ANALYSIS ON THE INFLUENCE OF
MOTIVATION FACTORS
TOWARD EMPLOYEES' PERFORMANCE
IN MENUR MENTAL STATE HOSPITAL SURABAYA

A THESIS

Presented as Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Management Department

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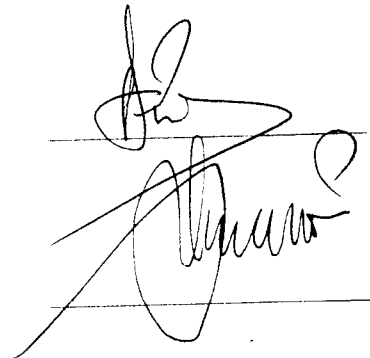on July 3, 2004
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ABSTRACT

Menur Mental State Hospital Surabaya always tries to motivate its employees to improve their performance. Some employees are highly motivated, but some of them are not. There are some factors influencing employees' motivations, which are individual characteristic, job characteristic, and work situation characteristic. This research tried to find out the relationship between employees' motivation and the work performance within the organization, and also to find out the most dominant motivation factor that influence the performance. Questionnaires were distributed to find out employees' motivation in every factor. Interview with the management of Menur Mental State Hospital was also conducted. The result of this research shows that motivation has significant relationship with employees' performance. From the three motivation factors, the most influencing factor is work situation characteristic. It means that Menur Mental State Hospital should pay attention to its climate of partnership, communication, direction and supervisory, and compensation system.

CHAPTER I :

INTRODUCTION

I.1. BACKGROUND

The globalization era is condition competition become tighter, whether among the private companies or public companies. Not only the material resources that the have to be well managed by the company, but also the human resource as the inseparable part of a company. Company needs better quality people to run the organization. To survive in the market place, company must make plans to improve the quality of its human resource.

Recently, the role and the existence of human resource in an organization become an important part, because of its strategic role as the implementers of the strategic plan, which has been made by the organization. A perfect strategy, without 'human touch' , will be useless and difficult in reaching the goals maximally.

Because of its strategic roles, human resource should be well managed. Company should make better plan in the selecting, recruiting, training and developing its employees to face the globalized world of business. One of important parts of human resource development is employee motivation.

Employee motivation is an important part of company to reach its goals. Good motivation will affect the employees' productivity. A company, which is able to give good motivation to its employees, can reach its goals successfully. It means that good motivation will increase employees' productivity. Without giving a good

force motivation to the employee, the company will be difficult to reach its goals. A motivation is a process that starts with physiological or psychological deficiency or needs that activates behavior or a drive that is aimed a goal or incentive (Luthans : 1995). Several facets such as working conditions, compensation system, promotion, and recognition influence employee motivation.

Employee is the center focus of human resource development in a company. Company always wants its employees to work well all the time. But in fact, sometime employees work well, and sometimes they do not. There are two major reasons that make employees do not work well. First, the employee basically does not have capability to do the job, and the second, the employee does not get enough support or motivation to do the job maximally. One of the duties of a leader in an organization is to motivate its subordinates to do their job better.

According to Porter and Miles (Stoner, 1992, p. 456), there are three variable factors of characteristics that influence the appearance of working motivation in organization environment. They are the individual, job, and working situation characteristics. Individual characteristics consist of interest, attitude, and the needs brought by the employee in the workplace. The characteristics of job is the type and duty of employee which consists of the amount of responsibility, kind of tasks, and the level of satisfaction got by employee from the characteristics of the job itself. The characteristics of working situation consist of factors in working environment.

According to Walker, performance is the level of achievement of an employee in doing his/her job. Employee performance is the respond of employee to the conditions which influence the job. Porter and Miles have three factors that

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influence someone's performance, which are motivation, capability, and role perception.

Evaluation of performance is a system which enables a discussion happens between the evaluating party and evaluated party. In this process of communication, leader and subordinates can share their chance to do constructive brainstorming to improve the contribution of employees in determining the performance target they want to reach. Performance evaluation is important for an organization to find out how far the capability of an employee in doing his/her job.

Motivation management and performance evaluation is very important in a company, especially in a service company. It is because in a service company, employee is the center of company performance. It is the employees who bring the performance of the Service Company. That is why in Service Company, motivation needs to be maintained and to be improved all the time in order to maintain and to improve the quality of the company service. One of the service companies is hospital.

In a hospital, the service of the employees - whether the paramedics and the non-paramedics - are the determinant of the hospital service quality. It is the employees who serve the patients, cure the patients, and take care of the patients. The best hospital is the hospital whose employees give the best service and care to the patients. This is also applied in Menur Mental State Hospital Surabaya.

As a hospital, employees' service and care toward the patients is the main 'product' of the company. The patients do not only needs physical cure, but also psychological cure. Employees of Menur Mental State Hospital Surabaya must always do the service in good manner. Employees of this hospital always need to be

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motivated to do their job in giving their best service all the time. We will analyze what factors are influencing their motivation in working. We will also analyze how the motivation may influence the performance of the employees.

1.2. PROBLEM STATEMENT

The problems identified in this research are :

1. How is the relationship between motivation factors (Individual characteristic, job characteristics, and work situation characteristics) and the employees' performance?

2. Among the three motivation factors, which one is the most dominant factor in influencing employees' performance ?

1.3. LIMITATION OF RESEARCH AREA

There are many factors that influence performance, such as motivation, effort, capability and previous experience (Gibson, Ivancevich & Donnelly, 1994:143). Since the factors are many, and the problem is wide, this research is limited to the focus in effort in improving motivation in the relationship with employees' performance. The work motivation in this research is influenced by psychological variables according to Lyman W. Porter and Raymond E. Miles, which consists of individual characteristic, job characteristic, and work situation characteristic. The area of research is limited to one company, which is Menur Mental State Hospital Surabaya.

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1.4. OBJECTIVES OF THE RESEARCH

The objectives of this research are :

1. To find out any relationship between motivation factors (Individual characteristic, job characteristics, and work situation characteristics) and the employees' performance.

2. To find out the most influencing factor of employee motivation.

1.5. PURPOSES OF THE RESEARCH

1. For Science and Knowledge.

   The aim of this research is to enrich the reference of the human resource literature, and to give experimental example of the application of motivation theories.

2. For the company.

   The result of this research can give a source of consideration in improving the performance of the employees, give inputs in arranging the management, especially in human resource department, as a basic of continuous improvement in every department to increase the performance.

3. For the researcher

   The result of this research is a mean to develop and to implement theoretical knowledge into practices in human resource developments.

1.6. HYPOTHESES

In this research, there are some hypotheses to be proved :

1. Individual Characteristic has positive influence to employees' performance.

2. Job Characteristic has positive influence to employees' performance.

3. Work Situation Characteristic has positive influence to employees' performance.

4. Job Characteristic is the most dominant factor in influencing employees' performance.

1.7. RESEARCH METHODS

1.7.1. METHODS IN COLLECTING DATA

The population which was taken as a data is only part of all employee population in the company.

The ways to collect the data are :

1. Primary Data

    Primary Data are the data, which are got directly from the source, and which are observed and noted for the first time.

    Primary Data:

    a. Questionnaire Method

        Questionnaire Method is the way to get the data by offering lists of questions to the related party (the employees and the managers) to be filled. Each answer is valued from 1 to 4 (Likert Scale).

b. Interview Methods

Researcher conducts some direct interviews and asks some questions related to the problem to the related parties, such as the director of the company, the Human Resource Manager, etc.

c. Observation method

Getting data by directly observing the daily performance of the employees as the object of the research.

2. Secondary Data

Secondary Data is the data which are taken indirectly.

a. Secondary Data from Intern Sources

These data are taken from the annual reports of the company and the brochures published by the company.

b. Secondary Data from External Sources

These data are taken from literature books, magazines, journals, and internet publications which observed the similar problem.

1.7.2. METHOD IN DATA ANALYSIS

The method of analysis used in this research is simple regression analysis test by using computer with the program of SPSS 9.0 in order to find out :

1. Relationship between motivation factors (Individual characteristic, job characteristics, and work situation characteristics) and the employees' performance.

2. The most influencing factor of employee motivation.

The result of the analysis can be seen at the computer print-out. The value of r and r-square show the positive relationship if it is ranged between 0 to 1. If the value is closer to 1, the relationship is closer.

CHAPTER II

THEORETICAL REVIEW

2.1. MOTIVATION

2.1.1. DEFINITIONS OF MOTIVATION

According to Kreitner and Kinicki, the term "motivation" derives from the Latin word *"movere"*, which means "to move". In the present context, motivation represents "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed." Managers need to understand the psychological processes if they are to successfully guide employees toward accomplishing organizational objectives. Managers often view motivation as an employee's willingness to put forth effort to achieve organizational objectives (Kinicki and Kreitner, 2003).

Motivation can also be defined as a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive. (Luthans, 1998).

Motivation is the concept we use when we describe the forces acting on or within an individual to initiate and to direct behavior. We use the concept to explain differences in the intensity of behavior (regarding more intense behaviors as the result of higher levels of motivation) and also to indicate the direction of behavior.(Gibson, Ivancevich, Donnelly, James, 2000). The term motivation means the internal process

leading to behavior to satisfy needs. The primary reason that makes people do what they do is to meet their needs or wants.
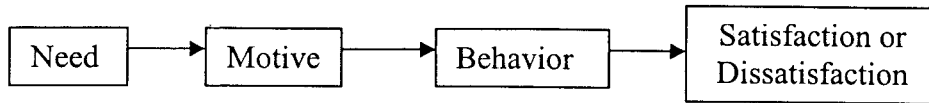
Figure 2.1 : The process people go through to meet their needs :

According to Naddler and Lawler III (Naddler and Lawler III, 1977), a person's motivation is a function of :

a. Effort-to-performance expectancies

b. Performance-to-outcome expectancies

c. Perceived valance of outcomes
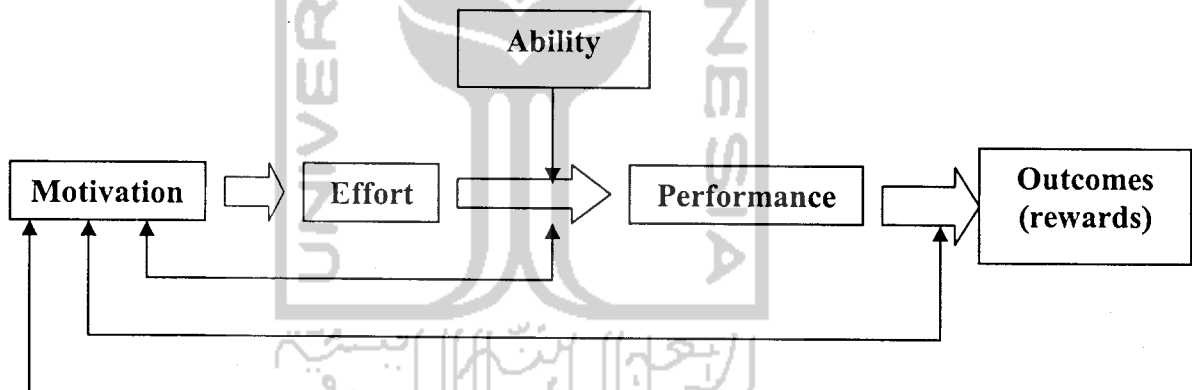
Figure 2.2. : The Basic Motivation-Behavior Sequence

(Source : Naddler and Lawler III, 1997)

On the basis of these concepts, it is possible to construct a general model of behavior in organizational setting. Working from left to right in the model, motivation is seen as the force on the individual to expend effort. Motivation leads to

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an observed level of effort by the individual. Effort, alone, however, is not enough. Performance results from a combination of the effort that an individual puts forth and the level of ability which he or she has (reflecting skills, training, information, etc). Effort thus combines with ability to produce a given level of performance. As a result of performance, the individual attains certain outcomes. The model indicates this relationship in a dotted line, reflecting the fact that sometimes people perform but do not get desired outcomes. As this process of performance-reward occurs, time after time, the actual events serve to provide information, which influences the individual's perceptions (particularly expectancies) and thus influences motivation in the future.

