The Effect of Reward, Policy, and Wages on the Employee Performance Private Hospital in Surabaya Indonesia

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Abstract: The Private Hospital is a Charity Health Business owned by Private Business. The BPJS (the Social Security Organizing Body)procedure that must be carried out by the hospital is quite complicated and the lack of information for BPJS users, such as nurses inpatient rooms must always monitor the ceiling limit limit of BPJS rates and the difficulty of referring to other private hospitals. This study uses a descriptive quantitative approach. Data analysis of this study uses multiple linear regression analysis which is processed using the SPSS for Windows program. The sampling technique in this study used proportionate stratified random sampling and samples were 64 employees. The results of this study are reward, policy and and wages have a significant effect simultaneously on the employee performance in Private Hospital Surabaya. Second, the most dominant variable influencing employee performance in Private Hospital Surabaya is wages variable.

Keywords: Performance, Award, Policy and Wages.

INTRODUCTION

Employees in Indonesia work with a variety of motivations. Like getting a monthly salary, company policy, awards, developing potential, achievements, etc. The potential of Human Resources is essentially one of the most important capital and promotions in achieving company goals. Therefore, managing HR can not be equated with managing machinery, materials, funds, etc. that are technical. The problem at the moment is the government health program for the Indonesian people, such as the Social Security Organizing Body (BPJS), which was previously known as Askes (health insurance).

Then counted in 2014, Askes began to change its name to BPJS Health. This government program is enough to make many hospitals have trouble with this. The problem is the procedure that must be carried out by the hospital is quite complicated and the lack of information for BPJS users, such as nurses inpatient rooms must always monitor the ceiling limit limit of BPJS rates and the difficulty of referring to private hospitals in Surabaya.

LITERATURE REVIEW

Reward are to attract capable people to join organizations, keep workers from coming to work, and motivate workers to achieve high-level performance [1, 2]. Reward can change someone and trigger increased motivation. Mahsun [3] there are four alternative norms of reward giving so that they can be used to trigger employee motivation and productivity

Policy is a general guideline for making decisions. Policy is the limit for decisions, determining what can be made and closing what cannot be made. In this way, the Policy of channeling the members' thoughts to be consistent with the goals of the organization [4].

Rivai [5] in Khoiriyah's research [6] "Wages are as fair and reasonable remuneration given to workers for their services in achieving organizational goals". Wages are direct financial rewards paid to employees based on working hours, the amount of goods produced or the amount of services provided. So, unlike salary, which is relatively fixed, wages can change. Hasibuan [7] provides a definition or definition of basic wages as remuneration that is paid periodically to permanent employees and has a definite guarantee.

Mangkunegara [8] "performance comes from the words Job Performance and Actual Performance. The definition of performance is the quality and quantity results achieved by an employee in carrying out their duties in accordance with the responsibilities given to him ". While Kasmir [9] stated that performance is the work and work behavior of a person in a certain period. Rivai and Basri [5] Performance is the result or overall success rate of a person during a certain period in carrying out a task

compared to various possibilities, such as work standards, targets or targets or performance that has been determined in advance and mutually agreed upon. Maharjan [10], performance is a result achieved because it is motivated by and satisfied with the work they do.

STATEMENT OF THE PROBLEM
Based on the background described, formulations of the problem are as follows:
- Does Reward significantly affect Employees Performance?
- DoesPolicy significantly affect Employees Performance?
- Does Wages significantly affect Employees Performance?

OBJECTIVE OF THE STUDY
Based on the background of the study and the formulation of the problem which has been described previously, the objectives to be achieved in this study are as follows:
- To test and analyze the effect of Reward on Employees Performance
- To test and analyze the effect of Policy on Employees Performance
- To test and analyze the effect of Wages on Employees Performance

HYPOTHESES
Based on the problem formulation proposed, theoretical foundation, framework of thinking process and the proposed conceptual framework, research hypotheses are formulated as follows:

H1: Reward significantly affects Employees Performance at Private Hospital in Surabaya.
H2: Policy significantly affects Employees Performance at Private Hospital in Surabaya.
H3: Wages significantly affects Employees Performance at Private Hospital in Surabaya.

