

Research Articles

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Does the Medical Staff Performance are Determined by Altruism Behavior, Intellectual Capital, and Work Motivation?**Apakah Kinerja Tenaga Medis Ditentukan oleh Altruism Behavior, Intellectual Capital, dan Motivasi Kerja?**Alfadli Santowijaya^{1*}, Muhammad Fachruddin Arrozi Adhikara², Rian Adi Pamungkas³¹Master of Public Administration, Faculty of Health Sciences, Universitas Esa Unggul, Indonesia | email: fadlisantowijaya@yahoo.com²Master of Accounting, Faculty of Economic and Business, Universitas Esa Unggul, Indonesia | email: arrozi@esaunggul.ac.id³Nursing Departement, Faculty of Health Sciences, Universitas Esa Unggul, Indonesia | email: rian.adi@esaunggul.ac.id*Corresponding Author: fadlisantowijaya@yahoo.com**Abstract**

Introduction: Performance is determined by intellectual capital, behavioral altruism, and motivations directed toward a determined behavior. In practice, it isn't easy to describe the action aspect of performance without referring to the outcome aspect. While performance is essential as one of the indicators for hospitals for organizational continuity in providing complete services.

Objective: This study aims to evaluate the factors determining the employees' performance to meet the organizational goals. More specifically, to find out how Altruism and Intellectual Capital affect performance mediated by work motivation.

Methods: This study was conducted using primary data by distributing questionnaires to respondents. SPSS and AMOS are used as statistical tools in processing the research data.

Results: The results of the study found that the behavior of altruism, Intellectual capital, and work motivation simultaneously affects healthcare performance; altruism behavior affects motivation and performance; intellectual capital has a significant positive effect on motivation and performance; performance is determined by motivation positively but insignificantly; And motivation does not have a mediator role for the influence of altruism and intellectual capital behavior on performance.

Conclusion: The Managerial Implications that can be applied by the management of Karya Medika 1 Hospital are by strengthening factors that can increase employee performance

Keywords: Altruism Behavior; Intellectual Capital; Work Motivation; Medical Staff Performance

Abstrak

Pendahuluan: Kinerja ditentukan oleh modal intelektual, altruisme perilaku, dan motivasi yang diarahkan pada perilaku yang ditentukan. Dalam praktiknya, tidak mudah menggambarkan aspek tindakan dalam kinerja tanpa mengacu pada aspek hasil. Sedangkan kinerja merupakan salah satu indikator penting bagi rumah sakit untuk kelangsungan organisasi dalam memberikan pelayanan secara utuh.

Tujuan: Penelitian ini bertujuan untuk mengevaluasi faktor-faktor penentu kinerja pegawai dalam mencapai tujuan organisasi. Lebih khusus lagi untuk mengetahui bagaimana Altruisme dan *Intellectual Capital* mempengaruhi kinerja yang dimediasi oleh motivasi kerja.

Metode: Penelitian ini dilakukan dengan menggunakan data primer dengan menyebarkan kuesioner kepada responden. SPSS dan AMOS digunakan sebagai alat statistik dalam pengolahan data penelitian.

Hasil: Hasil penelitian menemukan bahwa perilaku altruisme, modal intelektual, dan motivasi kerja secara simultan berpengaruh terhadap kinerja pelayanan kesehatan; perilaku altruisme berpengaruh terhadap motivasi dan kinerja; modal intelektual berpengaruh positif signifikan terhadap motivasi dan kinerja; kinerja ditentukan oleh motivasi secara positif namun tidak signifikan; dan motivasi tidak mempunyai peran sebagai mediator pengaruh altruisme dan perilaku modal intelektual terhadap kinerja.

Kesimpulan: Implikasi Manajerial yang dapat diterapkan oleh manajemen RS Karya Medika 1 adalah dengan memperkuat faktor-faktor yang dapat meningkatkan kinerja pegawai.