Outcomes, or rewards, fall into two major categories. First, the individual obtains outcomes from the environment. When an individual performs at a given level, he or she can receive positive or negative outcomes from supervisors, coworkers, the organization's rewards systems, or other sources. These environmental rewards are thus one source of outcomes for the individual. A second source of outcomes is the individual. These include outcomes, which occur purely from the performance of the task itself (feeling of accomplishment, personal worth, achievement, etc). In a sense, the individual gives these rewards to himself or herself. The environment cannot give them or take them away directly; it can only make them possible. (Naddler and Lawler III, 1997). We can see how motivation can influence many things in a organization process.

2.1.2. MOTIVATION THEORIES

2.1.2.1. MASLOW'S HIERARCHY OF NEEDS

In 1943, psychologist Abraham Maslow published his now-famous need hierarchy theory of motivation. Although the theory was based on his clinical observation of a few neurotic individuals, it has subsequently been used to explain the entire spectrum of human behavior. Maslow proposed that motivation is a function of five basic needs.

Maslow hierarchical needs are :

1. **Physiological** → most basic need. Entails having enough food, air, and water to survive.

2. **Safety** → consists of the need to be safe from physical and psychological harm.

3. **Love** → the desire to be loved and to love. Contains the needs for affection and belonging.

4. **Esteem** → need for reputation, prestige, and recognition from others. Also contains need for self-confidence and strength.

5. **Self-actualization** → desire for self-fulfillment, to become the best one is capable of becoming.

Accordingly, when one's physiological needs are relatively satisfied, one's safety needs emerge, and so on up to the need hierarchy, one step at a time. Once a need is satisfied, it activates the next higher need in the hierarchy, one step at a time (

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Kreitner and Kinicki, 2004). It relates to the human needs of improvement for their lives.

2.1.2.2. HERZBERG'S TWO-FACTOR THEORY OF MOTIVATION

The two-factors are the dissatisfiers-satisfiers, the hygiene-motivators, or the extrinsic-intrinsic factors depending on who's discussing the theory. If a job condition caused job satisfaction, removing it would cause dissatisfaction ; similarly, if a job condition caused job dissatisfaction, removing it would cause job satisfaction.

Low Job Satisfaction ⟵ ⟶ High Job Satisfaction

Motivators :
ʊ   Feeling of Achievement
ʊ   Meaningful work
ʊ   Opportunities for advancement
ʊ   Increased responsibility
ʊ   Recognition
ʊ   Opportunities for growth

Low Job Dissatisfaction ⟵ ⟶ High Job Dissatisfaction

Hygiene :
ʊ   Pay
ʊ   Status
ʊ   Job Security
ʊ   Working conditions
ʊ   Fringe benefits
ʊ   Policies and procedures
ʊ   Interpersonal relations

Figure 2.3. : Herzberg Two-Factors Theory

(Source : Gibson, Ivancevich and Donnelly, 2000.)

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Herzberg's model basically assumes that job satisfaction isn't a unidimensional concept. His research leads to the conclusion that two continua are needed to interpret job satisfaction correctly (Gibson, Ivancevich and Donnelly, 2000). So we should see those two kinds of factors simultaneously.

2.1.2.3 McCLELLAND's LEARNED NEEDS THEORY

Learned Needs Theory is the proposed theory that a person with a strong need will be motivated to use appropriate behaviors to satisfy the need. A person's needs is learned from the culture of a society.

Three of those learned needs are the Need of Achievement (nAch), the Need for Affiliation (nAff), and the need for Power (nPow). McClelland suggested that when a need is strong in a person, its effect is to motivate her to use behavior leading to its satisfaction (Gibson, Ivancevich and Donnelly, 2000).

2.1.2.3. ALDEFER'S ERG THEORY

Aldefer agrees with Maslow that individuals' needs are arranges in a hierarchy. However, his proposed need hierarchy involves only three sets of needs :

1. *Existence* → needs to be satisfied by such factors as food, air, water, pay, and working conditions.

2. *Relatedness* → needs to be satisfied by meaningful social and interpersonal relationships.

3. *Growth* → needs to be satisfied by an individual making creative or productive contributions.
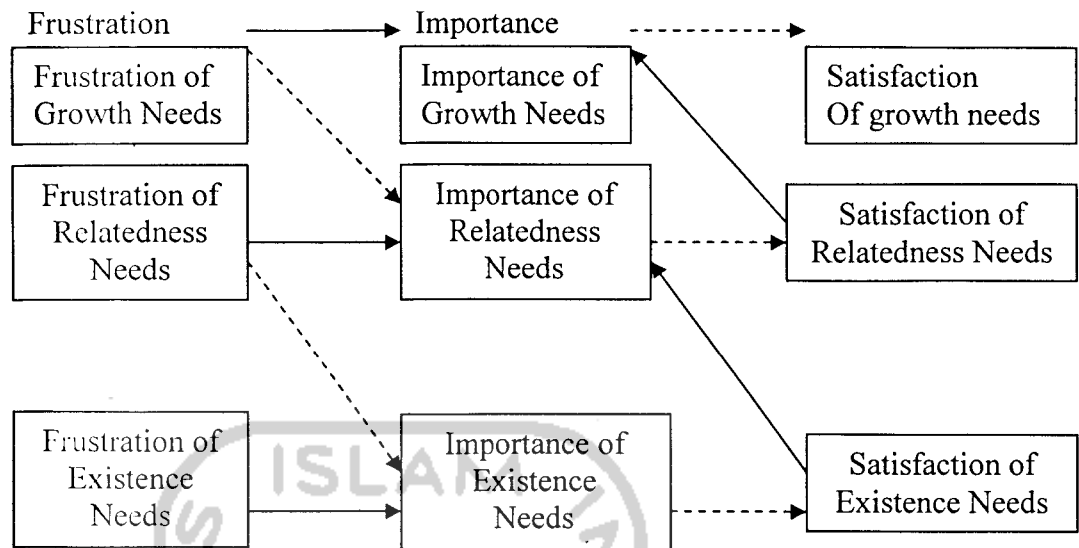
Figure 2.4. : ERG Theory Relationships among Frustration, Importance, and

Satisfaction of Needs

(Source : Gibson, Ivancevich and Donnelly, 2000).

2.1.2.4. EXPECTANCY THEORY

Expectancy Theory holds that people are motivated to behave in ways that produce desired combinations of expected outcomes. Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior. Embedded in expectancy theory is the principle of hedonism. Hedonistic people strive to maximize their pleasure and minimize their pain. Generally, expectancy theory can be used to predict behavior in any situation in which a choice between two or more alternatives must be made. (Kreitner and Kinicki, 2004). It is because every person may have different expectancies about their works.

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2.1.2.5. EQUITY THEORY

Defined generally, Equity Theory is a model of motivation that explains how people strive for *fairness* and *justice* in social exchanges or give-and-take relationships. Equity Theory is based on cognitive dissonance theory, developed by social psychologists Leon Festinger in the 1950s. According to Festinger's theory, people are motivated to maintain consistency between their cognitive beliefs and their behavior. Perceived inconsistencies create cognitive dissonance (or psychological discomfort), which, in turn, motivates corrective actions. Accordingly, when victimized by unfair social exchanges, our resulting cognitive dissonance prompts us to correct the situation. Corrective action may range from a slight change in attitude or behavior to stealing to the extreme case of trying to harm someone (Kreitner and Kinicki, 2004). Every person wants to be treated fairly. It means that what they got should be balanced with what thay have sacrified for the work.

2.1.2.6. THEORY X AND Y BY DOUGLAS Mc GREGOR

Drawing upon his experience as a management consultant, McGregor formulated two contrast sets of assumptions about human nature. His 'Theory X' assumptions were pessimistic and negative and according to McGregor's interpretation, it is the type of how managers traditionally perceived employees. To help managers break with this negative tradition, McGregor formulated his 'Theory Y', a modern and positive set of assumptions about people. McGregor believes managers could accomplish more through others by viewing them as self-energized, committed, responsible, and creative beings (Kreitner and Kinicki, 2004)

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2.1.3. Factors that influence employees motivations

According to Lyman Porter and Raymond Miles (in Stoner and Dreeman, 1989), it will be useful for a manager to understand the behavior of the employees in the organization, if the manager can see the employees' motivation as a system. Systemic view of motivation in organization is to see an employee's working motivation as a unity that consists of interrelated parts. This view appeared as a system that consists of interrelated and interdependent parts, but if each element interacts each other it may form a comprehensive unity (Handoko, 1986). This is a part of directing and developing an organization.

According to Lyman Porter and Raymond Miles (in Stoner and Freeman, 1989) there are three variable factors of characteristics that influences the employees' working motivation in organization environment, which are individual characteristics, job characteristics and working situation characteristics. Those three factors are related each other.
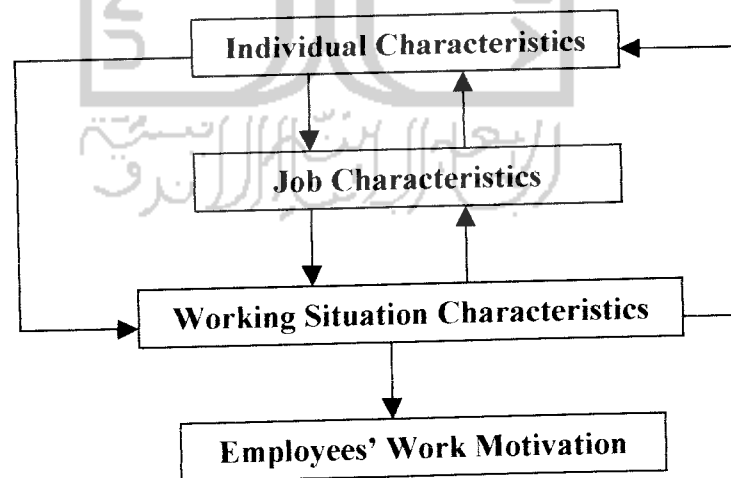
Figure 2.5 : Influencing Factors of Motivation

Table 2.1 . Work Motivation Factors

Individual Characteristics	Job Characteristics	Working Situation Characteristics
1. Interest	Examples :	1. Closest work
2. Attitudes	- Responsibility	environment :
- To him/her self	- Satisfaction level	- Partners
- To work situation	- Type of intrinsic	- Leaders
aspects	rewards	2. Organization Actions
3. Needs	- Level of autonomy	a. Reward System
- Security	- Number of feedback on	- Reward to all system
- Social	direct achievement	- Reward to individual
- Achievement	- Task variation level	b. Organization culture

Source : Porter and Miles (in Stoner and Freeman, 1989)

2.1.3.6. Individual Characteristics

Every individual has different interest, attitude, and needs and they influence to the work situation. The individual differences are caused by different motivations.