RESEARCH METHOD
In this study using a quantitative research approach that is a research approach with emphasis on testing data. The data used are primary data in the form of questionnaires and interviews and secondary data in the form of documentation (employee performance evaluation, organizational structure, employee data, etc.) as supporting data that can be used to support primary data.

Data analysis technique used in this study is multiple linear regression analysis, analysis of reliability and validity, analysis of multiple determination coefficients, multiple correlation coefficients, t test and F test to determine the effect of variable rewards (X1) and company policies and administration (X2) , wage (X3) on employee performance (Y). The population in this study were 181 employees and the sample size were 64 employees using the sampling technique which was propotionate random sampling. The sampling technique in this study used proportionate random sampling and samples were 64 employees

Conceptual Framework
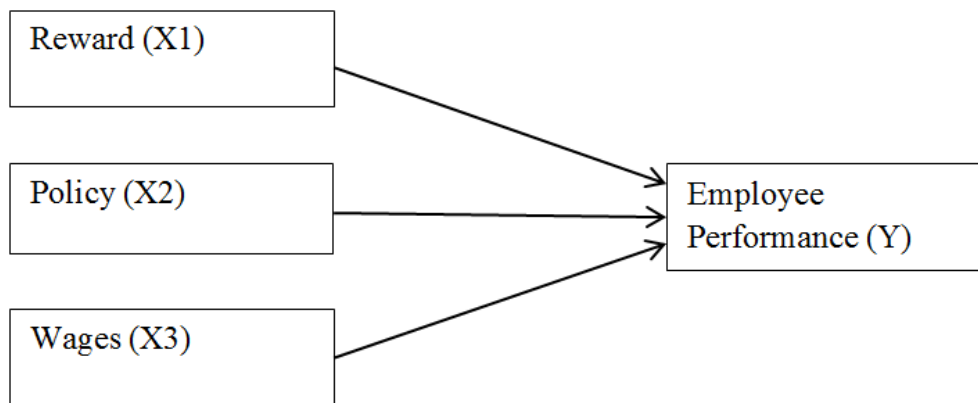
RESULTS AND DISCUSSIONS

VARIABLE	ITEM	r counts	DECISION
Reward (X1)	1	0,871	Valid
	2	0,855	Valid
	3	0,846	Valid
	4	0,887	Valid
	5	0,878	Valid
Policy (X2)	1	0,868	Valid
	2	0,781	Valid
	3	0,830	Valid
	4	0,795	Valid
	5	0,858	Valid
Wages (X3)	1	0,712	Valid
	2	0,700	Valid
	3	0,755	Valid
Employee Performance (Y)	1	0,770	Valid
	2	0,817	Valid
	3	0,867	Valid
	4	0,859	Valid
	5	0,803	Valid
	6	0,825	Valid

The r table value is obtained from calculating the value of df = N - 2. Then the r table is obtained by looking at df = 64 - 2 = 62 that is 0.246. So that the data obtained from the study shows that each indicator is stated in the variables X1, X2, X3 and Y valid, this is proven that from each indicator where r counts> r table.

VARIABLE	Alpha Cronbach's Coefficient	DECISION
X1	0,952	Reliable
X2	0,933	Reliable
X3	0,851	Reliable
Y	0,940	Reliable

The data obtained from the study showed that the variables of Award (X1), Policy (X2), Wages (X3) and Employee Performance (Y) had an alpha coefficient of cronbach's above 0.6 so that it proved reliable.

Results of Multiple Linear Regression Analysis:

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-,230	,738		-,312	,756		
Reward	,478	,115	,386	4,144	,000	,144	6,957
Policy	,458	,135	,358	3,401	,001	,113	8,873
Wages	,499	,209	,247	2,390	,020	,117	8,578
a. Dependent Variable: Employee Performance							

It can be seen that the regression equation produced is as follows:

The regression formula used is:

$$Y = -0{,}230 + 0{,}478X1 + 0{,}458X2 + 0{,}499X3 + e$$

Based on the analysis of the regression coefficient value, it can be concluded that:

