



The Relationship between Training, Compensation and Employment Promotion with Labor Productivity Employees in Public Health Centre (Puskesmas) of Bukittinggi–West Sumatera, Indonesia

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Abstract

Background: The Gap between the labor productivity of developed and developing countries so differently. Indonesia has a number of output gap ratio of labor productivity in 2010 was 65.7 % compared to 75.2 % of China's . In the province of West Sumatra, the ratio of labor productivity in different types of health workers and health-care institutions in 2010, an average only 53.2 %. The purpose of this study was to determine the relationship between training, compensation, employment promotion with labor productivity employees in Public Health Centre of Bukittinggi–West Sumatera.

Method: The research design used in this study is descriptive and analytical with a cross-sectional study, the study population all either government employees at Public Health Centre or Honorary civil servants who are still active and the samples were taken in total sampling. The independent variables in this study are training, compensation, employee promotion, and the dependent variable is labor productivity. The research instrument used in this research is questionnaire to determine the relationship between training, compensation and employment promotion with labor productivity employees in Public Health Centre of Bukittinggi–West Sumatera and the data analysis is bivariate analysis using the Chi-Square test and the degree of confidence (CI) 95% ($\alpha = 0.05$).

Result: The result of this study found the number of employees who agree with a good training increase work capacity by 21 (67.7%), employees who claimed compensation received has fulfilled expectations by 17 (54.8%), employees who agree with the importance of employee promotion as many as 22 (71%) and employees who have a good labor productivity by 24 (77%). This research is also get there is a significant association between the employment promotion with labor productivity. This test is also obtained from the OR value of 12,500 which means that respondents who expect and receive employee promotions have the opportunity to produce good labor productivity as much as 12.5 times that of the respondents who do not expect and get a employee promotion.

Conclusions: From this study it can be concluded that the information has a strong influence on the labor productivity. Employees who have a hope of getting a better employment promotion opportunities result in labor productivity have 12 time better than employees who do not expect a promotion. Advisable for policy makers to better organize the employment promotion mechanism to make it more equitable, proportional to the achievements that have been granted an employee.

Keywords: training, compensation, employee promotion, labor productivity, public health centre.

Introduction

Human resources (HR) plays a very important role in any organization activities, both in government and private organizations, where humans as planners, modifiers, and other resource control in an organization. The high labor productivity of employees are basically the achievements of the employees at a certain level. According Hasibuan¹ labor productivity is an important part of the whole process of wealth related employees . Employee performance is not a matter of chance, but a lot of factors that influence it . Because the performance will be achieved when the various work plans are made in accordance with the executed tasks assigned to each employee in the organization. Therefore, a qualified employee is an employee who is able to do the job and provide a good work or have a high performance organization is needed, both private and government to achieve the goal. Because, basically the success of the organization as a whole the contribution of the work of its employees.

The labor productivity of an employee in an organization is influenced by many factors, such as proposed Rivai² namely job satisfaction, stress level, physical condition of the employee, compensation systems, job design, and economical aspects, technical as well as other behaviors, including training and employment promotion.

The Gap between the labor productivity of developed and developing countries so differently. Indonesia has a number of output gap ratio of labor productivity in 2010 was 65.7 % compared to 75.2 % of China's. In West Sumatra province, the ratio of labor productivity in different types of health workers and health-care institutions in 2010, an average only 53.2 %. Although admittedly difficult to measure labor productivity as a nonprofit organization whose purpose health of the non profit organization, so that the determination of the ratio of sacrifice incurred with the work (output) indicators and much influenced by the different field conditions. It has been attempted and tricked by the Ministry of Health to issue a minimum standard indicators of labor productivity are known as MSS (Minimum Service Standards), in which every activity of the health indicators measured by the achievement of general specified .

Bukittinggi is located in the central part of West Sumatra province on 100.200 to 100.250 and 00.160 east longitude - latitude 00.200 South, with an area of 25.24 km². It is located at an altitude of 909-941 m above sea level, so this area has a cool mountain climate with air temperature ranged between 16.10 to 24.90⁰ C , humidity between 82.0 to

90.8 % and the air pressure between 22⁰ C - 25⁰ C and the average rainfall is 136.4 mm / year. Total population based on the results of Bukittinggi's Statistical Bureau recorded in 2012 is 114.415 inhabitants. Bukittinggi population density is uneven, the highest population density is in the central area of trade at Guguk Panjang District with a population density of 6.185 inhabitants /km². While the daytime population in Bukittinggi is 3.5 times the number of residents at night, it is associated with Bukittinggi as tourism city, services, commerce, education and health services. Productive age population is still quite large of the population aged children with percentages as follows : age < 15 years was 29.23 %, age 15 to 64 years by 66, 11 %, and age > 65 years at 4.66 %.

