

Factors Affecting the Performance of Specialist Doctors in Putri Hijau Hospital, Medan

Fransisca Mularia Butar¹, Arifah Devi Fitriani², Razia Begum Suroyo²

¹Student Master of Public Health Helvetia Institute of Health, Medan, Indonesia

²Lecturer of Master of Public Health Faculty of Helvetia Institute of Health, Medan, Indonesia

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Abstract

The purpose of this study was to determine and analyze the influence of individual, psychological, leadership and organizational culture factors on the performance of specialist doctors at TK II Putri Hijau Hospital in Medan. This type of research is a survey with a quantitative approach and a cross sectional study design. The population is all 49 specialist doctors who work in Putri Hijau hospital. Collecting data through questionnaires with independent variables of individual factors (age, gender, and length of work), psychological (job satisfaction), leadership and organization at Putri Hijau hospital filled by specialist doctors and the dependent variable performance of specialist doctors assessed by the head of the hospital through the medical committee. Data were analyzed using univariate, bivariate, and multivariate statistical tests using multiple logistic regression at significance level = 0.05. The results showed that the variable job satisfaction ($p = 0.006$) and organization ($p = 0.04$) had a significant effect on the performance of doctors, while the leadership variable ($p = 0.398$) and the sub-variables of age ($p = 0.283$), and length of work ($p = 0.942$) has no significant effect on the performance of doctors. The conclusion of this study is that the management needs to increase the commitment of doctors and provide an understanding of the organization's vision and mission so as to achieve good service quality in accordance with hospital conditions.

Keywords: Psychological, Leadership, Organization, Performance of Specialist Doctors

Introduction

Hospitals as companies engaged in services need to pay attention to and prioritize their human resources in order to have a competitive advantage and be competitive. Article 12 paragraph 1 of Law No. 44 of 2009 states that hospitals must have permanent personnel which include medical and medical support personnel, nursing staff, pharmaceutical personnel, hospital management personnel, and non-health workers. One of the health workers who provide health services is a specialist. The role of specialist doctors is one of the determinants of the level of hospital utilization (Charani et al., 2013). Specialist doctors in hospitals as the best human resources need to evaluate their performance (Chow-Chua & Goh, 2002; Apornak et al., 2021). This is because, among other things: specialist doctors as knowledge workers, are usually critical of innovation and organizational productivity. They are important information collectors, designers of new products and systems, and control of organizational productivity and profitability. Specialist doctors are a gate, namely as a gate for patients who come for treatment to hospitals. Besides that, it is a profession that has direct and longer contact with patients, doctors also have a strategic function in hospitals as patient carriers for hospitals. One professional in providing services to patients satisfactorily plays a major role in improving the quality of service (Chang et al., 2013).

A good doctor's performance can improve the quality of service in the hospital. This is in line with the Indonesian Ministry of Health (2001) that the optimal quality of health services in hospitals is largely determined by the optimal performance of the doctors who serve in the hospital. Therefore, the focus of this research is on the performance of doctors, because the quality of doctor's services is a reflection of the quality of hospital services in general and this is a fundamental problem in today's hospital organizations. The Level II Putri Hijau Hospital in Medan, most of which have sufficient specialist doctors to carry out the function as a level two hospital (class type B hospital, Ministry of Health RI) but most doctors are not always in place, this has an impact on performance achievement indicators. Hospital Level II Putri Hijau Medan. It was also found that the hospital's medical committee's supervisory role was inactive on the performance of doctors, resulting in a decrease in the performance of specialist doctors at Putri Hijau Hospital. In grades 2 and 3 at Putri Hijau Hospital, data was found that 6 patients complained about the services of specialist doctors who rarely visited and 4 patients said specialist doctors did not provide time for consultation and 8 patients said that doctors were not willing to be contacted outside visiting hours, only 4 patients said that specialist doctors motivate in providing therapy and 2 patients said specialist doctors are not patient with patients

Based on an initial survey also conducted by researchers from the Medical Record installation, there were complaints that most of the doctors who treated patients at Putri Hijau Hospital did not complete the medical record data, which is one of the responsibilities of a doctor in providing outpatient and inpatient services, filling out forms. -Other medical record forms related to doctors are often found to be incomplete and some are found to be empty. Likewise, medical resumes that should be filled out by the Doctor in Charge of Service (DPJP) are often ignored for filling so that the medical record officer must return the medical record document to the nurse where the patient is being treated to ask the doctor to fill out or complete it again.

Methods

The type of research used by the researcher is research with a quantitative approach. The research design used is a cross sectional study approach. The population in this study were all permanent specialist doctors, both organic and civil servants who served at the Putri Hijau Hospital in Medan, amounting to 49 people. The sample in this study were all permanent/organic specialists and civil servants who served at Putri Hijau Hospital in Medan.

Results and Discussion

Univariate

Based on the Distribution of Individual Characteristics

The individual variables consist of sub-variables of age, gender and length of work at Putri Hijau hospital. The sub-variables of age and years of service that have a relationship with the performance of specialist doctors at Putri Hijau hospital.

