Employee Performance at the Jakarta Port Hospital as Seen By the Management Information System, Training, and Organizational Culture

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Abstract— Nowadays, having a Management Information System (MIS) for a hospital is a very important thing to develop. This is due to the increasing complexity of the problems that exist in patient medical records and other administrative records related to the provision of hospital services that are reported to the relevant hospitals. This study aims to identify the combined and partial effects of management information systems, training, and organizational culture on employee performance and to ascertain which has a greater influence between direct effects (management information systems, training, and a combination of direct effects (management information systems, training, and organizational culture on employee performance) with indirect effects. The focus of this research is on management information systems, training, organizational culture, and employee performance, and was conducted at the Jakarta Port Hospital. A total of 502 people became the research population and only 83 employees became the research sample. The findings indicated that the management information system has a positive and significant impact on employee performance, it is stated that as the management information system improves, employee performance also does. Training has no impact on employee performance, it is stated that either high or low levels of training have no bearing on employee performance. Organizational culture has a positive and significant impact on employee performance, but only to a limited extent, it is stated that with improved organizational culture, employee performance will improve.

**Keywords*: Employee Performance, Hospital, Management Information System, Organizational Culture, Training*.

1. INTRODUCTION

Nowadays, having a Management Information System (MIS) for a hospital is a very important thing to develop. This is due to the increasing complexity of the problems that exist in patient medical records and other administrative records related to the provision of hospital services that are reported to the relevant hospitals [1]. In addition to management information systems, training created in a company or organization will also affect the performance and organizational culture of employees.

Based on the 2021 annual report data at the Port Hospital, there have been Digital-Based trainings that describe the management information system.

Table 1. Employee Training [2]

No	Training Name	Participants
1	Executive Development program (EDP) With action learning	2
2	Digital marketing training	15

3	Digital information technology training (EEP)	7
4	Vaccinator training with ICV and ICB	6
5	Training hospital strategic business plan	3

Source: 2021 Annual Report Rs Pelabuhan Jakarta

Based on the aforementioned training data at the Port Hospital, there is training that addresses in-house training on digital transformation of hospital services during a pandemic with telemed IHC, digital marketing training, and digital information technology training (EEP). Of course, this is related to the application of management information systems given that the novelty of information and the quality of information is a pressing need to develop creative solutions throught. Jakarta Port Hospital applies SIMRS in assisting the registration department, pharmacy, cashier. However, this SIMRS is still not comprehensive to all units. then the Jakarta Port Hospital must raise the level of its services. especially in the area of SIMRS, where the use of computer-based management information systems considerably facilitates the efficient provision of healthcare services at the Jakarta Port Hospital [3].

In addition to information systems and job training, there is also an organizational culture that can affect employee performance. All institutions have a culture and in the Tradition significantly affects the attitudes and behavior of the institution's members this culture continues from the beginning of the generation passed down to the next generation. The following organizational culture applied by the Jakarta Port Hospital is as follows:

Figure 1. Culture applied [2]

Source: Annual Report 2021 Rs Pelabuhan Jakarta

In its application, it must be applied at all levels starting from the highest level to the executive level. During the process, it is expected that this AKHLAK culture can contribute not only to the management of the organization, but also to the performance of the company, including the quality of services received by the community [4]. The following is comparative data on the Port Hospital Employee Performance appraisal system in 2020 and 2021 as follows:

Table 2. Employee performance appraisal system comparison data [2]

No	Description	Unit	Weight	Year 2021			Performance Weight
				Target	Realization	Performance	

No	Description	Unit	Weight	Target	Value /Realization	Achievement	Score
1	% Women in nominated candidates	%	4%	0,00	100,00	4,0 %	100,0%
2	% Millennials [<40 years old] in top talent	%	3%	0,00	100,0	3,0%	100,0%

No	Description	Year 2020					
		Unit	Weight	Target	Value /Realization	Achieve ment	Score
1	Employee Satisfaction Index	Likert	7.00	4.50	2.96	165.78	4.60
2	Employee Productivity	Rp / People	8.00	107.488 .628	(3.171.621)	97.05	0.00

Source: Annual Report 2021 RS Pelabuhan Jakarta

In 2020, the performance appraisal assesses employee satisfaction and employee productivity with a weight of 7.00 for employee satisfaction and 8.00 for employee productivity, while in 2021, the performance appraisal includes young female and millennial talents under 40 years old with a weight of4% for female talents in the nomination and 3% for millennial talents under 40 years old in the top talent.

