

ANALYSIS OF TRAINING, PROVISION OF WELFARE AND IMPLEMENTATION OF POSITION PROMOTIONS ON EMPLOYEE PERFORMANCE AT RSU ROYAL PRIMA MEDAN

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Abstract. Hospitals play a crucial role in providing health services, and human resources are essential for their success. To ensure good human resources, organizations must assess employee performance and provide training, welfare, and job promotions. A study using systematic sampling and Proportional Random Sampling with 240 samples found that the majority of respondents were aged 31-40 years, female, with a bachelor's degree, and had worked less than five years. The study found a significant relationship between training, welfare provision, and job promotion implementation at RSU Royal Prima Medan. The most influential factor on employee performance was the implementation of job promotions. The research suggests that RSU Royal Prima Medan should provide periodic training to employees, provide welfare in line with their duties and responsibilities, and ensure transparent and compliant job promotion implementation. In the future, RSU Royal Prima Medan should focus on providing training to employees, providing welfare in line with their duties and responsibilities, and ensuring job promotions are carried out transparently and in accordance with applicable provisions.

Keywords: training; provision of welfare; implementation of job promotions; performance

I. INTRODUCTION

Hospitals are highly institutionalized and regulated contexts, in terms of regulatory oversight and professional roles, and are operationally and technically complex [1]. Hospitals are one of the facilities or places to provide health services. Health services are carried out with a maintenance approach, health improvement (promotive), disease prevention (preventive), disease healing (curative) and health recovery (rehabilitative), which are carried out as a whole, integrated and sustainable [2]. Human resources are the most important factor in a business that must be run professionally because human resources themselves have an important role in the company. To get good human resources, organizations or companies need to take measurement actions or assess the performance of their employees, as a consideration of the extent to which employee performance brings the organization as well as the hospital. Human resources are the driving force of all company activities. HR support must also be seen from the number and quality of HR owned. The number owned must be proportional to the quality of HR with the existing workload, so that there is no shortage or excess of HR. Likewise, the quality of HR must meet the qualifications that have been required. So that all assets owned will be managed by quality HR who are able to produce the expected level of welfare. One concrete thing to encourage increased productivity of human resources is training so that they are able to carry out tasks and work as well as possible.

Humans are the driving force in thinking and planning in achieving organizational goals, so companies must pay

attention to employee training and development in order to improve the abilities and competencies of their employees, so that they can have additional skills or can know what potential is within themselves and realize that they are valuable assets owned by the company. Employee training programs are needed in order to improve employee competence and abilities in carrying out their work, which ultimately supports the achievement of the goals and vision and mission of the company or organization. By holding a series of activities designed to improve the skills, knowledge and experience of an employee. Training is also a work system that must be followed by employees to improve or improve their work abilities. Training has a positive and significant effect on employee performance, training had a positive and significant effect on employee performance.

The company really needs good management in maintaining and managing human resources in order to help the company's success. Because the success of an organization or company is also greatly influenced by the performance of each individual employee or members. Every organization or company will always improve the work performance of its employees and members. Performance is a series of processes where human resource management is able to convince employee activities and output with organizational goals. Employee performance is the core of achieving organizational success. The consistency of a company's profitability depends on the success of its employees' implementation of their duties. Employee performance is the expertise of employees and the actions produced in a certain atmosphere.

Employee performance is very much needed by each worker so that they are optimal in carrying out their work so that it affects employee performance. In addition to training, performance improvement can also be done by providing welfare and also implementing job promotions. welfare can be defined as a form of reciprocity given to employees as a form of appreciation for their contributions and work to the organization. This welfare can be in the form of direct or indirect financial, and the award can also be indirect. [3] states that the provision of welfare or compensation has an effect on employee performance, this shows that the better the provision of welfare given to employees, the better the performance of the employees. Job promotion is an exchange that starts with one position then to the next position with higher status and obligations [4]. Usually, the transition to a higher position is accompanied by an increase in salary/compensation and different qualifications. Influence between job promotion and the performance of non-medical employees. This shows that if the job promotion process can run well, transparently and in accordance with existing provisions, employees will compete to improve their performance to get a job promotion. This research will be conducted at Royal Prima Medan Hospital which is one of the largest private hospitals and will be a referral center for the community, especially Medan City and the people of North Sumatra in general. Royal Prima Medan Hospital is a privately owned general hospital and is one of the type B hospitals located in Medan City, North Sumatra. This hospital provides health services supported by specialist and sub-specialist doctor services, and is supported by adequate medical facilities. From the results of the pre-survey conducted by researchers at RSU Royal Prima Medan by conducting observations and interviews with several employees, it was found that there were still several employees whose performance was not good, but there were also employees whose performance was good. From the results of the interviews, there were several factors that could affect employee performance, such as training, provision of welfare and implementation of job promotions. From the results of the background description above and previous research, the researcher is interested in conducting research with the title "Analysis Training, Provision of Welfare and Implementation of Job Promotion on Employee Performance at Royal Prima Medan Hospital".

