



Analysis of Factors Affecting Human Resource Performance at Martha Friska Multatuli General Hospital Medan

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Abstract

In an effort to improve the degree of public health, human resources are needed who have the capacity, competence and professionalism in their fields so that they are able to apply the knowledge and knowledge they have in health services to the community. Without competence supported by reliable human resources, a hospital will have difficulty competing with other hospitals. To improve HR performance, it is necessary to pay attention to satisfaction factors at work. To know and analyze the influence of leadership style, work motivation, work quality, quantity of work, punctuality, work effectiveness, independence and work commitment on HR performance. is a descriptive research with a quantitative analytical approach. The population in this study was all human resources at RSU Martha Friska Multatuli Medan totaling 231 people, the sample of this study was 231 using total sampling techniques. of the study using the chi square statistical test obtained results: leadership style ($p = 0.000$), work motivation ($p = 0.027$), work quality ($p = 0.000$), work quantity ($p = 0.000$), punctuality ($p = 0.00$), work effectiveness ($p = 0.000$), independence ($p = 0.000$), work commitment ($p = 0.000$). Which shows the influence of HR performance of RSU Martha Friska Medan, and by using multiple logistic regression, the most dominant variable is work commitment, this can be seen from the Exp (B) value of 6,067 (which means that work commitment has 6 times more influence on the performance of human resources at RSU Martha Friska Multatuli Medan.

Introduction

Human resources are the main asset and have a strategic role in the organization, namely as thinkers, planners and controllers of organizational activities. Considering the importance of human resources in organizations, managing these resources is also a very important part of management work (Garengo et al., 2021)

Human resource management is basically a central factor in managing an organization. To achieve its goals, an organization needs human resources to manage the system. Competent human resources with good performance can support business success. On the other hand, incompetent and poorly performing human resources are a competitive problem that can put a company in a disadvantageous position (Zhu et al., 2021). Work enthusiasm in employees arises when love for their work is high, and this is formed because of motivation and job satisfaction in the employee. An employee who has high motivation and job satisfaction will show high work morale (Carini et al., 2020).

Planning a human resource development plan has a goal; determine the quality of employees, ensure the availability of employees now and in the future, minimize the occurrence of errors

in the implementation of work tasks, expedite the reconciliation process and improve employee performance as best as possible, avoid shortages and excesses of human resources in carrying out work related to employment, become a guideline in determining employee recruitment, selection and discipline plans, as well as being the basis for employee implementation and evaluation (Molina-Azorin, 2021).

Health is a human right and an investment, so it needs to be pursued, fought for and improved by every individual and all components of the nation so that society can enjoy a healthy life and achieve optimal levels of public health. In an effort to improve the level of public health, human resources are needed who have the capacity for competence and professionalism in their field so that they are able to apply the knowledge and knowledge they have in health services to the community (Leatemia, 2020).

Martha Friska General Hospital is one of the various other public hospitals in the city of Medan which has human resources from various medical expertise disciplines, from the professions of doctors, nurses, pharmacists and pharmaceutical personnel, medical records, nutrition, marketing laboratories, technicians. and others are employees who carry out daily activities providing health services to the community (Narso & Cholifah, 2015).

One of the missions of the Martha Friska Multatuli General Hospital is "to provide complete equipment, facilities and infrastructure", which means that the hospital focuses on the quality of facilities and infrastructure in order to provide satisfaction to its patients. This is done of course to be able to compete with other hospitals. Many factors are considered, but one way to attract patients and win the competition is by providing services that are in accordance with the patient's wishes and can provide satisfaction (Harmoko, 2018).

Martha Friska Multatuli General Hospital as an institution operating in the field of health services has social and commercial functions, just like the business environment, but the hospital still prioritizes social values. However, in the business aspect, no business environment in an organization or institution is static, because everything will definitely experience change and change is something that happens naturally. These changes are caused by dynamic and competitive environmental conditions so that they will have an impact on even greater changes in the future.

