

# The influence of burden and discipline of medical record personnel on performance and work motivation in hospitals

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## ABSTRACT

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**Background:** In the process of achieving good employee performance, of course there are several factors that can influence it. From the results of observations and interviews conducted by the author, there are several problems that are indicated related to the performance of outpatient medical records personnel at Berkah Pandeglang Regional Hospital. This problem is one of the triggers for the low performance of medical records personnel. Performance-related problems encountered in hospitals include workload, work discipline, knowledge, leadership style and motivation. **Aims:** to determine the factors related to workload, work discipline and work motivation of medical record personnel on the performance of medical record personnel. **Methods:** This research is quantitative observational research. The population in this study was all 52 medical records employees. The sampling technique in this research is total sampling, where the sample taken is the same as the population. The sampling technique in this research is total sampling, where the sample taken is the same as the population. **Results:** Based on the results of the Sobel test, the significance value of the Work Load (X1) - work motivation (Z) - performance of Medical Record Personnel (Y) path is  $0.007 < 0.05$  with a calculated T value of  $2.353 > 1.675$ , it concluded that work motivation is able to mediate the relationship between workload and the performance of Medical Records Personnel. **Conclusion:** Based on the results, it shows that work motivation can significantly mediate the influence of workload and work discipline on the performance variables of medical record personnel.

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## INTRODUCTION

According to WHO (World Health Organization) "Hospitals are a comprehensive (integral) part of social and medical organizations, which function to provide complete health services to the

community, both curative and preventive. Hospitals are also centers for training health workers based on Law no. 17 of 2023 (Ministry of Health of the Republic of Indonesia, 2023); A hospital is a health service facility that provides comprehensive individual health services through promotive, preventive, curative, rehabilitative and/or palliative health services by providing inpatient, outpatient and emergency services. Health efforts are carried out using approaches to maintenance, health improvement (promotive), disease prevention (preventive), disease healing (curative) and health restoration (rehabilitative) which are implemented in a comprehensive, integrated and sustainable manner. The higher the people's intelligence and socio-economic level, the better their knowledge of disease, costs, administration and healing efforts (Kumar & Preetha, 2012).

One of the parameters for determining the quality of health services in a hospital is data or information from medical records that is good, clear and complete. Indicators of good medical record quality are the completeness of the content, accuracy, timeliness and fulfillment of aspects of legal requirements (Debora et al., 2022).

To produce maximum performance, hospitals must be able to direct each of their employees to demonstrate high levels of discipline and act as role models to achieve good performance and have a positive impact on employees. Work discipline is very important for employee performance, with high discipline employee performance will increase (Mara Kesuma & Gustiherawati, 2021). Discipline is also an attitude of a person's willingness and willingness to obey and adhere to the regulatory norms that apply in the hospital. Work discipline greatly influences employee performance. Discipline is implemented to encourage employees to follow various standards and rules, so that irregularities can be prevented. The main goal is to encourage self-discipline among employees to arrive on time. By arriving on time and carrying out tasks according to their duties, it is hoped that performance will increase. Research results (Syafrina, 2017) show that there is a strong influence between work discipline on employee performance.

In the process of achieving good employee performance, of course there are several factors that can influence it. Of the several factors that can influence employee performance, one of them is the work motivation that each employee has (Gibson et al., 2021). Work motivation is usually called as a driving force or stimulus to increase work enthusiasm for an individual, which means that work motivation is a stimulus that comes from within and outside the human being which, consciously or unconsciously, is able to move the individual to carry out an action with the heart without any coercion. This can be used to achieve certain goals and symbolizes an important factor in a human's efforts to achieve good performance (Stephen P. Robbins TAJ, 2013).

In the process of achieving good employee performance, of course there are several factors that can influence it (Hartati & Hikmah, 2022). From the results of observations and interviews conducted by the author, there are several problems that are indicated related to the performance of outpatient medical records personnel at Berkah Pandeglang Regional Hospital. This problem is one of the triggers for the low performance of medical records personnel. Performance-related problems encountered in hospitals include workload, work discipline, knowledge, leadership style and motivation.

The conditions described above can affect the performance of the medical records staff at the Berkah Regional General Hospital, Pandeglang Regency. For this reason, researchers want to conduct research on factors related to workload, work discipline and work motivation of medical record personnel on medical record performance.

