



The Motivation as A Mediation Relationship of Work Load Performance in Medical Record Staff at X Hospital

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The rapid development of medical science and technology has improved socio-economic and educational conditions. Here, they condition had resulted in changes to the public assessment system which is demands of quality health services. The one of parameters for determining a quality of health services in a hospital is data or information from medical records. In medical record services, a human resource (staff) is required to carry out their duties and responsibilities in recording patient status properly and correctly. Here, the level of workload medical staff there have mistaken taking medical records until they are not found due to important effect on staff performance and motivation. Thus, in this study aimed to analyse the effect of workload on the performance of outpatient medical records with work motivation as an intervening variable in the hospital. This study we use quantitative data in the medical record unit at X Hospital. The unit of analysis is an individual employee in the medical record. The analysis Data are used path analysis with multiple regression analysis. The results show the indicate workload and performance have a significant effect on work motivation. Workload has a significant effect on work motivation. Work motivation has a significant effect on performance. Workload does not have a significant effect on performance. The research findings show that workload does not have a direct effect on employee performance, but workload can affect performance through work motivation because workload has a significant effect on work motivation and work motivation has a significant effect on employee performance with 0.678 of R2 value. The motivation given to the respondent's answer shows extrinsic factors that play a role in the form of providing salaries and rewards for staff / employees at the hospital.

Keywords: Workload, Performance and Work Motivation.

1. PRELIMINARY

The accreditation demands for each hospital is imposed by the Ministry of Health for each hospital in Indonesia also affect the workload of human resources (human resources) especially medical record staff. In this case they are also required to carry out administrative duties outside their duties as record medical staff. The demands for quality are a priority for every hospital so that a human resources staff are required to be able to run according to what is implemented by the hospital. Likewise with a person's work motivation will be able to influence the results achieved by the hospital where affected workload affects the performance of medical record staff. If the workload increases, the performance of medical record staff will decrease far from the standards -

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that are standardized by each hospital. Furthermore, the relates to the workload level affects the medical records staff able to work on certain limits. In the world of medical records, it is very important because it relates to reporting patient data because medical record staff can be required to be able to fill in patient data based on specified numbers, store patient data properly and distribute the data to medical and non-medical service units. Thus, the hospital must be quickly and precisely based on the needs of the unit. At the time of this research, it was discovered that there were long working hours which did not comply with the standards set by Law regulation No. 13 of 2003 concerning Manpower in article 77. In addition, the demand for accreditation for each hospital imposed by the Ministry of Health for each hospital in Indonesia also affects the workload of human

resources especially medical record staff. Here, they are also required to carry out administrative duties outside their duties as medical record staff where work. Their main role is to help the service to prepare patient data files with limited staff in the medical record unit especially filling staff with high working hours. Filling staff are able to carry out their duties but there is a mismatch of data, patient files are not found until wrongly providing files to the intended unit. Demands for quality are a priority for every hospital so that human resources are required to be able to run according to what is implemented by the hospital. Likewise, a person's work motivation will be able to affect the results achieved by the hospital. Workload affects the performance of medical record staff. If the workload increases, the performance of medical record staff will decrease far from the standards that are standardized by each hospital. Related on this study, the data observation at X Hospital in November 2018 were collected 9,956 of patient data on April 2019 to 14,090. Here, indicating that the number of patients experienced an increase and decrease in the number of patients as a whole. This condition is the biggest effect on the medical record section where the number of patients is not comparable with the medical record personnel who are in that section and so that the patient's status is often not found at the time of service in other service units.

With the number of patients each day, the number of medical record statuses was not found related to the performance of the medical record staff itself, where the medical record staff only consisted of 4 people per 1 work shift with long working hours. So that this situation is used as a standard for human resources who work as medical recorders which are none other than to improve the quality of medical record services in particular and the quality of medical services at X Hospital in general. The high workload in the medical record unit causes staff performance to decline, seen from the length of medical record status that comes to all units and even the patient status is not found, this can be seen from the decreased work motivation of each staff in the medical record. Thus, the purpose of this study is to analyze the effect of workload on the performance of outpatient medical records with work motivation as an intervening variable in the hospital.