Interest is a behavior that makes someone likes a certain object, situation, and ideas. Interest is followed by happy feeling and tendency to seek for the object (Moh.As'ad, 2000).

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Attitude is a positive or negative feeling or mental readiness, which is learned and organized through experiences has had certain influence to the way of responding other people, object, or situations related to her/him (Gibson et.al, 1997).

Needs represent lack of a value in someone in certain times (Gibson et al, 1997). It can be physiologic (needs of eating and drinking), psychological (need of self esteem), or sociologic (needs of social interaction).

2.1.3.7. Characteristic of Job

Characteristic of job is the characteristic and kind of task of the employee, including the amount of responsibilities, kind of task, and level of satisfaction that an employee get from the job. Satisfying job will motivate employees rather than unsatisfying job.

2.1.3.8. Characteristic of Work Situation

Characteristic of work situation consist of two categories, which are the surrounding work environment and organization actions as a whole (Stoner and Freeman, 1989).

The closest surrounding work environment consists of the acts and actions of working partners and supervisors or directors, and the climate they made. Most people want friendship and support of their partners and they will behave according to the norms and values of partner groups. Supervisor and directors highly influence the motivation and performance of employee through the instructions, compensation, appraisal, sanctions, promotion, critics, and lay-off.

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┌─────────────────────────────────────────────┐
│          Surrounding Work Environment         │
└─────────────────────────────────────────────┘
         ┌───────────────────────────┐
         │  • Partners               │
         │  • Supervisor / Director  │
         └───────────────────────────┘

┌─────────────────────────────────────────────┐
│              Organization Actions             │
└─────────────────────────────────────────────┘
         ┌───────────────────────────┐
         │  • Compensation System    │
         │  • Organization Culture   │
         └───────────────────────────┘
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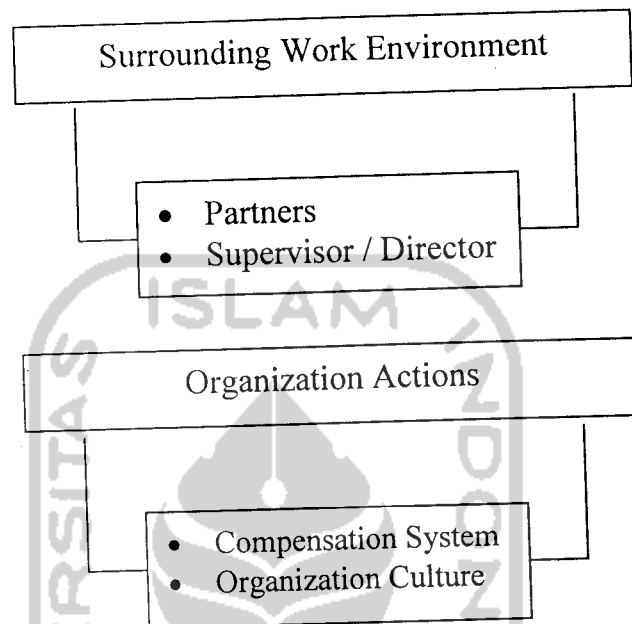
Figure : Characteristic Groups of Work Situation

Source : Stoner and Freeman (1989)

Organization actions consist of compensation system, and organization culture. All organization policies, regarding the method used to give compensation to employees, all are reflected in organization action, which influence and motivate the employees. The compensation system usually has high impact to employees' motivation and performance. Wage rising, promotion, and bonuses can be strong motivators for employees' performance if those are being well organized. Wage rising should be related to the improvement of performance so the wage rising is seen

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and given as something fair for all people in work-group and other employees will not be jealous or revenge by the decrease of their performance.

Organization culture, norms, values, and beliefs of the members of an organization can increase or decrease individual performance. Employees that are not in the same line with the organization culture may have less motivation compare to employees who have similar culture with the organization culture. Certain organization culture may be successful in motivating employees rather than other kind of organization culture.

2.2. PERFORMANCE

2.2.1. DEFINITIONS OF PERFORMANCE

According to Miner (Miner, 1988:14), performance) can be defined as :

"....the extent to which an individual meets the expectations regarding how her or she should function, or behave on the job."

From the definition above, there is an understanding that performance is measured and evaluated by real act in the workplace, and it contains many aspects which sometimes deviates from their expectations.

According to Gibson (Gibson et. al., 1997) *job performance* is the result of job related to organization goals, such as quality, efficiency, and another effectiveness criteria. While Maier (Maier, 1965) limited the definition of

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performance as the someone's succeed in doing a job. This opinion is supported by Porter and Lawler (Porter and Lawler, 1967) who mentioned that performance is *successful of role achievement* gained by someone from his/her act. (As'ad, 1987:46).

From those definitions, it is clear that performance is a person's achievement according to the validity of job measurement.

2.2.2. MEASUREMENT OF PERFORMANCE

The ability of an organization to measure its employees performance is one important factor which determines the long-term succeed of the organization. What is meant by *performance appraisal* is a formal and structured system in measuring, evaluating, and influencing the attributes related to work, behavior, and outcomes of employees, and the level of presence. Performance appraisal is to find out the productivity and affectivity of employees in doing their work in the future so it can be beneficial for the employees, organization, and society.

Performance is the level of achievement of an employee in doing or implementing his/her job. This variable is an evaluation of attitude and act of an employee to the job, which is shown by total score of :

(a) Quality of work

(b) Quantity of work

(c) Time of Work

(d) Corporation with other's work (Miner, 1988).

Quality of Work :

    a. Task understanding and delegating.

    b. Needs of instructions in doing the job

    c. Ability to identify and to solve problems.

    d. Accuracy in task implementation.

    e. Time, energy and cost efficiency in doing the job.

    f. Persistency and discipline in doing the job.

    g. Initiative.

    h. Attitude to job.

    i. Capability in working by him/herself.

    j. Responsibility in doing the job

    k. Leadership

    l. Capability in using work tools and equipment.

    m. Ability in fixing and repairing the equipment.

Quantity of work ;

    a. Ability to finish all tasks given.

    b. Ability to do the job more than the requirements.

Time at work :

    a. Punctuality in finishing the job.

    b. Punctuality in attendance.

    c. Punctuality in time-break and working-hour.

d. Level of presence in work.

Cooperation with other's work :

    a. Ability to cooperate with other employees inside his/her working groups.

    b. Ability to cooperate with other employees outside his/her working groups.

    c. Ability to communicate with the managers/directors.

    d. Ability to give guidance and explanation to other employees.

Porter and Lawler mentioned that performance is "successful role achievement" which gained by someone from his/her acts (Moh. As'ad, 2000). From the definitions, it is clear that performance is an achievement gained by someone according to the measurement used in the related work.

According to Vroom, the level of someone's succeeding in doing the job is called as *Level of performance*. (Moh. As'ad, 2000). Usually people who have high level of performance is a productive people, and in converse.

According to Hani Handoko (1988), there are two main concepts in measuring someone's performance, which are efficiency and effectiveness. Efficiency is ability to finish a job in the right way. Efficiency is a mathematics concept as a ratio calculation between output and input. An efficient employee is someone who achieve output (result, productivity, performance) higher than the input (man power, resource, money, machine, time). In other words, maximizing the output with the limited input. Effectiveness is the ability to choose the right objective and the right tools to reach the determined goals. In other words, an effective

employee is the employee who is able to choose the task that he/she should do with the correct method and way to reach the goals.

2.2.3. FACTORS THAT INFLUENCES PERFORMANCE

The leaders of an organization need to find out the difference in performance of their employees. Even employees in the same workplace may have different productivity. Generally there are two rasons for the performance differences, which are individual factors and work situation (As'ad, 1987).

According to Hunt, individual factor or variable consists of age, gender, education background, experiences, interest, perceptions, motivation, capability, values, and many others. The situational variables consists of structure, job, technology, role, work group, and many others (Hunt, 1979).

Mitchell argued that performance can be seen as a combination of ability and motivation (Mitchell, 1983). These two aspects are needed to get high performance. Without ability and motivation, high performance is impossible to achieve.

Miner found the factors influencing someone's performance, which are :

- Behavior → consists of beliefs, feeling and attitude to other people or other things.

- Work Involvement → the level in which someone decides to involve actively in the work, make the work as the center of attention of his/her life and see the job as something important for the self esteem.

- Acts → someone actions in general or specific conditions.

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- **Participation** → the level in which someone actively participate in organization activities.

- **Appearance** → individual act to help achieve the organization goals, including quality and quantity. (Miner, 1988)

According to Robbins (1996:83), there are biographic characteristics which can influence the performance :

- **Age** → performance would decrease as age is increasing. In reality, someone power to work will decrease as they are getting older

- **Gender** → women are easier to adapt themselves to the authority, while men are more aggressive in realizing expectancy and succeed.

- **Position / Seniority** → someone's position in organization may influence the performance he/she achieve, because differences in position also differs the sort of needs they want to satisfy in the individual work. The research done by Bachsoni (1985) as quoted by Unaradjan & Purwanto (Unaradjan & Purwanto ,1993:26) mentioned that the higher someone's position, the higher the needs of self actualization, and the motivation will be also higher. With the motivation increased, performance improvement would happen.

CHAPTER III :

RESEARCH METHOD

3.1. SAMPLING METHOD

The sampling of this research is done by using Random Sampling. Questionnaires are distributed to 60 full-time employees of non-manager level and 20 manager/supervisor in manager-level in Menur Mental State Hospital through Department of Human Resource. Respondents are taken randomly from all departments in the company.

3.1.1. Population of the Research

According to Mantra and Kasto in Singarimbun (1981 : 108), population is the total amount of analysis unit whose characters will be hypothesized. According to Hadi (1987), population was mentioned as the amount of people or individual which at least have the similar characters.

In this research, the population is the total amount of all employees of Menur Mental State Hospital Surabaya, which is 350 persons.

3.1.2. Samples of the Research

Sample is part of population which is taken and is used to determine the characters and symptoms which are wanted from population (Nasir, 1988). To determine the sample, we can distribute questionnaires to the employees of Menur

Mental State Hospital Surabaya. 60 Employees are used to be the samples of Employee Motivation Questionnaire, and 20 managers/supervisors for the Performance Questionnaire.

3.2. METHOD IN COLLECTING DATA

In this research, data will be collected from two sources :

- **Primary Data** → will be collected by using questionnaires distributed to respondents.

