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THE INFLUENCE OF THE MEDICAL SERVICE SHARING SYSTEM AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT RSUD DR. TC HILLERS

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ABSTRACT

This study aims to analyze the effect of medical service sharing system and work motivation on employee performance at RSUD dr. TC Hillers Maumere. Data was collected from 265 hospital employees using questionnaires. Data analysis was conducted by using multiple linear regression SPSS version 26 Windows. The results showed that the medical service sharing system has a positive and significant influence on employee performance with an unstandardized coefficient beta of 0.433 and a t value of 9.776 (p 0.000). Work motivation also has a positive and significant influence on employee performance with an unstandardized coefficient beta of 0.163 and a t value of 4.468 (p < 0.000). This study supports Herzberg's Two-Factor Theory and Deci and Ryan's Self-Determination Theory, which emphasize the importance of intrinsic motivation and hygiene factors in improving employee performance. The managerial implication of this study is the importance of a fair medical services sharing system and work motivation enhancement programs to improve employee performance.

KEYWORDS *Medical Services Distribution System, Work Motivation, Employee Performance*

INTRODUCTION

In the era of globalization and increasingly fierce competition, employee performance within an organization, especially in the healthcare sector, is a critical factor that determines success and competitive advantage. Optimal performance does not only depend on the ability of individual employees, but is also strongly influenced by various management systems implemented, including the medical service sharing system (Febrian et al., 2024).

The medical fee-for-service system encompasses the compensation given to medical and non-medical employees in return for their contribution in providing health services. This includes financial aspects in the form of incentives as a form of recognition for performance measured through various criteria, positions and professions (Anggriyani, 2023).

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The sharing of medical services in Indonesia is a crucial issue in maintaining fairness and satisfaction of health workers and the continuity of operations of health care facilities. Regulations regarding the distribution of medical services are regulated in several regulations that aim to provide clear and fair guidelines (Riski et al., 2023).

Regulations governing the distribution of medical services in Indonesia include Law Number 36 of 2009 concerning Health Article 27 paragraph (1): The right of health workers to receive compensation and legal protection in carrying out their duties in accordance with their profession and Article 52 paragraph (1): The right of health workers to receive proper appreciation and compensation (Law of the Republic of Indonesia Number 36 of 2009 concerning Health, 2009). Regulation of the Minister of Health (Permenkes) Number 2052/MENKES/PER/X/2011 concerning Licenses to Practice and Implementation of Medical Practice Article 9 paragraph (2): The right of doctors and dentists to receive compensation for medical services from the health care facilities where they work and Article 25: Sharing of medical services between health workers and health care facilities (Regulation of the Minister of Health of the Republic of Indonesia Number 2052/Menkes/Per/X/2011).

In the current era of National Health Insurance (JKN), the tariff used is the package-based INA CBGs tariff or *Package Payment System* (PPS) and not based on unit costs. Meanwhile, the distribution of medical services must still be based on *Fee For Services* (FFS) because it is based on the performance of an individual or a group of individuals (team). So the conclusion is that the tariff is in the form of a package but the division of services is based on FFS so there is no correlation.

The gap that arises is that the tariff is a package but must divide medical services according to FFS. It is at this point that confusion and difficulties arise for hospital management to distribute medical services, resulting in problems between functional implementers and management. One of the problems that often arises in the field is related to the medical service sharing system.

RSUD Dr. Tc Hillers already has a medical service sharing system in place and regulated in Sikka Regent Regulation number 46 of 2019 concerning the Second Amendment to Sikka Regent Regulation Number 39 of 2014 concerning Guidelines for Service Arrangements at RSUD dr Tc Hillers Maumere (Sikka Regent Regulation Number 46 of 2019).

In the context of hospitals, the performance of medical personnel has a direct impact on the quality of health services and patient satisfaction (Layli, 2022). Burnout and job dissatisfaction are often the main causes of decreased performance, which can lead to increased employee absenteeism and turnover rates (Pamungkas & Sridadi, 2020). Therefore, efforts to improve employee performance should include strategies to increase motivation, management support, and continuous development of professional skills (Kusumawati, 2022). From the results of the pre-survey, it shows that the performance of respondents at work at Dr. TC Hillers Maumere Hospital has low performance.

The relationship between the medical service sharing system, work motivation, and employee performance is important to understand in depth. Employees who feel valued and treated fairly through the medical service sharing

system tend to be more motivated to make maximum contributions in their work (Wulandari et al., 2024).