II. RESEARCH METHOD

This type of research is an analytical survey with a cross-sectional design. This research will be conducted at RSU Royal Prima Medan, located at Jl. Ayahanda No. 68A, Sei Putih Tengah, Kec. Medan Petisah, Kota, Medan, North Sumatra 20118. This research has been conducted since the author conducted a preliminary survey in November 2023 which will then be continued with the preparation of a research proposal until data collection followed by a results seminar. The following is an estimate of the time to complete this thesis.

The population in this study were employees at RSU Royal Prima Medan consisting of 822 medical and non-medical employees. The following are details of the population in this study.

Table 1. Research Population

No	Profession	Amount
Medical		
1	Doctor	154
2	Nurse	303
3	Midwife	75
4	Paramedic	101
Non Medical		
5	Non Medical	189
Total		822

The sampling method used in this study is Systematic sampling. The sampling technique in this study using Proportional Random Sampling is said to be proportional because the taking of subjects in each generation is determined proportionally to the number of subjects from each generation, and is said to be random because each subject in the population has the same opportunity to be selected as a sample. The determination of the number of samples is determined by the requirements [4], which states that the number of samples taken is at least 5 to 10 times the number of parameters used in the study. This study uses 48 indicators in the form of statement items in the questionnaire, so the minimum number of samples taken is $5 \times 48 = 240$.

Table 2. Number of Research Samples

No	Profession	Amount	Sample
Medical			
1	Doctor	154	$154/822 \times 240 = 45$
2	Nurse	303	$303/822 \times 240 = 89$
3	Midwife	75	$75/822 \times 240 = 22$
4	Paramedic	101	$101/822 \times 240 = 29$
Non Medical			
5	Non Medical	189	$189/822 \times 240 = 55$
Total			240

The data in this study consists of primary data and secondary data. Primary data sources were obtained through several methods, namely questionnaires and documentation analysis during the study. Secondary data in this study will be obtained from data and documents or related observation notes such as official documents from RSU Royal Prima Medan, journals, articles related to the title of the study. In order to obtain data, the author collected data using questionnaires, literature studies, and documentation. The data analysis used in this study is univariate, bivariate and multivariate analysis.

III. RESULT AND DISCUSSION

1. Frequency Distribution of Respondent Characteristics

In this study, the frequency distribution of respondent characteristics is seen based on age, gender, education and length of service of the respondents. The results of the frequency distribution of respondent characteristics can be seen in table 3 below.

Table 3. Frequency Distribution of Respondent Characteristics

Age	n	%
20-30 Years	19	7.9
31-40 Years	138	57.5
>40 Years	83	34.6
Total	240	100
Gender	n	%
Man	84	35.0
Woman	156	65.0
Total	240	100
Education	n	%
D3	64	26.7
S1	71	29.6
S2	65	27.1
S3	40	16.7
Total	240	100
Length of work	n	%
< 5 Years	167	55.7
> 5 Years	133	44.3
Total	300	100

From table 3 it can be seen that the majority of respondents are aged 31-40 years, as many as 138 (57.5%), the majority are female, as many as 156 (65%), the majority have a bachelor's degree, as many as 71 (29.6%), and the majority have worked for <5 years, as many as 167 (55.7%).

2. Univariate Analysis Results

a. Training.

