General Hospital provide motivation through seminars and mini workshops to improve the performance of health workers. It is recommended that the management of the Royal Prima Medan General Hospital evaluate the leadership of the superiors of doctors, midwives and nurses because some health workers state that the leadership role is not good enough. It is recommended to provide appropriate remuneration for health workers, especially nurses and midwives and adjust it to their working period so that it becomes a motivation for them to work even better. Then Health Workers at Royal Prima General Hospital Medan It is recommended for health workers to improve individual performance by motivating themselves at work, having a high commitment in carrying out duties at the hospital, especially in providing services to patients. And further research can be carried out by subsequent researchers, which are related to the performance of health workers using different research methods such as qualitative research.

## V.  ACKNOWLEDGMENTS

**REFERENCES**

[1]    Wijono, D. J. (2017). Manajemen Mutu Pelayanan Kesehatan: Teori, Strategi, dan Aplikasi (Cetakan 2). Surabaya: Airlangga Unversity Press.

[2]    Aditama, T. Y. (2019). Manajemen Administrasi Rumah Sakit (Cetakan IV). Jakarta: Universitas Indonesia Press.

[3]    Haliman, & Wulandari. (2020). Cerdas Memilih Rumah Sakit (Cetakan I).Yogyakarta: Andi Offset

[4]    Alwi, S. (2018). Manajemen Sumber Daya Manusia, Strategi Keunggulan Kompetitif (Cetakan 4). Yogyakarta: Badan Penerbit Fakultas Ekonomi.

[5]    Sabarguna, B. S. (2019). Quality Assurance Pelayanan Rumah Sakit (Cetakan 2). Yogyakarta: Konsorsium Rumah Sakit Islam Jateng-DIY.

[6]    Effendi, F., & Makhfudli. (2019). Keperawatan Kesehatan Komunitas :Teori dan Praktek   Dalam Keperawatan (Cetakan 2). Jakarta: Salemba Medika.

[7]    Ilyas, Y. (2018). Kinerja Teori, Penilaian dan Penelitian. Jakarta: Pusat Kajian Ekonomi Kesehatan Fakultas Kesehatan Masyarakat Universitas Indonesia.

[8]    Gibson, I. D. (2017). Organisasi : Perilaku, Struktur, Proses (Kelima). Jakarta: Erlangga.

[9]    Tumbelaka, N. (2017). Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai Instalasi Farmasi RSUP PROF. DR. R. D Kandou Manado. Pharmacon, 6(4).

[10]   Mudayana, A. A. (2016). Pengaruh Motivasi Dan Beban Kerja Terhadap Kinerja Karyawan Di Rumah Sakit Nur Hidayah Bantul. KESMAS, 4(2), 84–92.

[11]   Sitio, S. S. P. (2020). Analisa Faktor Yang Berhubungan Dengan Kinerja Perawat Di Ruang Rawat Inap Rumah Sakit Umum Sembiring. *Jurnal Penelitian Kesmasy*, 2(2), 1–8.

[12]   Febryani, D. R. (2017). Faktor-Faktor Yang Berhubungan Dengan Kinerja Perawat Di Rumah Sakit Umum Daerah (RSUD) Kota Depok Tahun 2017. Universitas Pembangunan Nasional Veteran Jakarta.

[13]   Imlabla, F. V., Rahayu, S., & Soepangat, S. (2018). Pengaruh Karakteristik Individu, Faktor Organisasi Dan Motivasi Terhadap Kinerja Perawat Di Rumah Sakit Tk. II Moh. Ridwan Meuraksa, Jakarta. *Jurnal Manajemen Dan Administrasi Rumah Sakit*, 2(1), 34–48.

[14]   Handayani, S., Fannya, P., & Nazofah, P. (2018). Faktor yang Berhubungan Dengan Kinerja Tenaga Kesehatan Di Rawat Inap RSUD Batusangkar. *Jurnal Endurance*, 3(3), 440–448.

[15]   Bambang Suwarno, et.al. (2020). The Effect of Salary and Work Environment on Job Satisfaction on Non-Civil Servant Nurses in the Hospital Medan. *IOSR Journal of Business and Management (IOSR-JBM),* 22(11), 2020, pp. 25-30

[16]   RSU Royal Prima Medan. (2021). Jumlah Tenaga Kesehatan di Rumah Sakit Umum Royal Prima Medan. Medan: Rumah Sakit Umum Royal Prima.

[17]   Sabarguna, B. S. (2019). Quality Assurance Pelayanan Rumah Sakit (Cetakan 2). Yogyakarta: Konsorsium Rumah Sakit Islam Jateng-DIY.

[18]   Kemenkes RI. (2013). Standard Pelayanan Minimal Rumah Sakit. Jakarta: Kementerian Kesehatan Republik Indonesia.