- **Secondary Data** → are gained from the previous researches, annual company report book, and other literatures. From these sources we can get data on company records, research result and concept of work motivation.

3.2.1. Questionnaire Method

The questionnaire method is used to get primary data directly from the employees and managers/supervisors of Menur Mental State Hospital Surabaya as the respondents of the questionnaire. Data is gained by using a list of questions that the respondents should filled in. The working motivation will be measured according to the existing formulas in the theory of motivation such as the theories of Lyman W. Porter and Raymond E. Miles. According to Porter and Miles, there are three variables that can influence the employees' motivation, which are individual characteristic, job characteristic, and work situation characteristics.

The questionnaires are divided into two categories :

1. **Questionnaire of Motivation** → This questionnaire is distributed to employees in order to find out the employee motivation.

   There are three parts of question in this questionnaire :

   - 8 questions about Individual Characteristics.

   - 7 questions about Job Characteristics

   - 7 questions about Work Situation Characteristics.

   60 questionnaires are distributed to employees, 53 questionnaires are returned, and 51 questionnaires are feasible to be calculated.

2. **Questionnaire of Performance** → This questionnaire is distributed to Managers/Supervisor to find out the employees performance.

   There are 23 questions for managers/supervisors about their employees' performances.

   60 questionnaires are distributed to managers/supervisors, 60 questionnaires are returned, and 51 questionnaires are feasible to be calculated.

The final number of questionnaire of each category which are feasible to be calculated are 51 questionnaires.

Each number of the question uses Likert Scale in the form of multiple choices that are related to motivation factors and performance. The Likert Scale and Rating Scale used are four level scale.

The answer scale is such as :

Rating Scale : 1 = Very Poor   Likert Scale : 1 = Very Disagree

        2 = Poor   2 = Disagree

        3 = Good   3 = Agree

        4 = Very Good   4 = Very Agree

In answering the list of questions, respondents choose the alternative answer given by giving a cross mark on the answer they choose. The higher the score, the higher the motivation it shows.

The measurement of employees' performance is done through subjective approach by the manager/supervisor grading to their employees' performance. This procedure consists of valuation of employees' capabilities, which is measured by the related manager/supervisors by answering the list of questions given. Each answer will also be measured using Likert Scale with four level grades. The higher the score value means the higher the performance of the employee.

3.2.2. Interview Method

Interview is conducted with the Director of the company and the Human Resource manager, since writer did not get license to interview directly the

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employees. Interview is purposed to find out the conditions of the management and maintenance of the company's human resource.

3.2.3. Literature Method

The literature method is done by reviewing previous research on motivation and performance, annual company report book, and other literatures. From these sources, we can get data on company records, research result and concept of work motivation.

3.3. METHOD IN DATA ANALYSIS

3.3.1. Validity Test

Validity Test is done to find out whether the measurement tool that is arranged has already valid or not. The result of this test is shown by an index number which shows how far a measurement tool has calculated what we need to measure. Factor score is the value achieved from the result of question scores accumulation. Correlation between question score should be significant according to certain statistic measurements.

The requirements to determine whether all questions are valid are :

1. If the score of the question has positive correlation with its factor score, we can say that the measurement tool is valid.

2. The maximum possibility of correction (p) is 0.05 in test of one question score.

3.3.2. Reliability Test

After finding out that the questionnaires used are valid, the next step will be the test of reliability. This test will be done after all questions are valid. Validity test is done to find out how far the remeasurement to the same subjects.

One of the methods used to estimate the reliability based on score data appeared is by the method of Internal Consistency. This method needs only one time test, so the repeated test can be avoided.

Reliability test used in this research is coefficient alpha. Coefficient alpha will give lower value or equivalent with the real reliability value, so there are always possibility that the real reliability is higher than the alpha coefficient. In this research, the reliability test is done with practical reason and the efficiency is high. The procedure to measure the reliability coefficient by approaching the internal consistency needs only one time test to the research respondent.

This reliability test is done by using SPSS computer program. The interpretation of reliability is relative, depends on to the test user or evaluator or on the function and objective of the measurement. But generally if reliability coefficient alpha (α) the value is getting closer to 1, the reliability of the internal consistency will be higher.

The questionnaire data for respondents that have been filled will be changed into cardinal scale in the form of score from 1-4. Every number shows the category of source of motivation where the number 1 shows the lowest and the number 4 shows the highest.

3.3.3. Partial Correlation Method

This method is used to find out whether the Independent Variable have relationship to Dependent Variable. In this research, the Independent Variable or the Variable X is Motivation Factors, which consists of X1 for Individual Variable, X2 for Job Variable, and X3 for Work Situation variable. In finding the pure relationship between Independent variable with the Dependent Variable, this method is the correction between the result of over-high result of correlation calculation (Hadi, 1991 : 26).

3.3.4. Multiple Linear Regression Method

This method is used to explain the pattern of relationship of Motivation Factors (Individual Variable/ X1, Job/ X2, Work Situation/ X3)as the Independent Variable and Performance /Y as Dependent variable.

3.3.5. Coefficient of Correlation and Coefficient of Determinacy

Method of Coefficient of Correlation is used to find out the direction of relationship between two variables (Algifari, 1997:37). From this method, we will know whether these variables (motivation factors and performance) have Positive or Negative Relationship. The Method of Coefficient of Determinant is used to find out whether there were relationships between two variables (Algifari, 1997:31). This method is done by squaring the result of correlation calculation between motivation

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factors and performance. From the Coefficient of Determinacy we will find out the percentage amount of change in Dependent Variable caused by Independent Variable.

3.3.6. t-Test

t-test in this research is done to determine the level of significance caused by Independent Variable to Dependent Variable, by comparing the t count (result of computer calculation) with the t-table in certain level of significance. If the t-count in certain level of significance (in this research, $á = 5\%$) and certain samples (in this research the sample is 51) the result is bigger than the t-table, it means that the Independent Variable has significant influence to Dependent Variable. On the contrary, if the t-count is less than the t-table, it means that the Independent Variable do not influence significantly to Dependent Variable.

3.3.7. F-Test

F-Test is done to find out whether the variety of change in value of Independent Variable can explain the variety of change in Dependent Variable. This method is done in regression equation which is gained from relationship between motivation factors and performance, by comparing the F-count and the F-table. If the F-count is bigger than F-table, it can be said that variety of change in value of Independent Variable (motivation factors) simultaneously can explain the variety of change in value of Dependent Variable (performance). In converse, if the F-count is less than the F-table, it means that the variety of change in value of Independent

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Variable (motivation factors) simultaneously cannot explain the variety of change in value of Dependent Variable (performance).

CHAPTER IV :

COMPANY PROFILE

4.1. GENERAL PROFILE

4.1.1. Vision and Mission

Vision : to be the center of recommendation of mental health service, which is superior and professional as the people can count on.

Mission : to prevent and to solve the problems of Mental State health superiorily and professionally together with government and society.

Motto : professional and careful as the characteristics of our service.

Philosophy : with professionalism, the interests and satisfactions of the patients and other service users become our main objectives.

4.1.2. Company Goals

Goals of Company :

- ◆ To give Mental State health services promitively, preventively, curatively, rehabilitatively, and professionally.

- ◆ To be the center of recommendation of Mental State health service in east part of Indonesia.

- ◆ To be the place of high quality education, training, and research of Mental State health.

♦ To be the supervisor of Mental State health services in society health centers (Puskesmas), local hospital (RSUD Kabupaten/Kotamadya) of East Java.

♦ To develop Mental State health service in sub. Specialists / neuropsychiatry.

♦ To empower the people to participate actively and directively to prevent and to overcome the problems of Mental State health.

4.1.3. Organization Culture

Organization cultures :

♦ The satisfactions of the service users are our concerns

♦ We always be there and be ready to serve the service users.

4.1.4. Company Strategy

1. Improving the quality and efficiency of the service of Mental State health by developing all kinds and levels of service in Menur Mental State Hospital Surabaya.

2. Improving the management system, equipment and human resource in the quality and quantity for all lines, whether in managerial, medical technique, paramedic, non-paramedic.

3. Improving the disciplinary and work ethos of all employee with the approach of management participative.

4. Conducting social cooperative marketing and approach to Provincial Government of East Java, and the Provincial Representatives of East Java, and other related institutions.

4.1.5. WORKING FACILITIES

4.1.5.1. Land and Buildings

Land Width   : 40,436 m²

Building   : 13,900 m²

Yard   : 26,440 m²

a. Parking Lot   :   72 m²

b. Waste disposal lines   :   877.5 m²

c. Paved road   : 10,105 m²

d. Grassed Land   : 15,85.5 m²

Bridge   :   96 m²

Table 4.1 List of Rooms

No	Type	Σ	Width
1	Patient Room A	1 unit	534 m²
2	Patient Room B	1 unit	534 m²
3	Patient Room C	1 unit	440 m²
4	Patient Room D	1 unit	430.5 m²
5	Patient Room E	1 unit	430.5 m²

6	Patient Room F + Doctor's Room	1 unit	1080.5 m²
7	Patient Room G + Doctor's Room	1 unit	1080.5 m²
8	Patient Room H	1 unit	315 m²
9	Patient Room I	1 unit	252 m²
10	Working Therapy / Rehabilitation	1 unit	468 m²
11	Recreation	1 unit	390 m²
12	Main Warehouse	1 unit	176 m²
13	Warehouse II	1 unit	368 m²
14	Warehouse and Garage	1 unit	99 m²
15	Kitchen	1 unit	345 m²
16	Children Polyclinic	1 unit	360 m²
17	Adult Polyclinic	1 unit	400 m²
18	Emergency Room	1 unit	160 m²
19	Main Building (two-floor)	1 unit	720 m²
20	Drug Store	1 unit	130.5 m²
21	Laboratory	1 unit	99 m²
22	Hall	1 unit	230 m²
23	Education Hall	1 unit	162 m²
24	Canteen	1 unit	54 m²
25	House of Clean Water Pump	1 unit	52 m²
26	House of Waste Disposal Pump	1 unit	9 m²
27	Generator Room	1 unit	11 m²

28	Electricity House	1 unit	15 m²
29	Security Centers (2 buildings)	1 unit	12.5 m²
30	Praying Room	1 unit	36 m²
31	Laundry	1 unit	144 m²
32	Incenerator Room	1 unit	8 m²
33	Director's House	1 unit	120 m²
34	Pucang House	1 unit	86 m²
35	Dormitory I and II	1 unit	480 m²
36	Corpse Room	1 unit	28 m²
37	Equipment Room	1 unit	105 m²
38	Aisle	1 unit	2185 m²
39	Narcotic Building	1 unit	1679 m²

4.1.5.2. Communication Facilites

Table 4.2 List of Communication Facilities

No	Facilities	Σ
1	Telephone	8 lines
2	Intercom	30 lines
3	Faximile	1 unit
4	PABX	1 unit
5	C-Phone	1 unit

