

Research Article

Work Motivation As A Mediation To Improve Employee Performance : Case In General Hospital Dr. Zainoel Abidin

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Abstract: This research aims to examine the effect of career path, human resources (HR) promotion policy and leadership style on work motivation and its impact on employee performance. The population is all employees of the Regional General Hospital dr. Zainoel Abidin (RSUZA) in Banda Aceh, as much as 989 people. The number of samples calculates by Slovin formula, and get 217 people. The result shows that in the direct effect, the career path, HR promotion policy and leadership style effect the employee performance significantly. Also, career path and leadership style effect the work motivation significantly, but HR promotion policy does not effect the work motivation significantly. In the indirect effect, the career path and leadership style influence the employee performance through work motivation variable. They have the partial mediating effects. While on the other hand the HR promotion policy does not have the indirect effect on employee performance. These findings contribute for academic and practical persons, with the originality is at the development model from several the previous research with the new object and time and uses Structural Equation Model for testing approach. The limitation of this research is only in the number of variables, which is only six.

Keywords: Career path, HR Promotion Policy, Leadership Style, Work Motivation, Employee Performance.

I. INTRODUCTION

As a public organization, hospitals are expected to be able to provide quality health services to the community. Therefore the management of human resource (HR) is absolutely necessary because HR has a role for the success of the organization as human is the actors of all activities. Hospital management can be carried out by providing an understanding to its human resources about how to shape the values, beliefs, and attitudes individually, for adjusting their selves with the external changes and development and for integrating their selves with the internal strength (Munandar, 2016).

Human resources in hospitals are divided into three groups, that are professional group, managerial group and the supporting group. Professional group is tasked with trying to cure patients treated. Included in this group are doctors, nurses, pharmacists, nutritionists and others. Managerial group is tasked to help facilitate the running of hospital health services, namely structural officials, accountants and others. Worker

group is washers, janitors, porters, and messengers (Mangkunegara, 2010).

In the Regional General Hospital dr. Zainoel Abidin (RSUZA), researcher observes that many employees do not have the capability to complete their work on time. This can be indicated due to their lack of knowledge and ability to analyze the works. Their work motivation seems still low relatively. This condition describes the low performance of employees in this organization. According to (Latib, Fathoni, & Minarsih, 2016), employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. Ideally the employee's performance can be reflected by several things, among others: quantity of work, quality of work, efficiency of employees, standards of quality of employees, effort of employees, professional standards of employees, work ability of employees, ability of employees to use common sense, employee accuracy, employee knowledge and employee creativity. The definition of the performance delivered also by (Timpe, 2012), that

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"performance is the level of achievement a person or employee in an organization or company that can increase productivity". Meanwhile, according to the opinion of the (Van Hoek, 1999), states that "Performance is as a success that can be achieved by individuals in doing their work, where the measure of success achieved by individuals cannot be equated with other individuals."(Robins & Coulter, 2012), suggests that "Performance employees is the degree to which the employee reaches the job requirements".

One cause that shows the low motivation of employees to work is a sense of responsibility in carrying out the tasks assigned to him. Motivation is a condition that is needed by everyone. Required every day to live a life, help others, led a group of people and to achieve the desired goal. Motivation comes from the word "movere" (Latin), which means pushing or moving (Hasibuan, 2018). Leadership is one of the factors that drive someone to be motivated in performing their duties and responsibilities and improving their organization performance to achieve its goals (M.Podsakoff, B.MacKenzie, H.Moorman, & Fetter, 1990).

The low work motivation of these employees is inseparable from other variables that the authors use in this study such as the career level policy that is carried out by the hospital leadership to its employees. In RSUZA, there are a small number of employees who get better treatment than other employees. They get the attention of superiors, get satisfying positions, jobs that are quite interesting and colleagues who are always reliable so they are quite satisfied with what they get and they have been doing so far. According to Davis and Werther in (Sjafri, 2003), career is all the work a person holds during life in his job. According to (Handoko, 2003), a career is all work or position that is handled or held during one's work life. Thus the career shows the development of employees individually in the ranks or ranks that can be achieved during the period of employment in an organization. Career development (such as promotion) is expected by every employee, because with this development rights will be obtained better than what was previously obtained, both