Kata Kunci: Perilaku Altruisme; Modal Intelektual; Motivasi Kerja, Kinerja Tenaga Medis

INTRODUCTION

Performance means different things to different people, depending on the perspective and settings made. In the retail industry, a customer might perceive performance as the quality of the product they buy, while retail executives may perceive it as a return on assets or year-over-year growth in same-store sales. In healthcare, performance is a broad and complicated topic (1). In this case, Hospitals may see safety or the process of care measures as performance, while administrators and supervisory boards may define performance in financial terms. The researcher also found that work is multi-dimensional. Healthcare is here to survive, provide valuable services to society, and improve patient outcomes to achieve other strategic, operational, and clinical value.

Only 63% of the total performance improvement potential is realized by most organizations. Performance loss can occur due to several factors, such as inadequate resources, poor strategy, lack of accountability, monitoring, and many other reasons. In practice, describing the performance's action aspect may not be accessible without referring to the outcome aspect. One needs criteria to evaluate how an individual's performance meets organizational goals. It isn't easy to imagine how to conceptualize such criteria without simultaneously considering factors of performance results.

At Karya Medika Hospital 1, the performance of Medical Staff is assessed in 2 parts, Evaluation of Continuous Professional Practice and Evaluation of Continuous Professional Practice. The performance appraisal process starts with behavioral assessment, professional development, clinical performance, patient service, medical knowledge, self-development, practice-based learning, interprofessional and communication skills, and system-based practice. Altruism, meanwhile, puts the self-interest of others at risk or self-defeat and is at the heart of medical practice, tracing its roots back to the Hippocratic Oath. Auguste Comte, a French positivist philosopher in the early nineteenth century, first created it. Altruism is also a core component of most religious traditions. Although often thought of as a selfless virtue, there is some evidence that altruism is not just an advanced morality that suppresses the ego's basic impulses but is embedded in our brains, connected to pleasurable activities (2).

Intellectual capital is the most critical organizational asset for all organizations, whether private or public, profitable or unprofitable. It can also be concluded that all organizations, regardless of business, must measure, evaluate, manage, and develop their Intellectual Capital to survive in the long term (3). Intellectual capital is a collection of knowledge associated with people, organizational routines, and organizational relationships (4). Intellectual capital is an essential resource organizations need to thrive and gain sustainable competitiveness. Profit in business (5). Intellectual capital is often considered a resource of knowledge of employees, customers, and processes commonly used by organizations to create added organizational value (6).

Motivation is a factor that drives a person to perform a particular activity and is usually interpreted as a motivating factor to act or behave objectively. Motivation is also perceived as a series of attitudes and values that influence individuals to achieve specific goals based on certain things that are not visible, providing the power to drive individuals who take action to achieve goals (7). The motivation of this study was carried out because, first, performance is essential as one of the indicators for hospitals for organizational continuity in providing complete services. Whereas. Second, the results of the study that show the research gap allow researchers to find out how altruism and intellectual capital behavior affect the organization and performance mediated by work motivation at Karya Medika 1 Hospital. Third, the novelty of this study is that this study develops a new model concept, namely the role of motivation as a mediator of the relationship of altruistic and intellectual capital to performance. This novelty distinguishes current research from previous researchers by developing individual performance theory. Only a little variable development, altruism, and intellectual capital can affect performance.

LITERATURE REVIEW

The Influence of Altruism and Intellectual Capital Behavior on Work Motivation and Medical Staff Performance

Altruism and Intellectual Capital play an essential role in developing employees to achieve organizational goals, find opportunities, and manage threats in the life of a company. Altruism and Intellectual Capital can also increase motivation in individuals, reinforced by the theory of needs motivation. There are three needs for achievement, affiliation, and power. Returning to the understanding of intellectual capital, namely knowledge, and information, increases the company's added value to generate wealth for the company. In a study conducted by a previous study (8), it was found that Intellectual Capital Affects performance through Work Motivation Positively and Significantly. Another study (9) found that altruism influences employee performance through work motivation in a positive and significant way.

H1: Altruism, Intellectual capital behavior, and Work Motivation simultaneously affect the Medical Staff Performance.

