East African Scholars Journal of Education, Humanities and Literature
Abbreviated Key Title: East African Scholars J Edu Humanit Lit
ISSN 2617-443X (Print) | ISSN 2617-7250 (Online) |
Published By East African Scholars Publisher, Kenya
Volume-2 | Issue-10 | Oct-2019 | DOI: 10.36349/EASJEHL.2019.v02i10.009

OPEN ACCESS

Research Article

The Influence of Motivation and Domicile Distance on Staff Performance of Dental and Oral Hospital Hasanuddin University (RSGM UNHAS)

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Abstract: In efforts to develop human resources, work motivation can stimulate employee morale and employee productivity at work. Besides functioning as a center for community dental and oral health services, Dental and Oral Hospital Hasanuddin University (RSGM UNHAS) is also one of the hospitals that serves as an education center so that to meet these needs, the establishment of two hospitals is located in two different places and the distance is relatively far apart. In addition, the employee's residence also varies in distance. This study aims to look at the effect of work motivation and distance of domicile on the performance of UNGM's RSGM employees. The study was conducted in August to September 2019 at RSGM UNHAS. This research uses analytic survey method with cross sectional design, amounting to 60 people. The sample used was 38 respondents who were selected by purposive sampling. Data collection in this study was conducted using a questionnaire designed in the form of a Likert scale and analyzed using multiple linear regression tests. Based on the results of the analysis and testing of hypotheses, it can be concluded that there is an influence of work motivation and distance of domicile simultaneously on the performance of UNGM Hospital staff. This finding shows that variations in employee performance are caused by work motivation, so high work motivation causes an increase in employee performance.

Keywords: domicile distance, work motivation, performance.

INTRODUCTION

Human Resources (HR) are the most important assets in developing and maintaining the survival of an organization. One key to the success of achieving organizational goals is employee performance. An organization must be able to show the best performance in order to compete in the business world. In efforts to foster and develop human resources, the element of welfare needs to be considered. The welfare element can boost employee morale and employee productivity (Westbrook *et al.*, 2006).

Increasing employee welfare directly or indirectly can affect employee performance. Directly namely the increase in employee salaries, bonus giving, risk benefits, work environment and other benefits. Indirect benefits by providing a comfortable and safe work environment and promotion of positions to outstanding employees. Good employee performance will contribute to the progress and increase in organizational profits (Avey *et al.*, 2008).

The National Health System states that one form of the strata of health services is the Hospital. Hospital is a medical referral pathway, a referral to health efforts and is the highest hierarchy of healing and recovery efforts for sufferers. The hospital itself is a complex and dynamic institution, labor intensive, capital, and influenced by an ever changing internal and external environment. (Handayani *et al.*, 2015).

The hospital as one of the institutions providing public health services is expected to be able to provide quality medical services in efforts to cure and recover, be responsive to complaints and provide comfortable health services. The growth of Indonesia's health care industry is indicated by the increasing number of hospitals in the last 10 years which reached 5% - 10%. Of the 2,355 hospitals at the end of 2014,

Quick Response Code

Journal homepage:
http://www.easpublisher.com/easjehl/

Article History
Received: 28.09.2019
Accepted: 16.10.2019
Published: 28.10.2019

1434 (61%) were private hospitals while 921 (39%) were government-owned hospitals. Interestingly, there is an increase in growth in private hospitals for profit, which is from 463 units to 701 units in 2014 or around 51%. Moreover, the enactment of Indonesian Law No. 40 of 2004 and Law No. 24 of 2011 concerning the National Social Security System. (Djamhuri and Amirya, 2015; Aulia *et al.*, 2017).

Hasanuddin University Dental and Mouth Hospital (RSGM UNHAS) is a teaching hospital and community dental and oral health service located in the city of Makassar. At present RSGM Unhas is the only referral center in Eastern Indonesia, especially South Sulawesi which provides 24-hour services. The purpose of this study was to determine and analyze the magnitude of the influence of work motivation and employee domicile variables on the performance of UNGM Hospital staff. To find out and analyze which of the independent variables; work motivation and distance of domicile which influence dominantly on the dependent variable of the performance of RSGM UNHAS employees.

METHODOLOGY

Research Design

This type of research is an analytical survey using a cross sectional study design. This research was conducted at the Dental and Oral Hospital of Hasanuddin University (RSGM UNHAS) Jl. Kandea No. 5, Makassar, South Sulawesi.