## RESEARCH METHOD

This research is quantitative observational research. Every research certainly proves real evidence and appropriate references for conducting research. The data source in this research is the subject from which the data was obtained. This research uses data collected from primary data directly obtained from information sources and secondary data. The data collection techniques determined

in this research are the interview method, questionnaire method, and research informants (informed consent).

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that researchers hope to study and then draw conclusions. The population in this study was all 52 medical records employees. The sample is part of the number or characteristics possessed by the population. (Sugiyono, 2016) Determining the number of samples in this research uses purposive sampling, where the sample determination technique takes certain considerations into account. The reason for using this technique is because it is suitable for use in quantitative research, or research that does not carry out generalizations (Sugiyono, 2016). The sampling technique in this research is total sampling, where the sample taken is the same as the population, namely 52 employees.

This research instrument is a tool used by researchers to facilitate data collection and the research process with the results obtained being better, in the sense of being more careful, complete and systematic so that they can be processed easily. Variations of this instrument are questionnaires, checklists, interview guidelines, observation guidelines (Arikunto, 2010).

### Data Analysis

This data processing technique describes the analytical methods used to answer the problem formulation and research hypothesis. Data analysis methods really depend on the type of research and research methods. The steps taken in analyzing the data were followed by temporary hypothesis testing. The data analysis method is a way to group data based on variables and types of respondents, tabulate data based on variables from all respondents, present data for each variable studied, carry out calculations to answer the problem formulation, and carry out calculations to test the hypotheses that have been proposed. The data analysis technique used in this research is a descriptive analysis technique (Sugiyono, 2011), namely the Three Box Method and using Statistical Product of Social Sciences (SPSS) software to view the results of multiple linear regression analysis.

## RESULTS AND DISCUSSIONS

### Respondent Description

Data collection was carried out at Berkah Pandeglang Regional Hospital using a questionnaire as a research instrument. Questionnaires were distributed and filled in by 52 respondents who were medical records officers at Berkah Pandeglang Regional Hospital. In this study, the characteristics of respondents were divided into 4 parts, namely age, highest level of education, gender and marital status.

**Tabel 1.** Characteristics of respondents

No	Characteristics	Frequency	Percentage
1	Sex		
	female	40	77%
2	Male	12	23%
	Age		
	25-30 Years	24	46,15%
	31-35 Years	18	34,62%
	36-40 Years	8	15,38%
3	> 40 Years	2	3,85%
	Last Education Level		
	Senior High School	19	37%
	3-year diploma	12	23%
4	Bachelor degree	21	40%
	Marital status		
	Married	46	88%
	Not married yet	6	12%

Based on gender, the characteristics of the respondents in this study were dominated by women, based on age with the highest number of respondents in the 25-30 year group, based on the last level of education, dominated by the last level of bachelor degree, and in the group of respondents based on marital status with the highest number of respondents in group is married.

### Simultaneous Test (F Test)

According to (Ghozali, 2016), basically the F statistical test shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable. The F test is used to test the significance of the influence of the independent variable on the dependent variable simultaneously.

**Table 2.** Simultaneous hypothesis test (f test)

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
Regression	284,241	3	97,070	4,521	0,001 <sup>b</sup>
Residual	1075,408	48	22,703		
Total	1481,760	51			

a. Dependent Variable: Kinerja (Y)

b. Predictors: (Constant), Motivasi Kerja (Z) , Beban Kerja (X1), Disiplin Kerja (X2)

Based on the results of multiple linear regression testing, the F-count value was 4,521 with a significance (p value) of 0,001, which means that all independent variables have an influence on the performance of medical records personnel at Berkah Pandeglang Regional Hospital.

### Partial Test (T Test)

According to (Ghozali, 2016), the t test basically shows how much influence an independent variable individually has in explaining variations in the dependent variable. The t test is used to test the effect of each independent variable on the dependent variable individually.

**Table 3.** Partial test (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Workload (X1)	0,143	0,190	0,098	1,755	0,004
Work Discipline (X2)	0,472	0,150	0,410	3,165	0,003

a. Dependent Variable: Motivasi Kerja (Z)

Based on the results of the partial test, it was found that the t-hit value was 1,755, which was greater than 1,675 ( $t\text{-hit} > 1,675$ ) and the p value was 0,004, which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between workload on the work motivation of medical records personnel. The correlation coefficient (standardized beta) value is 0,098 and has a positive sign. This result shows that the workload variable has an influence with a unidirectional (positive) and meaningful (significant) relationship on the work motivation variable for medical record personnel.