The Jakarta Port Hospital has used the Monthly Performance Assessment (P2B) standard for employee appraisals but there are no measurable performance standards and are not in accordance with the work of each employee, causing performance appraisals to be invalid and unreliable and not maximally implemented. The assessment carried out by the Jakarta Port Hospital is a subjective assessment of the results of guessing and not based on quantitative data of existing assessment standards so that the assessment becomes less objective [5].

Based on previous research conducted by Nurul Ichsan; Sistem & Makmur; Rahmani about Management Information Systems on Employee Performance, which shows that Management Information Systems have a beneficial and significant impact on employee performance [6]–[8]. According to previous research also conducted by Hartomo & Luturlean; Safitri; Anggereni regarding the impact of training on employee performance, training has a good and considerable impact on employee performance [9][10][11]. Previous research related to organizational culture conducted by Jufrizen & Rahmadhani; Awiara et al; Januari stated that organizational culture has a positive and significant influence on employee performance [12][13][14].

2. THEORITICAL REVIEW
2.1 Employee Performance
Performance is the actual behavior that everyone shows as a result of the performance work created by representatives is very important for organizational efforts to achieve goals [15][16]. The performance dimensions used in this study adapted from the theory put forward by according to Tiyanti suggests that employee performance can be measured in 3 dimensions, namely: 1) Three indicators compose the work results dimension, which is as follows: a) Strong work results; b) Quantity; c) Timeliness; d) Effectiveness; e) Independence, 2) There are three markers of work behavior, namely: a) discipline at work; b) Initiative; c) Accuracy, 3) Personal traits which consist of 3 indicators, namely: a) Leadership; b) Honesty; c) Creativity [17].

2.2 Management Information System
The method is called a management information system by which information is entered, recorded, stored, and retrieved for planning, operational, and monitoring decisions [18]–[20]. There are 4 dimensions to the value of information: 1) relevance,

with indicator: information has relevance (attachment) if it is directly related to the existing problem, 2) accuracy, with indicator: information must be correct and free from errors, 3) the timeliness, which consists of 2 indicators, namely: a) information must be on time when needed; b) the information provided must be in accordance with the information requested, 4) the completeness, with indicator: the description of the information presented must be complete from a problem or adjustment.

2.3 Training

Training relates to an employee's skills and abilities to perform the current job. Training has a current focus and aids workers in developing certain skills and abilities necessary for workplace success [21]–[24]. The training dimensions used in this study adapted from the theory put forward by Muchtar, A., Fajri, K., & Aditia suggests that training can be measured in 5 dimensions, namely: 1) Dimensions of Goals and Objectives which consists of 2 indicators, namely: a) Understanding and Clarity of objectives; b) Goals, 2) The Trainer Dimension which consists of 3 indicators, namely: a) Having Expertise; b) Professional Qualifications, 3) The Material Dimension which consists of 1 indicator, namely: Having the content of the material in accordance with the objectives to be achieved, 4) The dimension of the method consisting of 1 indicator, namely: a) Adjustment of the method with employees, 5) The dimension of training participants consisting of 1 indicator, namely: a) Fulfillment of the terms and conditions of participants [25].

