The Competence and Job Description at Cicendo Eye Hospital Bandung

*1*Ayuningtyas Yuli Hapsari, *2*Ahmad Romdhoni*

Widyatama University, Bandung, Indonesia
*Email : 1*ayuningtyas.yuli@widyatama.ac.id*

ABSTRACT

A nurse and administrative employee must not only be able to provide medical care and services but must be able to master the skills of communicating well with patients to create a harmonious relationship between nurses or administrative employees and patients. (HR) quality and ability to compete and it is necessary to manage human resources properly so that the management will be right on target. This study aims to determine how employee's and nurses' competencies, job descriptions, and work motivation at Cicendo Eye Hospital Bandung, as well as the influence of competence on employee and nurse work motivation at Cicendo Eye Hospital Bandung, and the effect of job descriptions on work motivation at Cicendo Eye Hospital Bandung of the employees and nurses at Cicendo Eye Hospital Bandung. The descriptive and verification methodologies were utilized in the research. All personnel and nurses at Cicendo Eye Hospital Bandung were included in this study's sample. Multiple linear regression, coefficient of determination analysis, and hypothesis testing are used to process data. Based on the findings of the study, it can be concluded that competence has a positive and significant impact on employee and nurse motivation at Cicendo Eye Hospital Bandung, and that job description has a positive and significant impact on employee and nurse motivation at Cicendo Eye Hospital Bandung.

Keywords: Competence, Job Description, and Work Motivation

INTRODUCTION

The role of human resources in a hospital is no less important than the role of human resources in a company or organization. The hospital is a complex organization, especially its human resources. Hospitals are services that vary in terms of human resources, infrastructure, and equipment used. Human resources owned by hospitals consist of health and non-health workers. Health workers consist of various health professionals consisting of doctors, specialists, nurses, nutritionists, pharmacists, pharmacists and so on, while non-health workers consist of the administrative division that provides services for people who will register for treatment. Both human resources are equally important for hospitals so that hospitals can carry out their daily activities and activities. Activities carried out by hospitals are related to the provision of health services carried out by health workers who are in direct contact with the community.

Cicendo Eye Hospital is a government eye hospital located on JL. Cicendo No. 4, Babakan Ciamis, Sumurbandung, Bandung 40117, West Java, Indonesia. Cicendo Eye Hospital Bandung is a vertical hospital owned by the Ministry of Health. Standardized human resources who master information and communication technology are important elements in the production process, namely the delivery of services to patients and creating a competitive advantage. To create quality human resources, hospitals must have competent human resources. In addition to determining a person's behavior and performance,

competence also determines whether a person can do work efficiently based on a set of criteria owned by the hospital. According to Wibowo (2018: 271), competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence is a basic characteristic possessed by someone who has a direct influence that can predict the performance of employees (Sedarmayanti in Karomi and Nelly, 2021).

The competence of employees and nurses at the Cicendo Eye Hospital in Bandung can be said to be following the regulations of the Ministry of Health (Kemenkes), namely the competencies possessed by nurses must include knowledge, attitudes and skills (soft and hard skills). Nurse competence consists of five competency areas, namely ethical, legal and culturally sensitive practice, professional nursing practice, leadership and management, education and research as well as personal and professional quality development. Cicendo Eye Hospital Bandung is a government hospital, therefore Cicendo Eye Hospital Bandung always carries out a strict recruitment process to look for competent and competitive nurse candidates. In addition to nurses, employees of the administration department at Cicendo Eye Hospital Bandung must also have adequate competencies, such as providing friendly, fast service and having to provide detailed information to patients. The high standard of competence that must be possessed by employees and nurses of Cicendo Eye Hospital Bandung is expected to

increase the work motivation of employees and nurses. This research is supported by previous research conducted by Amrullah and Agus (2018), that competence has a positive and significant effect on employee work motivation. This shows, that if employees have high work competence, then employee motivation will be high. Conversely, if the employee's work competence is low, then work motivation will be below.

