
The Effect of Competence, Digitalization Technology And Work Environment on Employee Productivity through Work Motivation at Jakarta Medical Center

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Abstract:

The phenomenon of employee work productivity at the Jakarta Medical Center is less than optimal in carrying out the duties and functions of health services, there is a high workload and excessive demands and the limited number of health workers in dealing with the number of patients resulting in physical and mental fatigue. The purpose of the study was to analyze the effect of competence, digitalization technology and work environment on employee work productivity through work motivation at the Jakarta Medical Center. This study uses a quantitative research approach conducted using the PLS-SEM Analysis method (Partial least square path modeling-structural equation modeling analysis). Primary data collection techniques using questionnaire techniques. The study population was 150 employees with a census sample technique, all populations were sampled. Based on the discussion of the research results, it is concluded that directly there is a positive and significant effect of competence, digitalization technology and work environment on work motivation at the Medical Center. Directly there is a positive and significant effect of competence, digitalization technology, work environment, and work motivation on employee work productivity at the Jakarta Medical Center. Indirectly there is a positive and significant effect of competence, digitalization technology and work environment on employee work productivity through work motivation.

Keywords: Competence, Digitalization Technology, Work Environment, Work Motivation, and Work Productivity

1. Introduction

The Medical Center has the same function as a hospital that offers a series of health service facilities and as a facility that organizes health service activities and can be utilized for the education of health workers, fitness, health-related research activities with the main target according to the function of the Medical Center to provide efficiency and effectiveness of services to each patient. (Ismail et al., 2022). This shows that the Medical Center is a facility that provides medical services to patients because it has doctors, nurses, and other medical staff who work to provide the necessary care such as disease diagnosis, care, treatment, and other medical actions. One of the Medical Centers that carry out health service functions is the Jakarta

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Medical Center. The Medical Center in Jakarta is a health facility located in DKI Jakarta has various medical centers that provide quality health services to the community because it provides medical services, doctor consultations, examinations, and health care.

The medical center in carrying out the function of health services, its success is inseparable from the role of employee work productivity that can support the Medical Center. Employee work productivity in health services is a work requirement expected by management as the main role holder in the productivity of an organization. (Harismasakti & Suparna, 2014).. In health organizations, work productivity is a benchmark for determining the quality of the productivity level itself so that the existence of an organization is closely related to the work productivity of its employees. (Ensha, 2018). This is because there are different benchmarks for health services provided in different production models, including elective healing processes, such as emergency departments and ongoing patient care where the value and productivity of work is understood differently (Kämäräinen, 2018). (Kämäräinen et al., 2016)..

The work productivity of healthcare employees has a very important role in maintaining the quality of health services and meeting the needs of patients. The success of health employee work productivity has a direct impact on the Medical Center, because with high employee work productivity, organizational goals such as operational efficiency, achievement of service targets, and financial sustainability can be achieved so that good work productivity also has the potential to improve the reputation and competitiveness of health facilities. However, the work productivity of employees at the Jakarta Medical Center is less than optimal based on the Personnel Data Report at the Jakarta Medical Center, it is shown that the work productivity of Jakarta Medical Center employees has not met the target and realization. The realization of 2018-2022 employee work productivity has not met the work target of 100%, because 2018 was only realized 87.62%, 2019 realized 76.355, 2020 realized 82.71%, 2021 realized 88.21%, and 2022 realized 86.53%. This shows that there is a gap in the phenomenon of employee productivity at the Jakarta Medical Center being less than optimal in carrying out tasks and functions at the Jakarta Medical Center.

The phenomenon of employee work productivity at the Jakarta Medical Center is less than optimal because (1) High workload and excessive demands and the limited number of health workers in dealing with the number of patients result in physical and mental fatigue so that errors in health services throughout 2021-2022 occurred 5 cases. (2) Lack of resources such as medical equipment, medicines, and adequate facilities can also hinder the productivity of health workers, slowing down the service process, causing long queues, and disrupting efficiency in medical actions. (3) Lack of Training and Professional Development because throughout 2021-2022 only 15 employees received education and training. (4) Work and personal life imbalance due to irregular work schedules, working under stressful conditions, and long work duration so that employee productivity as health workers decreases.