Population and Sample

The population is the entire staff of the administration of RSGM UNHAS administration, medical and paramedic staff, and laboratory assistants. A sample of 38 people were selected by purposive sampling that met the inclusion criteria, namely being willing to be respondents, administrative staff, medical and paramedical staff and supporters who worked at the RSGM UNHAS Makassar, and a working period of ≥ 1 Year. While the exclusion criteria were employees who took leave and sickness at the Makassar UNHAS RSGM when the study was conducted.

Data Collection

Data collection was carried out by researchers using a questionnaire containing sample characteristics based on demographics including gender, age, domicile distance, along with 7 items of motivational assessment statements adopted from the research motivation questionnaire Saraçli *et al.*, (2013) and the situation of human resource management assessed by using Takeuchi *et al.*, (2009) High Performance Work System (HPWS) system which contains 21 items and was adopted from HE Jing's research (2018). The questionnaire uses a Likert scale of one to five.

Data Analysis

Data is processed using computer assistance with the SPSS (statistical package for social science) program for Windows. Univariate analysis was carried out for each of the variables studied and a partial t-test analysis was performed to see the effect of work motivation variables on employee performance and the effect of variable distance of domicile and employee performance. While multiple regression to see the effect of motivation and domicile distance simultaneously on employee performance. The results of data processing are presented in the form of narratives, frequency distribution tables accompanied by interpretations.

RESULTS

Univariate Analysis

Table 1. Frequency of Respondents based on sample Characteristics

Characteristics of the sample		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	6	15.8	15.8	15.8
	Female	**32**	**84.2**	84.2	100.0
Age	17 - 25 years (Teenager)	**17**	**44.7**	44.7	44.7
	26 - 35 years (Early adulthood)	14	36.8	36.8	81.6
	36 - 45 years (late adulthood)	6	15.8	15.8	97.4
	46 - 55 years (early elderly)	1	2.6	2.6	100.0
	Total	38	100.0	100.0	

Table 1 shows the frequency of correspondents based on gender, age, and distance of domicile. Most respondents by sex were 32 women (84.2%), based on age, there were 17-25 years old respondents (44.7%) who were adolescent age groups. And based on the distance of domicile, most respondents live more than 5 km, as many as 30 people (79%).

Table 2. Test Validity and Reliability of Independent Variables (Work Motivation) n = 38, r table = 0.329, Cronbach alpha table = 0.6

Motivation Items	Pearson Correlation	Sig. (2-tailed)	Cronbach's Alpha if Item Deleted
X1	.625**	.000	.767
X2	.787**	.000	.734
X3	.794**	.000	.737
X4	.688**	.000	.770
X5	.694**	.000	.755
X6	.586**	.000	.794
X7	.612**	.000	.780

Based on the results of the validity test obtained all items of statements regarding motivation in the questionnaire are valid where the value of r (Pearson Correlation) obtained is greater than the value of r table (0.329). While the reliability test also shows that the Cronbach alpha value is greater than the Cronbach alpha table (0.6).

Table 3. Test Validity and Reliability of Dependent Variables (Performance) n = 38, r table = 0.329, cronbach alpha table = 0.6

Performance Items	Pearson Correlation	Sig. (2-tailed)	Cronbach's Alpha if Item Deleted
Y1	.517**	.001	.950
Y2	.641**	.000	.948
Y3	.753**	.000	.947
Y4	.696**	.000	.947
Y5	.845**	.000	.946
Y6	.806**	.000	.946
Y7	.817**	.000	.946
Y8	.686**	.000	.948
Y9	.704**	.000	.947
Y10	.727**	.000	.947
Y11	.708**	.000	.947
Y12	.656**	.000	.948
Y13	.610**	.000	.949
Y14	.843**	.000	.945
Y15	.750**	.000	.947
Y16	.830**	.000	.945
Y17	.636**	.000	.949
Y18	.747**	.000	.947
Y19	.703**	.000	.948
Y20	.597**	.000	.949
Y21	.753**	.000	.947

Based on the results of the validity test obtained all items of statement of performance in the questionnaire is valid where the value of r (Pearson Correlation) obtained is greater than the value of r table (0.329). While the reliability test also shows that the Cronbach alpha value is greater than the Cronbach alpha table (0.6).