The Martha Friska Multatuli General Hospital in Medan was established on July 24 2010 and is a Type B Hospital. In 2012 the number of patients seeking treatment at the Martha Friska Multatuli General Hospital in Medan per month was quite large. However, in the first quarter of 2017 the rate of patient return visits was low, with a ratio of 65% of new patients to 35% of old patients (Harmoko, 2018).

This cannot be separated from several factors that are not working well, which has an impact on the performance of human resources at the Martha Friska Multatuli General Hospital, Medan. The lack of competence regarding several factors increasingly brought RSU Martha Friska Multatuli into a difficult situation so that the management of RSU Martha Friska on April 5 2020 was taken over by the North Sumatra Provincial Government to become a Covid-19 referral hospital. After 1 year, on May 1 2021 this hospital returned to being a general hospital but was reduced to being a Type C hospital.

Without competence supported by reliable human resources (HR), a hospital will have difficulty competing with other hospitals. To improve human resource performance, it is necessary to pay attention to job satisfaction factors. Satisfaction is an emotional state that is pleasant or unpleasant for employees regarding their work (Ghahremanloo et al., 2019).

In an era of increasingly tight business competition, employee performance is required to continue to improve. The success of an organization is greatly influenced by the individual performance of its employees. Every organization or company will always try to improve

employee performance, with the hope that the company's goals will be achieved. One of the ways taken by companies to improve employee performance, for example is through leadership style (Rahman, 2019).

Leadership style is one of several other important factors to encourage employee performance. Because leaders must have a leadership style that is firm and fair so that employee performance will be realized well. The success or failure experienced by most organizations is determined by the quality of leadership possessed by the people who are entrusted with the task of leading the organization. This opinion reflects how big a role leadership style plays in an organization or hospital, so that a leader is relied on so that organizational goals can be achieved. A leader's ability is the ability to influence, direct and communicate with his subordinates (Narso & Cholifah, 2015).

As a hospital that provides services to the community, there are many factors that management leaders need to prepare to influence the performance of RSU Martha Friska's human resources. Leadership has a strong influence on motivation because a leader's success in moving other people to achieve a goal depends on how the leader creates motivation within each employee. Motivation is a driving force, which results in a member of an organization being willing and willing to mobilize their abilities in forming expertise and skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations in order to achieve the goals and various targets of the organization that have been determined previously (Mendrofa et al., 2022).

Based on research results, leadership & motivation has a significant 90% effect on job satisfaction, the remaining 10% is influenced by other factors (Muhammad, 2018). The research results show that work leadership has a positive effect on interpersonal communication (Sinaga, 2021).

Work quality is an employee's perception of the quality of carrying out work with full accuracy, skill, accuracy and neatness regarding the relationship between work results (Aristi, 2021). In a study, it is said that placing someone according to the competencies and skills possessed by the job will improve the quality of work (Gustiawati & Tanjung, 2020).

Apart from quality and quantity, timeliness can also be related to employee performance. Timeliness is where the activity can be completed or a production result can be achieved at the beginning of the specified time together with coordination with other product results and maximizing the time available for other activities (Astuti & Bukhari, 2018). Based on research results (Elsa, 2018) there are There is a significant influence between work discipline on performance at the Darmayu Ponorogo General Hospital with a p value $\leq \alpha$ ($0.001 \leq 0.05$).

A study conducted by Multazamah found that work motivation, work quality and timeliness had a significant effect on employee performance at regional government offices in Probolinggo Regency (Multazamah et al., 2021).

Apart from several factors that have been explained, effectiveness may be related to employee performance. Effectiveness is the level at which organizational resources such as humans, finance, technology, raw materials can be maximized in the sense of obtaining the highest profits or reducing losses arising from each unit or example of use of an existing resource (Rosmaini & Tanjung, 2019). Further research conducted by (Hernawati, 2018) showed that work effectiveness had a significant effect on employee performance and independence had no effect on employee performance at the Samarinda Seberang District office.