Table 1. Frequency Distribution of Individual Factors

No.	Characteristics of Respondents	Sum (n)	Percentage (%)
1	Age		
	≤ 40 years	23	46,9
	≥ 40 years	26	53,1
2	Gender		
	Woman	17	34,7
	Man	32	65,3
3	Working Time		

≤ 5 years	22	44,9
≥ 5 years	27	55,1

Based on table 1. the distribution of age groups as many as 23 respondents (46.9%) are in the group 40 years and 26 respondents (53.1%) in the group 40 years. Most of the respondents were male, namely 32 respondents (65.3%) and the rest were female, namely 17 respondents (34.7%). Respondents with a tenure of 5 years were 22 respondents (44.9%) and the rest with a tenure of 5 years were 27 respondents (55.1 %).

Frequency Distribution based on Psychological factors (Job Satisfaction), Leadership, Organization (Organizational Culture, Doctor's Performance)

Table 2. Frequency Distribution of Categories of Psychological Factors (Job Satisfaction), Leadership, Organization (Organizational Culture, Physician Performance)

No.	Category	Sum (n)	Percentage (%)
Psychological Factors/Job Satisfaction			
1	Good	30	61,2
2	Bad	19	38,8
Leadership Factors			
1	Good	19	38,8
2	Bad	30	61,2
Organizational Factors (Organizational Culture)			
1	Good	25	51
2	Bad	24	49
Doctor's Performance			
1	Good	25	51,0
2	Bad	24	49,0
Total		49	100

From table 2. it can be seen based on the category of psychological factors which in this case is job satisfaction obtained from 49 respondents, as many as 30 respondents (61.2%) have a good job satisfaction category and as many as 19 respondents (38.8%) have a good job satisfaction category. poor job satisfaction. Based on the leadership factor, from 49 respondents, 30 respondents (61.2%) had the perception that the leadership at Putri Hijau Hospital was not good and 19 respondents (38.8%) had the perception that the leadership at Putri Hijau Hospital was in a good category. Based on organizational factors, from 49 respondents, 24 respondents (49%) stated that the organizational culture was in the bad category at Putri Hijau Hospital and 25 respondents (51%) stated that the organizational culture at Putri Hijau Hospital was in a good category. Based on the Doctor's Performance from 49 respondents, it was found that as many as 25 respondents (51.0%) had a good performance category and 24 respondents (49.0%) had a poor performance category at Putri Hijau Hospital.

Bivariate Analysis

Relationship of Individual Factors with Physician Performance

Table 3. Relationship of Individual Factors with Physician Performance

Variable	Performance				Total		Value p
	Bad		Good		n	%	
	n	%	n	%			
Age							

< 40 years	16	69,6	7	30,4	23	100	0,015
≥ 40 years	9	34,6	17	65,4	26	100	
Gender							
Man	19	59,4	13	40,6	32	100	0,108
Woman	6	35,4	11	64,6	17	100	
Long Work							
< 5 years	15	68,2	7	31,8	22	100	0,030
≥ 5 years	10	37,0	17	63,0	27	100	

Based on the results of the chi-square test, it shows that the significant value of the probability of age is $p\text{-value} = 0.015$ or $\alpha\text{-value} = 0.05$. This proves that age has a relationship with the performance of specialist doctors at the Putri Hijau hospital in 2021.

Based on the results of the chi-square test, it shows that the significant value of gender probability is $p\text{-value} = 0.108$ or $\alpha\text{-value} = 0.05$. This proves that gender has no relationship with the performance of specialist doctors at the Putri Hijau hospital in 2021.

Based on the results of the chi square test, $p\text{ value} = 0.030 < 0.05$, this proves that the length of work has a relationship with the performance of specialist doctors at Putri Hijau Hospital in 2021.

Relationship of Psychological Factors with Doctor's Performance

To find out the relationship between variables it is explained through the details of each category of psychological factor variables, namely job satisfaction to performance presented in the following cross table:

Table 4. Relationship of Psychological Factors (Job Satisfaction) with Doctor Performance

Variable Psychological (Job Satisfaction)	Performance				Total		Value <i>p</i>
	Bad		Good		n	%	
	n	%	n	%			
Bad	15	78,9	4	21,1	19	100	0,001
Good	9	30,0	21	70,0	30	100	

Based on the results of the chi-square test, it shows that the significant value of psychological probability (job satisfaction) is $p\text{-value} = 0.001$ or $\alpha\text{-value} = 0.05$. This proves that psychological factors (job satisfaction) have a relationship with the performance of specialist doctors at the Putri Hijau hospital in 2021.

Relationship of Organizational Factors (Leadership and Organizational Culture with Doctor's Performance)

Table 5. Relationship of Organizational Leadership and Culture Factors with Physician Performance

Variable	Performance				Total		Value <i>p</i>
	Bad		Good		n	%	
	n	%	n	%			
Leader							0,002
Bad	10	33,3	20	66,7	30	100	
Good	15	78,9	4	21,1	19	100	
Organizational Culture							0,007
Bad	17	70,8	7	29,2	24	100	

Good	8	32,0	17	68,0	25	100
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Based on the results of the chi square test, p value = 0.02 < 0.05, thus there is a relationship between the leadership variables on organizational factors and the performance of doctors. Based on the results of the chi square test, p value = 0.007 < 0.05, thus there is a relationship between organizational culture variables on organizational factors and physician performance.