City Health Department Bukittinggi have 7 public health centers, namely: 1. Guguk Panjang health center, 2. Tigo Baleh health center, 3. Nilam Sari health center, 4. Gulai Bancah health center, 5. Perkotaan health center, 6. Mandiangin health center, 7. Mandiangin Plus health center and 14 co-health centers and 24 health posts wards. In one of the goals of strategic plan health development in Bukittinggi, emphasized the importance achievement human resources (HR) quality, professionalism, effective in carrying out the purpose of optimal health care

Similarly, the Public Health Center is a government agency UPTD (technical services unit area) with the purpose of serving the public interest in the field of Health forefront. As institutions in the field of health care providers, then the employees of this organization should be able to serve the community well and measurable. This will be achieved when performed by employees who have achievements and good labor productivity.

The fact in the initial survey showed that the persistence of the employees job performance in implementing health programs or activities have not been so encouraging. This can be seen in the annual achievement report profiles PHC health program that has not reached the MSS Indicators issued by the Ministry of Health as outlined in the table below:

Table 1.1
Activity Achievement in the Field of Health that do not Match the Indicators
MSS at Bukittinggi's Public Health Centre in 2012

No	Activity	achievement in 2012	MSS Target in 2012	Gap
1	Scope of TB acid-fast bacilli BTA+	31,25%	70%	38,75%
2	Scope of Active Family Plannig	70,05%	90%	19,5%
3	Visit pregnant woman (K4)	75,2%	90%	14,8%
4	integrated service post/posyandu	76%	90%	14%
5	postpartum maternal care	85.9%	100%	14.1%
6	Immunization UCI	87,5%	100%	12,5%
7	parturition health workers	93,6%	100%	6,4%

Source: Profile of Bukittinggi's Public Health Center in 2012

In the initial survey also found a few things that may be a factor contributing to this gap. Methods of data collection through direct questioning and observation, of the 10 respondents who were asked the cause not achieving the indicators of the program are as follows:

Table 1.2
Preliminary survey Causes no achievement indicator Labor Productivity
at Activity in Bukittinggi's Public Health Centre in 2012

No	Causes Factors	Number of respondents		
		Yes	No	Not Know
1	Not received training in accordance with job	80	10	10
2	Not getting adequate compensation from job	90	0	10
3	Too long in one position and never get a promotion	80	0	20
4	The work environment is not conducive	10	90	0
5	Interpersonal communication issues with colleagues	10	70	20

From the initial survey identified the cause of the failure of the program coverage at the public health center is training (80 respondents), resulting in low capacity of the skill profession they did during the impact decline in labor productivity. In the case of each task to be done, needs to be improved competence through formal training and informal in that agency. The existence of an employee who fails to demonstrate good achievement in doing the job as well as the expected impact of the compensation they receive each month (90 respondents), have not been fully able to cover their needs, so that the employee is less eager to work. Almost overall career employees in the public health center 's scope of work is not clear and stagnant, it is also evident from the many senior employees who remain with the position and has not changed in quite a long period of time. This lack of clarity employment promotion mechanism and also expected to contribute in their labor productivity (80 respondents).

The purpose of this study was to determine the relationship between training, compensation, employment promotion with labor productivity employees in Public Health Centre of Bukittinggi – West Sumatera.

Method

The research design used in this study is descriptive and analytical with a cross-sectional study, the study population all either government employees at Public Health Centre or Honorary civil servants who are still active and the samples were taken in total sampling.

The research instrument used in this research is questionnaire to determine the relationship between training, compensation and employment promotion with labor productivity employees in Public Health Centre of Bukittinggi – West Sumatera. While the data analysis is bivariate analysis using the Chi-Square test and the degree of confidence (CI) 95% ($\alpha = 0.05$).

Result – Original Research

1. The Relationship between Training with Labor Productivity

Table : The Relationship between Training with Labor Productivity

Training	Labor Productivity				Total		p value	OR CI 95%
	Good		No good		N	%		
	n	%	n	%				
Good	150	71.4	60	28.6	210	100	0.397	0.287 (0.029-2.696)
No good	90	90	10	10	100	100		
Total	240	77.4	70	22.6	310	100		

Based on the results, the respondents who have an understanding of good training with good work productivity amount 150 (71.4%) respondents, a good understanding of the training but do not have a good labor productivity amount 60 respondents (28.6%), while bad training that not a good understanding have a good labor productivity amount 90 respondents (90%) and bad training with bad labor productivity 10 respondents (10%). From the results of statistical tests obtained p value 0397, which means do not show a significant association between training and labor productivity.