Table 4. Frequency of Respondents based on Motivation, Distance of Domicile, and Performance Statistics

		performance (Y)	Motivation (X1)	Distance of Domicile (X2)
N	Valid	38	38	38
	Missing	0	0	0
Mean		79.87	25.92	8.29
Median		80.00	25.00	8.00
Std. Deviation		11.653	3.620	4.013
Skewness		-.059	1.092	-.200
Std. Error of Skewness		.383	.383	.383
Kurtosis		.329	1.049	-.945
Std. Error of Kurtosis		.750	.750	.750

Based on the table above it is known that the average performance of employees is 79.87 with a mean value of 80.00, an average motivation of 25.92 with a mean value of 25, and an average domicile distance of 8.29 Km with a mean value of 8.00 km.

Table 5. Analysis of motivation variables, distance of domicile, and performance

Dependent Variable: Performance (Y)					
Source	**Type III Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Corrected Model	3767.925[a]	21	179.425	2.285	.048
Intercept	138916.711	1	138916.711	1769.053	.000
Distance to domicile	28.950	3	9.650	.123	.945
Total Motivation	3109.994	11	282.727	3.600	.010
Distance to domicile * Total Motivation	226.143	7	32.306	.411	.881
Error	1256.417	16	78.526		
Total	247425.000	38			
Corrected Total	5024.342	37			
a. R Squared = .750 (Adjusted R Squared = .422)					

Table 6. Distribution of Respondents by Performance

Performance					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	low performance	19	50.0	50.0	50.0
	high performance	19	50.0	50.0	100.0
	Total	38	100.0	100.0	

Based on the results of data processing it is known that respondents who have high performance are 19 people or 50%, as well as respondents who have low performance of 19 people or 50%.

Table 7 Distribution of Respondents Based on Work Motivation

Motivation					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Low motivation	13	34.2	34.2	34.2
	High motivation	25	65.8	65.8	100.0
	Total	38	100.0	100.0	

Based on the results of data processing, it is known that respondents who have high motivation are 25 people or 65.8%.

Table 8 Distribution of Respondents based on Domicile Distance

Distance of Domicile (X2)					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	1 - 2 km (very close)	4	10.5	10.5	10.5
	2,1 - 5 km (close)	4	10.5	10.5	21.1
	5,1 - 10 km (far)	15	39.5	39.5	60.5
	> 10 km (very far)	15	39.5	39.5	100.0
	Total	38	100.0	100.0	

Based on the results of data processing it is known that the most respondents are those who have a long distance and very far domicile of 30 people (79%).

Classic Assumption Test

Multivariate analysis in this study uses path analysis with several assumptions that must first be met. According to Sarwono (2012) calculations on path analysis use calculation techniques in linear regression, so assumptions in linear regression must also be fulfilled.

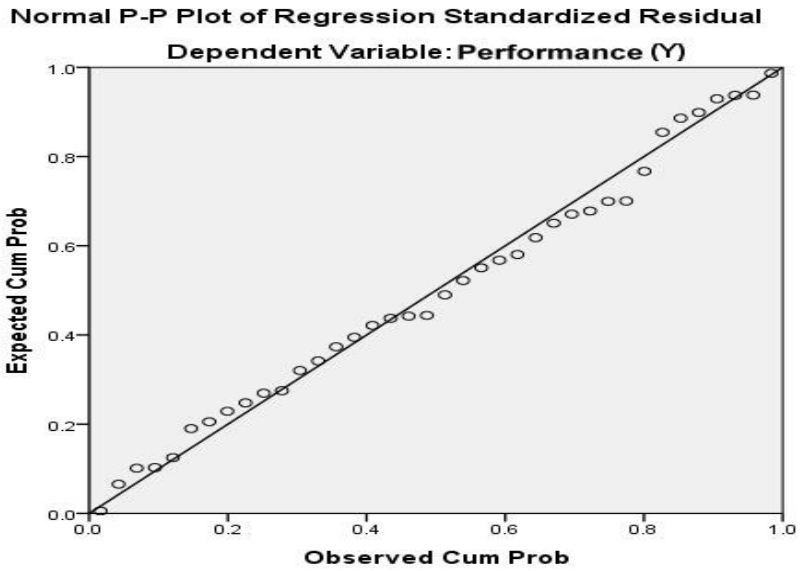
Assumptions testing in this study using the SPSS computer program for windows, with assumptions to be tested include normality, multicollinearity, heteroscedasticity and autocorrelation.