The Effect of Altruism on Work Motivation

Altruism is related to the nature of paying more attention and prioritizing the interests of others. The desire to help provide solutions to colleagues related to their work is believed to increase one's motivation. Based on a study conducted by (10) on the Management Program project at the University of Reykjavik, Iceland, states that altruism has a positive and significant effect on motivation. Meanwhile, in a study conducted by (9), altruism positively and significantly impacts work motivation. In a study conducted by (11) at Matahari department store Tbk Tanjungan Plaza di Surabaya, altruism affects work motivation positively and significantly.

H2: Altruism Has A Significant Positive Effect On Work Motivation

The Effect of Intellectual Capital on Work Motivation

Intellectual capital deals with the knowledge and competencies possessed by a person. If someone has good competence, it can increase their work motivation. A previous study (8) on PT Kereta Api Indonesia employees stated that Intellectual Capital positively and significantly affects work motivation. In a study by (12), intellectual capital significantly affects work motivation. A study conducted by (13) found that aspects of intellectual capital affect work motivation.

H3: Intellectual capital has a positive and significant effect on work motivation

The Effect of Altruism on Medical Staff Performance

Altruism studies primarily concentrate on why individuals want to excel. Altruism is related to the outcome of interactions between individuals and contextual variables. When employees perceive organizational fairness and high-quality leader-member exchange relationships, they will actively demonstrate altruism based on positive norms of reciprocity. Tourism can improve organizational performance, that is, employee voluntary behavior, and benefit the organization (14). A study conducted by (15) shows a positive and significant influence of altruism on paramedic performance. In a study conducted by (11) at Matahari department store Tbk Tanjungan Plaza di Surabaya, altruism influences performance positively and significantly.

H4: Altruism has a positive and significant effect on performance

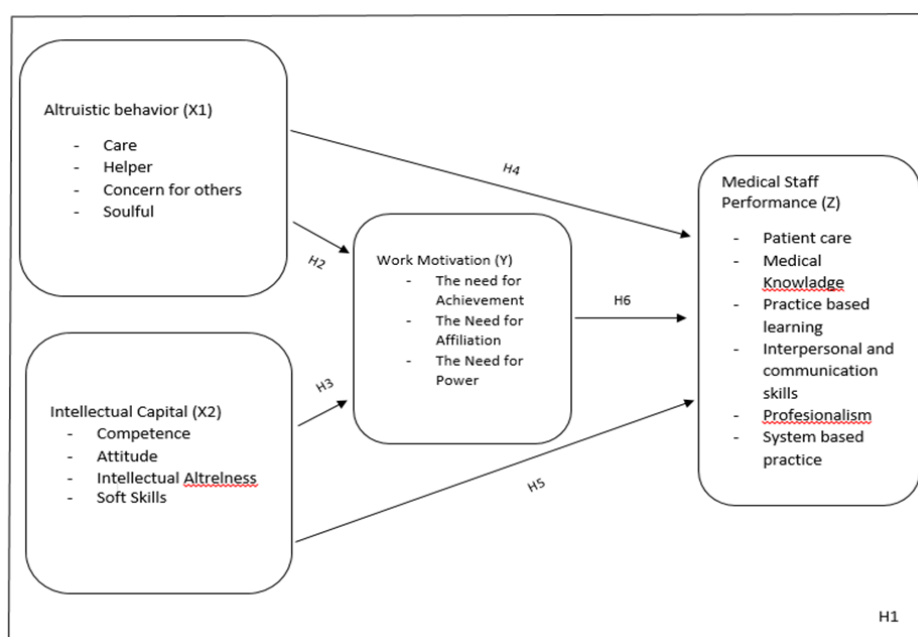


Figure 1. The study's conceptual framework

METHOD

This study was quantitative with a cross-sectional approach. The pilot study was conducted at Karya Medika 1 Hospital within one month. Forty Medical Staff from Karya Medika 1 Hospital were involved in the study using a total sampling of the limited population.

