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## The Influence of Training and Physical Environment on Health Practitioners' Job Performance and Incentives

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### ABSTRACT

This study was carried out to identify the influence of training and physical environment on job performance and incentives of health practitioners particularly the nurses. The study was conducted on 52 nurses working at the Third Class Ward of the Arifin Achmad District General Hospital in Riau Province. A set of questionnaires was used to collect the data. A pilot study was done, involving a total of 30 nurses to determine the validity and reliability of the instruments used. The data was analyzed using the SPSS 19.0 software. Results show a significant contribution of physical environment (10.8 %) and training (9.1 %) on the nurses job performance. The study also reveals that the performance of the nurses accounted for 33.4% of the incentives they received. Thus, it can be implicated that continuous trainings and evaluation are needed as serious efforts to be taken by the administrator in improving job performance and facilities at the work place for the nurses.

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## INTRODUCTION

The 2025 Healthy Indonesia was aimed to develop every aspect of health specifically in raising awareness, readiness and self-health practice in realizing and improving the healthy level of the people. This is also an investment to improve the quality of human resources. It is indeed one of the spearheads of the health services, hospitals are with a mission to provide quality and affordable health services for the society. Thus, the management is required to improve the quality of its services and capability of all the potentials including the human resources, as the quality of services is depending on the ability of its human factor.

Hospital is an organization which needs a solid workforce of various disciplines to provide great health services. The quality of health services provided by the hospital is very much influenced by the roles of its human resources which inclusive of medical professionals, health practitioners and non-medical staff. Nurses are health practitioners which are the largest staff of the hospitals. The roles and duties of nurses are dominant in providing health services and 24 hours of patients care per day. Their performance initially formed and greatly influenced by personal capabilities and motivation factors. One important factor of capability enhancement is by improving human resources (HR) capacity. The capacity of nurses is crucial as they are the largest work force in the hospital. Nurses' capacity is very much associated with an increased quality standard of hospital services provided for the community. Hence, improvement of capacity through trainings will benefit the hospital and the community in general. Training provides an opportunity for the nurses to develop themselves, as well as a form of their performance reward. On the other hand, motivation could be enhanced through various forms of compensations.

Incentives are additional incomes for employees, which are very much dependent on the outcomes which means if the outcomes are great, the incentives would be greater as well. The purpose of providing incentives is to stimulate employees' motivation and performance (Subanegara, 2006). According to Handoko (2002), the incentive system clearly shows a relationship between compensation and job performance. Incentives are another forms of wages and salaries which are fixed compensations, thus incentives commonly referred to as performance-based compensation (Rivai, 2004), which directly related to the performance of the personnels. The incentive system however refers to the work standard, some are based on individual per unit production whereas, some are based on general performance (Tjutju & Suwatno, 2008).

Poor incentives received by the nurses may lagging their job motivation (Aditama, 2003). This is due to the fact that incentives are provided to increase employees' motivation as an effort to achieve organizational goals. The effort is commonly done by offering a financial incentive above and beyond the basic wages and salaries (Handoko, 2002). On the other hand, the nurses provide professional services as their rewards given to the profession of a professional organization.

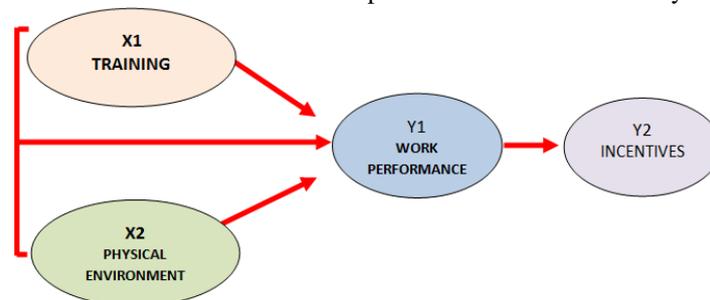
Performance in the sense of services referred to a pre-set standard. Performance is its own assessment to gauge the success of a person or company in carrying out its process of works (Kirom, 2009). Performance is the output produced by certain functions or an indicator of a job or a profession in a particular time (Wirawan, 2011). As professionals, nurses are expected to have intellectual abilities, interpersonal and technical capabilities, as well as great moral. The nursing process is a systematic and scientific method practised by nurses in attaining or maintaining the optimal biological, psychological, social, and spiritual needs of their clients. This can be attained through researches, introduction of nursing diagnosis, determination of nursing action plans, implementation of actions and evaluation of the actions (Bishop-Scudder, 2006)

The nursing department provides nursing services for the patients, healing and rehabilitation of physical and mental status, other services for the convenience and safety of patients, performing administrative duties, maintaining up-to-date nursing knowledge, performing action research to improve the quality of nursing services and actively involve in the educational program for student nurses (Aditama, 2003)

The concept of training refers to a systematic process of changing the behavior of personnel in order to achieve organizational goals (Rivai, 2004). Training involves all human resources to gain knowledge and learning new skills. Training is required when there is a gap between the current skills of the employees with the skills needed in order to establish a new position (Wibowo, 2011).

