

FACTORS THAT AFFECT THE PERFORMANCE OF DOCTORS AT THE HAJI HOSPITAL MEDAN, NORTH SUMATRA PROVINCE

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Abstract

Doctors have a central role in improving the quality of hospital services, especially through medical decision-making, explanation of diagnosis, and medical measures that protect patients' rights. However, the performance of inpatient doctors at Haji Medan Hospital in North Sumatra Province is still low, with an achievement of only 47% of the expected target. This condition has the potential to reduce the quality of service if not handled immediately. This study aims to analyze the factors that affect the performance of inpatients at Haji Medan Hospital. The study used a quantitative design with a cross sectional approach. The sample consisted of 74 doctors with a total sampling technique. Data analysis was carried out through univariate, bivariate, and multivariate tests using logistic regression. The results showed that workload ($p=0.015$), work stress ($p=0.008$), work environment ($p=0.001$), incentives ($p=0.003$), and compensation ($p<0.001$) had a significant effect on physician performance. Thus, the main factors that affect the performance of doctors are aspects of workload, psychological condition, work environment support, and reward and compensation systems. These findings are expected to be input for hospital management to improve policies and create more supportive working conditions, as well as the basis for further research with broader variables.

Keywords : Physician Performance, Workload, Work Stress, Work Environment, Incentives, Compensation

Introduction

Hospitals are health service institutions that are dense with experts and capital and function to provide comprehensive medical services, both promotive, preventive, curative and rehabilitative. To ensure the optimal quality of health services, the existence of medical personnel, especially doctors, is a very decisive factor. Doctors play an important role in medical decision-making, diagnosis enforcement, therapy, and patient rights protection. Therefore, the performance of doctors is the main indicator in the quality of hospital services (Hasibuan, 2022).

A number of previous studies have shown that doctors' performance is influenced by various internal and external factors. Fajrillah's research at Anutapura Palu Hospital found a significant relationship between work stress and doctors' performance, where the majority of doctors with high stress have poor performance (Fajrillah, 2022). Muslimah research (2020) at dr. Rasidin Padang Hospital also reported that 67.4% of doctors had poor performance, with 65.2% feeling heavy workload (Muslimah, 2020). Similar results were found by Panjaitan (2021) at Dr. F.L Tobing Sibolga Hospital, that the workload that is not in accordance with the main duties and functions of doctors has a negative impact on the quality of service (Panjaitan, 2021). Sihotang (2022) also emphasized the relationship between the workload of doctors and the quality of service in the inpatient room (Sihotang, 2022).

However, the results of previous studies show that there are variations in findings and have not fully described the real conditions in each hospital. Preliminary data at the Medan Hajj Hospital in North Sumatra Province shows an increase in patient visits from 2022 to 2024 by 35%, but the number of doctors is relatively limited. Initial surveys show that most doctors experience heavy workload (80%), mild to normal work stress, and low performance (80%). This condition indicates that there is a gap between the high need for services and the available doctors' performance capacity. This is in line with Aprilia's (2020) statement that workload is one of the important factors that affect the performance of health workers. In addition, the Indonesian Doctors Association (IDI, 2021) also emphasized that work stress and doctors' welfare are serious issues that have an impact on the quality of health services.

Based on this description, this study aims to find out and analyze the factors that affect the performance of doctors at the Haji Medan Hospital in North Sumatra Province in 2025.

Method

This study uses a quantitative design with a *cross sectional approach*, where independent variables include workload, work stress, work environment, incentives, and compensation, while dependent variables are physician performance (Sudjana, 2019). The research was carried out at the Haji Hospital Medan, North Sumatra Province in March-July 2025 with a population of 74 doctors who were determined as samples through *total sampling techniques*. Primary data was obtained through a structured questionnaire that had been tested for validity and reliability, while secondary data was obtained from hospital staffing data. Data analysis was conducted univariate to describe the characteristics of variables, bivariate with chi-square test to see the relationship between variables, and multivariate using multiple logistic regression to find out the most dominant variables that affect physician performance.

Research Results

Respondent Characteristics

This study involved 74 doctors at the Medan Hajj Hospital, North Sumatra Province. The majority of respondents were male as many as 47 people (63.5%), aged 30-34 years as many as 59 people (79.7%), had the last education of a specialist doctor as many as 55 people (74.3%), married status 45 people (60.8%), and 45 people had a 5-year \leq working period (60.8%).

Table 1. Distribution of Respondents by Characteristics

| Yes | Variabel | f | % |
|-----|----------------------|----|------|
| 1 | Gender | | |
| | Woman | 27 | 34,5 |
| | Man | 47 | 63,5 |
| 2 | Age Group | | |
| | 30-34 Years | 59 | 79,7 |
| | 35-39 Years | 11 | 14,9 |
| | 40-44 Years | 4 | 5,4 |
| 3 | Education | | |
| | General practitioner | 19 | 25,7 |
| | Specialist | 55 | 74,3 |
| 4 | Marital Status | | |
| | Marry | 45 | 60,8 |
| | Unmarried | 29 | 39,2 |

| | | | |
|---|-------------------|----|------|
| 5 | Long Time Working | | |
| | ≤ 5 Years | 45 | 60,8 |
| | >5 Years | 29 | 39,2 |

Univariate Analysis

The results of the univariate analysis showed that most doctors felt that the workload was inappropriate (67.6%), low work stress (10.8%), the work environment was good (63.5%), the incentives were inappropriate (67.6%), and the compensation was inappropriate (67.6%). In general, the performance of doctors was categorized as good as many as 48 people (64.9%).

