

IMPLEMENTATION OF MOTIVATION IN AN EFFORT TO INCREASE THE WORK PRODUCTIVITY OF HOSPITAL EMPLOYEES

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Abstract

Work motivation is defined as a willingness to exercise high levels of effort to achieve organizational goals which are conditioned by the ability of the effort to meet certain needs. So the company as the authority holder also makes policies that must be able to understand the motives of its employees in working. Because, employee work motivation and productivity have been proven to be interrelated. So in this case, if companies can understand work motivation which includes internal and external dimensions, efforts to increase employee work productivity can be optimized and improved. Strategies for improving hospital employee performance can be carried out in various ways, starting from providing training and skills development, increasing motivation and work morale, to implementing an appropriate reward and punishment system. Apart from that, it is also important to pay attention to factors that influence employee performance, such as a conducive work environment, adequate management support, and effective work systems. In improving employee performance, hospital or health institution management needs to improve a positive organizational culture, provide a reward system and adequate work facilities, as well as provide mentoring or support to employees in carrying out their duties and responsibilities. Evaluation of the factors that influence employee performance needs to continue to be carried out to improve the performance and effectiveness of the institution as a whole.

Keywords: Motivation, Work Productivity, Hospital

INTRODUCTION

Public services in the regions after the implementation of regional autonomy still show low service quality, community participation in efforts to provide services is still lacking, service standards are unclear and service accountability is still low. One of the public services that the community really needs is the health sector (Deswira & Lo, 2023).

The Regional General Hospital is a regional organization that is very close to the community, the existence of this organization is really needed by the community (Aji & Soemitra, 2022). Because employees who have certain qualities in their field of work are very necessary because they have a lot of contact with direct services to the community.

Based on this, one of the efforts to achieve success in carrying out these tasks is to implement a motivational function which aims to ensure that all employees can work with enthusiasm and high work enthusiasm so that work results are obtained efficiently and successfully.

Hasibuan (Kurniawan et al., 2023) states that motivation is the provision of driving force that creates enthusiasm for someone's work so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. Work motivation is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals. Goals that, if successfully achieved, will satisfy or satisfy these needs. The more precise the efforts to provide motivation, the higher labor productivity, resulting in benefits for both parties, both the company and the employees (Fauzan, 2023a).

Based on the goals to be achieved, humans will be motivated by their needs. Although motivation is important, it is difficult to achieve. It should be understood that in public organizations, positive and negative interactions and activities related to the implementation of tasks often occur. There are several forms of encouragement to boost work morale, namely by prioritizing employees' work desires which will bring out employees' creativity and work abilities. Highly motivated employees are very important if high performance results are to be achieved consistently. Analysis that concentrates more on performance will place more emphasis on two main factors, namely, employee motivation and employee ability to work (Allo et al., 2024).

Improving the performance of hospital employees is one of the most important things to maintain the quality of health services provided to patients. In order to achieve these goals, hospitals need to design and

implement appropriate strategies to improve employee performance (Istanawati, 2022).

Strategies for improving hospital employee performance can be carried out in various ways, starting from providing training and skills development, increasing motivation and work morale, to implementing an appropriate reward and punishment system. Apart from that, it is also important to pay attention to factors that influence employee performance, such as a conducive work environment, adequate management support, and effective work systems (Vitayanti & Firdaus, 2023).

Hospitals are one of the institutions that have an important role in providing health services to the community. To be able to provide quality services, hospitals must have effective work and performance systems. However, in reality, many hospitals still face various obstacles in improving employee performance, such as high absenteeism rates, low productivity, and unsatisfactory service quality (Purnomo & Jayadiningrat, 2023).

Hospitals as institutions that operate in the field of human health services require their employees to have good performance, which is supported by motivation and adequate abilities in their field. By having good motivation and performance, professional and quality health services that are affordable to all levels of society in providing basic and advanced health services according to hospital class can be provided. With good employee performance, it is possible that institutional performance will also be good (Desita et al., 2024). However, quite a few complaints have been directed at the quality of hospital service work which is considered to be still low, this occurs because the quality of financial and non-financial resources is still low.

Therefore, it is necessary to carry out performance improvement strategies in hospitals to increase the effectiveness and efficiency of the health services provided. This strategy covers various aspects, starting from developing employee skills and competencies, increasing motivation and work morale, to implementing an appropriate reward and punishment system.

RESEARCH METHOD

The study in this research is qualitative with literature. The literature study research method is a research approach that involves the analysis and synthesis of information from various literature sources that are relevant to a particular research topic. Documents taken from literature research are journals, books and references related to the discussion you want to research (Earley, M.A. 2014; Snyder, H. 2019).

RESULT AND DISCUSSION

Understanding Motivation

The development of the times has an impact on many problems which result in organizational development with the aim of prioritizing work specialization. With the growth of work specialization, the tendency to prioritize oneself or one's work unit without paying attention to other individuals and work units will become greater, giving rise to further impacts, namely work disharmony and work morale, to overcome this, motivation is needed (Chen, 2023).