Based on the results of the partial test, it was found that the t-hit value was 3,65, which was greater than 1,675 ( $t\text{-hit} < 1,675$ ) and the p value was 0,003, which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between work discipline on the work motivation of medical records personnel. The correlation coefficient (standardized beta) value is 0,410 and has a positive sign. This result shows that the work discipline variable has an influence with a unidirectional (positive) and meaningful (significant) relationship on the work motivation variable of medical records personnel. This means that the better the work discipline, the better the work motivation of medical records personnel will be.

**Table 4.** Partial test (t test) on performance

Model	Unstandardized Coefficients		Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	2,045	12,025		0,206	0,047		
Workload (X1)	0,765	0,253	0,425	2,353	0,007	0,655	1,350
Work Discipline (X2)	0,212	0,179	0,241	2,700	0,009	0,760	1,367
Work motivation (Z)	0,422	0,250	0,628	1,847	0,035	0,833	1,200

a. Dependent Variable: Kinerja (Y)

Based on the results of the partial test, it was found that the t-hit value was 2,353, which was greater than 1,675 (t-hit > 1,675) and the p value was 0,007, which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p<0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between workload on the performance of medical record personnel. The correlation coefficient (standardized beta) value is 0,425 and has a positive sign, this result shows that the workload variable has an influence with a unidirectional (positive) and meaningful (significant) relationship on the performance variable of medical record personnel.

Based on the results of the partial test, it was found that the t-hit value was 2,700, which was greater than 1,675 (t-hit < 1,675) and the p value was 0,009, which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p<0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between work discipline on the performance of medical records personnel. The correlation coefficient (standardized beta) value is 0,241 and has a positive sign. This result shows that the work discipline variable has an influence with a unidirectional (positive) and meaningful (significant) relationship on the performance variable of medical record personnel. This means that the better the work discipline, the better the performance of medical records personnel will be.

Based on the results of the partial test, it was found that the t-hit value was 1,847 which was greater than 1,675 (t-hit < 1,675) and the p value was 0,035 which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p<0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between work motivation on the performance of medical records personnel. The correlation coefficient (standardized beta) value is 0,628 and has a positive sign. This result shows that the work motivation variable has an influence with a unidirectional (positive) and meaningful (significant) relationship on the performance variable of medical record personnel. This means that the better the work motivation, the better the performance of the medical record staff will be.

**Table 5.** Sobel test

Dependent Variable	Coeffisient Path 2	Std. Error	Mediate Variable	Main Path Coeffisient	Std. Error	Sobel test
Workload	0,143	0,253				2,55
Work Discipline	0,472	0,179	Work motivation	0,422	0,250	2,21

The value of the influence of the workload variable on the performance variable of medical records personnel with work motivation as a mediating variable is 2,55 or greater than 1,675 so it can be stated that the work motivation variable can significantly mediate the influence of the workload variable on the performance variable of medical records personnel.

The value of the influence of the work discipline variable on the performance variable of medical records personnel with work motivation as a mediating variable is 2,21 or greater than 1,675 so it can be stated that the work motivation variable can significantly mediate the influence of the work discipline variable on the performance variable of medical records personnel.

**Tabel 6.** Sobel test result

Path	A	B	SEa	SEb	T-Count	Sig	Desc.
Workload → Work motivation → Performance of Medical Records Personnel	0,143	0,422	0,253	0,250	2,353	0,007	Sig.
Work Discipline → Work motivation → Performance of Medical Records Personnel	0,472	0,422	0,179	0,250	2,700	0,009	Sig

The results of the influence between variables in Table 4.6 show that the significance value of the Work Load (X1) – work motivation (Z) – performance of Medical Records Personnel (Y) path is  $0,007 < 0,05$  with a calculated T value of  $2,353 > 1,675$ , so it can be concluded that Work motivation is able to mediate the relationship between workload and the performance of Medical Records Staff. In addition, the results of the influence between variables in Table 4.24 show that the significance value of the Work Discipline (X2) – work motivation (Z) – performance of Medical Records Personnel (Y) path is  $0,009 < 0,05$  with a calculated T value of  $2,700 > 1,675$ , so that It can be concluded that work motivation is able to mediate the relationship between work discipline and the performance of Medical Records Personnel.