Apart from that, independence is no less important, this factor may also be related to employee performance. Independence is the attitude of an employee who works independently and carries out his work functions without requiring himself to ask for help from other people (Astuti & Bukhari, 2018).

According to Khan et. al in Chaterine & Ratnawati argue that an employee's commitment to their organization can be an important instrument for improving the employee's performance. With this, employees who have strong organizational commitment are not interested in leaving the company and will improve their performance to achieve the desired goals.

Employees who have a strong commitment are emotionally attached to the organization and want to make the organization a success together. In the world of work, a person's commitment to their work and the company where the employee works is often an important issue. Some companies even dare to include an element of commitment as one of the requirements for holding a position, this shows the importance of commitment in the modern world of work. However, unfortunately, even though it is very common, quite a few employees still do not truly understand the meaning of commitment (Monica Damayanti, 2021). The aim of this research is to determine and analyze the influence of leadership style, work motivation, work quality, work quantity, timeliness, work effectiveness, independence and work commitment on the performance of human resources at the Martha Friska Multatuli General Hospital, Medan.

Methods

The research approach used in this research is a quantitative analytical descriptive approach, namely the aim of describing the nature and characteristics of the data or variables to be tested. Apart from that, this research approach is used to describe and illustrate what is about a particular variable, symptom, situation or phenomenon, so that in this research it is used to analyze the data obtained in depth with the hope of knowing the influence of the independent variable on the dependent variable. In this case, the variables to be tested are the independent variables, namely leadership style, work motivation, work quality, work quantity, timeliness, work effectiveness, independence and work commitment with the dependent variable being human resource performance. This research also aims to analyze the relationship or level of influence of the independent variable on the dependent variable. In this research the data was analyzed statistically using SPSS software.

Result and Discussion

Univariate Analysis Results

Univariate analysis in this research focused on performance variables, leadership style, work motivation, work quality, work quantity, timeliness, work effectiveness, independence and work commitment. An overview of the univariate analysis in this research can be seen in the following table:

Table 1. Variable frequency distribution of performance, leadership style, motivation, work quality, quantity of work, punctuality, work effectiveness, independence and work commitment at RSU Martha Friska Multatuli Medan

Variable	Number of Cases				Sum	
	Less Good		Good		n	%
	n	%	n	%		
Performance	99	42.9	132	57.1	231	100
Leadership Style	101	43.7	130	56.3	231	100
Work Motivation	102	44.2	129	55.8	231	100
Quality of Work	104	45.0	127	55.0	231	100
Working Quantity	109	47.2	122	52.8	231	100
Timeliness	100	43.3	131	56.7	231	100
Work Effectiveness	101	43.7	130	56.3	231	100
Independence	101	43.7	130	56.3	231	100
Work Commitment	102	44.2	129	55.8	231	100

From the table above it can be seen that of the 231 human resources at RSU Martha Friska Multatuli Medan, the results obtained are that the majority of performance variables have a good category with 132 respondents (57.1%), the majority of leadership style variables have a good category with 130 respondents (56.3%) , the majority of work motivation variables have a good category of 129 respondents (55.8%), the majority of work quality variables have a good category of 127 respondents (55%), the majority of work quantity variables have a good category of 122 respondents (52.8%), the majority of punctuality variables have a good category of 131 respondents (56.7%), the majority of work effectiveness variables have a good category of 130 respondents (56.3%) the majority of independence variables have a good category of 130 respondents (56.3%) and variables The majority of work commitments were in the good category as many as 129 respondents (55.8%).