Motivation is an element of management, and the success or failure of achieving organizational goals and spirit depends on the management process, where motivation is one of the organic elements of management that is able to foster understanding, so that organizational goals are achieved (Silalahi, 2023). In carrying out the motivational function, a leader is required to have the ability to mobilize energy, enthusiasm and be able to provide guidance to employees to achieve the organizational goals that have been set.

To further clarify the understanding of the meaning of motivation, the authors will present the opinions of experts including: According to Sondang P. Siagian (Syarifuddin, 2023) in his book "Administrative Philosophy" provides a definition of Motivation, namely: Motivation which means that leaders must be able to provide it in the form of incentives. to subordinates, so that subordinates are willing to give the best of themselves, their time, talents, skills and energy in trying to achieve organizational goals.

Meanwhile, according to G.R. Terry quoted by Malayu S.P. Hasibuan Motivation is the entire process of giving work motives to subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently and economically (Dzulhaq & Firdaus, 2023). The definition of motivation was also put forward by Sarwoto in his book "Basics of Organization and Management", namely the process of giving motives (motivators) to work to subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently (Prastika & Sumartik, 2024a).

Meanwhile, according to Edwin B. Flipo, quoted by Malayu S.P. Hasibuan in his book "Human Resource Management" states "Motivation is a skill in directing employees and organizations to work successfully, so that employees' desires and organizational goals are simultaneously achieved" (Usman & Kusumaningsih, 2022). Motivation can be placed as a fundamental

part of management activities so that everything can be aimed at directing human potential and power by generating, confronting and fostering a high level of desire and increasing enthusiasm for togetherness in carrying out individual and organizational tasks. In relation to carrying out tasks or work for someone, motivation plays a role as a driver of the will and desire to work according to the standards or limits set.

In relation to motivation, a leader must be able to provide encouragement to employees as much as possible, because it means a lot to work harder. Meanwhile, the leader himself must be rewarded by receiving a service or all the hard work of his employees, whether the service is in the form of material or immaterial, which can be used and useful and can be used as a measure to meet the satisfaction of his employees. For the employees themselves, the rewards they receive from their respective leaders must be balanced by carrying out their work duties well and with a sense of responsibility (Nada & Andriani, 2024a).

From several expert opinions, a conclusion can be drawn that what is meant by motivation is basically any action carried out consciously to foster employee work enthusiasm by providing stimulation or encouragement so that employees can be encouraged to work sincerely to achieve the organization's stated goals. set.

Employee Work Productivity

To find out the work productivity of each employee, it is necessary to measure work productivity. Measuring labor productivity according to the system of physical income per person or per hour of work is widely accepted, using the method of measuring labor time (hours, days or years). The measurement is converted into worker units which are defined as the amount of work that can be done in one hour by workers who work according to standard implementation (Pattihahuan & Mukti, 2022).

According to Henry Simamora (Oseremen et al., 2022) the factors used in measuring work productivity include work quantity, work quality and timeliness:

1. Work quantity is a result achieved by a certain number of employees compared to existing standards or set by the company.
2. Work quality is a standard of results related to the quality of a product produced by an employee, in this case the employee's ability to complete work technically in comparison to the standards set by the company.

3. Timeliness is the degree to which an activity is completed at the beginning of the specified time, seen from the point of coordination with output results and maximizing the time available for other activities. Timeliness is measured from employees' perceptions of an activity provided from the beginning until it becomes output.

Regarding the definition of employee work productivity, Sinungan in his book "Productivity What and How", states the following: employee work productivity is related to what can be calculated by distributing expenses by those used or the working hours of people or employees, (Suryadi et al., 2022).

Furthermore, R. Saint Paul put forward the definition of work productivity as quoted by Slamet Saksono in his book "Personnel Administration", as follows: The definition of productivity is very simple, namely the comparison between the results produced and the amount of work expended to produce them, or in a more general sense, the ratio between desired satisfaction and sacrifices made (Fauzan, 2023b).

Meanwhile, George J. Washis, quoted by (Ahmad & Prapanca, 2023) in his book "Personnel Administration" provides the following definition of productivity: Productivity contains two main concepts, namely efficiency and effectiveness. Efficiency measures the level of resources, both human, financial and nature, which is needed to meet the desired level of service. Meanwhile, effectiveness measures the results and quality of service achieved (Yartati, 2022).

From the definition above, it can be said that work productivity is essentially the ratio between the production that can be produced and the total costs that have been incurred for production purposes or the ratio between all the satisfaction that can be obtained with the sacrifices that have been made.

Meanwhile, the definition of employee is an element of the government apparatus at the Cideres Regional General Hospital (RSUD), Majalengka Regency. Thus, the definition of employee work productivity is a comparison between employee work results by utilizing various available resources effectively and efficiently (Marecki, 2024).