[19]   Ivancevich, J. M. (2018). Perilaku dan Manajemen Organisasi (Edisi 4). Jakarta: Erlangga.

[20]   Dessler, G. (2018). Manajemen sumberdaya manusia (Cetakan Ke). Jakarta: Indeks.

[21]   Notoatmodjo, S. (2018). Metodologi Penelitian Kesehatan (Cetakan 5). Jakarta: Rineka Cipta.

[22]   Ali Ibrahim Hasyim. (2017). Ekonomi Makro. Depok: Kencana Prenadamedia

[23]   Sastroasmoro, S. (2016). Dasar-Dasar Metodologi Penelitian Klinis. Jakarta: Sagung Seto.

[24]   Ghozali, I. (2015). Aplikasi Analisis Multivariate Dengan Program SPSS (Cetakan I). Semarang: Badan Penerbit Universitas Diponegoro.

[25]   Chandra, R. (2019). Pengaruh Kemampuan Dan Motivasi Terhadap Kinerja Perawat Di Rsud Teluk Kuantan (Fakultas Ekonomi Universitas Islam Riau). https://doi.org/.1037//0033-2909.I26.1.78

[26]   Sulastriningsih, K., & Novita, A. (2016). Pengaruh Kemampuan Dan Motivasi Kerja Petugas Kesehatan Terhadap Kinerja Dalam Penerapan Program Manajemen Terpadu Balita Sakit Di Puskesmas Pasar Minggu. *Jurnal Akademi Keperawatan Husada Karya Jaya*, 2(1), 3–12.

[27]   Blanchard, P., & Thacker, J. (2019). Effective Training: System, Strategy and Practices. New Jersey: Pearson Prentice Hall.

[28]   Robbins, S. P., & Judge, T. A. (2017). Perilaku Organisasi. Jakarta: Salemba Empat.

[29]   Muntaha. (2017). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan Rumah Sakit UmumDaerah (RSUD) Dokter Soedarso Pontianak. *Jurnal Samudra Ekonomi Dan Bisnis*, 8(1), 602–610.

[30] Rego, A. M. M. do. (2014). Pengaruh Imbalan, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Kejaksaan Agung Dan Kejaksaan Distrik Dili. *E- Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 3(10), 599–613.

[31] Rahmayanti. (2014). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan pada CV. Putra Kaltim Samarinda. *Journal Ilmu Administrasi Bisnis*, 2(2), 215– 229.

[32] Sopiah. (2018). Perilaku Organisasional (Cetakan II). Jakarta: Andi Offset.

[33] Luthans, F. (2019). Perilaku Organisasi (Kesepuluh; W. R. Vivin Andhika Yuwono, Shekar Purwanti, Arie P, Ed.). Yogyakarta: Andi.

[34] Thoha, M. (2019). Kepemimpinan dan Manajemen (Cetakan II). Jakarta: Raja Grafindo Persada.

[35] Tsauri, S. H. (2015). Faktor-Faktor yang Berhubungan dengan Kinerja Pegawai Non PNS Unit Perbendaharaan RSUD Pasar Rebo Wilayah Jakarta Timur Tahun 2015. Fakultas Kedokteran Dan Ilmu Kesehatan Universitas Islam Negeri Syarif Hidayatullah Jakarta

[36] Sitio, S. S. P. (2020). Analisa Faktor Yang Berhubungan Dengan Kinerja Perawat Di Ruang Rawat Inap Rumah Sakit Umum Sembiring. *Jurnal Penelitian Kesmasy*, 2(2), 1–8.

[37] Satrianegara, M. F. (2017). Organisasi dan Manajemen Pelayanan Kesehatan. Jakarta: Salemba Medika.

[38] Munandar, A. S. (2019). Psikologi Industri dan Organisasi (Cetakan II). Jakarta: Universitas Indonesia Press.

[39] Suarli, S., & Bachtiar. (2015). Manajemen Keperawatan dengan Pendekatan Praktis (Cetakan 2). Jakarta: Erlangga.

[40] Sutrisno, E. (2020). Manajemen Sumber Daya Manusia (Cetakan II). Jakarta: Prenada Media Group.

[41] Mangkunegara, A. P. (2017). Evaluasi Kinerja Sumber Daya Manusia (Cetakan Pe). Bandung: Refika Aditama.

[42] Swansburg, R. C. (2019). Introductory Management and Leadership for Nurses (8th Editio). London: Jones and Bartlett Publishers.

[43] Hasibuan, M. S. P. (2018). Manajemen Sumber Daya Manusia (Revisi). Jakarta: Bumi Aksara.

[44] Rivai, V. (2020). Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik. Jakarta: Raja Grafindo Persada.