This questionnaire was modified from the previous study (8), which consisted of 57 items. Following details Altruism Behavior Variable 14 questions (no. 1-14), Variable Intellectual Capital 13 Questions (no. 15-27), Work Motivation Variables 10 Questions (no. 28-37), and Medical Personnel Performance Variables 20 Questions (39-57). This questionnaire also has been distributed for validity and reliability testing by 30 samples. The result found

that all the questionnaires have good validity and reliability with a Cronbach alpha score for altruism behavior variable 0.898, Intellectual capital variable 0.930, work motivation 0.899 and Medical Staff Performance 0.956. Therefore, the study satisfied the validity and reliability test. Likert scale 1 to 4 measurements were applied to this study. 1 interpreted as "strongly disagree," and 4 as "strongly agree."

Data is collected by distributing questionnaires online through google forms within 1 month. All respondents willing to participate in this study must sign the informed consent. The researchers explain in detail the objective of the research and other information about the procedure of the study. All respondents can receive feedback for details that could be clearer during the data collection process.

The descriptive statistic was applied to describe the data demography information. Structural Equation Modeling (SEM) was used to examine independent variables' direct and indirect effects on the dependent variable. Normally distribution and multicollinearity data assumptions should be faced before dealing with SEM. This study has been approved by ethical consideration of Esa Unggul University with numbers 0923-05.004/DPKE-KEP/FINAL-EA/UEU/IV/2003

RESULT

Demographic data

The total respondents were 40 medical staff. It was found that the respondents based on age were dominated by 31-40 years (40%). Respondents by gender were 23 female (58.8%) while male 17 (41.5%). Based on the majority of working years, respondents have worked 2.1-4 years (36.6%). Respondents based on specialization/expertise are most general practitioners with 9 (22.5%). In contrast, Others have as many as 20 (50%) respondents.

Table 1. Characteristics of Respondents

No	Character grid		Amount	Percentage
1	Age	20-30	8	20%
		31-40	16	40%
		41-50	12	30%
		51-60	4	10%
	Total		40	100%
2	Gender	Man	17	41,5 %
		Woman	23	58,5%
	Total		40	100%
3	Working time	< 2 years	11	26,8%
		2.1-4 Years	14	36,6%
		4.1-6 Years	8	19,5%
		6.1-8 Years	4	9,8%
		>8.1 Years	3	7,3%
	Total		40	100 %
4	Specialization / Expertise	General	9	22,5%
		Tooth	4	10%
		Obstetrics & Gynecology	2	5%
		General Surgery	2	5%
		Internal Diseases	3	7,5%
		Other	20	50 %
	Total		40	100%

Correlation between Altruism Behavior, Intellectual Capital, and Work Motivation on Medical Staff Performance

Table 2 describes the Correlation between Altruism Behavior, Intellectual Capital, and Work Motivation on Medical Staff Performance. The results found that positive correlation between Altruism Behavior (p -value<.05) and Intellectual Capital (p -value<.05) with Work Motivation. Altruism Behaviors (p -value<.05) and Intellectual Capital (p -value<.05) were significantly associated with Medical Staff Performance. While Work Motivation showed there is no significant association with medical staff performance (p -value>.05). Details of the findings can be explained in Table 2.

Table 2. Correlation between Independent variables with Dependent Variable

Hypothesis	Estimate	S.E.	C.R.	P value	Label	Result
Work Motivation <--- Altruism Behavior	.229	.084	2.730	.006	par_2	H2 Accepted
Work Motivation <--- Intellectual Capital	.823	.141	5.817	.000	par_1	H3 Accepted
Medical Staff Performance <--- Altruism Behavior	.382	.163	2.353	.019	par_4	H4 Accepted
Medical Staff Performance <--- Intellectual Capital	1.225	.342	3.577	.000	par_5	H5 Accepted
Medical Staff Performance <--- Work Motivation	.389	.284	1.372	.170	par_3	H6 Rejected

