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ABSTRACT

Currently, organizations place more emphasis on efforts that can result in improvements in employee performance. High performance means that employee productivity is also greater and they are able to carry out tasks with better results in the workplace. This study examined the influence of employee abilities, esprit de corps, trust and recognition & reward on employee performance.

This study examined data from 285 respondents who were employees of type B hospitals in Batam, namely Awal Bross Hospital, Budi Kemerdekaan Hospital, BP Batam Hospital and Embung Fatimah Hospital. Data obtained by distributing questionnaires containing statements from the variables studied and then tested the data using SPSS.

The results showed a significant relationship between the four independent variables tested on employee performance. With this result, it is hoped that it can become an input for hospital management in Batam to become a reference in improving employee performance

Keywords: *employee abilities, esprit de corps, trust dan recognition & reward, employee performance*

PRELIMINARY

In this era of increasing competition, company leaders are more aware of the importance of teamwork in a company. Teams can develop individual outcomes through close collaboration. Employees who work in teams become the standard of the organization. This is a way to increase workforce utilization and potentially improve employee performance. With the support of top management, an employee works confidently in a team and increases the productivity of the organization. Today, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills. Recent studies have shown that employees who work in teams can produce more output compared to individuals. A small amount of research was conducted on teamwork. So this research study highlights the importance of employee teams in organizations. Research to examine employee performance is related to the impact of team work, esprit de corps (team spirit), team trust and recognition and appreciation of employee performance. The purpose or objective of this research is to determine the effect of employee ability, corps spirit, team trust, recognition and appreciation on the performance of employees (Phina, 2018).

According to Hanafi and Ibrahim (2016), employees are a collection of individuals who are interdependent in tasks and who share responsibility for the results. Teams enable people to work together, improve individual skills and provide constructive feedback without conflict between individuals. Team work is an important factor for the smooth functioning of the organization. Most organizational activities become complex due to technological advances therefore teamwork is the main focus of many organizations. One research study

concluded that teamwork is necessary for all types of organizations including non-profit organizations. Team members improve their skills, knowledge and abilities while working in teams.

Organizations that place more emphasis on teams result in improved employee performance, greater productivity and better problem solving in the workplace. A study concluded that teaching individuals how to work in teams is not an easy task because teaching individuals about working in teams is not appropriate. Two important factors are team self-management and team interpersonal skills. These factors improve communication as well as interpersonal relationships between team members and also improve employee performance. Teamwork is an important tool for new types of work organization. Teamwork is an appropriate organizational measure that exhibits many different features across all types of organizations including nonprofits.

The role of health facilities is very important for today's society with the government's policies related to BPJS Health (Health Social Security Administering Body), especially when the Covid 19 Pandemic hit Indonesia and even throughout the world. Existing health facilities that can provide services to the community consist of: Level 1 health facilities which include puskesmas, clinics, medical practice, dentistry practices, and class D hospitals. Level 2 health facilities are advanced level 1 health facilities with hospital referrals class C and B. Level 3 health facilities which include class A hospitals with more complete facilities and infrastructure. The role of these health facilities is very important in helping the community in dealing with some of the diseases they suffer, especially when the Covid 19 pandemic has hit all of Indonesia in particular and the world in general.

The number of health facilities has grown significantly since the government implemented BPJS Health in 2014 (Anon 2019). However, the number of existing health facilities is still insufficient to handle patients seeking treatment and this is also compounded by the condition of the Covid 19 pandemic which is currently engulfing the entire world. In addition, there are still many patients from Indonesia who are still happy to seek treatment abroad, such as Malaysia and Singapore. In the current condition where the Covid-19 pandemic is hitting, all health facilities are required to provide maximum service to all patients seeking treatment. Satisfactory health services from existing health facilities show that all aspects of health facilities, both medical devices, human resources who treat patients, are all deployed in the hope that health facilities have good performance. The aspect of human resources in health facilities, which can also be said to be health workers, has a very important role in providing healing and safety for patients seeking treatment. This is because patient safety and recovery are the most important indicators in determining how much quality is considered by a health facility in the form of hospitals or health centers. Based on the description above, this scientific research is entitled "Factors Affecting Performance in Hospital Employees in Batam"

Research purpose

Based on the problems above, the objectives of this research are:

- a. To examine the relationship between employee abilities and employee performance
- b. To examine the relationship between esprit de corps and employee performance
- c. To examine the relationship between employee trust and employee performance

d. To examine the relationship of recognition & rewards to employee performance.