2.4 Organizational culture

The customs and practices that all members of the organization regard as absolute truths make up the organization's culture[25][26]. People use organizational culture as a standard reference while interacting within organizations [27][28]. According to Adiawaty These are the aspects and telltale signs of organizational culture : 1) Attention to detail dimension, with Indicators: a) Accuracy in solving problems; b) Skills and accuracy at work, 2) Outcome orientation dimension, with Indicators: a) Ability to improve work results, b) Optimal use of resources, 3) Team Orientation dimension, with Indicators: a) Team cohesiveness at work; b) Communication intensity between team members, 4) Aggresivites dimension, with Indicators: a) Agility in dealing with work; b) Competitive at work [30].
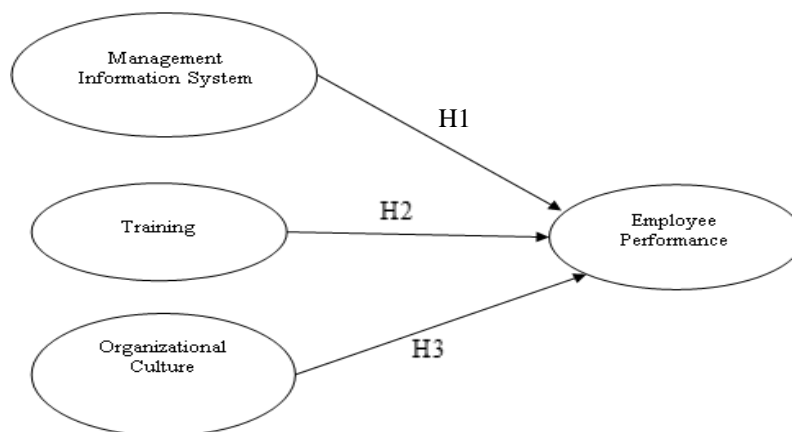
2.5 Conceptual Framework

Figure 2. Conceptual Framework

3. RESEARCH METHODS

This The survey method is a sort of quantitative research. A quantitative research approach is one that can be used to study specific populations or samples, with the goal of characterizing and testing established hypotheses. Data are collected using research tools, and data processing is statistical or quantitative. Surveys given to Jakarta Port Hospital staff and document studies using data from the internet, among other methods, are utilized to gather research data.The sample in this study amounted to 502 people. The population in this study amounted to 502 people. the sample in this study was to use the Slovin Formula, namely $n = N / (1 + (N \times e^2))$ where: n = sample, N = Population, E = Presentation The allowance for inflexibility due to sampling errors that can still be tolerated at 10%.

Based on the calculation using the Slovin formula above, It can be said that the study's sample is was 83 people at the Jakarta Port Hospital. According to a Likert scale, where a score of one is the most negative, a score of five is the most neutral, and a score of five is the most positive, data were gathered through the use of questionnaire techniques. The approach employed in this study to assess the records was changed to SEM-PLS with the help of the SmartPLS 3.2 software.

4. RESULTS AND DISCUSSION

4.1 *Evaluation of Measurement Model*

Indicators in a construct change when other indicators in the same construct change or are removed from the model, according to formative indicator validity testing. The convergent validity test and the AVE value both reveal the validity test used in this study. The loading factor value on the latent variable and its indications is the convergent validity value. Convergent Validity should be greater than or equal to 0,7 [31].

Table 3. Outer Loading (1)

	Management Information System (X1)	Training (X2)	Organizational Culture (X3)	Employee Performance (Y)	Result
X1.1	0.759				Valid
X1.2	0.845				Valid
X1.3	0.772				Valid
X1.4	0.797				Valid
X2.1		0.721			Valid
X2.2		0.674			Not Valid
X2.3		0.809			Valid
X2.4		0.784			Valid
X2.5		0.831			Valid
X2.6		0.803			Valid
X2.7		0.829			Valid
X2.8		0.739			Valid
X3.1			0.704		Valid
X3.2			0.79		Valid
X3.3			0.871		Valid
X3.4			0.665		Not Valid
X3.5			0.801		Valid
X3.6			0.793		Valid
X3.7			0.819		Valid

Y1	0.776	Valid
Y10	0.751	Valid
Y11	0.808	Valid
Y2	0.844	Valid
Y3	0.798	Valid
Y4	0.818	Valid
Y5	0.696	Not Valid
Y6	0.866	Valid
Y7	0.816	Valid
Y8	0.746	Valid
Y9	0.689	Not Valid

Source: Processed with SmartPLS version 3.2

Based on the results of this study, there are still several invalid indicators. To ensure that all indicators are valid, any indicator value that does not exceed 0,7 will be eliminated. As a consequence of data processing using SmartPLS software, there are four (4) indicators whose values do not meet, namely X2.2, X3.4, Y5, and Y9 with values of 0,674, 0,665, 0,696 and 0,689.