material and nonmaterial (Muchlis, Amri, 2017). Rights that are material such as revenue growth, improved facilities and others. While rights that are non-material such as social status, pride, and so forth. According to (Manullang, 2001) "Promotion means promotion, which is to receive power and responsibility greater than previous powers and responsibilities". Whereas according to (Hasibuan, 2003) "Promotion is a movement that enlarges the authority and responsibility of employees for higher rankings within an organization so that obligations, rights, status, and income are getting bigger". According to (Nasution, 1994) "Promotion is an increase in the position of someone (employee) from a lower level to a higher level, and accompanied by salary increases, authority and responsibility". So the conclusion of the above definition of promotion is the transfer of a higher position of office, greater authority and responsibility, higher status and income.

Other than that, in running the government the role of a leader is needed and effective leadership becomes the main requirement. Leadership style leads the leaders to be innovative and drives them to make coordination to all company functions properly. Therefore the leadership style should be able to create a strong integration and encourage the employee work passion (Musnadi & Chan, 2013). Whereas (Rivai & Mulyadi, 2003) explained that leadership style is a behavior pattern and strategy that is liked and often applied by a leader in order to achieve organizational goals. Leadership style is the whole activity in order to influence people to be willing to work together to achieve a goal that they really want together (Ardana, Mujiati, & Utama, 2012).

Based on discussion above, the relation of the theories indicate that there is a need to describe how the relationship among the management variables in RSUZA as a public organization, that are so important in its practical management system, and how the variables can solve the problems in this organization. So in this research verification, the paradigm and the hypothesis can be formulated as follows.

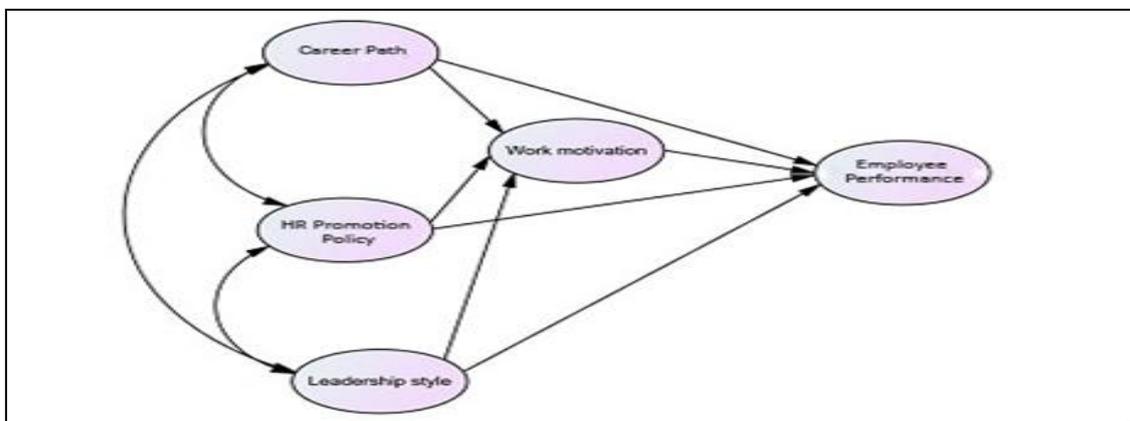


Figure1. Research Paradigm

- H1. Career path effects work motivation significantly
- H2. HR promotion policy effects work motivation significantly
- H3. Leadership style affects work motivation significantly
- H4. Career path effects employee performance significantly
- H5. HR promotion policy effects employee performance significantly
- H6. Leadership style effects employee performance significantly
- H7. Work motivation effects employee performance significantly
- H8. Career path effects employee performance through work motivation significantly
- H9. HR promotion policy effects employee performance through work motivation significantly
- H10. Leadership style effects employee performance through work motivation significantly

II. METHOD

This research is conducted in General Hospital dr. Zainoel Abidin (RSUZA) that located in Banda Aceh, with its employees as the respondents. The population is all employees of General Hospital dr. Zainoel Abidin with total 989 respondents. The sampling technique uses the stratified probability sampling. The measurement scale uses the Likert scale. The sample size is determined using Slovin formula and it provides 217 respondents as a sample. Data is analyzed using the structural equation modelling (SEM) as one of the multivariate techniques. Ha acceptance criteria is Critical Ratio (CR) > 1.96 and the Probability

(P) < 0.05. Special for the indirect effect, the test uses Sobel test calculator for testing the significant effect.