THEORETICAL FRAMEWORK AND FORMULATION HYPOTHESES

The study of Manzoor et al., (2011) analyzed the effect of teamwork on employee performance on higher education staff in Pakistan. Several measures of employee performance were analyzed including esprit de corps, team trust and recognition and rewards. There is clear evidence that teamwork and other measures of employee performance are positively related to employee performance. Self-administered questionnaires were distributed to employees and educators. The research study uses regression and correlation techniques to analyze the relationship between two variables, namely teamwork and employee performance. The results showed that there was a significant positive effect between the predictors on the response variable. The study recommends that to adapt team work activities to improve employee performance.

Research by Grugulis and Stoyanova (2011) assumes that there is a significant relationship between employee skills and employee performance. Research conducted in the UK on employees of private companies. Skills can indeed contribute to the overall performance of an organization, while soft skills are difficult to assess and judgments can be contaminated by bias.

This research by Mastura et al., (2013) determines whether employees' work skills are correlated with performance. This study uses a correlational design using a survey questionnaire given to 220 respondents. Positive attitudes and behaviors emerged as the most preferred

and acquired skills. Competency skills are ranked as moderately competent. Employers rate task performance as satisfactory but employees rate task performance (job knowledge and skills, quality of work, quantity of work and cooperation and judgment) as very satisfactory. The analysis reveals that skill acquisition and skill competency have a significant positive relationship to employee performance. The acquisition of and competence in employability skills assessed by employers requires continuous improvement to succeed in job performance. Gohari et al., (2013) in his research tried to examine various studies in relation to rewards, job satisfaction, and employee performance. There are two types of rewards identified, namely intrinsic rewards and extrinsic rewards. Research shows that rewards can affect job satisfaction and employee performance, so this study proposes a new framework based on the mediating role of job satisfaction.

In the real world, it is very important to reward high levels of performance because this motivates and controls performance. Indeed, reward strategies confirm the level and mix of non-financial and financial rewards necessary to attract, retain and inspire competent and capable employees to make organizations prosper. While some of these benefits are financial, such as the option to forego competitive pay and pay, there are many non-financial benefits that a company can provide its employees. In fact, they are some of the factors that can motivate staff. Therefore, for a manager, it is necessary to know what really inspires employees and maybe it is not the same thing that stimulates other employees. Research by Brown et al., (2014) explores the relationship between employee trust in managers and its relationship with employee performance. Researchers analyzed matching workplace and employee data to

ascertain whether an employee's average level of trust in the workplace affected the employee's performance. Empirical findings support a positive relationship between employee performance and employee trust. The findings of this study suggest that limiting overtime and access to training has the potential to erode employee confidence.

Ifeyinwa's (2014) research is focused on the effect of teamwork on employee performance. The main objective of this study was to examine the effect of teamwork on employee performance in companies in Nigeria. The sample size of 204 was determined to determine the sample size. The analysis was carried out using statistical tests such as correlation and regression to determine the level of relationship between team work and employee performance. The main findings show that there is a positive and strong relationship between team work, employee rewards and recognition, team trust, Esprit de corps and employee performance in an organization. The study also found that better organizational performance, competitive advantage, and improved product quality can be achieved from team work. Employers should develop an atmosphere in which employees are satisfied with their jobs and in perfect relationships with teammates.