4.2. HUMAN RESOURCE PROFILE

4.2.1. Statistics of Employees

Table 4.3. Number of Employee Based on Employment

No	Type of Employment	$\sum$ (in persons)	
		2001	2002
1	Medics	24	24
2	Nursery Paramedics	140	69
3	Non-Nursery Paramedics	16	21
4	Non- Medics	104	236
	Total	284	350

Table 4.4. Educational Background of Employees

No	Type of Educational Background	$\sum$ (in persons)	
		2001	2002
1	SD / Elementary School	27	27
2	SLTP / Junior High School	50	50
3	SLTA / High School	156	198
4	D3 / Diploma 3	16	38
5	S1	24	27
6	S2 / Specialist	11	10
		284	350

Table 4.5. Type of Level / Group of Employee

No	Type of Level	Σ (in persons)	
		2001	2002
1	I	19	8
2	II	175	182
3	III	71	74
4	IV	13	15
5	PP 31	1	1
6	Contractual Employment	5	70
		284	350

Table 4.6. Action in Employment

No	Type of Actions	Σ (in persons)	
		2001	2002
1	Position Promotion	54	88
2	Regular Payment Increasings	130	148
3	Employee Mutation with :		
	◆ New	5	7
	◆ Dead	-	-
	◆ Move	4	2

	◆ Pension Preparation Period	2	3
	◆ Pension	6	2
4	Career Path dan Exercises :		
	◆ Career Path Increase	1	5
	◆ Functional	-	38
	◆ Education Advancement	30	18

Table 4.7. Type of Employment

No	Type of Employment	$\sum$ (in persons)	
		2001	2002
1	Employees of Government of East Java	279	280
2	Contractual Employees	5	70
	TOTAL	284	350

Table 4.8. Type of Punishment on Disciplinary Rules Violations

No	Type of Discipline Violations	$\sum$ (in persons)	
		2001	2002
1	Oral Warning	-	3
2	Written Dissatisfaction Warning	2	1
3	Delay of Regular Increasing in	-	-

	Salary for 6 months		
4	Delay of Regular Increasing in Salary for 12 months	-	2
5	Lay-off as Civil Servant with No Respects	1	1

4.2.2. Training and Development

Table 4.9. Cooperation between Menur Psyche Hospital

with Education Institution in 2002

No	Education Institution	$\sum$ person	Frequency	Duration
1	Hang Tuah Surabaya	79 Persons	6 Times	2 weeks
2	Kupang	48 Persons	2 Times	2 weeks
3	RSI Surabaya	256 Persons	15 Times	2 weeks
4	RKZ Surabaya	57 Persons	2 Times	2 weeks
5	Sutopo Surabaya	104 Persons	8 Times	2 weeks
6	Ende	35 Persons	1 Times	2 weeks
7	UNMUH Jember	162 persons	6 Times	2 weeks
8	UNMUH Surabaya	155 persons	4 Times	2 weeks
9	Williambooth	60 persons	4 Times	2 weeks
10	Sutomo	151 persons	8 Times	2 weeks
11	Pamekasan	58 persons	3 Times	2 weeks
12	Gresik	99 persons	7 Times	2 weeks

Table 4.10. Students of Faculty of Medicine in 2002

No	University	∑ person	Frequency	Duration
1	Univ. of Airlangga			
	- Junior Doctor	232 persons	23 times	2 weeks
	- PPDS Doctor	1 person	1 time	8 weeks
2	UWK Surabaya			
	- Junior Doctor	74 persons	12 times	6 weeks
	- Clarkship UWK	54 persons	5 times	1 week

Trainings for HRM improvement outside the company during 2002 :

1. **Structural Trainings** :

   a. Pre-Occupation   : -

   b. Structural Trainings :

      1. Adumia   : 4 persons joined "Diklat Pim" in Badan Diklat Tk.1

      Jatim, Surabaya.

      2. SPAMA   : 1 person joined "Diklat Pim Tk. III" in Badan Diklat

      Jatim, Surabaya.

      3. SPAMEN   : -

2. **Functional Trainings** :

   a. **Managerial Trainings :**

- 1 person joined "Operational Technic Guidance of Application on SIMPEG and DUK" in P3K Building, Indrapura, Surabaya

- 2 persons joined "Training on E-Mail Operation" for operators in BPDE Office, Surabaya.

- 1 person joined "Technical Training on Dynamic Documentation Management" in Hotel Victory, Batu, Malang.

- 3 persons joined "Training on Documentation Planning and Simposium Restrada" in Badan Diklat Jatim, Surabaya.

- 1 person joined "Technical Training on Compensation Treasurer" in Hotel Utami, Juanda, Sidoarjo.

- 2 persons joined "Training on SIMBADA OTODA Program" in Hotel Orchid, Batu, Malang.

- 1 person joined "Technical Training on Handling Discipline Violations of Civil Servants" in Hotal Mustika, tuban.

- 1 person joined "Technical Guidance in Improving Motivation of Achievement for the Next Guide of Corporate Culture Implementation" in Hotel Orchid, Batu, Malang.

- 1 person joined "Training on Leadership for officers of Eselon II and III" in tea Plantation Agrotourism PTP XII, Lawang.

- 1 person joined "Trainings on Training on Internet Application for officers of Eselon III" in Badan Diklat Jatim, Surabaya.

- 1 person joined "Training on Accreditation of Hospital" in Hotel Tanjung, Surabaya.

- 1 person joined "Assistance of Work Culture Group" in Governance Office, Surabaya.

- 1 person joined "Management Training on Medical Recording for Medical Record Officers" in Diklat RSUD Dr. Soetomo, Surabaya.

- 1 person joined "Training on Hospital Information System" in Pusat Diklat Depkes, South Jakarta.

- 2 persons joined "Assistance on LAKIP Arrangement" in Hotel Cendana, Surabaya.

b. Non-Managerial Trainings :

- 1 person joined "Training on Job Safety and Health" in Pusdiklat Depkes, Jakarta.

- 1 person joined "Technical Medical Training on Narcotic/NAPZA Handling".

- 1 person joined "Training of Trainer for Functional Position of Druggist Assistance".

- 1 person joined "Basic Training on Community Pharmacy and Clinical Pharmacy" in Faculty of Pharmacy, Gadjah Mada University, Yogyakarta.

- 1 person joined "Training on Functional Occupation of Medical Manpower" in Bapelkes Murnajati, Lawang.

- 2 persons joined "Training on Catering Nutrition" in Poltekes, Dept of Nutrition, Malang.

- 2 persons joined "Bn Pal PP" in Hotel Santika, Surabaya.

- 2 persons joined "Training Class Cell-Dyn 1200" in Hotel Santika, Surabaya.

- 2 persons joined "Training on Emergency Handling for Doctors and Nurses", Diklat of RSUD Dr. Soetomo, Surabaya.

- 1 person joined "AA Training" in P3AI-ITS Surabaya.

- 3 persons joined "Continuous Education for Nurses" in Graha BIK IPTEKDOK, Faculty of Medicine, University of Airlangga, Surabaya.

Comparison Study :

- Comparison Study to RSUD Bantul, Yogyakarta

  Theme : Computerization of Hospital Management Informatiom System (MIS).

As the place of Seminars and Case study :

- Seminar of Junior Doctors : 93 times

- Case Study : 5 times in a year.

4.2.3. Problem in Human Resource

1. Human Resource in Dept of Finance is quantitatively suficient, but qualitatively insufficient.

2. Welfare for sub division of Department of Finance employees is still low.

3. The number of functional psychiater is still not sufficient.

4. The composition between the number of patients and the nurses is still imbalance. The number of patients is higher than the nurses.

5. The education background of the nurses is still high school.

6. Capability and willingness of human resource in documentation of Nursery Assistance and Guidance is still low.

7. Compensation system for contractual nurses graduated from D3 Nursery School is equalized with the other contractual workers, so there is no separation of honorarium between Profession Workers and Non-Profession Workers.

8. The general performance of the nurses is still relatively low.

4.2.4. Programs in Improving Human Resource

1. Conduct more trainings or courses in Finance and Computer for employees of Department of Finance.

2. Improvement of welfare for the sub-division employees of Department of Finance.

3. Make proposal to add more human resource of functional medical psychiatrists in the hospital.

4. Propose and arrange periodic needs of nursery manpower.

5. Improve the level of education for nursery from intermediate education to high education through the Special Class of D3 Nursery School and S1 Nursery / Health.

6. Conduct scoring of Application of Standard of Nursery Asistance (Penerapan Standar Asuhan Keperawatan) and periodic evaluation.

7. Cooperate with the division of medical recording to arrange the needs format of Nursery Assistance.

8. Give more guidance through periodic performance evaluation and DP3.

9. Suggest the employees and their families to have Askes Card and health insurance.

10. Propose a functional compensation for contractual workers.
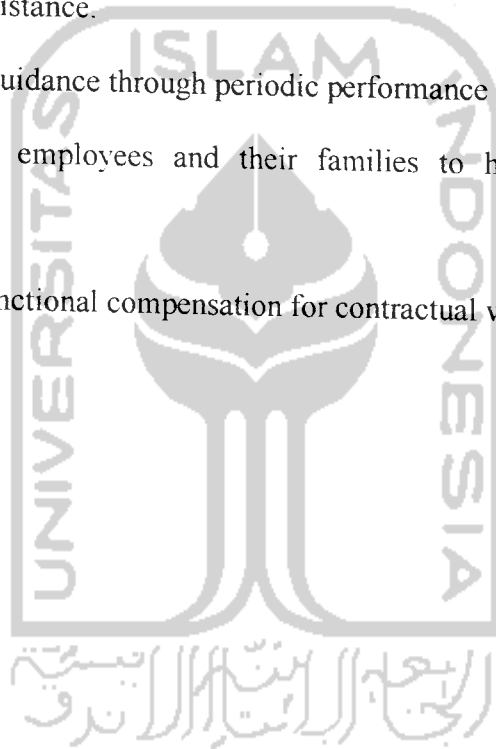
CHAPTER V :

ANALYSIS

5.1. CORRESPONDENCE

From 60 questionnaires of motivation that have already distributed to employees, 53 questionnaires are returned, and 51 questionnaires are feasible to be calculated. For the questionnaire of performance, from 60 questionnaires that have already distributed to managers/supervisors, 60 questionnaires are returned, and 51 questionnaires are feasible to be calculated.

5.2. VALIDITY AND RELIABILITY

The important things in conducting a research are the validity and reliability of research instrument. Analysis on validity and reliability relates to the instrument or measurement tool. In this research, it is represented by questionnaire. The questionnaire must fulfill the requirements of validity and reliability, so the data gained from the next measurement will not give misleading result.