The results show that there are problems in the work environment at Dr. Tc Hillers Maumere Hospital, but these results cannot be used as a conclusion. Does the medical service sharing system affect employee performance and so does work motivation on employee performance? There is an urgent need to comprehensively understand the effect of the medical service sharing system and work motivation on employee performance at Dr. TC Hillers Hospital.

Based on the background of the problem above, the formulation of this research problem is 1. How does the medical service sharing system affect employee performance at Dr. TC Hillers Maumere Hospital? 2. How does work motivation affect employee performance at Dr. TC Hillers Maumere Hospital?

Based on the background and problem formulation previously described, the objectives of this study are (1) To determine the effect of the medical service sharing system on employee performance at Dr. TC Hillers Maumere Hospital (2) To determine the effect of work motivation on employee performance at Dr. TC Hillers Maumere Hospital.

The benefits obtained from this final project research are as follows: 1. Academics: This research makes a significant contribution to the development of theory and literature in the field of human resource management and organizational behavior, especially in the context of hospitals. (2) Company (RSUD dr. Tc. Hillers): For RSUD Dr. TC Hillers, the results of this study provide practical insights that can be used to optimize the medical service sharing system and strategies to increase employee motivation.

According to research by Nurwati (2021), delays in compensation payments can cause stress, dissatisfaction, and ultimately reduce employee performance. Timely payment ensures that medical personnel feel valued and cared for by management, which in turn increases their loyalty and commitment to the organization. According to Robbins & Judge (2017) in (Nurjanah & Lestari, 2022) that motivation is the desire to do as a willingness to expend high levels of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need. According to Veitzhal Rivai (2013) in (Paryanti, 2019) "Performance is the real behavior that everyone displays as work performance produced by employees in accordance with their role in the company".

A medical merit sharing system is a mechanism designed to distribute incentives, bonuses, and rewards to medical personnel based on their performance and contributions. This system has an important role in motivating employees and improving their performance (Pramida & Mulyanti, 2023). An effective merit-sharing system must attention to aspects of fairness and transparency in determining the criteria and distribution process (Herdiyanti et al., 2022). Work motivation has a significant influence on employee performance. Motivated employees tend to have higher productivity, better work quality, and stronger commitment to the organization (Syukri et al., 2023).

The following below are previous studies related to the effect of the medical service sharing system and work motivation on employee performance at RSUD dr. TC. Hillers Maumere.

Table 1. Previous Research

No.	Title	Name Researcher	Destination Research	Methods	Results
1.	Influence Division of Services Guarantee Health National and Motivation Against Job Satisfaction and Performance Employe	(Suardana & Martini, 2024)	To determine influence division services Guarantee Health National (JKN), motivation, and job satisfaction on performance Employees.	This research uses approach quantitative. Study conducted at the health center Karangasem with using questionnaire which was filled out by 175 employees. Data analysis was conducted with Structural techniques Equation Modeling (SEM).	Influence directl variable JKN's Share of Services to Employee Performance has a value of standardized estimate = 0.559, C.R. = 4.300 and probability = 0.559. 0,00. Direct effect variable Motivation to Employee Performance value standardized estimate = 0.716, C.R. = 5.989 and probability = 0.716. 0.000 (More less than 0.001).
2.	Perception and Influence System Division of Services Against Performance Employees at the Hospital Civilized Soul	(Nofrinaldi et al., 2006)	T Evaluate the impact of the revised system incentives in Madani Mental Hospital and correlation between perception and performance staff after incentive system revision.	Quasi-experimental using pre and post test design, without group Control. Test paired t-test and product moment correlation for data analysis	System revision incentive down staff perception, which in turn correlates with his performance

RESEARCH METHOD

This study aims to examine the effect of the medical service sharing system and work motivation on employee performance at Dr. TC Hillers Maumere Hospital. This research is based on the assumption that employee performance is influenced by various factors, including how rewards for medical services are distributed and the level of individual work motivation. To find out this, the researcher will conduct research in accordance with the location of the object of research. This research was conducted at Dr. TC Hillers Maumere Hospital, Sikka Regency, East Nusa Tenggara.

The type of research or research used is quantitative. The quantitative research method is a systematically planned method, the model is clearly structured to the calculations according to the research plan. This research method as specified (Sugiyono, 2016) is: "The philosophy of positivism is the basis of quantitative research, it is used to count a certain number of respondents, the data collected using tools, the nature of the data and its analysis are related to statistical methods, and there are hypotheses that are tested".