The research by Patarai and Ahmad (2015) aims to determine and analyze the ability, motivation and performance of employees in government offices in Makassar, Indonesia. In addition, it also analyzes the effect of ability and motivation to work together and partially on employee performance at the Makassar Parks and Hygiene Service. This study uses a quantitative approach. Respondents were employees of the Makassar Parks and Hygiene Service, totaling 175 people. Sampling was done through a proportional stratified random sampling technique.

Data analysis used multiple linear regression analysis which processed the data processing with the help of SPSS program. The results of the analysis show that together all the independent variables, namely ability and work motivation, have a significant influence on employee performance. The value of the most dominant influence is work motivation compared to the ability of employees.

Addison's research (2018) explores the relationship between trust and employee performance. Outcome indicators are management's assessment of the economic or financial situation of the workplace and its relative labor productivity. Trust was initially measured using individual survey respondents' ratings of 'contributions'. On the other hand, employee representatives ranked favored over management as less subject to performance feedback. Even if employee trust is taken into account, a better measure is built on the discrepancy or dissonance between both parties' assessments of the quality of industrial relations in the workplace. All confidence measures are associated with increased firm performance.

Dependent Variable

The concept of employee performance is the knowledge that the company is a voluntary business organization with productive contributions, consisting of human, physical and capital resources, with the aim of achieving communal or administrative goals. Those who provide resources will only oblige them to the organization as long as they are satisfied with the value they get in return. It is also considered that worker performance is relatively exclusive, unchanging, predictable, determinable and manageable. The difficulty of definition rises primarily because organizations have multiple stakeholders (shareholders,

employees, customers, suppliers, communities, and regulatory government agencies) through diverse and sometimes incompatible needs and potentials. This has led to a number of clues about organizational performance (Ndungu, 2017).

According to Hanafi and Ibrahim (2016), employee performance is a consequence or influence of employees to achieve goals. Employee performance is generally seen in terms of results, however, this can also be seen in relation to behavior. Employee performance is likely to consist of: total productivity, productivity value, productivity suitability, attendance at work, cooperative. Employee performance is the degree to which employees in the organization achieve their goals, the level at which the organization obtains desired resources, the level at which the organization upholds internal approval, and the level desired by the organization for its stakeholders. Employee performance is usually seen in terms of work results and employee work behavior.

Relationship between Employee Abilities and Employee Performance

Employability or competence means a group of related abilities, commitments, knowledge, and skills that enable a person (or organization) to act effectively in a job or situation. Competence indicates the adequacy of knowledge and skills that enable a person to act in a variety of situations. Employee competence is the ability to achieve a satisfactory task or competent performance, this ability includes knowledge, skills and attitudes or personal characteristics that lead to competent performance. Recent research specializing in health and therapeutic care has grouped competencies into four domains as professional practice, critical thinking and analysis, care provision and

coordination, and therapeutic collaboration and care. The question of employee competence has been considered earlier, competence is a combination of several characteristics of knowledge, skills and attitudes; with the ability to make professional decisions and perform intelligently in certain positions. With the increasing work ability and competence of an employee, his performance will also increase because the employee is able to carry out his duties and responsibilities well.

Relationship between Esprit de Corps and Employee Performance

According to Kemanci (2018), the term esprit de corps shows or describes the understanding and perspective that workers have about groups or teams. It is also referred to as team spirit where employees share their difficulties with each other in groups. Team spirit is the peace of opinion, standards, and frame of mind of group members. Esprit de corps in a company is a way to achieve the common goals of the team. They also summarize that a team consists of a group of people who together depend on each other for the purpose of achieving a common goal which turns into a bargaining power for the team. Team spirit consists of a carefully gathered frame of mind, principles and standards about group affiliation and performance. It is the key to achievement in any business and it is described as the degree to which workers fulfill common goals and with each other in the organization. Also, esprit de corps is a valuable asset for teammates as well as any organization. Team spirit will result in better employee performance for employees as well as all team members.