The dimensions and indicators of employee work productivity are as follows (Pangaribuan, 2022):

1. Efficient with indicators:
 - a. Complete tasks according to target
 - b. Ability to carry out tasks

2. Efficient, with indicators:
 - a. Completion of tasks in a timely manner
 - b. Appropriate use of funds and energy
3. Discipline, with indicators:
 - a. Carrying out tasks according to applicable procedures.
 - b. Paying attention to established policies

Work Motivation in Efforts to Increase Employee Work Productivity

Every individual has the motivation or drive to achieve optimal levels of work productivity. To create work motivation in employees, both companies and managers must be able to optimize this potential. This can be done by paying special attention and fulfilling the needs that are the employee's right. If employees feel that all their needs have been met, employee work productivity will be optimal and increase (Noviherni & Puspita, 2023). And what we know is that motivation is a person's energy and strength that will generate a level of enthusiasm and perseverance in carrying out an activity or business, either from within oneself (internal) or from outside the individual (external), while productivity is the relationship between input (input) and output (output).

Efforts or strategies to motivate employees include (Ekawati & Suryana, 2022):

1. Providing attendance incentives

Regarding attendance incentives, the company is still implementing this strategy. However, it is felt that the attendance incentives provided by the company do not usually have an influence on employee work motivation. Providing incentives is deemed not optimal/attractive for employees, companies should re-evaluate the incentives provided.

2. Innovation Award

Related to motivation, namely increasing employee creativity and participation. So the innovation reward strategy is implemented in an effort to foster employee motivation to increase their creativity and participation in contributing ideas or concepts in producing products or services. However, the results of meetings in the field of company strategy may be of little interest to employees and implementation is less supported by human resources. So, whatever the company hopes for is not in line with the reality of the organization's environment.

3. Position Promotion

The company still implements job promotions so that employees try and be motivated to improve their performance so that they get a large salary and another thing is that they can occupy the position they want. Job promotions also encourage employees to be more active and creative. Job promotions can be a great opportunity for anyone who wants to work in a company and get rewards in the form of a higher position than before. Job promotions usually increase motivation in an effort to increase productivity. Regarding the type of positive motivation that can be given to companies for their employees, namely giving positions, opportunities to advance and develop.

4. Improve the work environment

In terms of improving the work environment on an ongoing basis, the company includes improving the physical work environment, namely all healthy physical conditions found around the place which can affect employees either directly or indirectly.

5. Carry out supervision

Supervision or controlling the company is able to provide understanding and in supervision involving all levels of managers from top to bottom level and even operators, the implementation of work that has been carried out can be assessed and corrected in order to prevent possible deviations from arising. So that the output produced is in accordance with the standards expected by consumers. The implementation of efforts and policies carried out by the company increases employee work productivity. It is stated that the company is still implementing a position promotion policy.

Several important things, as stated in the theory, are that good work can be influenced by skills and motivation. Skills without motivation or motivation without skills, neither of which can produce high output (Yanti & Sari, 2022). Based on this theory, companies must understand the work motivation of their employees. There are indicators of work motivation which can be grouped into 2, namely internal motivation and external motivation. Regarding employee work productivity and research findings in the company which show a decrease in productivity at this time, then the discussion regarding the strategies mentioned above can be considered as a form of policy for the company (Prastika & Sumartik, 2024b). The indicators for decreasing and increasing productivity are as stated by previous researchers. Indicators used in measuring work productivity include work quantity, work quality and timeliness.

Work motivation is defined as a willingness to exercise high levels of effort to achieve organizational goals which are conditioned by the ability of the effort to meet certain needs. So the company as the authority holder also makes policies that must be able to understand the motives of its employees in working. Because, employee work motivation and productivity have been proven to be interrelated. So in this case, if companies can understand work motivation which includes internal and external dimensions, efforts to increase employee work productivity can be optimized and improved (Nada & Andriani, 2024b).

Apart from that, according to Iman Sudirman (Usman & Sandyaningrum, 2022) that in the context of employees such as those with a weak level of human resource education, employees tend to use financial incentives, because money is the main tool that can help them meet their basic needs. So it is felt that the bonuses given by the company can optimize employee work productivity.

CONCLUSION

Motivation does not always play a role and is related to employee productivity, this is known from the way managers provide motivation to employees which is not good, the way managers provide encouragement, increase employee willingness and responsibility is also not good. Managers always appreciate employees so that employee productivity remains relatively stable and is a pressure from the company to achieve targets. In improving employee performance, hospital or health institution management needs to improve a positive organizational culture, provide a reward system and adequate work facilities, as well as provide mentoring or support to employees in carrying out their duties and responsibilities. Evaluation of the factors that influence employee performance needs to continue to be carried out to improve the performance and effectiveness of the institution as a whole.

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