III. RESULT

The respondents are dominated by male employees at the level of an average age of 26-30 years old. This is the range of productive age for employees in achieving the expected performance in the organization. Mostly the employees are married. The majority of their education is a bachelor degree and mostly their work period is less than 5 years. The validity test can be seen in the figure and table below.

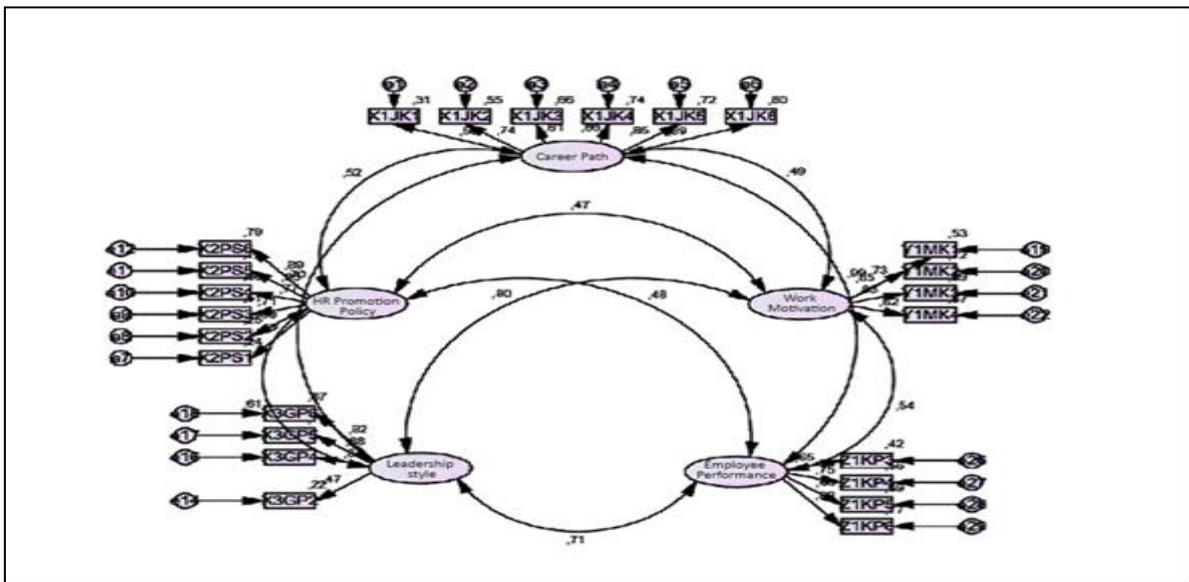


Figure2. Loading Factor

The test shows that some indicators have the loading factor values below 0.5. The following table provides the number of loading factors.

Table 1. Loading Factor

No.	Indicator		variables	estimate
1	X1JK1	<---	Career Path	.560
2	X1JK2	<---	Career Path	.739
3	X1JK3	<---	Career Path	.813
4	X1JK4	<---	Career Path	.859
5	X1JK5	<---	Career Path	.849
6	X1JK6	<---	Career Path	.894
7	X2PS1	<---	HR Promotion Policy	.500
8	X2PS2	<---	HR Promotion Policy	.500
9	X2PS3	<---	HR Promotion Policy	.713
10	X2PS4	<---	HR Promotion Policy	.774
11	X2PS5	<---	HR Promotion Policy	.849
12	X2PS6	<---	HR Promotion Policy	.886
13	X3GP2	<---	Leadership Style	.500
14	X3GP4	<---	Leadership Style	.843
15	X3GP5	<---	Leadership Style	.876
16	X3GP6	<---	Leadership Style	.816
17	Y1MK1	<---	Work Motivation	.726
18	Y1MK2	<---	Work Motivation	.851
19	Y1MK3	<---	Work Motivation	.828
20	Y1MK4	<---	Work Motivation	.816
21	Z1KP3	<---	Employee Performance	.646
22	Z1KP4	<---	Employee Performance	.751
23	Z1KP5	<---	Employee Performance	.828
24	Z1KP6	<---	Employee Performance	.877

Table 1 shows the loading factor of all indicators in the model, and already qualify for further treatment because they have the loading factor above 0.5.