2. METHODOLOGY

A. Employee performance

The theory of performance is the extent to which a person has played for him / her in implementing organizational / company strategy both of achieving specific goals related to individual roles and or by showing competencies that are declared relevant to the organization [1]. The performance is a multi-dimensional concept that includes three aspects such as the attitude, ability, and achievement.

Here, the dimensions of performance (namely Quantity of Workers) have a level good or bad during something work that is acceptable for an employee who can be seen in terms of accuracy and neatness of work, skill and proficiency, Quality Workers. Thus, the work load or a number of jobs that must be completed by an employee. Measured by quantitative ability in achieving targets or work results for new jobs, Timeliness / Work Discipline, timeliness in completing tasks, employees are not only required to quickly complete their work but must also be precise or in accordance with the expectations of their superiors, meanwhile work discipline shows the morale of the employees.

B. Work motivation

The work motivation can provide energy that drives all existing potentials, creates high and noble desires and increases excitement and togetherness [2]. Here, the willingness to work of employees arises because of the encouragement from within the employee concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment where its strength depends on the integration process [3]. Thus, the dimensions of work motivation, namely Supervision, Interpersonal Relations, Physical Conditions, Salary, Company Policy, Benefits and Securities are included to motivated the medical staff to achieve the carrier.

C. Workload

Here, the ergonomic point of view, every workload received by a person must be appropriate and balanced both in terms of physical abilities, cognitive abilities and human limitations who accept the burden [4]. The workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers [5]. With the dimensions of Workload, namely: Length of Work Time, Work Shift and Work Environment.

D. Research Model

This research model is shown in Figure 1 as follows:

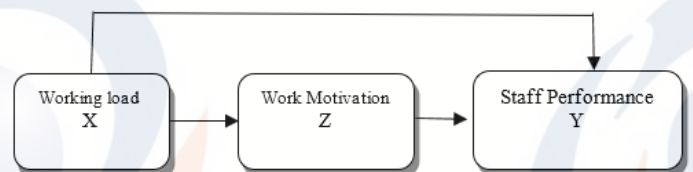


Figure 1. Research Model

E. Hypothesis Development

Based on the things mentioned above, the hypothesis is formulated as follows:

H₁: There is an effect of workload on performance with work motivation as an intervening variable

H₂: There is an effect of workload on work motivation in medical records at X Hospital.

H₃: There is an effect of work motivation on the performance of medical record staff at X Hospital.

H₄: There is an effect of workload on the performance of medical record staff at X Hospital.

F. Research design

In order to achieve the result, we use a quantitative study associative which means that research is done based on the theory that already exist, and to determine the influence of the independent variable is the workload, work motivation variable and the dependent variable employee performance. The unit of analysis is the individual employee in the medical record, with the time horizon being the One-Shot Study.

The population in this study were all 65 medical record staff at the X Hospital. While the sample in this study were all populations, as many as 65 people at the X Hospital.

G. Operational Definition of Variables

The operational efficiency of each variable can be explained as follows:

a) Employee performance

Operational Definition: Perception of the medical record staff's ability to achieve outcomes. Dimensions of Work Quantity, Quality of Work, Timeliness / Work Discipline. Likert Interval Scale.

b) Work motivation

Operational Definition: The incentive felt by medical records staff to perform at their best. Dimensions of Supervision, Interpersonal Relations, Physical Conditions, Salary, Company Policy, Benefits and Securities. Likert Interval Scale.

c) Workload

Operational Definition: Perception of medical record staff at X Hospital of the workload. Dimensions of Length of Work Time, Work Shift and Work Environment. Likert Interval Scale.

3. RESULT AND DISCUSSION

A. Data collection

The research data was collected through a survey. The questionnaires are filled by medical records staff around 65 point with questionnaire and return by 65 glue bars. The questionnaires which can be though for the analysis of 65

questionnaires with acceptance data in Table I.

Table I. Description of Questionnaire Distribution and Acceptance

Information	amount
Distributed questionnaires	65 questionnaires
Questionnaires were returned	65 questionnaires
The percentage returned	100%
Questionnaires that can be used	65 questionnaires
Usable percentage	100%

B. Characteristics of Respondents

The research object was all medical record staff at the X Hospital. Characteristics of the largest respondents based on demographics indicate that the age of the respondents is 26-30 years old, gender is female, formal education is D3, civil servant status is a civil servant, working period 0 - 5 years (see Table II and Table III).