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. If this assumption is not met, then the regression model is considered to be inappropriate. Testing for normality in this study uses the Kolmogorov-Smirnov Test analysis technique. If the resulting significance value> 0.05 then the data is normally distributed. (Ghozali, 2016). The results of normality testing using the technical analysis of one sample Kolmogorv Smirnov Test are presented in the following table:

Table 8. Normality Test

One-Sample Kolmogorov-Smirnov Test				
		Distance of Domicile	**Motivation (X1)**	**Performance (Y)**
N		38	38	38
Normal Parameters[a,b]	Mean	8.29	25.92	79.87
	Std. Deviation	4.013	3.620	11.653
Most Extreme Differences	Absolute	.119	.176	.111
	Positive	.090	.176	.111
	Negative	-.119	-.087	-.086
Test Statistic		.119	.176	.111
Asymp. Sig. (2-tailed)		.195[c]	.005[c]	.200[c,d]
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance.				

From the results of the normality test using the Smirnov Kolomogrov method obtained significance results from the normality test of 0.200 where the results are greater than the significance level of 0.05 so it can be concluded that the normality test in this study is normally distributed.



The multicollinearity test aims to find out the high correlation between the independent variables in the regression model. A good regression model is a regression model that is free of multicollinearity symptoms. Testing multicollinearity in this study is to look at the tolerance value ≥ 0.01 and the value of the variance inflation factor (VIF) ≤ 10 (Ghozali, 2016). The results of multicollinearity testing by looking at tolerance and VIF values are presented in the following table:

Table 9. Multicollinearity Test Results

Coefficients[a]								
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
		B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
1	(Constant)	14.773	10.668		1.385	.175		
	Motivation (X1)	2.515	.361	.781	6.968	.000	.880	1.136
	Distance of Domicile	-.012	.326	-.004	-.038	.970	.880	1.136
a. Dependent Variable: Performance (Y)								

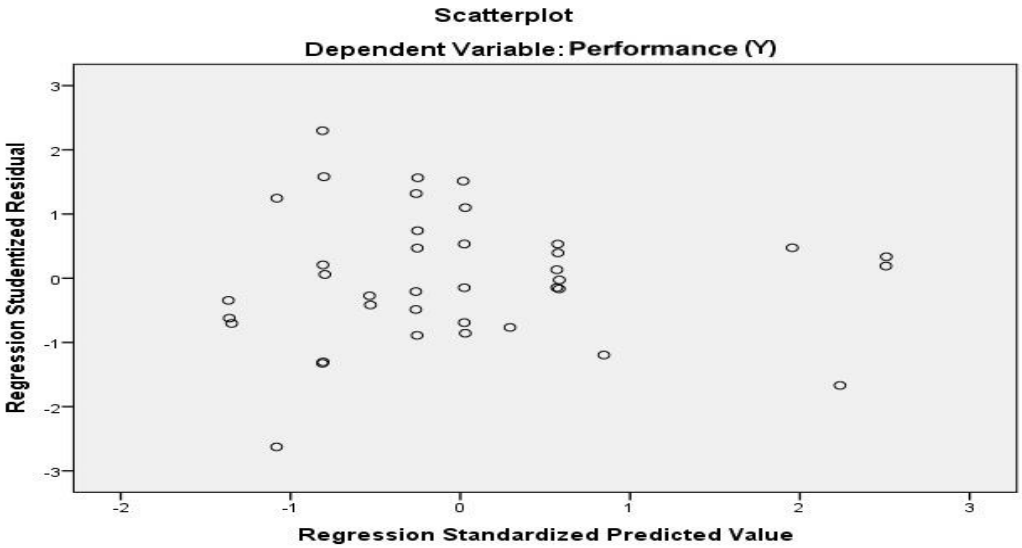
From the calculation results in the multicollinearity test table, the independent variable shows that the VIF value for motivation = 1.136, domicile distance = 1.136 where each of these values is smaller than 10 so it can be concluded free from multicollinearity. Heteroscedasticity test (Glejser Test)

aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that does not occur heteroscedasticity. Heteroscedasticity test uses Glejser test, with interpretation if the significance value> 0.05, it can be concluded that the resulting model is heteroscedasticity free (Ghozali, 2016). The results of heteroscedasticity testing using the glacier test in this study are presented in the following table:

Table 10. Heteroscedasticity Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.694	6.451		1.968	.057
	Motivation (X1)	-.294	.218	-.235	-1.347	.187
	Distance of Domicile	.062	.197	.054	.313	.756
a. Dependent Variable: RES6						

From the results of the multicollinearity test using the Glaciers test the significance of the independent variables is motivation of 0.187 above the standard significance value (> 0.05) and domicile distance of 0.756 (> 0.05) so that it can be concluded that heterocedasticity does not occur.