2. The Relationship between Compensation with Labor Productivity

Table : The Relationship between Compensation with Labor Productivity

Compensation	Labor Productivity				Total		p value	OR CI 95%
	Good		No good		N	%		
	n	%	n	%				
Good	110	78.6	30	21.4	140	100	1.000	1.128 (0.206-6.168)
No good	130	76.5	40	23.5	170	100		
Total	240	77.4	70	22.6	310	100		

Based on the results, the respondents who have a good understanding of compensation by either labor productivity by 110 (78.6%) respondents, a good understanding of the compensation but has not work well productivity as much as 30 respondents (21.4%), while understanding that no compensation either have better labor productivity by 130 respondents (76.5%) and a good understanding of compensation to labor productivity are not good as much as 40 respondents (23.5%). From the results of statistical tests obtained p value 1.000, which means do not show a significant association between compensation and labor productivity.

3. The Relationship between Employment Promotion with Labor Productivity

Table : The Relationship between Employment Promotion with Labor Productivity

Employment Promotion	Labor Productivity				Total		p value	OR CI 95%
	Good		No good		N	%		
	n	%	n	%				
Good	200	90.1	20	9.1	220	100	0.012	12.500 (1.761-88.738)
No good	40	44.4	50	56.6	90	100		
Total	240	77.4	70	22.6	310	100		

Based on the results, the respondents who have an understanding of good employment promotion with both labor productivity by 200 (90.1%) respondents, understanding of good employment promotion but it has not work well productivity by 20 respondents (9.1%), while the employment promotion of understanding which is not good to have a good labor productivity by 40 respondents (44.4%) and the employment promotion of understanding that does not work well with labor productivity is not good as much as 50 respondents (56.6%). From the results of statistical tests obtained p value 0.012, which means the significant relationship between employment promotion with labor productivity.

Discussion

Training

According Riva² training is a systematic process for changing employee behavior in order to achieve organizational goals . Training and skills related to the employee 's ability to do the job. Orientation training helps employees to achieve certain skills and abilities to successfully perform the job. This is in line with the objectives set out Hasibuan¹, training is

to enhance the knowledge, skills and attitudes of employees and to improve the quality and productivity of the organization as a whole. In other words, the goal of training is to improve performance and in turn will increase the competitiveness. This is consistent with research that has been done by Ramadhani Kirana Son in 2011 which was held in PT PLN (Persero) Branch Bukittinggi with the results 65.4 % of the total respondents 55 respondents who have a good understanding of the training. According to the researchers themselves that employees with long tenure can already feel the benefits and outcomes of the training carried out both in terms of additional skills, knowledge and ability to work. In general, employees are professional health personnel with a wide range of professions and education levels. Improved capability and expertise (skills) and specific skills through training in various forms such as workshops, training, seminars, workshops and other similar activities organized by the Department of Health or the Ministry of Health aimed to improving the ability of the employee.

Compensation

According Muchdarsyah⁵ compensation is a system of reward that are distributed overall benefits package, so it can make an organization useful for its members, as well as how the mechanisms and procedures followed by rewards are distributed. The reward system could be in salary, income, pension money, holiday money, or the promotion of higher in the form of salary or profit sharing higher). This is not in line with research conducted by Fika Indria Diajeng in 2012 at Bukittinggi Regional Head through regional work units (SKPD) with the results 87.5 % of the 48 respondents said they were satisfied with the compensation received, is probably related to the characteristics and employment status at the study. While respondents in this study consisted of employees with civil service characteristics, honorary and voluntary. The highest compensation received by the respondents is the class of civil servants. Compensation received by rank, class and the working lives of employees. Compensation in the form of salaries by rank or lowest class of civil servants receive a regular monthly income equivalent to 2 times the minimum wage in West Sumatra province. As for the temporary employees have a fixed monthly income equivalent to 1 times the minimum wage in West Sumatra province regardless of education level and years of service. Respondents with voluntary status with monthly income is not fixed, there is no standard in the determination of salaries due to the staff members work voluntarily. Income, that they receive funding only from the activities they carry out. From the above analysis of civil servants in general agree with the statement that the compensation received while a good temporary employee and volunteer contributes negatively to the statement.

Employment Promotion

Hasibuan¹ defines employment promotion is an effort to provide an important role for employees even a dream to look forward to, with the promotion of recognition means that there is confidence about ability and skills relevant employees to occupy a higher position. Thus the promotion will give social status, authority, responsibility, and greater income for employees. This is consistent with research that has been done by Ramadhani Kirana Son in 2011 which was held in PT PLN (Persero) Branch Bukittinggi with the result 81.84 % of respondents from a total of 55 respondents expect the better promotion. With the enactment of the Law No.22/1999 on Regional Autonomy, mechanisms has led to the area of personnel administration. This will facilitate the development of career path, hiring and promotion employee was Regional Head through regional work units (SKPD) and the Regional Employment Agency (BKD) is different from the previous mechanism which require approval by the State Personnel Administration (BAKN). In line with these results which demonstrate the desire of the employees to get a better position or better than before. This desire includes all employment status. There are 90 respondents are not expecting a promotion due to factors likely influenced by age and education. Because in the age group > 45 years, there are 60 respondents (19.4 %) who assume that the research conducted is not desirable anymore, this is coupled with the level of education that do not qualify for higher promotion.