The following are the results of respondents' answers regarding training at RSU RoyalPrima Medan, which can be seen in table 4 below:

Table 4. Training

Training	n	%
Good	210	87.5
Not good	30	12.5
Total	240	100

Table 4 explains the results of respondents' answers about training at RSU RoyalPrima Medan. The results of the study showed that respondents who said that training at RSU Royal Prima was good were 210 people with a percentage of 87.5% and respondents who said that training at RSU Royal Prima Medan was not good were 30 people with a percentage of 12.5%. From these results, it can be seen that the majority of respondents said that training at RSU RoyalPrima Medan was good.

b. Provision of Welfare

The following are the results of respondents' answers regarding the provision of welfare at RSU Royal Prima Medan, the results of the study showed that respondents who said that the provision of welfare at RSU Royal Prima was good were 199 people with a percentage of 82.9% and respondents who said that the provision of welfare at RSU Royal Prima Medan was not good were 41 people with a percentage of 17.1%. From these results, it can be seen that the majority of respondents said that the provision of welfare at RSU Royal Prima Medan was good.

c. Implementation of Position Promotion

The following are the results of respondents' answers regarding the implementation of job promotions at RSU RoyalPrima Medan, which can be seen in table 5 below:

Table 5. Job Promotion

Promotion Position	n	%
Good	198	82.5
Not good	42	17.5
Total	240	100

Table 5 explains the results of respondents' answers regarding the implementation of job promotions at RSU RoyalPrima Medan. The results of the study showed that respondents who said that the implementation of job promotions at RSU RoyalPrima was good were 198 people with a percentage of 82.5% and said that the implementation of job promotion at RSU RoyalPrima Medan was not good as many as 42 people with a percentage of 17.5%. From these results, it can be seen that the majority of respondents said that the implementation of job promotion at RSU Royal Prima Medan was good.

3. Bivariate Analysis Results Relationship between Training and Employee Performance at RoyalPrima Medan Hospital

The following are the results of research regarding the relationship between training and employee performance at RSU Royal Prima Medan using Pearson Product Moment which can be seen in Table 6 below.

Table 6. Relationship between Training and Employee Performance at Royal Prima Hospital Medan

Variables	Sig. (2-tailed)	Pearson Correlation
Training Against Employee Performance	0,000	0.405

From table 6 above, it shows that between training and employee performance at RSU RoyalPrima Medan there is a correlation coefficient (r) of 0.405, with the level of relationship or correlation in the moderate category, and the correlation is significant because $p < 0.05$ ($0.000 < 0.05$). This shows that there is a relationship between training and employee performance at RSU Royal Prima Medan.

4. Relationship between Training and Employee Performance at Royal Prima Medan Hospital.

The results of the study on the relationship between training and employee performance at RSU Royal Prima Medan showed that respondents who said training at RSU Royal Prima was good as many as 210 people with a percentage of 87.5% and respondents who said the training at RSU RoyalPrima Medan was not good as many as 30 people with a percentage of 12.5%. From these results it can be seen that the majority of respondents said the training at RSU Royal Prima Medan was good.

Between training and employee performance at RSU Royal Prima Medan there is a correlation coefficient (r) of 0.405, with a level of relationship or correlation in the moderate category, and the correlation is significant because $p < 0.05$ ($0.000 < 0.05$). This shows that there is a relationship between training and employee performance at RSU Royal Prima Medan.

The results of this study are in line with the research conducted [5],[6] with the title of the study on the influence of training on the performance of nurses at Prabumulih

Regional General Hospital, the results of which showed that training had a significant influence on the performance of nurses at Prabumulih Regional General Hospital. However, there could be other factors that influence performance, such as the provision of welfare and the implementation of job promotions which were also studied in this study. Training is the process of teaching the skills needed by employees to do their jobs. In relation to this, it is recommended that Royal Prima Medan Hospital carry out periodic training not only for new employees but also for old employees to be given training so that they can better master their jobs.

Training is a series of individual activities to improve skills and knowledge systematically so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out current work according to standards. Training is part of an educational process, the purpose of which is to improve a person's special abilities or skills.

With the existence of training as an effort to improve human resource performance, it becomes a cycle that must be carried out continuously, because the development of the hospital must be balanced by the ability of its human resources. With the development of the business, the performance of workers in a hospital must also be continuously in line with the progress and development of the hospital. If employees receive good training, employees will have high performance. Conversely, if employees do not receive good training, it will have an impact on the lower performance of the employees. Therefore, it is recommended for RSU Royal Prima Medan to continue to provide training to employees.

