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## The Influence of Competency, Organizational Culture and Emotional Intelligence on the Performance of Hospital Electromedical Staff in Yogyakarta During the Pandemic

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**Abstract:** The research aimed to determine the influence of competence, organizational culture, and emotional intelligence on the performance of hospital electromedical staff in Yogyakarta during the pandemic. The research used quantitative research. Quantitative research is a method based on the philosophy of positivism. The types of data of the research were primary and secondary. The population was approximately 100 Indonesian hospital electromedical staff in Yogyakarta. The tests for the instrument were validity and reliability tests, classical assumption tests (normality test, multicollinearity test, and heteroscedastic test), multiple linear regression analysis, and hypothesis test (t-test, R square coefficient test). The study showed that: 1) competency has a significant positive effect on the performance of hospital electromedical staff in Yogyakarta. 2) organizational culture has a significant positive effect on the performance of hospital electromedical staff in Yogyakarta. 3) emotional intelligence has not significant positive effect on the performance of hospital electromedical staff in Yogyakarta.

**Keywords:** Competence, Organizational Culture, Emotional Intelligence, Performance.

### INTRODUCTION

The pandemic has made various state sectors, especially in Indonesia, "overwhelmed." In the health sector, Indonesia is currently carrying out a vaccination process to tackle and reduce cases of the spread of COVID-19. Apart from being wary of pandemic outbreaks, several hospitals and health facilities, such as community health centers continue to serve patients for various other diseases. Aiming to provide good service to the community, the management of hospitals, health centers, and health facilities requires sophisticated equipment. In practice, it needs professional staff who are capable and competent to operate medical equipment which is simple, medium, and sophisticated technology medical equipment.

According to Law of the Republic of Indonesia Number 44 of 2009 concerning hospitals, medical equipment used for therapy, rehabilitation, and medical research purposes, either directly or indirectly.

According to (Handayani, 2020), an effective medical equipment maintenance program consists of adequate planning, management, and implementation. Planning considers the financial, physical, and human resources to adequately carry out maintenance activities. There is a fact that the problems frequently encountered in maintaining lightly, moderately, and seriously damaged medical equipment during the current pandemic have increased. This number, compared to electromedical personnel in Indonesia, is still very minimal = (<http://bppsdmk.kemkes.go.id>).

Reliable electromedical personnel must have the competencies required by the management of hospitals, health centers, and other health facilities. (Sutrisno & Zuhri 2019) defines competency as an ability based on skills and knowledge, which is supported by work attitudes and their application in implementing tasks, and work in the workplace refers to the specified work requirements.

According to the Decree of the Indonesian Ministry of Health, Number 371/Kemenkes/SK/III/2007, on the electromedical professional standards where electromedical staff must have both general and specific competency standards. The preparation of competency standards for electromedical engineering is divided into 4 roles, namely: manager, implementer, researcher, and trainer or instructor. Each role has different duties and competency standards. If an electromedical staff can carry out their competency standards well, this will support individual performance so that hospital management can provide good services to the community. Apart from the competencies, taking a strategic place that explains the role and function of electromedical staff is related to the organizational culture formed in the workplace (hospital). Yuliantarti (2016) states that organizational culture is related to the values held by members of the organization. These values inspire individuals to determine actions and behaviors that are accepted by the organization. The existence of a strong organizational culture can be a benchmark for improving employee performance.

Achieving optimal performance cannot be separated from how an individual's character is formed. Managing emotional intelligence is a person's character that greatly influences social interactions. Robbins & Judge (2015) state that emotional intelligence is an individual's ability to assess emotions in oneself and others, understand the meaning of emotions, and manage emotions regularly. Employee performance can not only be seen from their technical work abilities but also from their ability to manage, control, and understand their own and other people's emotions to establish a harmonious relationship among co-workers.

Previous research conducted by Ardiansyah & Sulistiyowati (2018) on the influence of competency on performance showed that competency partially has a significant positive influence on performance. It means that the higher the competency possessed by an employee, the more it will impact on increasing the employee's performance, and vice versa. Another research conducted by Maharani & Efendi (2017) concluded that organizational culture has a significant positive effect on performance. Organizational culture can shape employee personalities and habits. These personalities and habits will shape employee behavior while doing work, which will ultimately determine how the employee performs. Suhartini, Eka & Anisa (2017) concluded that emotional intelligence has a positive effect on employee performance in hospitals. The better the emotional intelligence, the better the performance of the nurse. Meanwhile, different results were found in Amarin (2016) research that emotional intelligence had not significant effect on the performance of auditor employees at the Public Accounting Office in Semarang City. In carrying out his duties of auditing financial reports, emotional intelligence is not needed by an auditor but knowledge about work related to financial reports is more dominant.