According to Rivai in Suryani et al. (2018), job descriptions are writings about what the job executor did, how the job was done, and why it was done. The job description is a separate role for job exposure in a systematic way about the authority and responsibility of a position (Maulidiani et al., 2019:479). The job descriptions of nurses at Cicendo Eye Hospital Bandung are following the education, abilities and skills of each nurse. Job description given to nurses at Cicendo Eye Hospital Bandung, which is to take care of and assist patients in health checks and medical treatment. Nurses must be able to work closely with general practitioners, specialists, midwives and other health workers. The nurses at Cicendo Eye Hospital Bandung can carry out the work given by their superiors and can work closely with doctors. Job description for administrative employees of Cicendo Eye Hospital Bandung, namely taking care of the registration section, and issuing financing details if the patient needs an initial cost description. The job description given to each administrative employee of the Cicendo Eye Hospital Bandung is following the

abilities of each employee in the administration department. That is, the job description at the Cicendo Eye Hospital in Bandung can be said to be good. Job descriptions have a favorable effect on employee work motivation, according to prior research conducted by Astiari and I Nyoman (2014).

According to Hafidzi et al. (2019: 52), motivation is the provision of a driving force that creates enthusiasm for one's work so that they can work together, effectively, and with integrity with all their efforts to achieve satisfaction. Work motivation is something that gives rise to work motivation/enthusiasm for work with the power that encourages someone to take any action or not which is essentially positive internally and externally (Sedarmayanti, 2017: 154). The work motivation of employees and nurses at Cicendo Eye Hospital Bandung is considered to have decreased. This can be seen from the data on employees and nurses who received rewards from 2018 – 2021:

Table 1. Rewards in the Form Of Employee and Nurse Awards at Cicendo Eye Hospital Bandung from 2018 – 2021

Year's	Number of Employees/Nurses
2018	75 Karyawan/Perawat
2019	64 Karyawan/Perawat
2020	58 Karyawan/Perawat
2021	36 Karyawan/Perawat

Source: Cicendo Eye Hospital Bandung, 2022

Based on table 1. regarding reward data in the form of employee and nurse awards at Cicendo Eye Hospital Bandung, shows that there is

a decrease in the number of employees and nurses who receive awards from the hospital. In 2018, the number of employees and nurses who received awards was 75 employees and nurses. In 2019, there was a decrease in the number of employees and nurses who received awards as many as 64 people and nurses. In 2020, there was a further decline in the number of employees and nurses who received awards as many as 58 employees and nurses and in 2021, there was a significant decline of 35 employees and nurses. This shows that the work motivation of employees and nurses at Cicendo Eye Hospital Bandung is considered low.

Based on the phenomena and problems that have been described, namely the competencies possessed by each employee and nurse are following the regulations of the Ministry of Health (Kemenkes) so that the workload that employees and nurses receive is following their abilities and the distribution of job descriptions received by employees and nurses following the position of each employee and nurse. But this does not have an impact on the work motivation of employees and nurses at Cicendo Eye Hospital Bandung because the work motivation of employees and nurses can be said to be low when viewed from the reward data for employee and nurse awards at Cicendo Eye Hospital Bandung from 2018 - 2021.

LITERATUR REVIEW
Competence

According to Edison et al. (2018:140), individual competence is the ability to do a job correctly and have advantages based on matters relating to knowledge, skills, and attitudes. Personal characteristics that can be demonstrated such as knowledge, skills, and personal behavior such as leadership are competencies (Dessler, 2017:408). According to Edison et al. (2018:143), three dimensions can be used to fulfill the elements of competence, namely knowledge, skills and attitudes.

Job Description

According to Sedarmayanti (2017:147), a job description is a systematic and orderly record of the duties and responsibilities of a position, based on the facts of what, how, why, when and where this work is carried out, and the qualifications of the person who will occupy the position. The job description consists of a description of the duties, responsibilities, working conditions and job relations in a certain position that has been given by the company (Hasibuan, 2019:32). Meanwhile, according to Robbins and Judge in Pitaloka et al. (2019), several dimensions can be used to measure the job description, namely authority, responsibility, working conditions, work facilities and work standards.