The problems above show that employee productivity at the Jakarta Medical Center is less than optimal based on observations due to work motivation. Problems with work motivation because there are still employees who come to work / arrive not on time, this shows that employee motivation has not been maximized so that it has an impact on the work productivity of the employees themselves. (Fitriana, 2017) Around 90% can be seen from the delay in changing work shifts (Tiara et al., 2019). (Tiara et al., 2019). Motivation is basically a mental condition that encourages *action* (*action or activities*) and provides strength that leads to achieving needs, providing satisfaction or reducing imbalances. (Nurbaeti & Hartika, 2014).. Therefore, efforts to strengthen work motivation can be a driving force to complete tasks and responsibilities and adjust to the work environment and provide encouragement to carry out tasks in accordance with the target so that the abilities or competencies possessed can provide maximum work results. (Rosyita et al., 2021)..

Currently, the health sector that can provide the best service is the expectation of the community, therefore organizations are required to be able to improve their quality through the competence of their employees. (Tianafitri & Martono, 2020). Based on Law No. 36 of 2014, health workers are everyone who devotes themselves to the health sector and has knowledge and / or skills through education in the health sector which for certain types requires authority to carry out health efforts grouped into 13 groups, medical personnel, clinical psychology personnel, nursing personnel, midwifery personnel, pharmaceutical personnel, public health personnel, environmental health personnel, nutrition personnel, physical therapists, medical technicians, biomedical engineering personnel, traditional health workers, and health workers. (Silviana & Darmawan, 2017). This shows that competence is a combination of knowledge, skills and abilities in certain career fields that are possessed so as to enable a person to carry out his duties or functions in certain specific skills that have been determined. If the human resources (HR) contained in an organization have the appropriate educational background, knowledge, skills, these HR cannot be said to have high competence because competence does not only involve knowledge / education (*knowledge*) and skills (*skills*) but involves many conditions Marthalia, 2020).

To support the work productivity of employees in carrying out service functions at the Jakarta medical center, it cannot be separated from the support of digitalization technology. One form of digital *health* is a digital-based health application that is able to provide interaction space through media that is already available in various devices capable of connecting to the internet such as computers, laptops and cell phones. (Marpaung & Irwansyah, 2021) and provide health information and services (Sunjaya, 2019). Digital technology has transformed health care globally (Safaruddin & Permatasari, 2022).. Therefore, the role of digitization technology is important in medical centers in improving health services and increasing efficiency such as Patient Data Management to manage patient data electronically; integrating various aspects of hospital operations, such as patient management, doctor schedules, inventory management, and finance that can help automate administrative and operational processes in medical centers; and *Telemedicine* which provides services for patients to be able to communicate with medical personnel virtually. However, digitization

technology in the Jakarta Medical Center is not optimal because (1) there is no adequate training for employees to understand and master new technology due to the high intensity of work. (2) Technical glitches or problems with digital technology systems have not been addressed quickly. (3) Focus Disorders and Information *Overload* so that employees are less focused on using digitalization technology.

Another problem that affects employee productivity at the Jakarta Medical Center based on observation is the work environment. A good working environment at the *Medical Center* has an important role in creating conditions that support employee productivity and well-being. A safe work environment can make employees healthy and more productive. (Mooy et al., 2023).. However, the problems that occur in some medical centers are that the work space for employees is still not well managed and positioned, work equipment that is not fulfilled such as blood and chemical examination tools that do not have reagents and chemical equipment that has not been placed in the laboratory. (Defitamila & Saleh, 2022). In addition, there are problems in the non-physical work environment that can be seen from the interaction between employees and the interaction between superiors and subordinates, causing work stress. (Carima & Jabar, 2022).

The implementation of this research is by comparing the results of relevant research to get a comparison of the phenomenon gap and research gap and find out the findings of consistency and inconsistency. Research Ramdhan & Abubakar (2018), Eksan & Dharmawan (2020), Sendi & Heryanda (2022) stated that competence has a positive and significant effect on employee work productivity. While research Arief & Nisak (2022) competence has no partial effect on employee productivity. This shows the inconsistency of research. Furthermore, research Song et al. (2022) stated that digitalization has a positive effect on labor productivity while Tumiwa et al. (2017) stated that information technology (digitalization) has no significant effect on employee productivity.