The Direct dan Indirect Effects

Referring to Table 3 and Table 4, the direct and indirect results are obtained. It can be seen from the comparisons that the direct effect is greater than the indirect effect. This is indicated by the value of Altruism Behavior directly, which is 0.296, greater than the indirect effect, which is 0.61. The direct impact of Intellectual Capital is 0.496; this led to greater than the indirect effect, which is .130. Meanwhile, the value of the work motivation direct effect is .205 greater than the indirect 0.000. This explains that work motivation does not play the mediator role in the relationship between altruistic behavior and intellectual capital on the healthcare performance

Table 3. Standardized Direct Effects

	Altruism Behavior	Intellectual Capital	Work Motivation
Work Motivation	.297	.633	.000
Medical Staff Performance	.296	.496	.205

Table 4 Standardized Indirect Effects

	Altruism Behavior	Intellectual Capital	Work Motivation
Work Motivation	.000	.000	.000
Medical Staff Performance	.061	.130	.000

DISCUSSION

These results indicate that the altruistic behavior variable has a significant positive effect on work motivation. The result led to Hypothesis 2 being accepted in the study. Thus, once the Medical Staff at Karya Medika 1 Hospital have increased empathy for one another in their working environment, it will also affect the Medical Staff's job motivation. Altruism is related to the nature of paying more attention to and prioritizing the interests of others. The desire to help provide solutions to colleagues related to work is believed to increase one's work motivation. The study's findings are supported by a previous study of (10) on the Management Program project at the University of Reykjavik, Iceland; (9, 11) at Matahari department store Tbk Tanjung plaza, Surabaya.

Intellectual capital was found to signify a positive and significant relationship with employees' motivation (H3). These led to the findings that employees' motivation might also increase once the Medical Staff encourage their competence and knowledge. Hence, the results are supported by (8) at PT Indonesia Railway Train; (12) and (13), where work motivation is positively significantly affected by intellectual capital. The study also proposed the positive and significant effect of altruistic behavior on the employees' performance in the fourth hypothesis. The study signified the fourth hypothesis to possess a positive and significant impact of altruism on the employee's performance, supporting the previous research (11,14,15). It indicates that once the employees put their empathy at the top of their activity, it may lead to performance leverage.

The study has proven the positive significance effect of intellectual capital on the employee's performance (H5). The more competence and knowledge an employee possesses, the better the employee's performance will be. Intellectual capital is a person's collective ability to produce the best solution based on their knowledge. Therefore, someone with good intellectual capital can benefit from performance. The study supports previous research (13,16–18), which signified the positive significant impact of intellectual capital on employees' performance.

Last but not least, the study could not satisfy the sixth hypothesis, where it is found that employees' motivation has a positive effect on performance but is insignificant (H6). This is supported by the research of (19), which states that work motivation negatively affects employee performance. This led to the fact that other factors still have impacted the performance of the Medical Staff to be even better, such as personal or individual, leadership, team, system, and contextual factors.

CONCLUSION AND RECOMMENDATIONS

Altruism, Intellectual Capital and Work Motivation positively affect the performance of Medical Staff. But this shows that Altruism and Intellectual Capital influence human energy performance. Altruism behavior has a positive effect on Work Motivation. This shows that related to the conduct of Medical Staff who care, help, and care for patients when doing services until this is the motivation of Medical Staff in carrying out services at the hospital medical works 1. Intellectual capital has a positive effect on Work Motivation. This shows that the higher the intellectual capital a Medical Staff owns, the higher the performance produced. Altruism has a positive impact on the performance of Medical Staff. This shows that the higher the altruism behavior in this hospital will improve medical teachers' performance. Intellectual capital has a positive effect on the performance of Medical staff. This shows that the higher intellectual capital in this hospital will improve the performance of the Medical Staff. Work Motivation does not positively affect the Performance of Medical Staff. This means that the motivation to work for Medical Staff in this hospital is good but still needs to be more to improve the performance of the Medical Staff. However, the study is limited to only 40 respondents; of course, more is required to describe the actual situation, especially in the healthcare performance in other institutions or countries. Last but not least, future studies are welcome to bridge the hypothesis rejected in the study findings.

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