Table II. Respondent Demographics

Respondents	amount	Position
Women	52.3 %	The highest
Man	47.7 %	Lowest
Age 26-30 years	35.4 %	The highest
Age 18-25 years	23.1 %	Lowest
Education	55.4 %	The highest
Civil servant work	44.6 %	The highest
Years of service	30.8 %	The highest

Table III. Hypothesis Test for Each Variable

Variable	P value	Conclusion
Workload (X) on employee performance (Y) with work motivation as an intervening variable (Z)	0,000	H ₁ : accepted
Workload (X) on work motivation (Z)	0,000	H ₂ : accepted
Work motivation (Z) on employee performance (Y)	0,000	H ₃ : accepted
Workload (X) on employee performance (Y)	0.111	H ₄ : rejected

C. Workload on employee performance with work motivation as an intervening variable.

Based on the results of this study, it was found that workload on employee performance with work motivation as an intervening variable, this shows that there is a significant positive effect of workload on employee performance with work motivation as an intervening variable. All staff in the hospital come from different backgrounds, skills and experiences. Some have received directions to use the system or SPO in the medical record and others do not get it, some are completely new to their work, and are new to the service system in medical records. Even though they have received direction, many of them are not familiar with the work environment, work, work procedures, and work together in teams. There will be many errors in service procedures, which cause the employee's performance to

go up and down if not given proper introduction and training. High workload will prolong service time which should be completed more quickly. Limited staff and limited facilities (lack of file delivery trolley) can lead to ineffective service time management. High workload apart from hindering the completion of work in terms of time, also affects the quality of the final work itself. The key to reducing workloads is empowering the right medical record staff. Here, the workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers. Performance is influenced by quantity, quality and timeliness / work discipline on the job itself. Tasks performed by less competent officers will cause work not to be completed immediately because there are additional unnecessary activities. The high activity of officers will affect the quantity, quality and timeliness / work discipline. The activity in question is to carry out various activities such as planning, briefing, analysis, and so on. This additional unnecessary activity can affect two things, namely extending the time to complete a job and directly affecting the quality and quantity of the work itself. Performance is about what to do and how to do it. And is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and makes an economic contribution. The willingness to work of employees arises because of the encouragement from within the employee concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment where its strength depends on the integration process. In this case, the theory of the meaning of each variable explains the characteristics of the variable itself, the relation in this study is that each officer has different working conditions, work environments and levels of work so that they can contribute to the job well. This research is also supported by previous researchers to analyze workload and motivation together have a significant effect on employee performance. In this study, it shows that workload and work motivation variables can affect employee performance. Based on the results of the description as outlined in the tree box model, it shows that the workload is in the medium category with the question item " My work shift is in accordance with applicable statutory standards (BK7) and the rest time for each work shift is in accordance with the applicable law (BK10)". Employee performance is in the sufficient category with the question item " I do work always paying attention to work procedures that have been determined by the hospital (K12)" and work motivation is included in the medium category with the question item " a noisy room (M10), Room soundproof work (M11), The motivation and morale are inseparable from the salary I receive (M15), Hospital policies are in accordance with government regulations (M20), The dedication while working in this hospital is appreciated by my superiors and RS (M22) ".

D. Workload (X) with work motivation (Z)

Based on the results of this study, it was found that workload with work motivation, this shows that there is a significant positive effect on workload with work motivation. Workload will greatly affect employee motivation where workload is an aspect that is not expected by employees in carrying out work if the workload is high, employee motivation to work can decrease due to aspects of body condition and the amount of work done. Conversely, if the work is carried out in accordance with employee expectations, the motivation to work will be very good and the work will be completed on time as well. In addition, workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers. Meanwhile, the willingness to work of employees arises because of the encouragement from within the employee concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment where its strength depends on the integration process. In this case, the theory of the meaning of each variable explains the characteristics of the variable itself, the relation in this study is that each officer has different working conditions, work environments and levels of work so that they can contribute to the job well. This research is also supported by previous researchers where workload and motivation together have a significant effect on employee performance.