In the work environment, research Mukrodi & Saputra (2018) stated that the work environment has a significant effect on work productivity. Research Saleh & Utomo, (2018) the work environment has negative results and has no significant effect on work productivity. Meanwhile, research Lestari et al., (2021), Supriyatno et al., (2021) stated that there is a positive and significant effect of Motivation on Work Productivity. However, research Sulistiawati et al., (2023) stated that motivation has no effect on work productivity where the motivation variable is negative.

This research is a development of research Tumiwa et al., (2017) which uses Information Technology, Work Environment and Competence on Employee Productivity with its research locus at the Bank and research by Tumiwa et al. Eksan & Dharmawan (2020) which uses Competence and Motivation on Work Productivity with a research locus in *automotive* industry companies. While Mukrodi & Saputra (2018) uses work environment and work motivation on work productivity. However, researchers use the locus at the Jakarta Medical Center on the grounds that employee competence, the use of appropriate digitalization technology, and creating a good work environment, the medical center can increase the overall work productivity of

employees. This will have a positive impact on the quality of health services provided, operational efficiency, patient satisfaction, and the success of the medical center in achieving goals and even developing them by adding work motivation variables as mediation.

Knowing from some previous research effects, there are inconsistencies related to the relationship between variables that show a positive and significant direct effect, but there is a negative effect that shows no effect. To fill the research gap and research novelty, the researcher tries to present one variable of digitalization technology that affects employee work productivity in the hope that this variable will be able to find research consistency from the *research gap* that has been stated above

2. Methodology

This type of research uses quantitative research while the research objectives are to show the relationship between variables, verify theories, make predictions, and generalizations. Based on the explanation of quantitative research methods, the phenomenon of a causal relationship that shows the existence of independent and dependent variables can be explained that the independent variable consists of Competence (X1), Digitalization Technology (X2), Work Environment (X3). The dependent variable is Employee Productivity (Y2) and the Intervening Variable is Work Motivation (Y1) at the Jakarta Medical Center. In this study using *Partial Least Square-Structural Equation Modeling* (PLS-SEM).

3. Empirical Findings/Result

Testing convergent validity by looking at the AVE value > 0.5 (Valid) and *composite reliability* and *Cronbach Alpha* > 0.70 (reliable).

Table 1. Validity and Reliability Test

Construct Variable	AVE > 0.5	CA > 0.70	CR > 0.70	Criteria
Competency (K)	0.683	0.844	0.896	Valid and Reliable
Digitization Technology (TD)	0.734	0.880	0.917	Valid and Reliable
Work Environment (LK)	0.754	0.836	0.902	Valid and Reliable
Work Motivation (MK)	0.730	0.908	0.931	Valid and Reliable
Employee Productivity (PKP)	0.711	0.917	0.936	Valid and Reliable

Source: Primary data, processed

Furthermore, the Structural Model Analysis (*Inner Model*) in the *R-Square* analysis (R^2) as the predictive power of the structural model with the R^2 value criteria of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak.

Table 2. *R-Square* (R^2)

Construct	R Square	Category
Work Motivation	0,787	Strong influence

Employee Productivity	0,799	Strong influence
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Source: Primary data, processed, SmartPLS output, 2023

The results of the Structural Equation Model (*Inner Model*) test are explained as follows:

1. The effect of Competence, Digitalization Technology and Work Environment together or simultaneously on Work Motivation stau R^2 is 0.787 or 78.7%, which means that the amount of variability in the Work Motivation construct variable that can be explained jointly by the construct variables of Competence, Digitalization Technology and Work Environment. The remaining 21.3% is explained by other variables outside the study. The R square value is 0.787 or 78.7%, which means it is in the strong influence category.
2. The effect of the construct variables of Competence, Digitalization Technology, Work Environment and Work Motivation together or simultaneously on Employee Work Productivity or R^2 , is 0.799 or 79.9% which means that the amount of variability in the construct variable of Employee Work Productivity that can be explained jointly by the construct variables of Competence, Digitalization Technology, Work Environment and Work Motivation is 0.799 or 79.9%. The remaining 20.1% is explained by other variables outside the study. The R square value is 0.799 or 79.9%, which means it is in the strong influence category.