Labor Productivity

According to Muchdarsyah⁵ defines productivity is the ratio between the totality of expenditure given time divided by the totality of input during this period. From this sense of meaning contained that productivity can be seen from the indicators of expected results. This study is in line with research that has been done by Ramadhani Kirana Son in 2011 which was held in PT PLN (Persero) Branch Bukittinggi with the result 87.27 % of the total respondents 55 respondents have a good labor productivity. Statements contained in the questionnaire respondents in the study in line with observations on secondary data contained in Bukittinggi City Health Office that shows labor productivity seen from the achievement of the program. In observation of the researcher to 20 respondents were not able to meet the optimum labor productivity due to several possibilities, including high performance projection program, extent and magnitude of the target range that is influenced by social factors, cultural and topographical work area.

Bivariate Analysis

The Relationship between Training with Labor Productivity

According Istijanto⁹ that expertise, knowledge, and ability of workers as a trainee learning experience of a training program that are followed. Training is effective when the results of the training in accordance with the duties and rewarding trainee on work tasks. This is not in line with research conducted by Ramadhani Kirana Son in 2011 which was held in PT PLN (Persero) Branch Bukittinggi which states there is a significant relationship between training and labor productivity of employees of PT PLN (Persero) with $p = 0.020$ and OR 3.573. From this analysis the researchers concluded that whether or not the employee understanding nothing to do with the labor productivity of their work. This is caused by a number employees who worked under 5 years and have never or rarely attend training. From the interviews the researcher also get true information and development training budgets decline since 2009 due to the revenue expenditure budget deficit elapsed areas (budget/APBD) Bukittinggi, so prepared training at the municipal level is reduced because it is not regarded as a top priority.

The Relationship between Compensation with Labor Productivity

According to Muchdarsyah⁵ compensation is a reward given to an employee after doing a job. Compensation is very important for employees to stimulate someone to do work beyond what organization need. Besides, it also serves as an award compensation of an employee who has done a job that has been set by the leadership . This is not in line with research conducted by Ramadhani Kirana Son in 2011 which was held in PT PLN (Persero) Branch Bukittinggi which states there is a significant relationship between compensation and labor productivity of employees of PT PLN (Persero) with $p = 0.015$ and OR 5.573. Based on this analysis it can be seen that whether or not the compensation received by the employee does not affect their labor productivity. This may be due to a compensation mechanism (salary) civil servants stagnant in terms of understanding the employee is good or bad they do not affect labor productivity of their income. Difference in results is probably due to differences in characteristics between the compensation received by employees of PT PLN (Persero) branch Bukittinggi with different mechanisms of compensation to the employee. And from interviews with the researchers found respondents reality of voluntary employee without proper compensation expects, with the hope at a time will be appointed as temporary employees or civil servants.

The Relationship between Employment Promotion with Labor Productivity

From the results of statistical tests obtained p value = 0.012 , which means there is a significant association between the employment promotion with labor productivity. This test is also obtained from the OR value of 12,500 which means that respondents who expect and receive promotions have the opportunity to produce good work productivity as much as 12.5 times that of the respondents who do not expect and get a promotion. According Hasibuan¹ technically promotion is a movement of employees within an organization from one position to another position that involves both an increase in wages and status. The purpose of the implementation of such promotion is to improve employee morale, that is, when promotions are made on high -achieving employees, it will automatically lead to the motivation of employees to heighten his spirit and in turn will increase productivity. Promotion is expected to stimulate the employees more passionate again in the work, discipline, and also an increase in labor productivity. In this study, researchers also observed employees with tenure of 20 years with a high school education levels have lower work productivity of new employees to work. This is caused by low morale and hopes for a promotion due to staffing requirements and rules that apply. From the above analysis also found the majority status of the civil servants as well as new works by the condition of the spirit of labor productivity levels are quite high in hopes of getting a promotion and a better employment status .

Conclusion

From this study it can be concluded that the information has a strong influence on the labor productivity. Employees who have a hope of getting a better employment promotion opportunities result in labor productivity have 12 time better than employees who do not expect a promotion. Advisable for policy makers to better organize the employment promotion mechanism to make it more equitable, proportional to the achievements that have been granted an employee.

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