Table 2. Distribution of Research Variables

| Variabel | Category | f | % |
|-----------------------|---------------|----|------|
| Workload | Appropriate | 24 | 32,4 |
| | Inappropriate | 50 | 67,6 |
| Work Stress | Ya | 8 | 10,8 |
| | No | 66 | 89,2 |
| Work Environment | Good | 47 | 63,5 |
| | Bad | 27 | 36,5 |
| Incentive | Appropriate | 24 | 32,4 |
| | Inappropriate | 50 | 67,6 |
| Compensation | Appropriate | 24 | 32,4 |
| | Inappropriate | 50 | 67,6 |
| Physician Performance | Good | 48 | 64,9 |
| | Bad | 26 | 35,1 |

Bivariate Analysis

The chi-square test showed that workload, work stress, work environment, incentives, and compensation were significantly related to physician performance ($p < 0.05$).

Table 3. Relationship of Independent Variables to Physician Performance

| Variabel | p value | Information |
|------------------|---------|-------------|
| Workload | 0,001 | Signifikan |
| Work Stress | 0,001 | Signifikan |
| Work Environment | 0,001 | Signifikan |
| Incentive | 0,003 | Signifikan |
| Compensation | 0,001 | Signifikan |

Multivariate Analysis

Logistic regression analysis showed that workload ($p = 0.015$; OR=4.845), work stress ($p = 0.008$; OR=3.970), work environment ($p = 0.001$; OR=3.656), incentives ($p = 0.003$; OR=3.235), and compensation ($p < 0.001$; OR=3.288) had a significant effect on the performance of doctors. The

prediction model shows that the chance of doctors having good performance is 84.6% if the workload, work environment, incentives, and compensation are considered appropriate.

Table 4. Results of Multivariate Analysis of Factors Affecting Doctors' Performance

| Variabel | B | HERSELF | Forest | p value | OR |
|-----------------|-------|---------|--------|---------|-------|
| Workload | 2,744 | 1,002 | 2,054 | 0,015 | 4,845 |
| Work Stress | 1,876 | 0,668 | 13,498 | 0,008 | 3,970 |
| Work Environmen | 1,777 | 1,245 | 3,009 | 0,001 | 3,656 |
| Incentive | 2,652 | 1,012 | 3,128 | 0,003 | 3,235 |
| Compensation | 2,577 | 1,210 | 4,114 | 0,000 | 3,288 |

Discussion

The Effect of Workload on Physician Performance

The results showed a significant relationship between workload and physician performance ($p=0.000$; $r=-0.804$). The higher the workload, the lower the doctor's performance. This is in line with research by Nopa, Ramli and Afandi which found that high workloads have a negative impact on performance (Nova, 2021; Ramli, 2022; Afandi, 2022). Wahyuni and Haryani also emphasized that additional tasks and overtime can reduce productivity (Wayuni, 2023; Haryani, 2023). However, these results are different from the findings of Mudayana and Satria et al., which reported no relationship, possibly influenced by internal factors such as individual motivation and organizational support (Mudayana, 2022).

The Effect of Work Stress on Doctors' Performance

The analysis showed that work stress was significantly related to physician performance ($p=0.000$; $r=-0.753$). These results are consistent with research by Ramli (2022), Nopa (2021), and Nainggolan (2023) which reported a negative relationship between work stress and performance. Work pressure, seniority culture, and expectations of patients and leaders contribute to increased stress. However, some doctors are still able to maintain performance through professionalism and compliance with SOPs.

The Influence of the Work Environment on Doctors' Performance

The work environment has been shown to affect the performance of doctors ($p=0.0001$). Respondents who rated the work environment as good tended to have good performance, in line with the results of research by Hasibuan (2022) and Rahmawati (2022). A supportive physical and non-physical environment will increase motivation and job satisfaction. On the other hand, negative social dynamics such as peer conflicts can hinder performance even if work facilities are adequate.

The Effect of Incentives on Doctors' Performance

Incentives were positively related to physician performance ($p=0.000$; $r=0.412$). This research supports the findings of Renyaan (2021), Kambey (2021), and Nurhidayah (2023) that incentives can increase work motivation. Rahmawati (2022) also stated that incentives are closely related to performance. However, Riza (2022) found that incentives have no effect if the reward system is unclear and unfair.

The Effect of Compensation on Physician Performance

Compensation was significantly related to performance ($p=0.001$). The majority of doctors who assessed compensation as appropriate for good performance, supported the findings of Wahyuni (2023) and Sihotang (2023) who stated that compensation had a positive effect on motivation and performance. However, there are still doctors who view compensation as just a routine right without linking it to productivity, so the impact on performance is less than optimal.

Conclusion

The results of this study confirm that workload, work stress, work environment, incentives, and compensation have a significant effect on the performance of doctors at Haji Hospital Medan, North Sumatra Province. High workloads and excessive stress have been shown to lower performance, while a conducive work environment, adequate incentives, and appropriate compensation can improve the performance of doctors. The most dominant factor in influencing performance is workload. Thus, the quality of hospital services is greatly influenced by how management manages workload balance, creates a supportive work environment, and provides fair and proportionate rewards for doctors.

Based on these findings, hospital management needs to make improvements in human resource management, especially through balanced workload distribution and adjustment of service schedules so that doctors can focus more on medical services. It is also important to develop work stress management programs, for example through peer support, counseling, and communication training. In addition, there needs to be continuous efforts to create a safe, comfortable, and collaborative work environment, as well as to strengthen a transparent and performance-based incentive and compensation system. To enrich the study, further research is recommended to use a longitudinal design with a wider scope and include additional variables such as job satisfaction, motivation, and burnout.

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