5. The Relationship between Welfare Provision and Employee Performance at RSU Royal Prima Medan

The results of the study on the relationship between training and employee performance at RSU Royal Prima Medan showed that 199 respondents said that the provision of welfare at RSU Royal Prima was good with a percentage of 82.9% and 41 respondents said that the provision of welfare at RSU Royal Prima Medan was not good with a percentage of 17.1%. From these results, it can be seen that the majority of respondents said that the provision of welfare at RSU Royal Prima Medan was good.

Between the provision of welfare and employee performance at RSU Royal Prima Medan there is a correlation coefficient (r) of 0.842, with the level of relationship or correlation in the very strong category, and the correlation is significant because $p < 0.05$ ($0.000 < 0.05$). This shows that there is a relationship between the provision of welfare and employee performance at RSU Royal Prima Medan.

The results of this study showed that welfare significantly influence employee performance at PD. BKK Karanganyar. However, there may be other factors that influence performance, such as training and implementation of job promotions which were also examined in this study. [7] Welfare is a reflection of the quality of human life or commonly called the quality of human life which is a condition when the most basic needs required by humans for their lives have been met.

Providing welfare to employees is one form of complementary reward given by the hospital to its employees, either in the form of money, goods or other services that can provide satisfaction to employees in working. "Providing welfare is one effective way to maintain employee attitudes so that employee performance increases, they are comfortable and happy in working.

Employee welfare level is a fulfillment of physical and spiritual needs or requirements, both within and outside of direct and indirect employment relationships. Providing welfare will create peace, work spirit, dedication, discipline and loyalty of employees towards the company. The welfare provided should be beneficial and encourage the achievement of company, employee and community goals.

6. The Relationship between the Implementation of Job Promotion and Employee Performance at Royal Prima Hospital Medan

The results of the study on the relationship between training and employee performance at RSU Royal Prima Medan showed that respondents who said that the implementation of job promotions at RSU Royal Prima was good were 198 people with a percentage of 82.5% and respondents who said that the implementation of job promotions at RSU Royal Prima Medan was not good were 42 people with a percentage of 17.5%. From these results, it can be seen that the majority of respondents said that the implementation of job promotions at RSU Royal Prima Medan was good.

Between the implementation of job promotion and employee performance at RSU Royal Prima Medan there is a correlation coefficient (r) of 0.843, with the level of relationship or correlation in the very strong category, and the correlation is significant because $p < 0.05$ ($0.000 < 0.05$). This shows that there is a relationship between the implementation of job promotion and employee performance at RSU Royal Prima Medan.

The results of this showed that Job Promotion partially had a significant effect on the performance of Syafira Hospital employees, the better the job promotion carried out by Syafira Hospital, the more employee performance will increase. However, there may be other factors that affect performance, such as training and welfare which were also studied in this study. With job promotion, it is hoped that employees will feel appreciated, cared for, needed and recognized for their work abilities by their superiors so that they will produce high output [8]. Job promotion is carried out to optimize the human resources owned by the organization, in addition, job promotion aims to regenerate human resources in the organization for the sake of sustainability the organization. Employee performance assessment is the main benchmark in HR development [9].

The implementation of job promotion is intended to increase employee work motivation to work with good work behavior in accordance with what is desired by the organization in order to increase the organization's work productivity and ensure the company's success in achieving its goals [10],[11]. The implementation of job promotion is intended to increase employee work motivation to work with

good work behavior in accordance with what is desired by the company in order to increase the company's work productivity and ensure the company's success in achieving its goals, where there must be a balance between individual factors and organizational factors that are the place for the employee to take shelter and work. If employee performance is high, then it will automatically affect the performance of the company or organization, thus the company or organization can compete in the increasingly tight world of work like today [12],[13].

IV. CONCLUSION

The conclusion of this study entitled analysis of training, welfare provision and implementation of job promotions on employee performance at RSU Royal Prima Medan is as follows: The majority of respondents were aged 31-40 years (138 respondents), the majority of respondents were female (156 respondents), the majority of respondents had a bachelor's degree (71 respondents) and the majority of respondents had worked for <5 years (167 respondents). There is a relationship between training and employee performance at RSU Royal Prima Medan. There is a relationship between welfare provision and employee performance at RSU Royal Prima Medan. There is a relationship between the implementation of job promotions and employee performance at RSU Royal Prima Medan. The most influential factor on employee performance at RSU Royal Prima Medan is the implementation of job promotions (X3).

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