Work Motivation

According to McClelland as translated by Suwanto (2020:161), work motivation is a set of influences that originate from both inside and outside a person and encourage them to begin working behavior following the format, direction, intensity, and period that comes from within. Motivation can be in the form of energy contained within a person that moves employees who are directed and focused on achieving company goals (Uhing, 2019:363). According

to Hafidzi et al. (2019:53), work motivation has several dimensions and indicators to measure employees' motivation, which consists of the need for security, social need, need for appreciation and need for encouragement to achieve goals

METHODS

A descriptive-verificative research method was employed in this study. According to Sugiyono (2019:48), the descriptive method is a study conducted to determine the existence of independent variables, either only on one or more variables (stand-alone variables) without making comparisons and looking for relationships between these variables and other variables, whereas the verification method is a study conducted on a specific population or sample to test the hypothesis that has been previously proposed.

The population, as defined by Sekaran and Roger (2017: 53), is a group of individuals, events, or intriguing objects about which the researcher wishes to form an opinion (based on sample statistics). All personnel and nurses at the Cicendo Eye Hospital Bandung, a total of 120 employees and nurses, were included in this study.

The sample, according to Sekaran and Roger (2017:54), is made up of several people drawn from the general community. Non-probability sampling with saturation sampling technique was employed in this investigation. Sugiyono (2019: 133) defines saturation sampling as a sampling approach in which all members of a population are sampled. This is done when the population is small, less than 30, or when the research wishes to generate generalizations with very tiny mistakes. The participants in this study were all personnel and nurses at the Cicendo Eye Hospital in Bandung, a total of 120 people.

RESEARCH RESULTS AND DISCUSSION
Descriptive Analysis

The purpose of descriptive analysis is to acquire a description/description of the responses of respondents in this instance on competency, job description, and work motivation of Cicendo Eye Hospital Bandung employees and nurses. The following are the results of respondents' replies for each dimension of competency, job description, and work motivation on Cicendo Eye Hospital Bandung staff and nurses, as well as a more detailed analysis:

Table 2. Respondents' Response Regarding Competence, Job Description, and Work Motivation

Variable	Dimensions	Average	Description
Competence	Knowledge	3,62	Good
	Skill	3,42	Good
	Attitude	3,69	Good
Job Description	Authority	3,33	Not Enough
	Responsibility	3,60	Good
	Working Conditions	3,48	Good
	Work Facilities	3,51	Good
	Performance Standards	3,56	Good

	Safety Needs	3,29	Enough
Work Motivation	Social Needs	3,40	High
	Need for Appreciation	2,93	Enough
	Need for Drive to Achieve Goals	2,88	Enough

Source: Questionnaire Data Processing Results, 2022

Based on table 2. regarding respondents' responses regarding competence, job description and work motivation, which shows that the competence variable on average is in a good category. The highest rating is on the attitude dimension with a statement that I always try to comply with the regulations applied by the hospital, while the lowest assessment is on the skill dimension with a statement that with my expertise, I can work together with other co-workers. The average job description variable is in a good category. The highest rating is found in the dimension of responsibility with statements by employees and nurses obtaining clarity regarding the overall responsibilities carried out while the lowest assessment is on the dimension of authority with statements with employee authority not overlapping with other positions and the average work motivation variable is in the sufficient category. . The highest assessment is found in the dimension of social needs with a statement that establishing relationships with co-workers is one of the priorities in the hospital, while the lowest assessment is found in the dimension of need for encouragement to achieve goals with a statement that superiors always give appreciation for the work that employees and nurses complete.

Verification Analysis
Analysis of Multiple Linear Regression

When the independent variable is increased or decreased, multiple linear regression analysis is performed to predict the dependent variable. The following outcomes are achieved as a result of the data processing:

Table 3. Hasil Analisis Regresi Linear
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.890	.328		2.711	.008
1 X1	.375	.089	.341	4.195	.000
X2	.412	.080	.419	5.146	.000

a. Dependent Variable: Y

Source: Data Processing Results From SPSS 20.0

From the table above, the following equation is obtained:

$Y = 0,890 + 0,375X_1 + 0,412X_2$

Each variable can be interpreted as follows based on the findings of the multiple linear regression equation:

a. The positive value of the constant is 0.890, indicating that work motivation is 0.890 if the competence and job description variables do not change or equal 0.

b. The competency variable has a positive regression coefficient of 0.375, which suggests that if the

value of X1 (competence) increases, work motivation will vary by 0.375.

c. The job description variable has a positive regression coefficient of 0.412, which suggests that if the value of X2 (job description) changes, work motivation will vary by 0.412.