Bivariate Analysis Results

Bivariate analysis is intended to determine the influence of each independent variable and dependent variable. The independent variables include: leadership style, work motivation, work quality, work quantity, timeliness, work effectiveness, independence and work commitment. Meanwhile, the dependent variable is performance. The test used to see the correlation between the dependent variable and the independent variable is the chi-square test. Based on the results of statistical tests, a p value is obtained, for a p value <0.05, it means that there is an influence between the independent and dependent variables. The results of the tests carried out can be seen in the table below:

Table 2. The influence of leadership style, work motivation, quality of work, quantity of work, punctuality, work effectiveness, independence and work commitment on HR performance

Variable	Performance				Total		Chi square
	Not Good		Good		n	%	
	n	%	n	%			
Leadership Style							
Not Good	62	26,8	39	16,9	101	43,7	0,000
Good	37	16,0	93	40,3	130	56,3	
Total	99	42,9	132	57,1	231	100,0	
Work Motivation							
Not Good	52	22,5	50	21,6	102	44,2	0,027
Good	47	20,3	82	35,5	129	55,8	
Total	99	42,9	132	57,1	231	100,0	
Quality of Work							
Not Good	66	28,6	38	16,5	104	45,0	0,000
Good	33	14,3	94	40,7	127	55,0	
Total	99	42,9	132	57,1	231	100,0	
Working Quantity							
Not Good	70	30,3	39	16,9	109	47,2	0,000
Good	29	12,6	93	40,2	122	52,8	
Total	99	42,9	132	57,1	231	100,0	
Timeliness							
Not Good	59	25,6	41	17,7	100	43,3	0,000
Good	40	17,3	91	39,4	131	56,7	

Total	99	42,9	132	57,1	231	100,0	
Work Effectiveness							
Not Good	68	29,5	33	14,2	101	43,7	0,000
Good	31	13,4	99	42,9	130	56,3	
Total	99	42,9	132	57,1	231	100,0	
Independence							
Not Good	58	25,1	43	18,6	101	43,7	0,000
Good	41	17,8	89	38,5	130	56,3	
Total	99	42,9	132	57,1	231	100,0	
Work Commitment							
Not Good	67	29,1	35	15,1	102	44,2	0,000
Good	32	13,8	97	42,0	129	55,8	
Total	99	42,9	132	57,1	231	100,0	

The results of the research show that from 231 respondents the leadership style variable can be seen using the chi-square test, the p value is 0.000 ($p < 0.05$), so it can be concluded that H_0 is rejected, which means leadership style influences performance, work motivation variables using The chi-square test p value obtained 0.027 ($p < 0.05$), so it can be concluded that H_0 is rejected, which means that motivation influences performance. Using the chi-square test, the p value obtained was 0.000 ($p < 0.05$).), then it can be concluded that H_0 is rejected, which means that work quality influences performance, the work quantity variable using the chi-square test, the p value is 0.000 ($p < 0.05$), so it can be concluded that H_0 is rejected, which means that work quantity influences performance, the punctuality variable using the chi-square test, the p value obtained is 0.000 ($p < 0.05$), so it can be concluded that H_0 is rejected, which means that punctuality has an effect on performance, the work effectiveness variable using the chi-square test p value obtained 0.000 ($p < 0.05$), then it can be concluded that H_0 is rejected, which means that work effectiveness influences performance. The independence variable using the chi-square test p value is obtained 0.000 ($p < 0.05$), so it can be concluded that H_0 is rejected, which means that independence has an effect on performance, the work commitment variable using the chi-square test has a p value of 0.000 ($p < 0.05$), so it can be concluded that H_0 is rejected, which means work commitment has an effect on performance.

Normality test

The normality test aims to test whether in the regression method, the dependent variable and the independent variable both have a normal distribution or not. A good regression model is data that is normally distributed or close to normal. The testing criteria in the normality test are as follows:

If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model satisfies the assumption of normality. If the data spreads far from the diagonal line and does not follow the diagonal line, then the regression model does not meet the assumption of normality (Ghozali, 2016). The following are the results of normality testing can be seen from the probability plot graph, the results of data research that has been processed with SPSS testing are as follows:

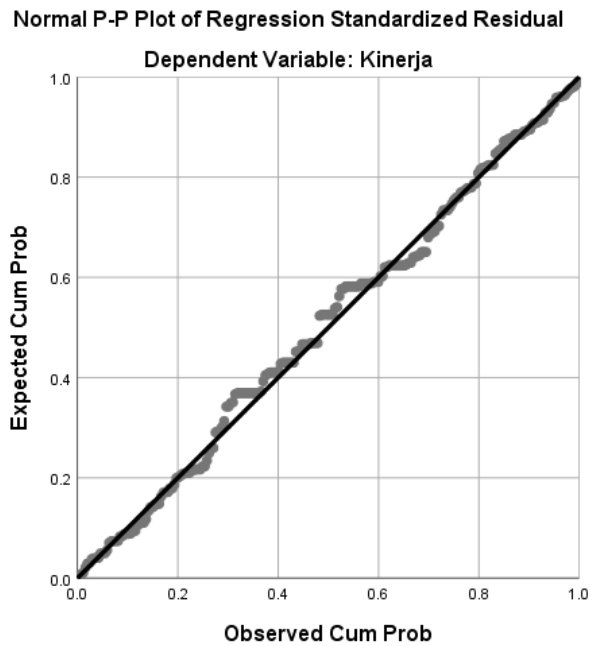


Figure 1. Distribution of normality test with kolmogrov smirnov

Multivariate Analysis Results

Multivariate analysis aims to analyze the influence of independent variables and one dependent variable together. The analysis used is multiple linear regression analysis to obtain which of the independent variables is most related to the dependent variable.

The multivariate analysis stage includes selecting multivariate candidate variables by creating a regression model. Variables that have a p-value < 0.05 can be used as multivariate candidate variables. The results of bivariate analysis of independent variables and dependent variables are presented in the following table:

Table 3. Multivariate candidate variables on independent variables with dependents

No.	Variable	<i>p-value</i>	Information
1.	Leadership Style	0,000	Significant
2.	Work Motivation	0,027	Significant
3	Quality of work	0,000	Significant
4	Working Quantity	0,000	Significant
5	Timeliness	0,000	Significant
6	Work Effectiveness	0,000	Significant
7	Independence	0,000	Significant
8	Work Commitment	0,000	Significant

Based on table 3, it is known that the results of the bivariate analysis show that the variable meets the criteria with a p-value < 0.05 . Based on the table above, variables are formed that will be included in the candidate model. This model is also called the main effects model. Next, variable selection was carried out by including all the variables that had been selected as candidate models, namely the variables of leadership style, work motivation and work commitment which had an influence on performance. Leadership style variables ($p=0.000$), work motivation ($b=0.0027$), work quality ($p=0.000$), work quantity ($p=0.000$), timeliness ($p=0.000$), work effectiveness ($p=0.000$), independence ($p=0.000$) and work commitment ($p=0.00$) have a positive influence, meaning that the higher each variable will increase performance. Then gradually eliminate one by one the variables that have a p value > 0.05 ,

starting from the variable with the highest p value. The model was run again so that each variable had a p value <0.05.

Table 4. Multivariate Analysis Results Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
								Lower	Upper
Step 1 ^a	Leadership Style	1.444	.393	13.473	1	.000	4.238	1.960	9.162
	Work motivation	.499	.380	1.724	1	.189	1.648	.782	3.473
	Work quality	1.110	.376	8.714	1	.003	3.035	1.452	6.343
	Work Quantity	1.405	.371	14.338	1	.000	4.077	1.970	8.439
	Timeliness	.949	.371	6.556	1	.010	2.584	1.249	5.344
	Work effectiveness	.930	.379	6.008	1	.014	2.535	1.205	5.332
	Independence	.378	.384	.968	1	.325	1.459	.688	3.096
	Work Commitment	1.795	.400	20.121	1	.000	6.017	2.747	13.180
	Constant	-12.737	1.756	52.641	1	.000	.000		
Step 2 ^a	Leadership Style	1.430	.391	13.378	1	.000	4.178	1.942	8.988
	Work motivation	.460	.377	1.485	1	.223	1.584	.756	3.319
	Work quality	1.123	.376	8.928	1	.003	3.073	1.471	6.417
	Work Quantity	1.389	.369	14.144	1	.000	4.010	1.945	8.269
	Timeliness	.986	.369	7.154	1	.007	2.681	1.302	5.523
	Work effectiveness	.989	.376	6.935	1	.008	2.688	1.288	5.612
	Work Commitment	1.844	.396	21.712	1	.000	6.324	2.911	13.739
	Constant	-12.275	1.648	55.483	1	.000	.000		
Step 3 ^a	Leadership Style	1.446	.391	13.703	1	.000	4.246	1.975	9.131
	Work quality	1.097	.372	8.675	1	.003	2.996	1.443	6.217
	Work Quantity	1.403	.367	14.599	1	.000	4.069	1.981	8.358
	Timeliness	.995	.367	7.335	1	.007	2.705	1.316	5.557
	Work effectiveness	1.045	.372	7.915	1	.005	2.845	1.373	5.893
	Work Commitment	1.803	.392	21.146	1	.000	6.067	2.814	13.082
	Constant	-11.590	1.512	58.783	1	.000	.000		