After removing these indicators, the new factor loading values were obtained. The results of the second validity test show that a number of indicators are still invalid. To ensure that all indicators are valid, the indicator values that do not exceed 0,7 will be eliminated. As a consequence of the results of data processing using SmartPLS software, there are 2 (two) indicators whose values do not meet, namely X2.1 and X3.1 with values of 0,682 and 0,695. After removing these indicators, a new loading factor value is obtained. Based on the third validity test, the loading factor value on each concept is more than 0,7.

Table 4. Outer loading valid

	Management Information System (X1)	Training (X2)	Organizational Culture (X3)	Employee Performance (Y)	Result
X1.1	0.758				Valid
X1.2	0.848				Valid
X1.3	0.77				Valid
X1.4	0.797				Valid
X2.3		0.827			Valid
X2.4		0.821			Valid
X2.5		0.862			Valid
X2.6		0.816			Valid
X2.7		0.825			Valid
X2.8		0.721			Valid
X3.2			0.828		Valid
X3.3			0.894		Valid
X3.5			0.761		Valid
X3.6			0.827		Valid
X3.7			0.838		Valid
Y1				0.795	Valid
Y10				0.756	Valid

Y11	0.783	Valid
Y2	0.86	Valid
Y3	0.827	Valid
Y4	0.818	Valid
Y6	0.874	Valid
Y7	0.819	Valid
Y8	0.751	Valid

Source: Processed with SmartPLS version 3.2

The indicators used in this study all pass the convergent validity test since X2.8, which has a value of 0,721, and X3.3, which has a value of 0,894, have the lowest and highest values, respectively. A second validity test should also be performed using the Average Variance Extracted (AVE) value. According to Ghozali based on the results of data processing, it meets the requirements of the convergent validity test because each variable has a value greater than 0,5 [32].

Table 5. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Management Information System (X1)	0.63
Training (X2)	0.661
Organizational Culture (X3)	0.69
Employee Performance (Y)	0.657

Source: Processed with SmartPLS version 3.2

Based on the data above, it can explain the AVE Management Information System variable has a value of 0,63, training has a value of 0,661, organizational culture has a value of 0,69, and employee performance has a value of 0,657. After testing the AVE value, a discriminant validity test is carried out, with discriminant validity assessed using the Fornell-Larcker criteria and cross loading. Discriminant validity in the Fornell-Larcker criteria test can also be seen by comparing the square root of the AVE for each construct with the correlation between model constituents [32]. Based on the research results, according to the Fornell Larcker criterion data, the AVE's square root value is higher than its association with other factors.

Table 6. Fornell Larcker Criterion

Variable	Management Information System (X1)	Training (X2)	Organizational Culture (X3)	Employee Performance (Y)
Management Information System (X1)	0.794			
Training (X2)	0.702	0.813		
Organizational Culture (X3)	0.458	0.707	0.831	
Employee Performance (Y)	0.595	0.657	0.729	0.81

Source: Processed with SmartPLS version 3.2

The reliability test is also used to evaluate how consistently respondents reply to questions in a survey or other research tool. Composite reliability and Cronbach's alpha

are the two methods used in the reliability test. Cronbach's Alpha dependability must be at least 0,6 [32].