Based on the previous description of the differences in thinking from several previous research results creates a gap so that further research is urgent. Therefore, this research is entitled, "The Influence of Competency, Organizational Culture, and Emotional Intelligence on the Performance of Hospital Electromedical Staff in Yogyakarta During the Pandemic."

## METHOD

The research used a quantitative descriptive approach so the research results were conveyed through various sentences that can be understood. The type of research was quantitative research. Data collection techniques are carried out by collecting various documents related to the research focus. The collected data is then studied in-depth to determine reliable research results.

## RESULTS AND DISCUSSION

In the study, the population was all electromedical staff who worked in hospitals, health centers, or health clinics. The population, according to information from the Indonesian Electromedical Association, is approximately 100 staff of hospital electromedical in Yogyakarta. The sampling technique used Simple Random Sampling due to the large population of electromedical staff. Then, the sample was determined simply at random. According to Sutrisno & Zuhri (2019), competency is defined as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace, which refers to the specified work requirements. Rusvitawati, Sugiati, & Dewi (2019) stated that competence consists of several key behaviors needed to carry out certain roles to produce satisfactory achievements or performance. Spencer & Spencer in Triastuti (2019) define competency indicators as an achievement or proactive behavior, service or social awareness, ability to influence other people, managerial ability, cognitive ability/mindset, and self-awareness.

**Organizational Culture**, Wardiah (2016) defines as, essentially, the basic values of an organization, which will act as a basis for behaving, performing, and acting for all members of the organization. These values refer to beliefs that show how people behave in an organization. Organizational culture is more subjective because the values and norms in the organization are abstract and require more in-depth study. Robbins & Judge in Maharani & Efendi (2017) stated that organizational culture is a positive, dominant, and strong system carried out by members that distinguish an organization from other organizations. For example, a culture that emphasizes the growth of an individual to express noble values that are intensively embraced and spread widely. Indicators of organizational culture, according to Robbins & Judge in Maharani & Efendi (2017), are Innovation and risk-taking, Attention to detail, Results orientation, People orientation, Team orientation, Aggressiveness, and Stability.

**Emotional Intelligence**, Goleman in Suhartini, Eka & Anisa (2017) defines emotional intelligence as a person's ability consisting of various abilities to be able to motivate oneself, survive frustration, control impulse needs, and the ability to empathize with other people. Meanwhile, Cooper & Sawaf in Kurniawan (2020) states that emotional intelligence is the ability to feel, understand, and effectively apply emotional power and sensitivity as a source of energy, information, correction, and influence of humanity. Indicators of emotional intelligence, according to McShane & Glinow in Adha & Hendrati (2018), are recognizing one's emotions (Self Awareness), managing emotions (Self Management), recognizing other people's emotions (Social Awareness), and building relationships (Relationship Management).

**Performance** is a benchmark or basic reference for an organization in determining the success of achieving set goals. Performance is a work result, achieved by an individual in carrying out their duties or skills, efforts, and opportunities (Hasibuan, 2017). Ranupandojo

& Husnan in Amalia, Suwendra, & Bagia (2019) defines performance as a measure and assessment of behavior in the workplace, including the quality and quantity of output, working time, and cooperative relationships between colleagues. Meanwhile, Mathis (2016) states the performance indicators including quantity, quality, timeliness, and effectiveness of attendance.

**A validity test** is a degree of accuracy or difficulty in measuring an instrument on the content of a statement (Sugiyono, 2019). To compare the value between the r count and the r table, it needs to first find the value of the r table. In this study,  $Df = N - 2 = 40 - 2 = 38$ ; significance = 0.05 (two-tailed), so the r table value is 0.132. The value of the r count for all questionnaire items is more than ( $>$ ) r table. In sum, this research data is valid.

**Reliability Test** aims to know the value of measurement results using the same object that will produce the same (consistent) data. The technique used was Alpha Cronbach. Good research data must have a Cronbach's Alpha value of more than ( $>$ ) 0.60. Then, the research data is reliable and feasible for use. It is known that the Cronbach's Alpha value for the Competency variable (X1) = 0.944 is higher than 0.60; Organizational Culture variable (X2) = 0.980 higher than 0.60; Emotional Intelligence variable (X3) = 0.965; and employee performance variable (Y) = 0.985. All Cronbach's Alpha values for each research variable meet the requirements, which is higher than 0.60. Then, it concluded that the data was reliable.