Based on the table above, the factors that will be considered for entry into each selection can be seen from the p value of each variable. At each selection stage, variables that are not significant are removed one by one starting from the variable that has the largest p value. Each subsequent stage is carried out in the same way until the final selection results in variables that are all significantly related ($p < 0.05$). The p-value does not yet show a value < 0.05 , then the enter step 2 method is carried out to exclude variables, independent of the selection stages. then continued with step 3 where the remaining variables are leadership style, work motivation, work quality, work quantity, timeliness, effectiveness and work commitment.

Based on the table above, it is found that the work commitment variable is the most dominant and significant factor in the HR performance of RSU Martha Friska Multatuli Medan where the EXP (B) value is the largest in the work commitment variable, namely 6.067 (95% CI:

2.814 - 13.082) indicating that Work commitment is 6 times more influential on the HR performance of RSU Martha Friska Multatuli Medan.

Correlation of Leadership Style with Performance

Based on the research results, it was found that the leadership style variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p \text{ value} = 0.000$ or $p < 0.05$. This means that the leadership style variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

This shows that the leadership style has not used a positive personal approach, has not invited subordinates to participate, lacks time when subordinates need direction and solutions, lacks mutual evaluation between leaders and subordinates and does not encourage subordinates to achieve the vision and mission. The effectiveness of work implementation will be greatly supported by leadership style. A leadership style that is placed in accordance with their expertise will make it easier to coordinate their subordinates. Leadership style can be interpreted as the attitude of how a subordinate accepts, understands, is influenced by and evaluates a superior's leadership.

Leadership style is one of the things that can make a company succeed in achieving its goals. According to the word "lead" which means to provide guidance, guide, direct and walk in front. Leaders behave to help the company with maximum ability in achieving goals. Leaders do not stand alone on the side, but rather they provide encouragement and spur, standing at the front which makes progress easier and provides inspiration for the company to achieve its goals. The results of this research are in line with research (Muhammad, 2018) where based on the analysis results it is known that leadership style has a significant positive influence on performance. The higher the level of leadership style, the better employee performance will be. The results of this research are also supported by research (Sinaga, 2021) with research results showing a positive (0.107) and significant (2.905) influence of leadership style on employee performance.

Correlation of Work Motivation with Performance

Based on the research results, it was found that the work motivation variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p \text{ value} = 0.027$ or $p < 0.05$. This means that work motivation variables influence the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

This indicates that the higher the level of work motivation, the higher the performance will be. On the other hand, the lower the level of work motivation, the lower the level of performance will be. Motivation is basically a mental condition that encourages action and provides strength that leads to achieving needs, providing satisfaction or reducing imbalances. If work motivation is low, then work performance will also be low even though you have the ability. Each person has different characteristics that produce different performance in different situations (Eis Aan Rohana, 2021). The results of this research are in line with research conducted by (Muhammad, 2018), it is known that work motivation has a significant positive influence on the performance of nurses in the inpatient room at Permata Bunda Hospital, Medan. Other research conducted by (Susanti, 2018) also found a positive and significant influence of work motivation on the performance of nurses in the inpatient ward at the Deli Serdang Regional General Hospital.