Table 2. Goodness of Fit

Criteria Index Size	Cut-off Value	Results Analysis	Evaluation Model
CMIN / DF	CMIN / DF <2	1.760	Well
Baseline Comparisons	approaching 1	Above 0.5 for NFI, IFI, TLI and CFI	relatively Good
Measures Adjusted Parsimony	0-1	Pration, PNFI, PDCFI be between 0-1	Well
RMSEA	<0.08	0.057	Well
AIC	Default Models Smaller than Saturated	681 < 756 < 4787	Well
ECVI	Default Model Between Saturated and Independence	2.890 < 3.203 < 20.288	Well

Structural Analysis For Hypothesis Test.

Structural test result provides the information needed to answer the hypothesis whether that are proven or not.

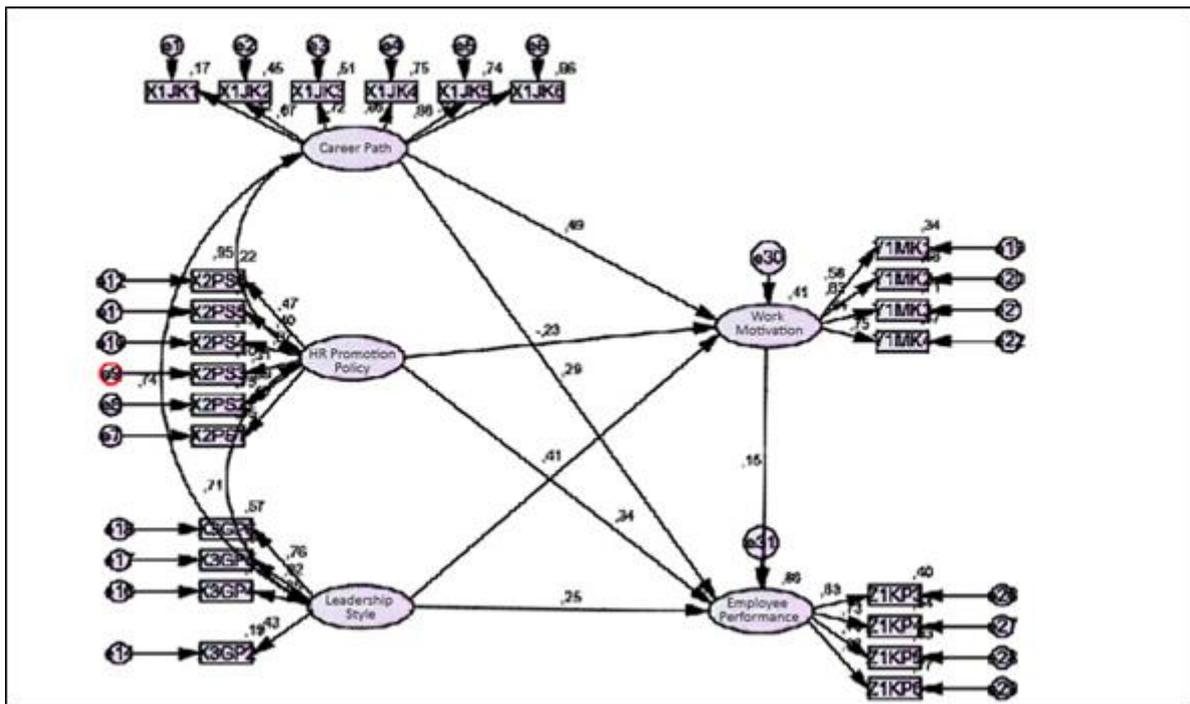


Figure3. Structural Equation Model

Figure 3 above illustrates the effect between variables, which can be seen the conclusion of hypothesis test below, in table 3 for direct effect and table 4 for indirect effect.