Relationship between Trust and Employee Performance

According to Brown et al., (2014) it seems clear that employee behavior can affect company level performance given that many employees have certain discretion with respect to how hard they work which explores the relationship between worker commitment and employee performance. Employee trust, especially employee trust in management, will encourage employees to work better. Trust can be defined as a strong belief in the reliability, correctness, or ability of someone or something. Employee trust in the workplace affects employee behavior, which in turn affects company performance. In particular, the extent to which employees believe that their managers will treat them honestly and fairly can influence the extent to which employees engage in opportunistic behavior or vice versa. So, the level of trust that employees have in their managers can have an impact on company performance.

Relationship between Recognition & Rewards on Employee Performance

According to Gihari et al., (2013) the maximum level of employee performance occurs when they feel their efforts are appreciated and compensated accordingly. Some of the other successful elements on employee performance include working conditions, employee-employer relationship, training process and improvement opportunities, job security and a comprehensive reward policy from the company. In addition, motivation, as a result of rewarding, affects staff behavior and their performance directly. Motivation which is a consequence of giving rewards is the most important and essential element. This concept consists of various processes that influence employee behavior to achieve certain goals.

It is very important to reward high levels of performance as this motivates and controls employee performance. Indeed, reward strategies confirm the level and mix of non-financial and financial rewards necessary to attract, retain and inspire competent and capable employees to make organizations prosper. While some of these benefits are financial, such as the option to forego competitive pay and pay, there are many non-financial benefits that a company can provide its employees.

Research Model and Formulation of Hypotheses

Based on the description and model framework above, the hypothesis for this research is formulated as follows:

H1: There is a significant positive effect between employee abilities on employee performance

H2: There is a significant positive effect between esprit de corps on employee performance

H3: There is a significant positive effect between trust on employee performance

H4: There is a significant positive effect between recognition & rewards on employee performance

ANALYSIS AND DISCUSSION

Descriptive Statistics

There were 300 questionnaires distributed to employees from four type B hospitals in Batam. The number of returned questionnaires was 285 questionnaires, then the data obtained were processed using the SPSS program. Based on the gender of the respondents, it is known that as many as 77 male respondents and 208 female respondents. It can be concluded that the majority of

respondents are women. Data based on the age of the respondents showed that 85 were 20-26 years old, 112 respondents were 27-33 years old, 57 respondents were 34-40 years old and 31 respondents were over 40 years old. Based on education, it is known that there are 42 respondents in SMA/SMK, 132 respondents with diploma education, 91 respondents are undergraduates and 20 respondents are postgraduates. When viewed from the income of the respondents, it is known that the majority have an income of Rp. 5.1 to 6 million per month, which is as many as 180 respondents. 52 respondents earn 3-5 million rupiah and as many as 53 respondents have income above 6 million rupiah. Based on the length of work, there are 123 respondents who have worked for 1-3 years, 98 respondents have worked for 4-6 years and 64 respondents have worked for more than 6 years

Quantitative Test Results

Based on the results of testing on 285 respondents, there is no z-score value greater than 3.0 or less than -3.0. For further data testing, 285 respondents were included because they were considered reasonable in responding to the distributed questionnaires. The value that is not affected by outliers is +/- 3.0 (Ghozali, 2016).

Validity Test Results

Based on the results of the validity test on 25 independent and dependent variable statements, it is known that all are valid and will be tested next.

Reliability Test Results

After conducting the reliability test, the data obtained from the Cronbach alpha value which proves that all variables exceed 0.6 (Ghozali, 2016) so that all variables used in this study are declared reliable.

Hypothesis Test

F Test Results

Based on the results of the F test, it proves a significance value of 0.000, so it can be concluded that there is a relationship between all dependent variables simultaneously on the dependent variable.

T test results

Based on the results of the t test, it is known that all the significance values of the independent variables do not exceed 0.05 and the beta value proves a positive value, so it can be said that all research hypotheses have a positive significant effect.