Correlation of Work Quality with Performance

Based on the research results, it was found that the work quality variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p \text{ value} = 0.000$ or $p < 0.05$.

This means that the work quality variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

Quality of work is the fulfillment of employee desires when working in an organization. Quality of work refers to the quality of human resources, while HR refers to knowledge, namely the ability of employees who lead to ways of thinking and have broad knowledge, skills are the ability to master all certain fields, and abilities are the ability to carry out tasks with the right use of time, to be carried out. effectively, carefully and using methods that are easily understood by other employees who have responsibility and authority for the work they are obliged to do. Human resources are assets that are a strength for work quality. With high quality employee work, programs and plans to achieve the company's goals, vision and mission can be realized optimally.

Good work quality can minimize errors on the job and can improve employee performance. This will certainly affect productivity and effectiveness in achieving the goals of the organization. Conversely, if the quality of employee work is poor, the level of errors on the job will increase. This of course greatly affects employee performance. Quality of work is related to consideration, accuracy, neatness and completeness when handling existing work. This research is in line with research conducted by (Gustiawati & Tanjung, 2020) which found that there was a relationship between work quality and employee performance as proven by the Sig statistical test with a value of $P=0.000$ ($P<0.05$). This research is also in line with research (Nur et al., 2020) which found that work quality has an effect on employee performance with a significance of $0.00 < 0.05$.

Correlation of Work Quantity with Performance

Based on the research results, it was found that the work quantity variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p \text{ value}=0.000$ or $p<0.05$. This means that the work quantity variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. Good work quantity shows one indicator of work productivity. The more work an employee can produce, the more productive they are (Ichsan et al., 2020). The research results are in line with research conducted by (Paramitadewi, 2017) where workload has an influence on employee performance. What this means is that the less burdened employees are, the better their performance will be. Further research that touches on this research was carried out by (Nabawi, 2019) producing a sig of $0.004 < 0.05$ which shows that workload influences the work results of Aceh Tamiang Public Works and Public Housing Service workers.

Correlation of Punctuality with Performance

Based on the research results, it was found that the timeliness variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p \text{ value}=0.000$ or $p<0.05$. This means that the timeliness variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

Timeliness is where the activity can be completed or a production result can be achieved at the start of the specified time while coordinating with other product results and maximizing the time available for other activities (Astusti, 2018). Punctuality according to Sisca et al in the book Human Resource Management Theory is the ability to fulfill employee work goals within a certain time period. Timeliness is also described as the level of employee achievement in completing tasks within the specified time frame. Punctuality, in fact, is related to discipline.

Punctuality also indicates that an employee is disciplined in his work. Employees who are more disciplined are more punctual, and vice versa. Every company must determine the time that

workers can use as a reference to complete their work so that they are always on time and work productivity is achieved in accordance with the goals that have been set (Ichsan et al., 2020). Based on research results (Elsa, 2018) there is a significant influence between work discipline on performance at the Darmayu Ponogoro General Hospital with a P value <0.05 . Another research conducted by (Multazamah et al., 2021) found that work motivation, work quality and punctuality influence employee performance at regional government offices in Probolinggo Regency. This research is in line with research conducted by Selfianita (2021) using descriptive qualitative research methods. Researchers concluded that employee punctuality had fulfilled the aspect of punctuality at work. Timeliness shows the number of types of work carried out in a given time so that efficiency and effectiveness can be carried out in accordance with company goals.