Goodness of fit (GoF) assessment to validate the combined performance of the measurement model (*outer model*) and structural model (*inner model*). The GoF value criteria are 0.10 (GoF *small*), 0.25 (GoF *medium*) and 0.36 (GoF *large*). The GOF results can be seen in the table below.

Table 3. Results of Average AVE and R values²

Construct	AVE Value	R-value ²
Competency (K)	0.683	
Digitization Technology (TD)	0.734	
Work Environment (LK)	0.754	
Work Motivation (MK)	0.730	0.787
Employee Productivity (PKP)	0.711	0.799
Total	3.612	1.586
Average	0.7224	0.793

Source: Primary data, processed, SmartPLS output, 2023

The GoF calculation uses the Tanenhaus *et.al.* formula, namely the square root of the average AVE value and the average R^2 . The result of the *Goodness of Fit* (GoF) value is 0.7569, thus the model is included in the large criteria.

Furthermore, the results of this study are organized in a summary of the measurement and testing results in the table below.

Table 4. Summary of Hypothesis Testing Results

Hypothesis	Direction of path coefficient	Path Coefficient	T Statistics	P Values	Conclusion
H1 K → MK	Positive	0.401	4.446	0.000	Accepted
H2 TD → MK	Positive	0.314	2.709	0.007	Accepted
H3 LK → MK	Positive	0.265	2.026	0.043	Accepted
H4 K → PKP	Positive	0.177	2.167	0.031	Accepted
H5 TD → PKP	Positive	0.315	3.451	0.001	Accepted
H6 LK → PKP	Positive	0.208	3.085	0.002	Accepted
H7 MK → PKP	Positive	0.282	2.632	0.009	Accepted
H8 K → MK → PKP	Positive	0.113	2.106	0.036	Accepted
H9 TD → MK → PKP	Positive	0.089	2.106	0.036	Accepted
H10 PKP → MK → PKP	Positive	0.075	2.331	0.014	Accepted

PKP

Source: Primary data, processed, SmartPLS output, 2023

4. Discussion

The Effect of Competence on Work Motivation at the Jakarta Medical Center

The results of testing the first hypothesis are empirically proven that competence has a positive and significant effect on work motivation at the Jakarta Medical Center. The results of this positive direction indicate that the competence of Jakarta Medical Center employees can carry out their duties and work well because of the encouragement of self-confidence to complete tasks in doing work and fulfillment of employee expectations.

This finding shows the support of employee competence which can show the combined efforts of knowledge, skills, attitudes, and behaviors possessed by employees in carrying out their duties and responsibilities at work so that they are able to show the expected work results to support organizational success. The findings of this Competency concept are based on the selection of Competency Theory from Sedarmayanti (2018: 126), Mulyasa (2013: 26) Sodikin et al. (2017:11), and Torang (2013:188). Torang (2013: 188) explained that competence is supported by skills, professional behavior, teamwork competence, and service oriented.

Based on descriptive results, the findings show that competence at the Jakarta Medical Center is less than optimal in K3 (teamwork competence) and K4 (service oriented). Meanwhile, the findings of the hypothesis which states that there is a positive and significant effect of Competence on work motivation are supported by the results of the study Sendi & Heryanda (2022) stated that competence has a positive and significant effect on work motivation.

The Effect of Digitalization Technology on Work Motivation at the Jakarta Medical Center

The results of testing the second hypothesis are empirically proven that Digitalization Technology has a positive and significant effect on work motivation at the Jakarta Medical Center. The results of the influence in this positive direction indicate that the Digitalization Technology of the Jakarta Medical Center can motivate employees in supporting the work of access to information and relevant work tools that can provide a feeling of achievement in carrying out tasks.