Multivariate Analysis (Influence of Individual, Psychological, Leadership and Organizational Culture on Physician Performance)

Table 6. Relationship of Factors of Age, Work Tenure, Job Satisfaction, Leadership and Organizational Culture to Doctor Performance

Variable	B	Wald	Df	Sig	Exp (B)
Age	0.835	1.152	1	0,263	2.304
Working Time	-0.062	0.005	1	0.942	940
Job Satisfaction	1.982	7546	1	0,082	4.791
Leader	0,732	714	1	0,398	2079
Organization	1.210	2.590	1	0,108	3354
Constant	-6.378	11.738	1	0,001	0.002

In the multivariate test stage 1, the variables that have a p value > 0.25 are excluded and testing is carried out in stage 2 by entering variables that only have a p value < 0.25, namely job satisfaction and organizational culture, it is found that job satisfaction has an influence positive on the performance of specialist doctors with an exp B value of 7,529, meaning that job satisfaction has a seven-fold positive effect on the performance of specialists, and organizational culture with an exp B value of 4,064 means that organizational culture has a fourfold positive influence on the performance of specialists.

Table 7. Relationship Factors in Job Satisfaction, Leadership to Physician Performance

Variable	B	Wald	Df	Sig	Exp (B)
Job Satisfaction	1.982	7546	1	0,006	7259
Organizational culture	1.402	4210	1	0,04	4064
Constant	-6.378	11.738	1	0,001	0.002

The coefficient value of Nagelkerke R square is known that psychological factors (job satisfaction) and organizational culture factors predict 51.82% of doctors' performance. The remaining 48.18% is influenced by other factors.

The results of this study which states that age does not affect the performance of specialist doctors can be explained that the performance does not depend on the physical strength and health of a person who is influenced by age, because this performance is an obligation that must be carried out because of the underlying legislation so it is reasonable if age has no effect. Based on Nasution (2019) revealed the same thing in the results of his research conducted on the performance of nurses in the inpatient room of the RSU. Dr. Pirngadi Medan, who stated that there was no significant relationship between length of work and the performance of implementing nurses. So, it can be explained that the length of work of a doctor at Putri Hijau Hospital has no effect on the results of his performance.

Based on psychological factors (job satisfaction) with the performance of specialist doctors at Putri Hijau hospital, it shows that the better job satisfaction felt by specialists, the better the performance provided by specialists, and vice versa if job satisfaction is not good. then the quality of the performance provided will not be good either. Good job satisfaction will be felt

if doctors get medical services that can meet their needs and in accordance with the workload given to doctors, hospitals also need to reconsider the calculation of medical services so that they are carried out transparently according to the number of services and actions that have been taken. by specialist doctors to patients and hospital management also needs to create a safe and comfortable working atmosphere for specialist doctors by seeking completeness of facilities and infrastructure and ensuring adequate supply of medicines needed by specialist doctors so that doctors can work safely and comfortably according to their knowledge and expertise. in providing health services to patients (patient safety). Hospitals also need to facilitate doctors for continuous education and training to increase their knowledge (Ranasinghe et al., 2020).

From the results of the cross tabulation of bivariate analysis between leadership factors and the performance of specialist doctors at Putri Hijau Hospital, it shows that there is a relationship between leaders and the performance of specialist doctors at Putri Hijau Hospital in providing work motivation to their subordinates, the better the performance given by doctors. specialists, and vice versa if the leader cannot provide work motivation or encourage the performance of his subordinates, the quality of the performance provided will not be good either. Good leadership is also felt if the leader can encourage the performance of his subordinates and provide opportunities for his subordinates to develop their knowledge and give rewards if subordinates can provide good performance (Bass, 1985; De Jong & Den Hartog, 2007).

Hospitals must create a safe and comfortable working atmosphere for specialist doctors by seeking completeness of facilities and infrastructure as well as equipment and medicines needed by specialist doctors to support their performance so as to create a safe and comfortable working atmosphere. Hospitals also need to coordinate between units. services through effective communication and the need for socialization of new policies in the form of SPO or SPM by holding regular meetings with specialist doctors.

Conclusion

Factors that have a significant influence on the performance of specialist doctors are job satisfaction factors and organizational culture factors. Low job satisfaction that affects the performance of specialist doctors and organizational culture that does not support doctors in providing health services to patients safely and comfortably have a significant influence on the decline in the performance of specialist doctors at Putri Hijau Hospital. The influence of organizational culture with physician performance shows the importance of organizational values in influencing individual behavior and attitudes at work. have job satisfaction and high commitment to the organization and have a high intensity to continue to work / stay in the organization and in the end will affect the individual's performance to continue to provide good work, a strong culture of an organization is the goal of an organization to improve performance level by designing strategies. One is based on managers and leaders helping in increasing the level of performance. Managers relate organizational performance and culture to each other as they help in providing a competitive advantage to the firm (Awadh & Alyahya, 2013).

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