Table 7. Composite Reliability dan Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability
Management Information System (X1)	0.806	0.872
Training (X2)	0.897	0.921
Organizational Culture (X3)	0.887	0.917
Employee Performance (Y)	0.934	0.945

Source: Processed with SmartPLS version 3.2

According to the data, all variables have a composite reliability value and a Cronbach's alpha greater than 0,6 [32]. This signifies that each study variable fulfills the composite reliability and Cronbach's alpha standards.
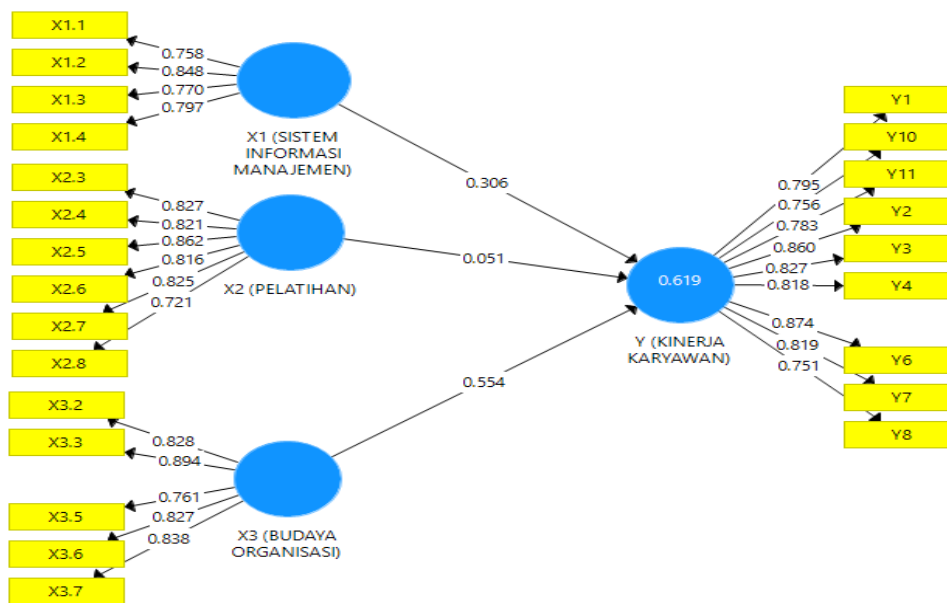

Figure 3. Final Measurement Model
Source: Processed with SmartPLS version 3.2

4.2 *Evaluation of Measurement Model*

Table 8. R Square

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.619	0.605

Source: Processed with SmartPLS version 3.2

According to the data processing results, the R^2 value of the employee performance variable of 0,619 indicates that Management Information Systems, Training, and Organizational Culture influence employee performance by 61,9%, while additional factors not included in the model influence the remaining 38,1%. The R^2 value of 0,605 indicates that the structural model is successful in assessing changes in the value of the employee performance variable.

The VIF value will then be determined by conducting a collinearity test after that. The tolerance value and variance inflation factor (VIF) value can be used to determine the presence or absence of multicollinearity in the regression model. The tolerance value

measures the variability of the selected independent variables that cannot be explained by other independent variables. The cut off value for tolerance is 0.10 or the VIF value is greater than 10 [32]. This study shows that the three variables, namely Management Information Systems, Training, Organizational Culture, and Employee Performance, have an inner VIF value of less than 10 which indicates that the structural model does not show any collinearity.

The interaction model is further tested by looking at the effect size (f^2). The moderating effect has an impact size (f^2) of 0.02 for the weak model, 0.15 for the moderate model, and 0.35 for the strong model, respectively. According to Ghozali, if the effect size (f2) produced is minimal, the interaction effect will not change [32]. In this study, the f Square value shows the size of the influence of each construct, with the size of the influence of the management information system construct on employee performance of 0.124 including very weak, training on employee performance of 0.002 including very weak, and organizational culture on employee performance of 0.4 including strong.