- The value of the dependent variable Employee Performance (Y) can be seen from the constant value of -0.230 with a note that if the independent variables reward (X1), Policy (X2), and Wages (X3) do not affect the dependent variable Employee Performance (Y)
- The influence of independent variables reward (X1) on Employee Performance (Y) when viewed from the magnitude of the regression coefficient of 0.478 it can be interpreted that every change in the variable Award (X1) is one unit then the Employee Performance variable (Y) will increase by 0.478

- with variable records Policy (X2) and Wages (X3) remain.
- The influence of independent variables Policy (X2) on Employee Performance (Y) when viewed from the magnitude of the regression coefficient 0.458 it can be interpreted that every change in Policy variable (X2) is one unit then the Employee Performance variable (Y) will increased by 0.458 with variable notes Reward (X1) and Wages (X3) fixed.

- Influence of independent Wages variables (X3) on Employee performance (Y) when viewed from the magnitude of the regression coefficient of 0.499 it can be interpreted that every change in Wages variable (X3) is one unit then the Employee Performance variable (Y) will increase by 0.499 with variable records Reward (X1) and Policy(X2) remain.

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1965,510	3	655,170	247,664	,000[b]
	Residual	158,724	60	2,645		
	Total	2124,234	63			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Reward, Policy, Wages						
F count value (247,664)> F table (2,758) This shows that Reward (X1), Policy (X2), and Wages (X3) simultaneously or together have the same effect on Employee Performance (Y).						

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,230	,738		-,312	,756		
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a. Dependent Variable: Employee Performance								

Value of t count (4,144) > table (2,000) This shows that partially the variable Reward (X1) effect on Employee Performance (Y). The value of t count (3.401) > table (2,000) This shows that partially the Policy variable (X2) has an effect on Employee Performance (Y). Value of t count (2,390) > table (2,000). This shows that partially the wages variable (X3) effect on Employee performance (Y).

Based on the regression coefficient and the t test carried out on the three dependent variables, it can be concluded that the dominant variable effect on Employee Performance (Y) is the Wages variable (X3) with a regression coefficient of 0.499. Then followed by variable Reward (X1) with regression coefficient 0.478 and the last variable is Policy (X2) with a regression coefficient of 0.458.

The results of this study indicate that partially the variable of Reward (X1) effect on Employee Performance (Y) with the value of t count (4,144) > table (2,000). This means that if the award program is implemented properly, it will improve Employee Performance. This is also in line with the results of Omtinah's [11] and Susanto [12] research that Reward significantly effect on Employee Performance.

The results of this study also show that partially variable of Policy (X2) effect on Employee

Performance (Y) with the value of t count (3,401) > table (2,000). This means that if Policy issued by a leader is considered wise and benefits employees, it will improve Employee Performance. This is in line with the results of Pratama's research [13] that there is a significant effect of hygiene factors and motivators on police work motivation, which in hygiene factors is one of the indicators studied is company policy

The results of this study also show that partially variable of wages (X3) effect on Employee Performance (Y) with the value of t count (2.390) > table (2,000). This means that if a given wages increases, it can also improve Employee Performance.

CONCLUSION

Based on the results of research testing two conclusions can be drawn to answer the following problem formulation:
- Reward, Policy, Wages have a significant effect simultaneously on Employee Performance at Private Hospital in Surabaya.
- Among the variables of Reward, Policy, Wages, the most dominant variable influencing Employee Performance at Private Hospital in Surabaya is the wages variable.

RECOMMENDATIONS

Based on the results of the study, suggestions proposed are as follows:

- As we know that Wages, Policy, as well as wages are factors that effect on Employee Performance, it is expected that at Private Hospital in Surabaya it is necessary to pay attention to these Wages factors to further improve Employee Performance.
- To improve Employee Performance optimally, it should continue to make improvements and supervision of employees, to maintain and improve the quality of human resources for employees in the inpatient rooms of Private Hospital in Surabaya.
- Private Hospital in Surabaya also needs to pay attention to Reward factors, Policy and to motivate employees to improve Employee Performance.
- To the next researchers it is suggested that the unit of analysis be further deepened, both variables and research indicators, so that it can further sharpen the results that the authors have obtained in this study.

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