Based on the results of the H1 test with a significance test value of 0.005 and a Beta value of 0.204, it can be concluded that there is a significant effect between employee abilities and employee performance. These findings are consistent with research from Grugulis and Stoyanova (2011), Mastura et al., (2013), Patarai and Ahmad (2015), Hanafi and Ibrahim (2016), Anggiani (2017) and Mastura et al., (2013). Based on the results of the H2 test with a significance test value obtained, namely 0.005 and a Beta value of 0.204, it can be concluded that there is a significant effect between esprit de corps and employee performance. These findings are consistent with research from Grugulis and Stoyanova (2011), Mastura et al., (2013), Patarai and Ahmad (2015), Hanafi and Ibrahim (2016), Anggiani (2017) and Mastura et al., (2013).

Based on the results of the H3 test with a significance test value of 0.030 and a Beta value of 0.242, it can be concluded that there is a significant effect between trust and employee performance. These findings are consistent with research from Addison (2018), Brown et al., (2014),

Manzoor et al., (2011) and Phina (2018). Based on the results of the H4 test with a significance test value of 0.000 and a Beta value of 0.390, it can be concluded that there is a significant effect between recognition and rewards with employee performance. These findings are consistent with research from Grugulis and Stoyanova (2011), Mastura et al., (2013), Patarai and Ahmad (2015), Hanafi and Ibrahim (2016), Anggiani (2017) and Mastura et al., (2013)

Coefficient of Determination Test Results (R²)

Based on the results of the R Square test, it is known that the adjusted R square value is 0.341 which means it proves the magnitude of the influence of the independent variable as a whole is 34.1% on the dependent. While as much as 65.9% came from other influences sourced from other variables that did not

CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

Conclusion

1. There is a significant positive effect between employee abilities on employee performance. Based on the results of the H1 test with a significance test value of 0.005 and a Beta value of 0.204, it can be concluded that there is a significant effect between employee abilities and employee performance. These findings are consistent with research from Grugulis and Stoyanova (2011), Mastura et al., (2013), Patarai and Ahmad (2015), Hanafi and Ibrahim (2016), Anggiani (2017) and Mastura et al., (2013)
2. There is a significant positive effect between esprit de corps on employee performance. Based on

the results of the H2 test with a significance test value obtained, namely 0.005 and a Beta value of 0.204, it can be concluded that there is a significant effect between esprit de corps and employee performance. These findings are consistent with research from Grugulis and Stoyanova (2011), Mastura et al., (2013), Patarai and Ahmad (2015), Hanafi and Ibrahim (2016), Anggiani (2017) and Mastura et al., (2013)

3. There is a significant positive effect between trust on employee performance. Based on the results of the H3 test with a significance test value of 0.030 and a Beta value of 0.242, it can be concluded that there is a significant effect between trust and employee performance. These findings are consistent with research from Addison (2018), Brown et al., (2014), Manzoor et al., (2011) and Phina (2018).
4. There is a significant positive effect between reward & recognition on employee performance. Based on the results of the H4 test with a significance test value obtained, namely 0.005 and a Beta value of 0.204, it can be concluded that there is a significant effect between esprit de corps and employee performance. These findings are consistent with research from Grugulis and Stoyanova (2011), Mastura et al., (2013), Patarai and Ahmad (2015), Hanafi and Ibrahim (2016), Anggiani (2017) and Mastura et al., (2013)

Limitations

There are also some limitations in this study:

1. There are difficulties in collecting questionnaires distributed to hospital employees due to this pandemic condition, the mobility to research activities in hospitals is limited.
2. This study only observed 2855 respondents, this number is still not much when compared to the number of hospital employees in Batam
3. The results of the R Square test are still only 34.1%, and this is considered unable to explain 50% of the effect on the dependent so that most of it is still explained by other variables.

Recommendations

The following are some suggestions from the results of this study:

1. Sending questionnaire questions via google form so that respondents can determine their own free time to fill out the questionnaire.
2. Increase the number of research respondents in order to get more legitimate results, because the number of samples is more evenly distributed

Adding the independent variables studied so that the value of the ability to influence can increase and get bigger with the increasing number of variables studied.

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