Direct Effect

Table3. Hypothesis Test Result

No.	hypothesis	CR Cut off > 1.96	P Value Cut off < 0.05	Information
1	Career Path effects Work Motivation	2.081	***	H1 Accepted
2	Leadership Style effects Work Motivation	3.419	***	H2 Accepted
3	HR Promotion Policy effects Work Motivation	- .713	.476	H3 Rejected
4	Career Path effects Employee Performance	2.534	***	H4 Accepted
5	Leadership Style effects Employee Performance	3.417	***	H5 Accepted
6	HR Promotion Policy effects Employee Performance	3.787	***	H6 Accepted
7	Work Motivation effects Employee Performance	6.942	***	H7 Accepted

From that seven hypotheses there is one has no significant effect, which is the effect of HR promotion policy on work motivation with CR value - 0.713 and P Value 0.476 do not meet the minimum requirement of acceptable hypothesis. On the other

hand, the HR promotion policy can effect the employee performance significantly, and the career path and leadership style have the effect on both work motivation and employee performance significantly.

Table 4. Direct Effect Coefficient

	HR Promotion Policy	Carrier Path	Leaderships	Motivation
Work Motivation	-.231	.488	.415	.000
Employee Perf.	.344	.294	.250	.151

In the table 4 above, we can see the coefficient among the variables that figures the magnitude of direct effects among variables. The dominant variable that effects the employee performance is the career path as much as 0.488. For

the HR promotion policy, we can see it has a minus coefficient between HR promotion policy and work motivation. But in this case, there is no significant effect between HR promotion policy on work motivation, so this relationship can be ignored.

Indirect Effect

The following is the result of the indirect effects test, by using Sobel test calculator.

Table5. Indirect Effect

No	Hypothesis Indirect	P Value by Sobel Test	Information	Mediation Role (< 0.05)
1	Career Path effects Employee Performance through Work Motivation	0.046	H8 accepted	Partial mediation effect
2	HR Promotion Policy effects Employee Performance through Work Motivation	0.477	H9 rejected	No mediation effect
3	Leadership style effects employee performance through Work Motivation	0.002	H10 accepted	Partial mediation effect

Career path and leadership style influence the employee performance, both directly and through work motivation variable that serves as a mediating variable. Because both are significant, the role of work motivation variable here is a partial mediating. While

on the other hand the HR promotion policy on employee performance does not have a significant indirect effect, because of the influence of HR promotion policy on work motivation is not significant.

Table6. Indirect Effect Coefficient

	HR Promotion Policy	Carrier Path	Leaderships	Motivation
Work Motivation	.000	.000	.000	.000
Employee Perf	-.035	.073	.062	.000

In the table 6 above, there shows the biggest coefficient of indirect effect is in the career path effects employee performance through work motivation, as much as 0.073. This one is the significant effect as mentioned in the table 5. This means that if the career path is implemented properly, it will increase the employee performance.

In contrary, there is a minus in one of the effects, that is the effect of HR promotion policy on employee performance through motivation. This happens because in the findings before, about the direct effect, there is a minus coefficient between HR promotion policy and work motivation. So this condition means HR promotion policy can make the unidirectional relationship to work motivation and to employee performance through work motivation. But, once again, there is no significant effect in this unidirectional that involve the HR promotion policy, both direct and indirect. as mentioned in table 5. So this relationship can be ignored as well.

IV. CONCLUSION

The result shows that in the direct effect, the career path, HR promotion policy and leadership style effect the employee performance significantly. Also, career path and leadership style effect the work motivation significantly, but HR promotion policy does not effect the work motivation significantly. In the indirect effect, the career path and leadership style influence the employee performance through work motivation variable. They have the partial mediating effects. While on the other hand the HR promotion policy does not have the indirect effect on employee performance.

The originality of this research is at the development of the model and the use of a different object from the previous one, and also in the different time. This research also uses the SEM for testing approach in comprehensive manner. The limitation is in the number of variables that are only six. This research findings provide the premises that contribute for both academic and practical persons that related to this case. For academic, this model is able to be a basic for the next model of research to be developed, both develop based on the concept and based on the method. For practical persons, this findings can make ideas in planning related to the variables, and a basis for strategic decisions.

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