5.2.1. Validity Test

If the value of correlation is higher than the α, it means that the question is valid. In this term, it is determined that for the research of social science, $\alpha = 0.05$. The resume of validity test is shown from Table 5.1. and Table 5.2

Table 5.1. Resume of Instrument Validity Test to Motivation Variable

Validity Test of Individual Characteristics

Questions	Correlation	Status
IND_1	0.7188	Valid
IND_2	0.5725	Valid
IND_3	0.5352	Valid
IND_4	0.3600	Valid
IND_5	0.5657	Valid
IND_6	0.6201	Valid
IND_7	0.4796	Valid
IND_8	0.5787	Valid

Source from primary data

Validity Test of Job Characteristic

Questions	Correlation	Status
JOB_1	0.6518	Valid
JOB_2	0.6252	Valid
JOB_3	0.4686	Valid
JOB_4	0.4008	Valid
JOB_5	0.3310	Valid
JOB_6	0.5092	Valid
JOB_7	0.5159	Valid

Source from primary data

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Validity Test of Work Situation Characteristic

Questions	Correlation	Status
SIT_1	0.4601	Valid
SIT_2	0.4945	Valid
SIT_3	0.6850	Valid
SIT_4	0.6417	Valid
SIT_5	0.6146	Valid
SIT_6	0.5066	Valid
SIT_7	0.6027	Valid

Source from primary data

From the resume of instrument validity test, we can conclude statistically that data gained from motivation variable are feasible to measure 'what to measure' and feasible to express 'what to express'.

Tabel 5.12. Validity Test of Performance

Questions	Correlation	Status
PFM_1	0.6776	Valid
PFM_2	0.4397	Valid
PFM_3	0.6940	Valid
PFM_4	0.5713	Valid
PFM_5	0.6766	Valid

PFM_6	0.6700	Valid
PFM_7	0.5293	Valid
PFM_8	0.5759	Valid
PFM_9	0.6935	Valid
PFM_10	0.6473	Valid
PFM_11	0.5283	Valid
PFM_12	0.4886	Valid
PFM_13	0.4518	Valid
PFM_14	0.6378	Valid
PFM_15	0.6382	Valid
PFM_16	0.6767	Valid
PFM_17	0.7498	Valid
PFM_18	0.6814	Valid
PFM_19	0.4409	Valid
PFM_20	0.5971	Valid
PFM_21	0.5562	Valid
PFM_22	0.6404	Valid
PFM_23	0.5938	Valid

Source from primary data

From the result of instrument validity test in this research, we can conclude statistically that data gained from motivation variable is feasible to measure 'what to measure' and to express 'what to express'.

5.2.2. Reliability Test

Reliability shows how far an instrument can give consistent measurement result, if the test will be done again. Instrument reliability test in this research is using Hoyt Technique. The Reliability Test is done only to valid points, where the valid points is gained from validity test. The result of test creates reliable instrument for all this research variables to test, which are motivation and performance.

Table 5.3. Resume of Reliability Test

Question	Alpha	Status
Individual	0.8234	Reliable
Job	0.7631	Reliable
Work Situation	0.8198	Reliable
Performance	0.9350	Reliable

Source from primary data

Based on the table above, the result of instrument reliability test in this research shows that the measurement tool of motivation is statistically capable to give consistent result of measurement, if the measurement will be done many times.

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5.3. STATISTICS OF RESPONDENTS

5.3.1. Age

Group of respondent whose age ranged between 46 - 50 years old has the biggest proportion, which is 23 %. Age 40 – 45 years old is the second biggest proportion, which is 19 %. The third position is age between 31 – 35 years old, which is 12 %. The next proportion is age ranged between 21 – 25 years old. Only 2 % are 26 – 30 years old. No respondents are 15 – 20 years old or older than 50 years old

Table 5.4 : Age of Respondents

No	Age (year)	Frequency	Percentage
1	15 - 20	0	0 %
2	21 – 25	5	10 %
3	26 – 30	1	2 %
4	31 – 35	6	12 %
5	36 – 40	8	16 %
6	4 – 45	19	19 %
7	46 – 50	12	23 %
8	> 50	0	0 %
	Total	51	100 %

Source from Primary Data

5.3.2. Gender

The proportion between female and male respondent is quite equal. The male respondents are 26 people or 50.9 %, while the female respondents are 25 people or 49.1 %.

Table 5.5. Characteristics of Respondent Based on Gender

No	Gender	Frequency	Percentage
1	Female	25	49.1 %
2	Male	26	50.9 %
	Total	51	100 %

Gender is one individual factor that can explain variety in work motivation between men and women. This is based on research done by Manhardt (1972) and also Bortal (1976), which showed that women pay more attention to working condition and pleasant working partners, while men pay more attention on achievement of their career. Women also generally expects more on fixed job and good working condition rather than high salary.

5.4. COEFFICIENT

5.4.1. Coefficient of Correlation

The result of regression calculation for each motivation factor is :

a. Individual Variable (X1) and Performance (Y)

From the computer calculation, the r = 0.526 with p = 0.000. It means that there is a positive relationship between Individual Variable and Performance, and the relationship made is significant.

b. Job Variable (X2) and Performance (Y)

From the computer calculation, the r = 0.616 with p = 0.000. It means that there is a positive relationship between Job Variable and Performance, and the relationship made is significant.

c. Work Situation Variable (X3) and Performance (Y)

From the computer calculation, the r = 0.600 with p = 0.000. It means that there is a positive relationship between Work Situation Variable and Performance, and the relationship made is significant.

5.4.2. Coefficient of Determinacy

Coefficient of determinacy is gotten from squaring the correlation resulted from a relationship between variables. From the calculation of correlation between

motivation factors and employees' performance, the r = 0.750 so the coefficient of determinacy (r^2) is 0.562. It means that employees' performance will change 56.2 % because of the influence of motivation, while the rest 43.8 % is influenced by other variables.

5.5. Data Analysis and Interpretation of Calculation

5.5.1. Multiple Linear Regression.

For the Multiple Linear Regression between motivation factors and performance, the result is:

- Coefficient of Individual Variable (X1) = 0.911
- Coefficient of Job Variable (X2) = 0.978
- Coefficient of Work Situation Variable (X3) = 1.221
- Constanta = 6.172

So the regression equation is :

$$Y = 6.172 + 0.91 X1 + 0.978 X2 + 1.221 X3$$

From the form above, we can conclude that the individual, job and work situation variable has positive influence to employees' performance. The influence of Individual Variable is 0.911, while the influence of Job Variable to the employees' performance is 0.978. The most dominant influence comes from work situation variable, which is 1.221. It means that if the work situation is increased one unit,

59

employees' performance will increase 1.221 times, with the assumption that another variables are constant.

The biggest influence of motivation factors to employees' performance is determined by Work Situation Variable, which consists of partnership among employees, rewards and punishment, and organization climate.

It means that the compensation system, relationship among employees, leadership, and the organization climate in Menur Mental State Hospital Surabaya is well managed. It shows that the intrinsic and extrinsic rewards given to employees are fair enough for the employees. The relationship among subordinates and leaders are also good. Among the employees, the partnership relationship is also cooperative. The company also implements good culture and climate in the organization.

5.6. t-Test and F-Test

5.6.1. t-Test

The result of computer calculation for Multiple Linear Regression between motivation factors and employees' performance can be seen that t-count of each coefficient of motivation factors is 2.578 for Individual Characteristic, 2.537 for Job Characteristic, and 3.426 for Work Situation Characteristic. While in t-count for level of significance 5 % with the number of sample 51, the t-table is 1.96. Because the t-count of three motivation variables is bigger than the t-table, the influence of three motivation variable is partially significant.

5.6.2. F-Test

Based on the result of computer calculation on Multiple Linear Regression analysis between motivation factors and performance, the F-count = 20.101 , while the level of significance is 5 % with the number of sample 51 and the F-table is 4.08. Because the F-count is bigger than F-table, the variance of change in motivation factors can explain simultaneously the variance of change in employees' performance.

From the analysis above, the answers of the hypothesis which has been proposed are :

- Individual Characteristic has positive relationship with employee's performance.

- Job Characteristic has positive relationship with employee's performance.

- Work Situation Characteristic has positive relationship with employee's performance.

- Among the three motivation factors, Work Situation Characteristic has the highest influence to employee's performance

Based on the table above, 67.94 % managers and supervisors agree that the performance of employees of Menur Mental State Hospital is good, and 19.13 % agree that the employees performance is very good. No one says that the employees' performance is poor. The rest said that most employees in Menur Mental State

Hospital have done their job well and their performance is influenced by motivation, both motivations from themselves and management.

From the discussion with the managers of Department of Human Resource in Menur Mental State Hospital, the result of this research is close to the fact and shows the real condition in Menur Mental State Hospital Surabaya.

CHAPTER VI :

CONCLUSION AND RECOMMENDATION

6.1. CONCLUSION

Having analyzed the result of the statistical calculation on data about work motivation and performance, there are some points that can be concluded as follows :

1. There is a positive influence between Motivation and Employees' Performance in Menur Mental State Hospital Surabaya, since $r = 0.767$. Motivation factors, which consists of Individual Characteristic ($r = 0.562$), Job Characteristic ($r = 0.616$), and Work Situation Characteristic ($r = 0.600$) has positive relationship with employees' performance. From the whole influence, 56.2 % comes from motivation factors, while the rest 43.8 % is caused by variables other than motivation, such as skills, experience, and many others.

2. From the three indicators of Motivation, the most dominant factor is Work Situation Characteristic ($\beta = 1.221$). It is followed by Job Characteristic ($\beta = 0.978$), and the least dominance factor is Individual Characteristic ($\beta = 0.911$).

3. Employees of Menur Mental State hospital needs motivation in order to improve their performance, where the factors are :

   (1) **Individual Factor**, by paying attention toward the attitude and behavior of employees, as well as the interest and needs to be fulfilled for the employees.

   (2) **Job Factor**, by give more attention on how responsibilities are given, the level of job satisfaction from the salary, compensation system, autonomy given to each

employees in doing their jobs, how decisions are made, variety of tasks and feedback after finishing the tasks

(3) **Work Situation Factor**. It is because employees need conducive environment to do the job well, and management ability to solve the employment problems.

4. Although motivation creates significant relationship to employees' performance in Menur Mental State Hospital, there are some factors other than motivation, which are also important and need attention from the company.

6.2. RECOMMENDATION

Based on analysis concluded above, there are some recommendations proposed to Menur Mental State Hospital in order to improve the quality and performance of this organization through the employees' motivation. Since motivation has significant influence to employees' performance, and the most influential factor is Work Situation Characteristic, which are partnership among employees, supervisory, compensation system, and organization culture, so the top management of this hospital should :

- Create good climate of coordination, solid partnership and teamwork building among employees. Equality and fair treatment among employees should also be maintained to avoid jealousy, negative grapevine, or gap among employees.

- Personal relationship in workforce, such as friendship, communication, interactions, brotherhood spirit, and supports among employees should be maintained to keep the personal and professional relationship stay close each other.

- Top managers and supervisors should always give directions and supervisory to their employees. These leaders should always motivate their employees to improve their works. Supervisor and directors can highly influence the motivation and performance of employees through the instructions, compensation, appraisal, sanctions, promotion, critics, and lay-off.

- Feedback is needed from employees to management to know what goes wrong or what to complain about their works.