Mathematically calculated both in number and boundaries (Harvida & Wijaya, 2020). The population used in this research amounted to 721 employees who were active employees of Dr. Tc Hillers Maumere Hospital. Sampling of the population is done by simple random sampling method. The sample taken by the researcher is to use the order of the employee name list and randomization is carried out to obtain the sample size. To calculate the minimum sample size of a known population, the Slovin formula is used: (Agustin et al., 2023).

Since the sample size must be a whole number, it is rounded up to 253. So, for this study, the recommended minimum sample size is 253 employees. Operational variables describe all variables in an operation that are used to generate variables or techniques that are used to measure a variable.

Table 2. Operational Definition of Research

No.	Variable	definition	Indicato	Scale
1.	Performance employe (Y)	The employee performance variable referred to in this study is the level of achievement of job duties and responsibilities measured based on criteria and standards that have been set by the organization. (Ananda, 2023)	- Time management - efficiency - Rigor facilities - Idea feedback	*Likert*
2.	System service sharing (X1)	The medical service sharing system is a mechanism or procedures used to	- Financial satisfaction - Incentive fairness - Openness	*Likert*

		distribute incentives, bonuses and awards to medical personnel. (such as doctors, nurses, and other medical staff) based on certain criteria such as performance, contribution, and role in medical services (Setiawati & Lailiyah, 2024)	nformation - Payment on - Regular audit
3	Motivation work (X2)	Work motivation is an internal and external drive that directs individuals to achieve work goals optimally, driven by various factors that create a sense of satisfaction and achievement.	Recognition achievements - Appreciation for idea - Commitment to deadline - Fulfillment of responsibilities

The type of data in this study is numeric. Where the data obtained from the Likert scale questionnaire will be converted into numerical data. In this study, researchers conducted a series of techniques in data collection, including: (1) Literature Research: Data collection through this method is by collecting various sources including books, journals, journal articles, magazines, newspapers, both online and offline. All of these sources are of course related to the research being conducted. (2) Field Research: For this type of data collection, researchers go directly to the location of the object of research to obtain data that is useful for this research.

The data collected through the questionnaire will be processed using a two-stage analysis. The first stage is Exploratory Factor Analysis (EFA) with the aim to test the validity, reliability, and unidimensionality of the measurement of each variable, as well as to calculate the factor score of each latent variable. Followed by the second stage of analysis, namely multiple regression which is carried out to test the effect of independent variables on the dependent variable.

RESULT AND DISCUSSION

Instrument Test

Validity Test

Table 3. Instrument Validity Test Results

Variables	r Count	r Table	Ket
Medical Services Sharing System Variables			
X1.1.	0,964	0,374	Valid

X1.2	0,933	0,374	Valid
X1.3	0,912	0,374	Valid
X1.4	0,929	0,374	Valid
X1.5	0,889	0,374	Valid
Motivation Variable			
X2.1	0,795	0,374	Valid
X2.2	0,809	0,374	Valid
X2.3	0,893	0,374	Valid
X2.4	0,834	0,374	Valid
X2.5	0,776	0,374	Valid
Performance Variables			
Y.1	0,948	0,374	Valid
Y.2	0,956	0,374	Valid
Y.3	0,944	0,374	Valid
Y.4	0,906	0,374	Valid
Y.5	0,903	0,374	Valid

Validity is a measure of how well an instrument measures what it is supposed to measure. In the table, the value of r count is greater than r table, then the indicator is considered valid. The instrument test results show that the variable indicators of the medical service sharing system, motivation, and employee performance have a calculated r value greater than r table, so all indicators are declared valid.

Reliability Test

The reliability test used is *Cronbach Alpha*. Reliability is a measure of the internal consistency of a research instrument. *Cronbach's Alpha* value is used to assess reliability, with values above 0.6 generally considered reliable. The test results can be seen in the following table:

Table 4. Instrument Reliability Test Results

Variable	*Cronbach's Alpha* Value	Description
X1	0,956	Reliable
X2	0,877	Reliable
Y	0,961	Reliable

Overall, the variables of medical service sharing system, motivation and employee performance in this study have *Cronbach's Alpha* values above 0.6, indicating that the instruments used to measure these variables are reliable. This shows that the items in each variable consistently measure the same concept and can be relied upon for further analysis.

Classical Assumption Test

Normality Test

Normality test to test whether in a regression model, the dependent variable, independent variable, or both have a normal distribution or cannot be seen. The histogram and normal distribution curve show the mean or average value of the residuals is -1.77E-16, which is very close to zero, indicating that the residuals are symmetrically distributed around zero. The standard deviation of the residuals is 0.996, which is close to 1, indicating that the residuals have reasonable variation. The number of observations is 265, which is large enough for statistical analysis. The histogram shows a near-normal distribution, which means that the regression model of this study meets the assumption of normality of residuals.