Autocorrelation test aims to determine the correlation between confounding or residual variables in one observation with other observations in the regression model. A good regression model does not occur autocorrelation. The autocorrelation test in this study uses the Durbin-Watson (DW) test with interpretation if the DW value <-2 then a positive autocorrelation occurs, if -2> DW <2 then there is no autocorrelation and if the DW value> 2 then a negative autocorrelation occurs (Qudratullah, 2013). The results of autocorrelation testing in this study are presented in the following table:

Table 11. Autocorrelation Test Results

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783[a]	.613	.591	7.456	2.094
a. Predictors: (Constant), Distance of Domicile, Motivation (X1) b. Dependent Variable: Performance (Y)					

Based on the results of the autocorrelation test table it is known that the DW value = 2.094, compared to the significance table value of 5% (0.05) with a sample size of 38 and the number of independent variables 2 (K = 2) = 1.38 so that the dU results obtained from table r = 1 , 5937 dU (1,5937) <DW (2, 094) <4-dU (2, 4063) DW is greater than the limit of dU and less than (4-dU) = 4 - 1.5937 = 2, 4063. So it can be concluded that there is no autocorrelation.

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Partial t test (Multiple Linear Regression) based on the significance value

If the Sig. <0.05, it means that the independent variable (X) partially influences the dependent variable (Y). While the value of t count> t table means that the independent variable (X) partially influences the performance (Y).

Table 12. Partial t Test Results

Coefficients[a]								
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
		B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
1	(Constant)	14.773	10.668		1.385	.175		
	Motivation (X1)	2.515	.361	.781	6.968	.000	.880	1.136
	Distance of Domicile	-.012	.326	-.004	-.038	.970	.880	1.136
a. Dependent Variable: Performance (Y)								

Based on the above table, it is known that the significance value of the motivational variable is 0,000 <0.05, while the significance value of the distance of domicile is 0.970> 0.05. The value of t arithmetic motivation is 6.968> t Table (2.026), while t arithmetic domicile distance is 0.38 <t table (2.026). Conclusion: Motivation (X1) influences performance (Y), Distance of Domicile (X2) does not affect performance (Y).

Simultaneous test (Multiple Linear Regression) based on the Significance value

Table 13. Test Results F

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	3078.531	2	1539.266	27.687	.000[b]
	Residual	1945.811	35	55.595		
	Total	5024.342	37			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), Distance of Domicile, Motivation (X1)						

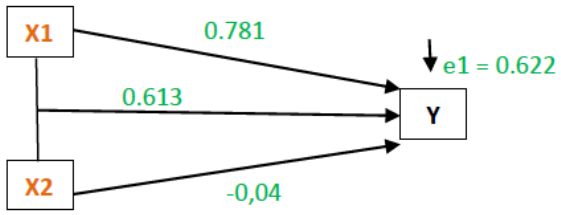
From these outputs it is known that the calculated F value = 27.983> F (2; 36) that is (3.23) with a significance level of 0.000 <0.05. Then the regression model can be used to predict the performance variable or there is an influence of the motivation variable (X1) and domicile distance (X2) on the performance variable (Y). Conclusion: simultaneously motivation (X1) and distance of domicile (X2) have a significant effect on performance (Y).

Table 14. Influence given variables X1 and X2 both simultaneously on Y

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.783[a]	**.613**	.591	7.456	2.094
a. Predictors: (Constant), Distance of Domicile, Motivation (X1)					
b. Dependent Variable: Performance (Y)					

The magnitude of the coefficient of determination (R Square) is 0.613. This means that the motivation variable (X1) and domicile distance (X2) simultaneously influence the performance (Y) of 61.3%. While the rest (100% - 61.3% = 38.7%) is influenced by other variables outside this regression equation or variables not examined. Meanwhile, the value of e1 can be found using the formula e1 = √ (1-

0.613) = 0.622. Thus the diagram obtained from the results of multiple linear regression tests is as follows:



Caption:
X1 = Work Motivation (Independent variable I)
X2 = Living Domicile (Independent variable II)
Y = Performance (dependent variable)
Motivation Variable (X1) influences Performance (Y) of 0.781
Domicile Distance Variable (X2) does not affect the Performance (Y) of -0.04
Motivation Variable (X1) and Domicile Distance (X2) simultaneously influence the Performance (Y) of 0.613.