- Improve the compensation system to keep it fair and balanced with employees' performance. The compensation system is the reflection of organization actions, which influence and motivate employees. Wage raising, promotion, or bonuses should be related to the improvement of employee's performance.
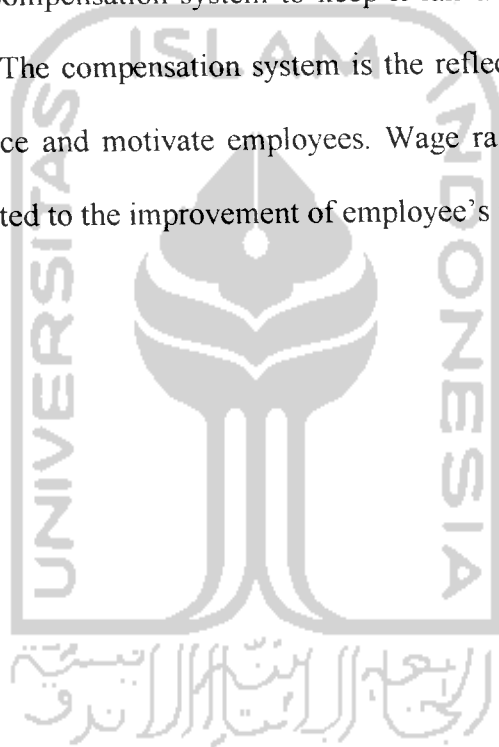
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APPENDICES

IDENTITAS RESPONDEN

1. Nama (boleh tidak diisi) : ....
2. Jabatan/Divisi : .... / ....
3. Jenis kelamin : a) Perempuan   b) Laki-laki
4. Status : a) Menikah   b) Tidak Menikah
5. Pendidikan : a) SD   b) SLTP   c) SLTA/sederajat
   d) Diploma/D3   e) Sarjana/S1   f) Pasca Sarjana
6. Lama bekerja : a) kurang dari 1 tahun   b) 1 - 5 tahun
   c) 6 - 10 tahun   d) lebih dari 10 tahun
7. Usia : .... tahun

KUESIONER

Lengkapilah kuesioner di bawah ini dengan memberi tanda silang (X) sesuai jawaban yang paling sesuai dengan keadaan anda. Mohon memberikan hanya 1 (satu) jawaban saja di setiap nomornya.

1	**Apakah anda selalu merasa senang, gembira, dan bersemangat setiap kali berangkat bekerja ?**
	a. Senang sekali b. Senang c. Tidak senang d. Sangat tidak senang
2	**Apakah pekerjaan anda sudah sesuai dengan yang anda idamkan?**
	a. Sangat Sesuai b. Sesuai c. Tidak Sesuai d. Sangat Tidak Sesuai
3	**Apakah terbersit keinginan untuk pindah perusahaan, bila ada kesempatan bekerja di perusahaan lain?**
	a. Sangat tidak pernah b. Tidak pernah c. Sering d. Sangat sering
4	**Apakah anda selalu bersedia membantu teman sekerja anda, bila mereka mendapat kesulitan dalam menyelesaikan pekerjaannya ?**
	a. Sangat membantu b. Membantu c. Tidak membantu e. Sangat tidak membantu
5	**Apakah kebijakan perusahaan anda dalam penempatan kerja sudah sesuai dengan hati nurani anda?**
	a. Sangat sesuai b. Sesuai c. Tidak Sesuai d. Sangat Tidak Sesuai
6	**Bagaimana hubungan anda dengan atasan anda di perusahaan tempat anda bekerja ?**
	a. Sangat baik b. Baik c. Tidak baik d. Sangat tidak baik
7	**Bagaimana pendapat anda mengenai sistem penggajian yg diterapkan di perusahaan anda saat ini ? Apakah gaji yg anda terima sudah cukup untuk memenuhi kebutuhan makan, pakaian, & perumahan ?**

	a. Lebih dari cukup	b.Cukup	c. Tidak cukup	d. Sangat tidak cukup
8	Bagaimana pendapat anda terhadap gaji yang selama ini anda terima, sesuaikah bila dibandingkan dengan prestasi yang anda berikan ?			
	a. Sangat sesuai	b. Sesuai	c . Tidak Sesuai	d. Sangat Tidak Sesuai

1	Bagaimana pendapat anda terhadap sistem pembagian tugas dan pekerjaan di perusahaan anda ?
	a. Sangat adil b. Adil c . Tidak adil d. Sangat tidak adil
2	Bagaimana pendapat anda terhadap hasil pekerjaan yang telah anda laksanakan selama ini ?
	a. Sangat baik b. Baik c. Tidak baik d. Sangat tidak baik
3	Bagaimana menurut anda, sikap atasan dalam membantu menyelesaikan setiap permasalahan pekerjaan yang timbul ?
	a. Sangat membantu b. Membantu c. Tidak membantu e. Sangat tidak membantu
4	Apakah dalam menyelesaikan pekerjaan, anda diberi wewenang oleh atasan untuk membantu keputusan yang berkaitan dengan pekerjaan anda ?
	a. Diberi wewenang penuh b. Diberi wewenang sebagian
	c. Diberi sedikit wewenang d. Sama sekali tidak diberi wewenang
5	Apakah anda berusaha meningkatkan prestasi kerja anda melalui cara-cara kerja yang anda ciptakan sendiri?
	a. Sangat berusaha b. Berusaha c. Tidak berusaha d. Sangat tidak berusaha
6	Apakah selama bekerja, anda selalu mendapat pujian atau penghargaan (misalnya bonus) dari pimpinan atas hasil prestasi kerja yang telah anda lakukan ?
	a. Selalu mendapat b. Mendapat c. Tidak mendapat d. Sangat tidak mendapat
7.	Apakah anda selama bekerja selalu mendapat perhatian dan tanggapan dari atasan atas hasil kerja yang anda capai ?
	a. Selalu mendapat b. Mendapat c. Tidak mendapat d. Sangat tidak mendapat

1	Bagaimana perhatian rekan sekerja anda, bila anda menemui kesulitan dlm melaksanakan pekerjaan anda? a.Selalu memperhatikan b.Memperhatikan c. Tidak memperhatikan d. Sangat tidak memperhatikan
2	Bagaimana hubungan antar karyawan di perusahaan anda, khususnya dalam kaitannya sengan pelaksanaan tugas kerja ?

	a. Sangat baik b. Baik c. Tidak baik e. Sangat tidak baik
3	*Apakah atasan anda sering memberikan bimbingan, pengarahan ataupun petunjuk tentang pelaksanaan tugas yang belum anda mengerti ?* a. Sangat sering b.Sering c..Tidak pernah d. Sangat tidak pernah
4	*Apakah atasan anda sering memberi petunjuk tentang cara melakukan kominikasi yang baik antara teman sekerja maupun dengan pimpinan, dan cara menjaga agar hubungan baik tersebut dapat terpelihara dengan baik ?* a. Sangat sering b.Sering c. Tidak pernah d. Sangat tidak pernah
5	*Apakah pimpinan anda selalu memperhitungkan akan penilaian dan pemberian penghargaan terhadap karyawan yang berprestasi, misalnya dengan memberikan bonus atau penghargaan ?* a. Sangat sering b.Sering c. Tidak pernah d. Sangat tidak pernah
6	*Apakah anda selalu dilibatkan dalam rapat-rapat yang berhubungan dengan pekerjaan anda ?* a. Selalu b.Sering c. Tidak Pernah d. Sangat tidak pernah
7	*Bagaimana tanggapan anda terhadap pelaksanaan kebijaksanaan kerja dari pimpinan yang diterapkan di perusahaan anda ?* a. Sangat baik b. Baik c. Tidak baik d. Sangat tidak baik
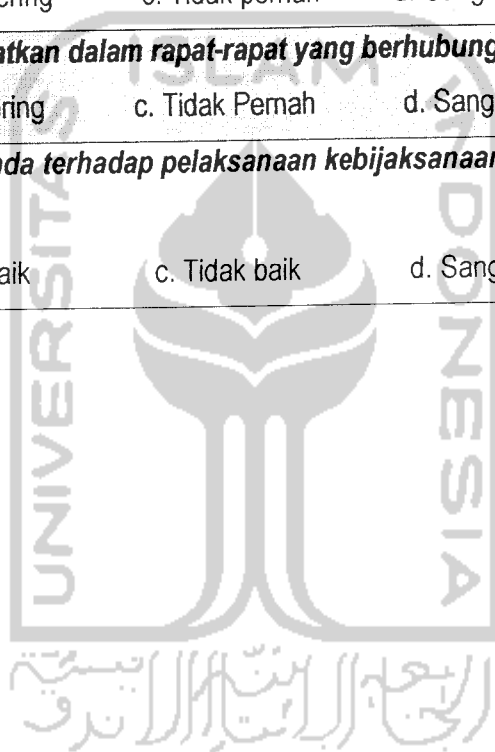
	S	SS	TS	STS

13 Pegawai saya mempunyai kemampuan memperbaiki peralatan yang mengalami kerusakan
☐ ☐ ☐ ☐

14 Pegawai saya mampu menyelesaikan seluruh jumlah pekerjaan yang ditugaskan kepadanya
☐ ☐ ☐ ☐

15 Pegawai saya mempunyai kemampuan untuk menyelesaikan pekerjaan melebihi dari apa yang ditargetkan
☐ ☐ ☐ ☐

16 Pegawai saya mampu menyelesaikan tugas tepat pada waktunya
☐ ☐ ☐ ☐

17 Pegawai saya hadir di tempat pekerjaan tepat pada waktunya
☐ ☐ ☐ ☐

18 Pegawai saya tepat waktu pada jam istirahat dan pulang kantor
☐ ☐ ☐ ☐

19 Pegawai saya mempunyai tingkat kehadiran yang tinggi dalam pekerjaannya
☐ ☐ ☐ ☐

20 Pegawai saya mampu bekerja sama dengan karyawan –karyawan lain dalam kelompok kerjanya
☐ ☐ ☐ ☐

21 Pegawai saya mampu bekerja bekerja sama dengan karyawan-karyawan lain di luar kelompok kerjanya
☐ ☐ ☐ ☐

22 Pegawai saya mempunyai kemampuan menjalin komunikasi dengan atasan
☐ ☐ ☐ ☐

23 Pegawai saya mampu memberikan bimbingan dan penjelasan kepada karyawan lain
☐ ☐ ☐ ☐

eterangan :   SS = Sangat Setuju

                  S   = Setuju

                  TS = Tidak Setuju

                  STS = Sangat Tidak Setuju

MOTIVATION

Individual Characteristic									Job Characteristic								Work Situation Characteristic								Total
1	2	3	4	5	6	7	8	Σ	1	2	3	4	5	6	7	Σ	1	2	3	4	5	6	7	Σ	
3	2	2	2	3	2	3	3	20	2	3	3	3	3	2	3	19	3	3	3	2	2	3	2	18	57
3	3	2	2	3	3	3	3	22	2	3	3	3	3	2	3	19	3	3	3	3	2	2	3	19	60
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3	3	3	3	3	3	2	2	22	2	3	3	4	3	2	2	17	3	3	3	3	2	4	3	21	60
3	3	3	3	3	3	2	2	22	2	3	3	1	3	2	3	19	3	3	3	3	2	3	3	20	58
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65	20	3	3	2	3	3	3	3	23	3	2	4	4	3	4	3	22	2	2	3	2	4	3	3	3
65	22	3	4	3	3	3	3	3	21	3	2	3	3	4	3	3	22	2	2	3	3	3	3	3	3
62	17	3	2	2	2	2	3	3	20	3	2	3	3	3	3	3	25	3	3	3	3	3	3	2	4
57	17	2	2	2	3	3	3	3	19	2	2	3	3	3	3	3	21	2	2	3	3	3	3	3	3
70	25	3	4	3	3	4	4	4	23	4	2	3	4	4	3	3	22	2	2	3	3	3	3	3	3
65	22	3	4	2	3	4	3	3	20	3	2	3	2	4	3	3	23	3	2	3	3	3	3	3	3
62	16	3	2	2	2	2	3	2	21	3	2	3	4	4	3	2	25	3	2	3	4	3	3	3	4
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53	16	2	2	2	2	2	3	3	16	2	2	3	1	3	3	2	21	2	2	2	2	3	3	3	3
53	17	2	3	2	2	3	2	3	17	2	2	3	3	3	2	2	19	2	2	2	2	3	2	3	3
58	18	2	2	2	3	3	2	4	19	2	2	4	3	3	3	2	21	3	3	3	3	4	1	2	2