Analysis of the Coefficient of Determination

The coefficient of determination is used to determine the strength of the relationship between variables. The coefficient of determination analysis findings are shown in the table below:

Table 4. Analysis of the Coefficient of Determination

Correlations

		Y	X1	X2
Pearson Correlation	Y	1.000	.563	.599
	X1	.563	1.000	.529
	X2	.599	.529	1.000
Sig. (1-tailed)	Y	.	.000	.000
	X1	.000	.	.000
	X2	.000	.000	.
N	Y	120	120	120
	X1	120	120	120
	X2	120	120	120

Source: Data Processing Results From SPSS 20.0

The coefficient of determination (Kd) can be used to calculate how much influence (contribution) competence (X_1) has on work motivation (Y) at Cicendo Eye Hospital Bandung, using the formula:

$Kd = r^2 x 100\%$

$=(0,563)^2$ x 100%

$= 31,70\%$

The coefficient of determination (Kd) is 31.70%, implying that competence (X_1) influences work motivation (Y) at Cicendo Eye Hospital Bandung by 31.70%, with the remaining 68.3% influenced by variables not investigated in this study, such as leadership style, job specification, communication, and so on.

Then, at Cicendo Eye Hospital Bandung, the coefficient of determination of job description (X_2) on work motivation (Y) is as follows:

$Kd = r^2 x 100\%$

$=(0,599)^2$ x 100%

$= 35,88\%$

The coefficient of determination (Kd) is 35.88%, implying that the job description (X_2) has a 35.88% impact on work motivation (Y) at Cicendo Eye Hospital Bandung, with the remaining 64.12% influenced by variables not investigated in this study, such as leadership style, job specification, communication, and so on.

Test of Partial Hypothesis (t Test)

Table 5. Partial Hypothesis Testing Results (t-test)

Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.890	.328		2.711	.008
X1	.375	.089	.341	4.195	.000
X2	.412	.080	.419	5.146	.000

a. Dependent Variable: Y

Source: Data Processing Results From SPSS 20.0

a. Partial Hypothesis Testing X₁

The t_{count} value acquired by the competency variable (X_1) is 4.195, as can be seen in table 5. The t_{table} value in the t distribution table will be compared to this value. The t_{table} value for the two-party test is 1.658 with = 0.05, df = n-k-1 = 120-2-1 = 117, and df = n-k-1 = 120-2-1 = 117. From the values above, it can be seen that the t_{count} value obtained by the competency variable (X_1) is 4.195 > t_{table} 1.658. Thus it can be concluded that there is a positive and significant influence between competence (X_1) on work motivation (Y) at Cicendo Eye Hospital Bandung.

b. Partial Hypothesis Testing X₂

The t_{count} value derived by the work incentive variable (X_2) is 5.146, as can be shown in table 5. The ttable value in the t distribution table will be compared to this value. The t_{table} value for the two-party test is 1.658 with = 0.05, df = n-k-1 = 120-2-1 = 117, and df = n-k-1 = 120-2-1 = 117. The t_{count} value obtained by the competency variable (X_2) is 5.146 > t_{table} 1.658, as can be seen from the values above. As a result, it can be inferred that job description (X_2) has a positive and significant impact on work motivation (Y) at Cicendo Eye Hospital Bandung.

CONCLUSIONS

The following findings can be drawn based on the examination and discussion of competencies and job descriptions on work motivation at Cicendo Eye Hospital Bandung:

1. The competence variable at Cicendo Eye Hospital Bandung can be said to be good. The job description variable at Cicendo Eye Hospital Bandung can be said to be good and the work motivation variable at Cicendo Eye Hospital Bandung can be said to be quiet.

2. The results of testing the coefficient of determination show that competence has a positive and significant influence on work motivation at Cicendo Eye Hospital Bandung, with a 31.70% influence, and the results of hypothesis testing show that the competence variable has a positive and significant influence on work motivation.