Hospital management should be well-prepared, especially in terms of its human resources (Aditama, 2003). Human resource is the key of successful organization, therefore human force should be developed through education and training (Isyandi, 2004). Training is an avenue in developing human resource in responding to the ever challenging globalization era (Rivai, 2004). According to Simamora (2004) a work environment is where employees perform their activities and everything that can help them in performing their job. Due to that, the work environment can be said as encompassing a broad aspect, not only on the aspect of working venue but also regarding the aspects of facilities and infrastructures as they support the employees in doing their job.

Based on the research problems aforementioned, the main objective of this study is to identify the contribution of training and physical environment on job performance. It is also to identify the contribution of nurses performance towards their incentives. The conceptual framework of this study is as follows.



**Fig. 1:** Conceptual Framework.

### **Research Methodology:**

Questionnaires were used in the survey to collect data. A pilot study was conducted involving a total of 30 nurses in confirming the validity and reliability of the research instrument. The Cronbach alpha value was found for each aspect of training (0.842), physical environment (0.850), job performance (0.856) and incentives (0.822). Every aspect had high reliability and fit to be used in the actual study. The actual respondents were 52 nurses working in the Third Class Ward of the RSUD Arifin Achmad (district general hospital). They were selected by using the simple random sampling technique. The researchers then used multiple regression analysis to test the research hypotheses.

### **Finding:**

#### **Contribution of training and physical environment on job performance:**

The multiple regression analysis was conducted to identify the contribution of training and physical environment on job performance, as well as the contribution of job performance to determine the incentives for nurses. Some data which interfered with the reliability of the findings was dropped (through analysis of Casewise diagnostics). In addition, a number of linear regression assumptions such as a test of variance equality, normality and collinearity tests were also carried out according to the prescribed methods (Hair et al., 2006).

However, the assumptions queries could only be checked by examining the normal probability plot table and the distribution plot (scatterplot) (Pallant, 2005). Result of the multiple regression analysis is as follows.

**Table 1:** Contribution of training and physical environment on job performance.

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R2	Contribution
	B	standard deviation	Beta				
Physical Environment	0.534	0.220	0.328	12.841	0.019	0.108	10.8%
Training	0.356	0.161	0.301	9.888	0.032	0.091	9.1%

Table 1 shows that there was a significant contribution of physical environment on job performance ( $R^2 = 0.108$  and  $sig = 0.019$ ). Physical environment contributed 10.8%. There was also a significant contribution of job training on job performance ( $R^2 = 0.091$  and  $sig = 0.032$ ). The findings show that as a whole training contributes 9.1%, which meant another 80.1% is contributed by other factors on the nurses' job performance.

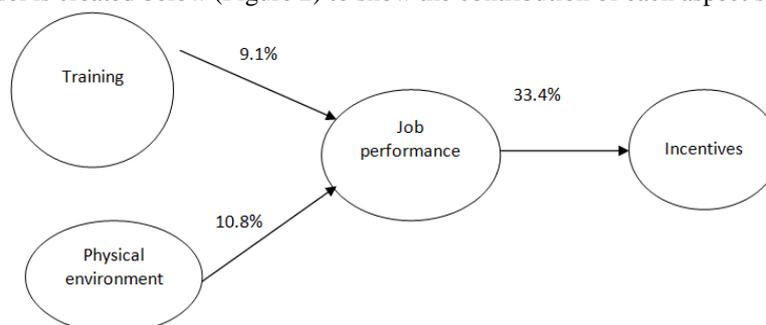
#### **Contribution of job performance towards job incentive:**

Linear regression was conducted to determine the contribution of the nurses' job performance on their incentives. The results yield the following linear regression analysis:

**Table 2:** Contribution of the nurses' job performance on the incentives.

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R2	Contribution
	B	standard deviation	Beta				
Training	0.872	0.176	0.578	4.958	0.001	0.334	33.4%

Table 2 shows that there was a significant contribution of the nurses' job performance on job incentives ( $R^2 = 0.334$  and  $sig = 0.001$ ). The contribution of job performance is 33.4%. From the analysis conducted, a comprehensive model is created below (Figure 2) to show the contribution of each aspect studied..



**Fig. 2:** Contribution of training and physical environment on job performance and the contribution of job performance on the incentives.

#### **Discussion:**

Training factors comprising of significant abilities of the instructor and the participants, participants' preferences, training materials, methods of material delivery, training objectives in meeting the desired needs of the organization, suitability and appropriateness of the facilities. Theoretically, those factors appear to have significant influence in improving the performance of nurses working at the Third Class Ward of the Arifin Achmad Hospital in Riau province with a large share of 9.1%.

Training is very important especially for new employees and to experienced employees as well. This is in agreement with Rivai (2004) who revealed that training is a learning process concerning on the theoretical practice in acquiring and improving skills, which occurs in a relatively short period of time. And such, training is crucial in improving employees' performance.