Multicollinearity Test

Multicollinearity is a condition in which two or more predictor variables in the regression model are highly correlated with each other, thus not providing unique or independent information in the model. For the results of multicollinearity testing, can be seen from table 5.

Table 5. Multicollinearity Test

No.	Variable	Colinearity Statistic	
		Tolerance	VIF
1.	Service System	0,860	1,162
2.	Motivatio	0,860	1,162

Tolerance is a measure of how much variability of a predictor variable is not explained by other predictor variables in the model. A low tolerance value (<0.1) indicates high multicollinearity. VIF is the inverse of tolerance (VIF = 1/Tolerance). VIF measures how much the variability of the regression coefficients increases due to the correlation between the predictor variables. A high VIF value (> 5 or 10) indicates significant multicollinearity.

In table 5. it appears that all tolerance values are >0.1, indicating that there is no significant multicollinearity problem. All VIF values are less than 5, which also indicates that there is no significant multicollinearity problem. Thus, it can be concluded that the variables of medical service sharing system, and motivation in the regression model of this study do not have multicollinearity problems.

Heteroscedasticity Test

Heteroscedasticity can be detected by the presence or absence of certain patterns on the scater plot graph, if there is a certain pattern such as points that form a regular pattern (wavy, widening then narrowing) then heteroscedasticity has occurred. Heteroscedasticity is a condition where the residual variability is not constant across the range of predicted values, which may affect the validity of the regression model. From the scatterplot, there appears to be no clear pattern in the distribution of the dots, indicating that the regression model of this study does not have a significant heteroscedasticity problem.

Hypothesis Test (T Test/Partial Test)

Partial testing is intended to determine whether there is an influence between the independent variables individually on the dependent variable. The test results can be seen in the following table:

Table 6. Hypothesis Test

		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. error	Beta	t	Sig.
1	(Constant)	5,850	0,774		7,556	0,000
	System Services	0,433	0,044	0,506	9,776	0,000
	Motivatio	0,163	0,037	0,231	4,468	0,000

Source: SPSS 26.0 for Windows Data

Based on the table above, it can be seen the test results of:

1. The effect of the medical service sharing system variable (X1) on employee performance (Y). The unstandardized coefficient beta of 0.433 indicates that each

one-unit increase in the medical service sharing system will increase employee performance by 0.433 units, assuming other variables are constant. The t value of 9.776 and significance of 0.000 indicate that this effect is highly statistically significant. The standardized coefficient (Beta) of 0.506 indicates that the medical service sharing system has a considerable influence on employee performance compared to other variables.

These results are in line with research conducted by Qhoiyro et al., (2023) who found that a fair and transparent compensation system can increase employee motivation and performance in the health sector. The study explained that a good merit sharing system not only improves the financial well-being of employees, but also provides a significant morale boost, which in turn improves their performance. This finding is also consistent with a study by Valentina et al., (2024) which showed that employees who felt financially rewarded through a fair medical merit sharing system were more likely to demonstrate higher performance and commitment to their organization.

Frederick Herzberg developed the two-factor theory in 1959, which distinguishes between factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene). Motivators, such as recognition, achievement, responsibility and personal development, contribute directly to improved performance and job satisfaction. Hygienic factors, such as salary, company policies, working conditions, and employee relations, if not managed properly, can lead to job dissatisfaction. A fair and transparent medical fee-sharing system can be considered an important hygiene factor. Although hygiene factors cannot directly increase job satisfaction, the absence or unfairness in the medical reimbursement system can lead to decreased employee performance. By ensuring a fair medical service sharing system, hospital management can reduce dissatisfaction and create a more positive work environment, which in turn supports intrinsic motivators to improve employee performance (Iqbal et al., 2024).

Deci and Ryan's Self-Determination Theory (SDT) developed by Edward Deci and Richard Ryan focuses on intrinsic and extrinsic motivation and basic psychological needs that influence individual motivation. According to this theory, the three basic psychological needs are: autonomy (a sense of having control over one's own actions and decisions), competence (a sense of being able and effective in performing tasks), and relatedness (a sense of attachment and connection to others). A fair medical merit sharing system can enhance employees' basic psychological needs by giving them a sense of competence and appreciation for their hard work. When employees feel financially valued and get appropriate recognition, they will be more motivated to perform well and improve their performance (Sono & Elisabeth, 2023).