#### **Analysis of the Effect of Workload on Work Motivation of Medical Records Staff at Berkah Pandeglang Regional Hospital**

Based on the results of the analysis, there is a t-hit value of 1,755 which is greater than 1,675 ( $t\text{-hit} > 1,675$ ) and a p value of 0,004 which is smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  is rejected, meaning between workload and work motivation of medical record personnel.

A low workload will increase the motivation of medical record staff in working at a health facility, but if the workload is high then indirectly motivation will be low, because if the burden is too much, medical record staff will resign and will not get good motivation for the record staff. company medical (Dumai et al., 2018). The high workload among medical record personnel can impact their motivation. When the abilities of medical records personnel do not match the demands they receive in the workplace, this will result in stress for the medical records personnel resulting in a decrease in motivation for the medical records personnel (I Nyoman Swedana, 2023). For this reason, so that medical records personnel have more motivation to work, there must be a match between ability and workload so that the task can be completed at the specified time and vice versa (Munandar.S.A, 2012). Additionally, it can be concluded that workload has a major impact on how medical records personnel are motivated to do their work.

#### **Analysis of the Influence of Work Discipline on the Work Motivation of Medical Records Staff at Berkah Pandeglang Regional Hospital**

Based on the results of the analysis, there is a t-hit value of 3,165 which is greater than 1,675 ( $t\text{-hit} > 1,675$ ) and a p value of 0,003 which is smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  is rejected, meaning between workload and work motivation of medical record personnel.

Medical records personnel who carry out various work disciplines will give them the opportunity to earn a salary, the opportunity to hold a position, the opportunity to get a promotion, and the opportunity to develop personal competence in accordance with the provisions applicable in the organization so that this will be more motivating for the work they are responsible for (Hasibuan, 2011). Based on previous research conducted by (Ekowati, 2018) and (Khasanah et al., 2016); which states that there is a positive and significant influence between work discipline and work motivation.

Based on research conducted by (Siti Noer Istiqomah & Suhartini Suhartini, 2015); (Khasanah et al., 2016) concluded that if employee work discipline increases, work motivation will also increase. The results of this research are the same as the results of research conducted by the

author that work discipline has a positive and significant effect on work motivation. This occurs because the majority of questionnaires answered by respondents said they agreed and strongly agreed.

#### **Analysis of the Effect of Workload on the Performance of Medical Records Staff at Berkah Pandeglang Regional Hospital**

Based on the results of the partial test, it was found that the t-hit value was 2,353, which was greater than 1,675 ( $t\text{-hit} > 1,675$ ) and the p value was 0,007, which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between workload on the performance of medical record personnel.

Workload is a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time. Workload includes physical workload and mental workload. As a result of a workload that is too heavy or physical abilities that are too weak, it can result in a medical record worker suffering from work-related disorders or illnesses (Said & Prasanti, 2023).

This research is (Rolos et al., 2018) which states that if the workload increases it will reduce the potential performance of medical records personnel and if on the contrary the workload decreases it will increase the potential performance of medical records personnel, with workloads such as target achievement systems, making sales brochures itself, providing guidance and coaching to prospective new agents so as to reduce the potential performance of medical records personnel.

#### **Analysis of the Influence of Work Discipline on the Performance of Medical Records Staff at Berkah Pandeglang Regional Hospital**

Based on the results of the partial test, it was found that the t-hit value was 2,700, which was greater than 1,675 ( $t\text{-hit} < 1,675$ ) and the p value was 0,009, which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between work discipline on the performance of medical records personnel.

In this discussion, discipline itself means a feeling of obedience and obedience to the values for which one is responsible in carrying out work. When implemented, this will trigger a very significant increase in performance. Discipline is also a means of communication with medical records personnel so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all agency regulations and social norms that apply to Berkah Pandeglang Regional Hospital. Achieving targets at work is the most important thing in the performance process, therefore both the health service system and public services must pay attention to the Standard Operating Procedures for Arrangements and Services (SPOPP) in Berkah Pandeglang Regional Hospital.