In this study, it shows that workload has a very positive effect on work motivation were based on the tree box value the workload of employees is in the medium category with the question item " My work shift is in accordance with applicable statutory standards (BK7) and the rest time on each work shift is appropriate. Applicable law (BK10)". While work motivation is also in the medium category with the question item " I work in a noise room (M10), a soundproof work room (M11), I feel that motivation and work morale are inseparable from the salary I receive (M15), Hospital Policy. in accordance with government regulations (M20), I feel happy if my dedication while working in this hospital is appreciated by my superiors and the hospital (M22)".

E. Work motivation (Z) on employee performance (Y)

Based on the results of this study, it was found that work motivation on employee performance, this shows that there is a significant positive effect on work motivation on employee performance. The willingness to work of employees arises because of the encouragement from within the employee concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment where its strength depends on the integration process. Here, the work is about what to do and how to do it. And is the result of work that has a strong relationship with the strategic objectives of the organization, customer

satisfaction and economic contribution. The work motivation has a significant effect on performance and workload have a positive effect on employee performance also significant towards performance. In this study, it shows that the work motivation variable on performance has a significant effect. Based on the results of the description in the Tree box model, it shows that work motivation is in the medium category with the question item " I work in a noise room (M10), a soundproof work room (M11), I feel that motivation and work morale are separated from the salary. what I received (M15), Hospital policy is in accordance with government regulations (M20), I feel happy if my dedication while working in this hospital is appreciated by my superiors and the hospital (M22)". Employee performance is in the category enough with the question item " I do my job, always pay attention to the work procedures that have been determined by the hospital (K12)".

F. Workload (X) on employee performance (Y)

Based on this study, it was found that the contribution of workload to employee performance was negative, this indicates that it did not have a significant influence between workload and employee performance. The workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers. Whereas work is about what to do and how to do it. And is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and makes an economic contribution. A significant influence between workload variables on employee performance. Here, workload has a significant effect on performance and have positive and significant direct effect on employee performance. In addition, a positive and significant effect on performance in line with this study where this study does not have a significant relationship between workload and employee performance. In this study, it shows that the workload variable on performance does not have a significant effect. Based on the results of the description as outlined in the tree box model, it shows that the workload is in the medium category with the question item " My work shift is in accordance with applicable statutory standards (BK7) and the rest time for each work shift is in accordance with the applicable law (BK10)". Employee performance is in the category enough with the question item " I do my job, always pay attention to the work procedures that have been determined by the hospital (K12)".

In this study it was found that workload does not have a direct effect on employee performance but workload can affect performance through work motivation because workload has a significant effect on work motivation and work motivation has a significant effect on employee performance. The motivation given to the respondent's answer shows extrinsic factors that play a role in the form

of providing salaries and rewards for staff / employees at the X Hospital.

5. CONCLUSIONS

There is an influence between workload on employee performance and motivation as an intervening variable in this study. Medium workload with moderate work motivation can affect employee performance. There is an influence between workload and work motivation. Workloads in the medium category were found to have a significant effect on work motivation in the moderate category. There is an influence of work motivation on employee performance. Moderate work motivation was also found to affect employee performance in the moderate category. There is no influence of workload on employee performance. Based on the research conducted, it was found that workload on employee performance with work motivation did not have a positive effect. Then a strategy is made to improve the quality of work in the hospital:

- a) Provide fees to staff when carrying out double jobs.
- b) Holding regular gatherings to alleviate work stress due to increased workload which has an effect on performance and work motivation to become erratic and to maintain staff morale in carrying out work so that they are able to maintain good, fast and responsive services to patients.
- c) Career development and training of staff so that the work cycle can be maintained properly.

To improve employee performance are by monitoring the work performed by staff and looking at the factors that greatly affect the employee's performance. Thus, efforts to cope with workloads that fall into the medium category, namely by looking at employees' work shifts and the length of time they work. In addition, there is also a need for rearrangement of human resources to work in medical records. It will be increase employee work motivation are by looking at internal and external factors that affect employee work motivation to decline.

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