Equity theory by John Stacey Adams states that individuals motivate themselves based on perceptions of fairness in the distribution of results (rewards) and contributions (inputs). If employees feel that they are treated fairly and compensated according to their contributions, they will feel motivated and perform

better. Conversely, unfairness can lead to demotivation and decreased performance. A fair and transparent medical fee-sharing system can help create a perception of fairness among employees, which in turn improves their motivation and performance. Employees who feel that they are compensated according to their efforts and contributions will be more motivated to work hard and be committed to the organization (Wildan & Sa'adah, 2021).

2. The effect of motivation variables (X2) on employee work productivity (Y). The unstandardized coefficient beta of 0.163 indicates that every one unit increase in work motivation will increase employee performance by 0.163 units, assuming other variables are constant. The t value of 4.468 and the significance of 0.000 indicate that this effect is also highly statistically significant. The standardized coefficient (Beta) of 0.231 indicates that work motivation has less influence on employee performance compared to the medical service sharing system.

These results are supported by Herzberg's research in Waluyo et al., (2024) who developed the Two-Factor Theory, which states that intrinsic motivators such as achievement, recognition, and responsibility are very important to improve employee performance. Furthermore, the study by Putra et al. (2022) in self-determination theory also emphasizes that intrinsic motivation, which arises from an inner desire to achieve certain goals, can significantly improve employee performance. This research is also supported by findings from Nurhalim, (2024) who found that intrinsic motivation is positively related to employee performance in various sectors

Herzberg's two-factor theory developed by Frederick Herzberg and further explained in the research of Waluyo et al. (2024) states that there are two groups of factors that affect employee job satisfaction, namely motivator factors (Intrinsic Factors): Factors related to the job itself, such as achievement, recognition, responsibility, and opportunities for growth. These factors can increase job satisfaction and employee performance. And Extrinsic Factors: Factors that surround the job, such as company policies, supervision, interpersonal relationships, working conditions, and salary. Although hygiene factors cannot increase job satisfaction directly, dissatisfaction will arise if these factors are not properly met.

A fair and transparent medical service sharing system can be considered an important hygiene factor. When hygiene factors are met, employee dissatisfaction is reduced, and this creates conditions that allow motivator factors to more effectively improve employee performance. Intrinsic motivators such as achievement, recognition, and responsibility are essential for improving employee performance, according to the findings of this study.

Self-determination theory (SDT) developed by Edward Deci and Richard Ryan, emphasizes the importance of intrinsic motivation and basic psychological needs in influencing individual performance. The theory encompasses three basic needs of autonomy, competence and relatedness.

The study by Putra et al. (2022) supports self-determination theory by showing that intrinsic motivation that arises from an inner desire to achieve certain goals can significantly improve employee performance. In the context of this study, intrinsic motivation can be enhanced through a fair medical merit sharing system and professional development programs that meet employees' needs for autonomy, competence, and connectedness.

Achievement Motivation Theory by David McClelland developed the theory of achievement motivation which states that individuals have three main needs: achievement needs, affiliation needs, and power needs. Employees who have high achievement needs tend to be motivated to achieve challenging goals and demonstrate high performance. This study supports this theory by finding that intrinsic motivation, such as the desire to achieve specific goals and gain recognition, is positively related to employee performance. A fair medical service sharing system can provide recognition and rewards in accordance with employee achievements, thus motivating them to work harder and achieve higher performance (Ridho, 2020) Equity theory by John Stacey Adams suggests Equity theory which states that individuals are motivated by perceptions of fairness in the distribution of results (rewards) and contributions (inputs). If employees feel that they are treated fairly and compensated according to their efforts and contributions, they will feel motivated and perform better. Conversely, unfairness can lead to demotivation and decreased performance (Wildan & Sa'adah, 2021).

The fair and transparent medical service sharing system in this study helps create a perception of fairness among employees, which in turn improves their motivation and performance. Employees who feel that they are compensated according to their efforts and contributions will be more motivated to work hard and be committed to the organization.

CONCLUSION

This study shows that employees of RSUD dr. TC Hillers Maumere can perform better if there is a fair and open medical service sharing system and strong work motivation. Management should improve the medical service sharing system and focus on professional development and rewards to increase motivation. The results support motivation and compensation theories, particularly Herzberg's Two-Factor Theory and Deci & Ryan's Self-Determination Theory. These theories emphasize how important intrinsic and extrinsic factors are for performance. For future research, it is recommended to use mixed methodology-also known as blended methodology-to investigate other factors that influence employee performance. Practically, management should provide continuous training, implement fair compensation, and improve communication to build employee trust and satisfaction. This study is limited to one hospital, limited variables, and possible data collection bias.

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