The fit model in this study will next be tested using two models, one of which is the normal fit index (NFI) proposed by [33]. The model is more accurate the closer the NFI value is near 1. The SRMR and Chi-Square values, Along with the NFI Value, indicate model fit. Based on the data processing findings, This study's normal fit index (NFI) value, which equals 0.688 or 68,8%, suggests that the model is fit. The following are the findings of this research hypothesis test:

Table 9. Hypothesis Testing

	Path Coefficients	T Statistics (|O/STDEV|)	P Values	Results
Management Information System (X1) -> Employee Performance (Y)	0.306	2.74	0.006	Supported
Training (X2) -> Employee Performance (Y)	0.051	0.42	0.674	Not Supported
Organizational Culture (X3) -> Employee Performance (Y)	0.554	5.519	0.000	Supported

Source: Processed with SmartPLS version 3.2

This study's findings suggest that management information systems has a positive and significant effect on employee performance adoption intention, organizational culture has a positive and significant effect on employee performance, and training has no effect on employee performance.

4.3 Interpretation of Research Results

There are several steps to the PLS-SEM hypothesis testing process, including the assessment of the measurement model and the evaluation of the structural model. While evaluating the structural model is used to test hypotheses, evaluating the measurement model may be said to be an evaluation of validity and reliability.

4.4 Management Information Systems Have an Effect Positive and Significant on Employee Performance

The management information system has a sizable impact on the productivity of staff at the Jakarta Port Hospital, according to the study's findings. When used to carry out organizational tasks, the Management Information System is anticipated to add value in addition to processing the organization's information-owned resources, where this added value can benefit the organization as evidenced by the achievement of organizational

goals effectively and efficiently in accordance with what has been planned. The Management Information System is expected to assist the organization in carrying out its duties by achieving employee performance which is marked by achieving organizational goals effectively and efficiently in accordance with what has been planned and determined previously [27][28]. Employee output, on the other hand Siregar et al. stated that how well an employee does his job in accordance with the tasks assigned by the leadership [36]. The results of this study are in line with previous research conducted by Surianta and Purba, Ichsan, Rahmani, which claims that employee performance is significantly improved by the use of management information systems [37][6][8].

4.5 Training has no effect on Employee Performance

Based on the findings of this study, it can be said that training research does not significantly affect the productivity of staff members at the Jakarta Port Hospital. Training has little impact on performance since there is a rigorous initial selection process that creates dependable and qualified human resources [38]–[40]. Employee competence is strong according to Shidiq and Azizah, that is, the presence of signs of training such as skills and aptitude is sufficient to produce the required performance [41]. The findings of this study are consistent with earlier investigations made by Atawirudi et al., Wicaksono, Hirawati and Andayani, which claims that training has no impact on workers' performance [42]–[44] . The results of this study contradict the findings of Hartomo and Luturlean; Safitri; Anggraeni who argue that staff performance can be influenced by training [9]–[11]

4.6 Organizational Culture has a significant effect on Employee Performance

Based on the study's findings, it can be said that organizational culture significantly affects how well staff at the Jakarta Port Hospital perform. This demonstrates how commitment to the firm, ability to collaborate effectively with the team, and understanding of organizational goals are all aspects that have an impact on employee success [44][45]. Kokiroba et al., stated that the higher employee performance the better the corporate culture owned by the workforce [47]. The findings of this study are consistent with the research of Jufrizen & Rahmadhani; Awiara et al; Januari which states that organizational culture has a significant influence on employee performance [12]–[14]. According to Ary Ferdian & Alya Rismi Devita organizational culture has no effect on employee performance.

5. CONCLUSSION

Employee performance is greatly improved by management information systems, and it is thought that the more management information systems there are, the better the improvement in employee performance will be. Employee performance is unaffected by training, therefore no matter how much training is provided, it won't change how well employees perform. staff performance is positively and significantly influenced by organizational culture, therefore improving organizational culture at the Jakarta Port Hospital would enhance staff performance, including the degree of community involvement. Suggestions for the Jakarta Port Hospital need to directly select employees who will be appointed to conduct training for the development of their competence because these things can affect the performance of the employees themselves and for further researchers to conduct research on the development of this research by using different research objects, increasing the number of respondents in the research object, and adding other variables.

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