Correlation of Work Effectiveness with Performance

Based on the research results, it was found that the work effectiveness variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p\text{ value}=0.000$ or $p<0.05$. This means that the work effectiveness variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

Work effectiveness is intelligence and strength in choosing and utilizing and using various appropriate facilities and infrastructure to make it easier to complete work. Work effectiveness is the process of what has been achieved by choosing the right plans and goals. Work effectiveness also includes work that can be completed on time while maintaining quality and quantity according to objectives. Work effectiveness ensures that output is handled optimally and effectively in accordance with the goals and objectives (Rembulan & Darmawati, 2021). Effectiveness serves as a standard for organizational efforts to improve work processes and get work done. Various perspectives on performance effectiveness show the results achieved in the sense that good work effectiveness will produce output that is completed optimally and effectively in accordance with the goals and objectives. It is said to be effective if the aim or objective is achieved in accordance with the source as originally anticipated (Syam, 2020). This research is in line with research conducted by (Syam, 2020) where it was found that work effectiveness had an influence on the work results of employees at the East Banggae District Office who got a P value <0.001 . According to the findings of a subsequent research study conducted by (Lubis et al., 2019), employee work effectiveness has quite a large impact on the performance of PT Perkebunan Nusantara III with a contribution of 80.28%. In a study (Nelson, 2020) it was found that work effectiveness had a 95.9% influence on performance.

Correlation of Independence with Performance

Based on the research results, it was found that the independence variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of $p\text{ value}=0.000$ or $p<0.05$. This means that the independence variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

Independence is the level at which an employee can carry out his work functions without interference from other parties. Good independence will bring benefits to the employee, namely being able to be responsible for himself and the work he carries out, being able to solve problems independently without the help of others and having the initiative to find his own way. complete the work so that employees who have good independence can help other employees in completing the work (Putri et al., 2020). An attitude of independence in work can make employee performance effective where employees are able to organize their own work well according to the expected targets without having to be given detailed direction by superiors. If employees have work independence, then the employee will be able to complete

their work well and have good performance and vice versa. An overly active attitude such as frequently asking questions and collaborating with other employees will lead to poor independence, but asking frequently and always wanting to find out will foster good performance (Juliandari et al., 2020). The research results are in line with research (Jannah & Hermanto, 2020.) showing that the independence variable has a positive effect on the performance of Surabaya Community Health Center employees with a P value <0.05 . The results of other research conducted (Hernawati, 2018) also show that independence has an effect on employee performance at the Samarinda Seberang District Office.

Correlation of Work Commitment with Performance

Based on the research results, it was found that the work commitment variable had a positive effect on the performance of human resources (HR) at RSU Martha Friska Multatuli Medan. It is proven that the statistical test results obtained a significance level of p value = 0.000 or p <0.05 . This means that the work commitment variable influences the performance of human resources (HR) at RSU Martha Friska Multatuli Medan.

Work commitment is a strong feeling of attachment between employees and the company to maintain their presence in the company. The existence of a relationship between work commitment and the success of a company is strengthened by the opinion of Robbins and Judge in their book which reveals that there is a strong relationship between work commitment and employee performance. Highly committed employees will have high performance and loyalty to the company. On the other hand, employees tend to have low commitment, their performance is low and there is less loyalty to the company (Stephen & Timothy, 2013). This is also supported by research from Andry in the *Microskill Economics Journal (JWEM)* which states that the relationship between commitment determines a stronger relationship between commitment and performance for people with low financial needs than for people with high needs. Shows that the higher an employee's position in their job and in the organization where they work, the less the impact of commitment on performance. Shows that there is a positive relationship between commitment and desired results such as high performance, low employee turnover rates and low absenteeism rates (Andry, 2019).

Conclusion

Based on the results and discussion, it can be concluded that there is a significant influence of leadership style on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. There is a significant influence of motivation on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.027. There is a significant influence of work quality on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. There is a significant influence of work quantity on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. There is a significant influence of timeliness on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. There is a significant influence of work effectiveness on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. There is a significant influence of independence on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. There is a significant influence of work commitment on human resource performance at RSU Martha Friska Multatuli Medan where p value = 0.000. The most dominant factor that influences HR performance at RSU Martha Friska Multatuli Medan is work commitment, this can be seen from the Exp value (B) which is 6 times, which means that work commitment influences the performance of Human Resources at RSU Martha Friska Multatuli Medan 6 times.

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