PERFORMANCE

No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
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2	3	3	2	2	2	4	2	4	4	3	2	4	3	4	3	4	4	4	3	3	3	3	3	73
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4	3	3	3	2	2	3	2	4	3	3	2	3	3	4	3	3	3	2	3	3	3	3	2	65
5	3	3	2	2	2	3	2	4	3	3	2	3	3	3	2	2	3	2	4	3	3	3	2	62
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7	4	3	3	3	3	4	3	4	4	4	3	2	3	4	3	4	3	2	4	4	4	3	4	76
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9	4	3	3	3	4	4	3	3	4	4	4	2	3	3	3	4	4	2	4	3	3	4	3	82
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12	4	3	4	3	3	3	3	4	4	4	3	3	3	3	3	4	4	4	4	4	4	3	3	77
13	3	3	3	3	3	3	3	4	4	4	2	3	3	4	3	3	4	3	4	3	3	3	4	79
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17	3	3	3	2	3	3	3	4	3	3	2	3	3	4	3	3	3	3	4	3	3	3	3	69
18	3	3	3	2	3	3	3	4	3	3	3	3	3	3	3	3	3	4	3	3	3	3	2	69
19	4	2	3	3	4	4	3	4	4	3	3	3	4	4	4	3	3	4	2	3	3	4	4	80
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21	3	3	3	2	3	4	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	69
22	3	3	3	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	69
23	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	69
24	4	3	4	3	3	4	4	4	4	3	3	3	3	3	3	3	4	4	3	3	4	3	3	77
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No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
34	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	69
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41	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	4	3	3	3	3	3	69
42	3	4	3	3	4	4	4	4	3	3	3	4	3	4	4	4	4	4	4	3	3	3	4	82
43	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	69
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51	3	4	4	3	3	3	3	3	3	4	3	3	2	3	4	4	4	4	3	2	3	3	3	73

Validity Test of Individual Characteristic

****** Method 1 (space saver) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
IND_1	19.0980	6.9302	.7188	.7826
IND_2	19.2353	7.0235	.5725	.7993
IND_3	19.2941	7.0118	.5352	.8045
IND_4	19.0196	7.5796	.3600	.8278
IND_5	19.3333	6.8667	.5657	.8002
IND_6	19.0784	7.2337	.6201	.7957
IND_7	19.8039	6.9208	.4796	.8150
IND_8	19.5490	7.0525	.5787	.7986

Reliability Coefficients

N of Cases =   51.0   N of Items =   8

Alpha =   .8234

Validity Test of Job Characteristic

****** Method 1 (space saver) will be used for this analysis ******

.

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
JOB_1	17.1961	4.1208	.6518	.6920
JOB_2	16.8431	5.0149	.6252	.7173
JOB_3	16.7255	5.3231	.4686	.7421
JOB_4	16.8824	4.5459	.4008	.7621
JOB_5	16.8431	5.2149	.3310	.7634
JOB_6	17.5490	4.6925	.5092	.7281
JOB_7	17.0196	4.7396	.5159	.7268

Reliability Coefficients

N of Cases =   51.0   N of Items =   7

Alpha =   .7631
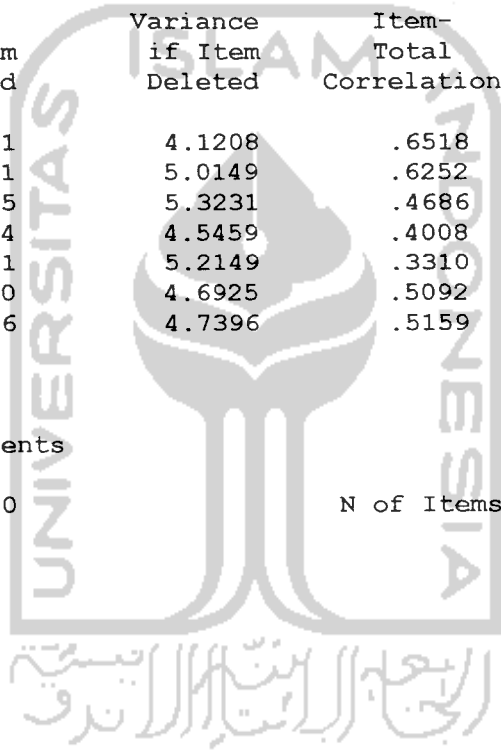
Validity Test of Performance

```
****** Method 1 (space saver) will be used for this analysis ******
```

Re

```
        R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)


Item-total Statistics

                   Scale          Scale       Corrected
                   Mean          Variance       Item-            Alpha
                  if Item        if Item        Total           if Item
                  Deleted        Deleted      Correlation       Deleted

    PFM_1         66.7059        62.2518         .6776            .9314
    PFM_2         66.9608        64.8384         .4397            .9345
    PFM_3         66.8431        62.3749         .6940            .9313
    PFM_4         67.3725        61.8784         .5713            .9327
    PFM_5         67.0980        60.4502         .6766            .9310
    PFM_6         66.7059        60.6518         .6700            .9311
    PFM_7         67.0196        61.6596         .5293            .9336
    PFM_8         66.4118        62.1671         .5759            .9326
    PFM_9         66.5490        60.5725         .6935            .9307
    PFM_10        66.7255        61.7231         .6473            .9316
    PFM_11        67.3333        61.9867         .5283            .9335
    PFM_12        66.9412        63.1765         .4886            .9339
    PFM_13        67.0588        63.6165         .4518            .9343
    PFM_14        66.7451        60.4737         .6378            .9317
    PFM_15        66.9608        62.2384         .6382            .9318
    PFM_16        66.8627        60.2008         .6767            .9310
    PFM_17        66.7843        60.0525         .7498            .9297
    PFM_18        66.9608        59.3184         .6814            .9310
    PFM_19        66.7451        63.1937         .4409            .9347
    PFM_20        66.9020        62.3302         .5971            .9323
    PFM_21        66.8431        62.8949         .5562            .9329
    PFM_22        66.8039        62.3608         .6404            .9318
    PFM_23        66.9412        61.9765         .5938            .9323



Reliability Coefficients

N of Cases =      51.0                    N of Items = 23

Alpha =     .9350
```

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Work Situation Characteristic (X3), Individual Characteristic (X1), Job Characteristic (X2)[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 [a]	.562	.534	4.55159

a. Predictors: (Constant), Work Situation Characteristic (X3), Individual Characteristic (X1), Job Characteristic (X2)

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1249.284	3	416.428	20.101	.000 [a]
	Residual	973.696	47	20.717		
	Total	2222.980	50			

a. Predictors: (Constant), Work Situation Characteristic (X3), Individual Characteristic (X1), Job Characteristic (X2)

b. Dependent Variable: Performance (Y)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Partial
1	(Constant)	6.172	8.440		.731	.468	
	Individual Characteristic(X1)	.911	.353	.282	2.578	.013	.352
	Job Characteristic (X2)	.978	.385	.304	2.537	.015	.347
	Work Situation Characteristic (X3)	1.221	.356	.378	3.426	.001	.447

a. Dependent Variable: Performance (Y)

EXHIBIT
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.72481507
R Square	0.52535689
Adjusted R Square	0.51567029
Standard Error	4.64037808
Observations	51

ANOVA

	df	SS	MS	F	Significance F
Regression	1	1167.858063	1167.858	54.2355	1.81E-09
Residual	49	1055.122329	21.53311		
Total	50	2222.980392			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	3.54724516	9.044132963	0.392215	0.6966	-14.62760946	21.72209978	-14.62760946	21.72209978
X Variable 1	1.074456089	0.145911448	7.364473	1.8E-09	0.781341039	1.367780748	0.781341039	1.367780748

SUMMARY OUTPUT

EXHIBIT

Regression Statistics	
Multiple R	0.7290066
R Square	0.5314506
Adjusted R Square	0.5015431
Standard Error	4.707568
Observations	51

ANOVA

	df	SS	MS	F	Significance F
Regression	3	1181.404174	393.80139	17.7698617	7.54961E-08
Residual	47	1041.576218	22.161196		
Total	50	2222.980392			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	4.3016723	9.272117271	0.4639364	0.64483501	-14.3514041	22.954786	-14.3514041	22.95474863
X1	0.9342529	0.387085432	2.4135575	0.01974806	0.155538233	1.71296765	0.15553823	1.712967653
X2	0.9503315	0.552898549	1.7188171	0.09222882	-0.161955891	2.06261883	-0.16195589	2.062618834
X3	1.3245969	0.370561899	3.5745631	0.00082441	0.579123226	2.07007059	0.57912323	2.070070591

STRUKTUR ORGANISASI RUMAH SAKIT JIWA DAERAH MENUR PROPINSI JAWA TIMUR
SESUAI DENGAN PERATURAN NOMOR : 11 TANGGAL 14 SEPTEMBER 1985

Direktur
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Wakil Direktur
Dr. Darmadji Angkawidjaja, Sp.KJ

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Sub Bagian Penyusunan Program & Laporan
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Sub Bagian Tata Usaha
Wiastuti

Sub Bagian Pencatatan Medik
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Bidang Perawatan
Bambang Tutuko, SH

Seksi Perawatan I
Kasihati, AMd.K

Seksi Perawatan II
Sumarti, AMd.K

Seksi Perawatan III
Susripah

Seksi Perawatan IV
Adi Suwito

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Anita Erawati

Seksi Pelayanan Medis II
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Bidang Penunjang Medis
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Seksi Penunjang Medis I
Asmiastuti

Seksi Penunjang Medis II
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Dr. I. Darmawan B, Sp.KJ

Unit Gangguan Mental Organik
Dr. Herman P.

Unit Rehabilitasi
Dr. Hinggo S.B.

Unit Kes. Jiwa Masyarakat
Dr. Budhi H.

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