**Classic Assumption Test of Normality Test.** The significance value of variable X1 (Competence) is 0.200, higher ( $>$ ) from 0.05; the significance value of the variable X2 (Organizational Culture) is 0.116, higher ( $>$ ) than 0.05; the significance value of X3 (Emotional Intelligence) is 0.280, higher ( $>$ ) than 0.05; and the significance value of Y (Performance) is 0.213, higher ( $>$ ) than 0.05. The five significance values for each research variable are all higher ( $>$ ) than 0.05. In short, the data has been distributed normally.

**Multicollinearity Test.** The tolerance value X1 (Competence) = 0.203; X2 (Organizational Culture) = 0.355; and X3 (Emotional Intelligence) = 0.272. Meanwhile, the VIF value in X1 (Competence) = 4.920; X2 (Organizational Culture) = 2.814; and X3 (Emotional Intelligence) = 3.680. From the two values, both tolerance and VIF on all independent variables have met the requirements, which are the VIF value must be less than ( $<$ ) 10, and the tolerance value must be more than ( $>$ ) 0.10. Then, the data is free from symptoms of multicollinearity.

**Heteroscedasticity Test.** The significance value of X1 (Competence) = 0.219; X2 (Organizational Culture) = 0.393; and X3 (Emotional Intelligence) = 0.380. All of the variables are more than ( $>$ ) 0.05. It concluded that the research data is free from symptoms of heteroscedasticity.

**Multiple Linear Regression Analysis.** In this study, the general formula of the multiple linear regression equation is as follows:  $Y = 24.233 + 0.160X1 + 0.900X2 + 0.444X3 + e$ . Constant = 24.233. This means that if the value of the independent variables X1 (Competence), X2 (Organizational Culture), and X3 (Emotional Intelligence), the value is constant, then the value of Y (Performance) is 24.233. Coefficient X1 (Competence) = 0.160. It means that if the values of the other variables are constant, then the positive influence of X1 (Competence) on Y (Performance) is 0.160. Every 1% addition to the Competency variable will increase performance by 0.160%. Coefficient X2 (Organizational Culture) = 0.900. It means that if the values of the other variables are constant, then the positive influence of X2 (Organizational Culture) on Y (Performance) is 0.900. Every 1% addition to the Organizational Culture variable will increase performance by 0.900%. Coefficient X3 (Emotional Intelligence) = 0.444. It means that if the values of the other variables are constant, then the positive influence of X3 (Emotional Intelligence) on Y (Performance) is 0.444. Every additional 1% in Emotional Intelligence management will increase performance by 0.444%.

**T-test (partial).** The significance value of the variable X1 (Competence) = 0.028 is less than 0.05. So, it concluded that the Competency variable has a significant positive effect on employee performance, and the research hypothesis (H1) is accepted. The significance value of the variable X2 (Organizational Culture) = 0.000 is less



than 0.05. So, it concluded that the Organizational Culture variable has a significant positive effect on employee performance, and the research hypothesis (H2) is accepted. The significance value of variable X3 (Emotional Intelligence) = 0.252 is higher than 0.05. So, it concluded that the Emotional Intelligence variable has not significant positive effect on employee performance, and the research hypothesis (H3) is rejected. **R Square Coefficient Test.** The Adjusted R Square coefficient value is 0.838. It means that the ability of the independent variables, consisting of Competence, Organizational Culture, and Emotional Intelligence to explain employee performance variables is very strong at 83.80%. Then, the remaining of 16.20% can be explained using other variables outside the research.

## CONCLUSION

Based on the findings and discussion, the conclusions are: Competency has a significant positive effect on the performance of hospital electromedical staff in Yogyakarta. The significance value of t is 0.028, less than 0.05. So, the first hypothesis (H1) is accepted. Organizational culture has a significant positive effect on the performance of hospital electromedical staff in Yogyakarta. The significance value of t is 0.000, less than 0.05. So, the second hypothesis (H2) is accepted. Emotional Intelligence has no significant positive effect on the performance of hospital electromedical staff in Yogyakarta. The significance value of t is 0.252, more than 0.05. So, the third hypothesis (H3) is rejected.

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