3. The job description has a 35.88% effect on work motivation, according to the findings of evaluating the coefficient of determination. The job description variable had a positive and significant influence on work motivation at Cicendo Eye Hospital in Bandung, according to the results of hypothesis testing.

Suggestions

The authors make the following recommendations based on the research findings:

1. To take advantage of the competencies possessed by the employees and nurses of Cicendo Eye Hospital Bandung, superiors must provide a workload that is following each employee and nurse's expertise according to their position, because with the expertise that employees and nurses have, they are unable to

cooperate with other coworkers because the work they receive is a job that is not their expertise.

2. To take advantage of the job description at the Cicendo Eye Hospital Bandung, superiors must delegate authority to each employee and nurse following their respective positions, as overlapping with other positions frequently occurs, resulting in less-than-optimal results from employees' and nurses' work.

3. To improve employee and nurse work motivation, managers must express appreciation for the work that workers and nurses perform, particularly for those employees and nurses who can complete the task properly. This must be done to boost staff and nurse motivation, which is currently low at Cicendo Eye Hospital Bandung.

4. Because the results of research regarding the effect of competence and job description as contained in this study have limitations in time and research variables, it is recommended that future researchers use other variables that are considered to be able to influence work motivation other than competence and job description. The authors hope that future researchers can perform research or a deeper investigation of other variables because this research still has flaws and is far from flawless.

REFERENCES

Amrullah, M.Y., dan Agus H.D.S. (2018). Pengaruh Kompetensi dan Kompensasi Terhadap Motivasi Kerja Karyawan di Divisi Body & Rangka CV. Laksana. Journal of Social and Politics, Vol. 7, No. 4.

Astiari, P.T.D., dan I Nyoman S. (2014). Pengaruh Deskripsi Pekerjaan dan Gaya Kepemimpinan Terhadap Motivasi Kerja Pegawai BAPPEDA Kabupaten Tabanan. E-Jurnal Manajemen Universitas Udayana, Vol. 3, No. 7.

Dessler, G. (2017). Human Resource Management. United States America: Pearson Education.

Edison, E., Yohny A., dan Imas K. (2018). Manajemen Source Daya Manusia. Bandung: Alfabeta.

Hafidzi, A. H., Adha R.N., dan Qomariah N. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. Jurnal Penelitian IPTEKS, 4(1), 47-62.

Hasibuan, M.S.P. (2019). Manajemen: Dasar, Pengertian, dan Masalah. Jakarta: Bumi Aksara.

Karomi, U.R., dan Nelly M. (2021). Pengaruh Kompetensi dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Tokai Texprint Indonesia. Journal of Economic, Business and Accounting, Vol. 5, No. 1.

Mauliadiani, R. S., Siahaan, D. E., & Harahap, P. D. R. H. (2019). The Influence of Job Description and Leadership on the Employees' Work Effectiveness at the Sanitation and Landscaping Agency. International Journal of Research and Review, 6.

Pitaloka, K., Nurdiana M., dan Kasman. (2019). Pengaruh Job Description dan Job Specification Terhadap Kinerja Karyawan (Suatu Studi Pada PT. Pos Indonesia Cabang Ciamis). Business Management and Enterpreneurship, Volume 1, Nomor 2.

Sedarmayanti. (2017). Manajemen Source Daya Manusia. Bandung: Refika Aditama.

Sekaran, U., dan Roger B. (2017) Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian, Edisi 6, Buku 2. Jakarta: Salemba Empat.

.

Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif R&D. Bandung: Alfabeta.

Suryani, I.M., Cicilia D.S., dan Tri M. (2018). Analisis Penerapan Job Description Pegawai (Studi Kasus di Pengadilan Negeri Surakarta Kelas Ia Khusus). Jurnal Informasi dan Komunikasi Administrasi Perkantoran, Vol. 2, No 5.

Suwanto. (2020). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Koperasi Bmt El-Raushan Tangerang. Jenius Vol. 3. No. 2.

Wibowo. (2018). Manajemen Kinerja. Jakarta: Rajawali Pres.