According to Aditama (2003) health practioners in hospitals need to be improved in order to have sufficient competencies . Globalization and dynamic changes in the health sector bring certain impacts which require the health practioners to embrace fundamental changes. Nurses in particular, need to arm themselves with a sound ability to perform their massive duties. Infact, the ability reflects their capacity in performing their job and responsibilities. The capabilities include an understanding of the task responsibility, mastering the job, making appropriate decisions during emergency situations, establishing a harmonious relationship with patients, fellow nurses and even with the superior, analyzing and problems solving in accordance with the pre-obtained training program. With that, performance of a nurse can be seen from her nursing quality in attending the patients.

The results of this study are conforming with Fakhrizal (2010) who states that nurses performance is significantly influenced by training and supervision. Basically the services can be evaluated by conforming with the nursing practice standard of quality. A standard practice serves as guideline for nurses in implementing their nursing care and treatment. The results show that the performance of nurses in the Third Class Ward of the Arifin Achmad hospital is influenced by certain trainings attended. The significant influence of training on job performance as found by this study is confirming findings of a research conducted by Lumbanraja and Niza (2010). Thus, it is safe to say that trainings should be planned in consideration of the nurses' feedback on certain issues. In addition, trainings should prioritize on the nurses' needs particularly on their tasks and autonomy, and also take into serious consideration of their feelings regarding the importance of their role, building up their self-confidence, and providing relevant or work-related knowledge. Apart from that, there should be ample provision of motivation which can be in a form of praises, performance-based responsibilities as well as constructive comments to improve job poorly done. Those forms of motivational approaches will surely help in encouraging the nurses to work diligently and responsibly, which in the long run will improve their job performance.

In this case, the physical environment factors which involve the availability of adequate working equipment, learning readiness, appropriate and comfortable seating arrangement, comfortable room and adequate support utilities in the form of stationery and equipment nursing documentation form. Those factors have significant influences on the nurses in improving their performance. According to the secretariat of General RI Department of Health (2007) work facility helps in facilitating works and duties. Thus, knowledge, methods, infrastructure and equipment are needed in performing optimal nursing duties.

Training and physical environmental factors simultaneously affect performance which significantly confirms that training and physical environment are crucial in improving the performance of health practitioners. The results are consistent with a study done by Edy (2008) who concluded that motivation and job satisfaction are premediated variables obtained from the hypothesis test which showed a significant influence on performance. These findings strengthen the concluding opinion stated by Juliani (2008) who stated that there is a positive relationship between motivation, job performance and job achievement. Meaning, a nurse who has high motivation will perform better and achieve high performance, compared to those who have inadequate motivation, will relatively show poor job performance.

Performance can measure the level of success, thus it is one of the influencing factors on the magnitude of incentives. Results of this study is in line with findings of a case study conducted by Sudibyo Cloud (2008), which examined the restructuring formula in allocating incentives for nurses based on Performance Related Pay. The results showed that the majority of respondents were expecting that the level of education, level of departments and the admission competencies would be used in the formulation. Significant relationship between level of education and job performance are shown in a study conducted by Faizin and Winarsih (2008). This finding is indeed strengthening the fact that other influential factor that can increase nurses' job performance is their education level.

The incentives rates are provided based on the services performed by medical or health practitioners with the concept of performance-based distribution according to the wages systems theory, which are associated with worker's performance. Whereas, the incentives rates for the non-medical staff are using indexing which is based on the basic salary range, position or department, education in relation with the services, the emergency, risk and performance (Subanegara, 2006). According to Simamora (2006), any additional compensation given which is beyond the fixed salary or wages level, can be considered as an incentive. Some of the incentives which identified to surely improve job performance are pension allowances, bonuses, medical or sick leaves, health services and facilities.

### ***Implications:***

There are factors to be considered in improving the performance of health practitioners, among them are training and physical environments. Appropriate training and conducive physical environment will motivate the health practitioners to improve their performance and the quality of their services. Trainings will benefit the nurses in improving their efficiency and minimising weaknesses. A conducive work environment helps the employees (nurses) to improve their performance. To that end, the department heads need to provide comfortable and safe working condition with adequate job equipment, safety and other facilities to assist nurses in performing their works.

Commitment of the leaders or decision makers is also highly influential in determining the policies or incentive plans for the employees. Apart from that, there is also political power to be in consideration as it also influences in providing incentives for the employees.

### ***Conclusion:***

This study has demonstrated the contribution of training and physical environment on job performance and also the impact of job performance on incentives to be received by the employees. A conducive working

environment such as the lighting, equipment, peaceful atmosphere, air temperature, well-preserved environmental hygiene, as well as well-established relationships among co-workers with the superiors, and with the subordinates.

Comfortable and conducive work environment will improve job satisfaction and in return will improve job performance. On the other hand, changes in employees' incentive plan would also help this matter. Positive changes in term of the index items and the system of index calculation, will largely improve the performance level.

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