DISCUSSION

Performance Appraisal with the High Performance Work Systems (HPWS) are elements in a human resource system that are designed to maximize the overall quality of an organization's human capital. In HPWS every element in the HR system is designed to maximize all human capital through organizations where in 2007, Takeuchi et al created a new concept in performance appraisal called the High Performance Work System (HPWS) which has seven evaluation dimensions, namely recruitment and selection, training and promotion, participation in decision making, performance appraisal, work assignments and teamwork (Jing, 2018).

In this study, the results of the statistical analysis showed that only 50% of employees had high performance. This is due to the possibility of differences in the standardization of assessments that have been applied by hospital management with the HPWS model used by researchers. The results of several studies also show that HPWS is not always positive for employees who have to work under the design of the work. This depends on the management's policy in determining the standardization of performance appraisal. When too many high-performance management initiatives can cause excess for employees, and vice versa (Heffernan & Dundon, 2016).

Hospital managers and employees must agree and understand the contents of the job description and job expectations. After that, hospital employees and managers must develop performance criteria which are measurable standards used to assess hospital employee performance. Performance appraisal using the HPWS approach model can help RSGM UNHAS management in setting compensation policies and performance management that can be attractive; maintain and motivate employees to have high performance.

A review of the classical literature and recent theories about motivation reveals four main theoretical areas: (1) Maslow (1943) Hierarchy of Needs, (2) Herzberg (1959) Motivation-hygiene Theory (two factors), (3) McGregor (1966) XY Theory, and (4) McClelland (1965) Need for Achievement Theory. Maslow states that people are motivated by unmet needs that are in a hierarchical order that prevents us from being motivated by areas of need unless all the lower level needs have been met. RSGM UNHAS with high employee motivation will have an impact on the high performance of RSGM UNHAS employees. In other words, the higher the motivation given, the higher the performance produced by the employee. This is in line with the results of a meta-analysis study conducted by Nielsen *et al.*, (2017) which concluded that there is a stronger relationship between well-being as a manifestation of external motivation and employee performance than longitudinal studies. This is also in line with the results of research obtained by Mihail and Kloutsiniotis (2016), and the results of Khoreva and Wechtler (2018), which states that there is an effect of HPWS on the welfare of hospital employees.

There are several techniques for measuring work motivation that have been used by previous researchers. This research uses Saraçli *et al.*, (2013), measurement model regarding intrinsic motivation and extrinsic motivation. In the context of health services in hospitals, extrinsic motivation directs hospital employees to perform work behaviors that benefit themselves and the organization. This work behavior is created by external stimuli such as incentives, prizes, awards, positions and various additional benefits. If hospital management wants to improve employee performance, extrinsic motivation is one option that can get the best from them (Hasenfeld, 2000). This is further echoed in research by Muogbo (2013) that extrinsic motivation is significantly and positively related to employee performance. When there is an increase in extrinsic motivation, there is a corresponding increase in employee performance. Just

as expressed by Salleh *et al.*, (2016) motivation is considered important because although employees have the necessary skills and knowledge but are not motivated to do their jobs, the resulting performance is definitely low. To prevent demotivation, the workplace must meet the needs of employees. An employee who exhibits symptoms of anti-work behavior such as absenteeism, neglect of duty, being late, failing to meet deadlines, showing open frustration and all of these factors work negatively on one's performance and honesty.

From the results of statistical tests show that the distance of domicile of RSGM UNHAS staff does not affect their performance. This can be caused by high employee discipline being able to manage their time in preparing for work. As far as anything they live does not affect their performance at work.

From the results of statistical tests show that the influence of motivation and distance of domicile simultaneously affect the performance of employees of RSGM UNHAS. In a sense, even though the distance of their domicile is far, their high motivation can still improve their performance. The motivation in the form of rewards, promotions, and / or levels of welfare can improve their performance even though high sacrifice is required in terms of using a long time on the way to where they work.

Motivation problems can also be solved linking basic self-evaluation and performance. To maintain, attract, increase efforts, satisfaction and commitment of workers, organizations need to put all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are implemented.

CONCLUSION

There is an influence of work motivation and distance of domicile simultaneously on the performance of RSGM UNHAS employees. This finding shows that variations in employee performance are caused by work motivation, so high work motivation causes an increase in employee performance.

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