Overall, the majority of respondents gave positive answers to the indicators explained in the questionnaire. In this case, discipline has an impact in the form of work results on the performance of medical records personnel at Berkah Pandeglang Regional Hospital. Overall, the majority of respondents gave positive answers to the indicators explained in the questionnaire. In this case, discipline has an impact in the form of work results on the performance of medical records personnel at Berkah Pandeglang Regional Hospital.

#### **Analysis of the Influence of Work Motivation on the Performance of Medical Records Staff at Berkah Pandeglang Regional Hospital**

Based on the results of the partial test, it was found that the t-hit value was 1,847 which was greater than 1,675 ( $t\text{-hit} < 1,675$ ) and the p value was 0,035 which was smaller than the significance level ( $\alpha$ ) of 0,05 or ( $p < 0,05$ ), so  $H_0$  was rejected. This means that there is a significant influence between work motivation on the performance of medical records personnel.

Motivation according to (Herzberg, 1996), namely Motivation Hygiene Theory, states that the factors that cause job satisfaction are separate and different from the factors that cause job

dissatisfaction. This theory explains that managers can control these factors, but not necessarily motivate them. Managers are able to reassure workers, not motivate them. As a result, conditions covering work such as the quality of salary monitoring techniques, company policies, physical working conditions and job security are characterized by Herzberg as hygiene factors. Meanwhile, the second factor is motivation as a factor in the source of job satisfaction such as achievement, responsibility and appreciation (Alrawahi et al., 2020). Herzberg suggests that if you want to motivate people towards their work, emphasize things related to the work itself or the direct results of it, such as opportunities for promotion, personal growth, recognition, responsibility and achievement.

#### **Analysis of the Effect of Workload on the Performance of Medical Records Staff with Work Motivation as a Mediating Variable**

Based on the results of the Sobel test using the Sobel Test Calculator which shows that the value is  $2,55 > 1,675$ . So it can be concluded that work motivation can mediate the influence of workload on the performance of medical records personnel. So it can be stated that there is a significant direct influence between workload and employee performance through work motivation.

The opinion of (Iskandar et al., 2012) states that if medical records personnel experience tension or stress in their work because they consider the work to be a workload, because the demands of the organization do not match the abilities of the medical records personnel, this will cause poor behavior from medical records personnel, such as lazy to work, and likes to postpone work.

According to Shakespeare, 2017 in (Dessler & Sutrisno, 2017) a person's work motivation is a feeling of encouragement or not that is related to mood. Feelings that influence motivation include two aspects, namely external and internal aspects. External aspects include wages, development opportunities, employee relations, placement, and so on. Meanwhile, the second aspect is internal, including age, health, ability, education, religiosity, and so on.

#### **Analysis of the Effect of Work Discipline on the Performance of Medical Records Staff with Work Motivation as a Mediating Variable**

Based on the results of the Sobel test using the Sobel Test Calculator which shows that the value is  $2,21 > 1,675$ . So it can be concluded that work motivation can mediate the influence of work discipline on the performance of medical records personnel. So it can be stated that there is a significant direct influence between Work Discipline and Employee Performance through Work Motivation.

Work discipline can trigger the motivation of medical records personnel at Berkah Pandeglang Regional Hospital. To improve work discipline, clear motivation is needed in the form of compensation, rewards, promotions, or even praise and appreciation among medical records personnel. Apart from that, the medical records personnel have carried out their work according to the specified quality, are able to complete the work correctly and precisely, the targets given each month are met, and the employees are also able to maintain the facilities and infrastructure in the office well (Irwandy et al., 2020). Work Discipline can be an effective way to motivate medical records personnel to work. Medical records personnel who are satisfied with their work will feel happy and therefore be motivated to work optimally.

## **CONCLUSION**

Based on the results and discussion, hypothesis testing and research findings, this research shows that there is a significant influence between workload and work motivation of medical records personnel at Berkah Pandeglang Regional Hospital. There is a significant influence between workload and the performance of medical recording personnel at Berkah Pandeglang Regional Hospital. , there is a significant influence between workload and the work motivation of medical

records personnel at Berkah Pandeglang Regional Hospital, there is a significant influence between work discipline and the performance of medical records personnel at Berkah Pandeglang Regional Hospital, there is a significant influence between work motivation and the performance of medical recording personnel at RSUD Berkah Pandeglang, work motivation can significantly mediate the influence of workload and work discipline on the performance variables of medical record personnel.

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