This finding shows the support of Digitalization technology is part of digital transformation which involves fundamental changes in the way an organization works to optimize work processes that effectively and efficiently carry out work processes. The findings of the concept of digitalization technology are based on the selection of Digitalization Technology Research Theories and Journals from Febriyantoro & Arisandi (2018), Nwankpa & Roumani, (2016), Brennen & Kreiss (2016), and Savitri (2019: 185) explained that Digitalization Technology is supported by information dissemination, digital transformation, digital data availability, and communication networks.

Based on descriptive results, the findings show that Digitalization Technology at the Jakarta Medical Center which is less than optimal in TD1 (Information dissemination), TD2 (Digital transformation), and TD3 (Digital data availability). The findings of the hypothesis which states that there is a positive and significant effect of Digitalization Technology on work motivation have not been examined so that these findings become novelty research.

The Effect of Work Environment on Work Motivation at the Jakarta Medical Center

The results of testing the third hypothesis are empirically proven Work Environment has a positive and significant effect on employee work motivation at the Jakarta Medical Center. The results of this positive direction indicate that the Work Environment of employees at the Jakarta Medical Center can motivate employees because employees in a positive work environment tend to feel more satisfied and involved in work at the Jakarta Medical Center. A supportive work environment creates feelings of being valued and recognized, increases a sense of attachment to the organization, and facilitates good collaboration and cooperation between colleagues.

This finding shows the support of the work environment is everything that is around employees physically and non-physically in supporting the implementation of work so that maximum work results will be obtained. The findings of this digitalization technology concept are based on the selection of Work Environment Research Theories and Journals from Panjaitan (2017), Purnami & Utama (2019), and Sedarmayanti & Rahadian (2018: 2) explains that the work environment is supported by work relationships, work facilities, and work methods.

Based on descriptive results, the findings show that the work environment at the Jakarta Medical Center is less than optimal in LK1 (work relationships) and PK3 (work methods). The findings of the hypothesis which states that there is a positive

and significant effect of the work environment on work motivation have not been examined so that these findings become novelty research.

The Effect of Competence on Employee Productivity at the Jakarta Medical Center

The results of testing the fourth hypothesis are empirically proven that competence has a positive and significant effect on employee work productivity at the Jakarta Medical Center. The results of this positive direction indicate that the competence of Jakarta Medical Center employees can play an important role in increasing workplace productivity because employees have competencies that are in accordance with job demands so that employees are better able to carry out tasks effectively and efficiently.

This finding shows the support of employee competence which can show the combined efforts of knowledge, skills, attitudes, and behaviors possessed by employees in carrying out their duties and responsibilities at work so that they are able to show the expected work results to support organizational success. The findings of this Competency concept are based on the selection of Competency Theory from Sedarmayanti (2018: 126), Mulyasa (2013: 26) Sodikin et al. (2017:11), and Torang (2013:188). Torang (2013: 188) explained that competence is supported by skills, professional behavior, teamwork competence, and service oriented.

Based on descriptive results, the findings show that competence at the Jakarta Medical Center is less than optimal in K3 (Teamwork competence) and K4 (Service-oriented). Meanwhile, the findings of the hypothesis which states that there is a positive and significant effect of competence on employee productivity are supported by the results of research by Ramdhan & Abubakar (2018), Eksan & Dharmawan (2020), Sendi & Heryanda (2022) stated that competence has a positive and significant effect on employee work productivity. However, it rejects the research findings Arief & Nisak (2022) stated that competence has no partial effect on employee productivity.

The Effect of Digitalization Technology on Employee Productivity at the Jakarta Medical Center

The results of testing the fifth hypothesis are empirically proven that Digitalization Technology has a positive and significant effect on employee productivity at the Jakarta Medical Center. The results of this positive direction indicate that Digitalization Technology at the Jakarta Medical Center can be an effective tool in increasing employee productivity. With good implementation and proper support, digitalization technology can help speed up work processes, increase efficiency, facilitate collaboration, and improve the quality of employee work at the Jakarta Medical Center.

This finding shows the support of Digitalization technology is part of digital transformation which involves fundamental changes in the way an organization works to optimize work processes that effectively and efficiently carry out work processes. The findings of this digitalization technology concept are based on the selection of Digitalization Technology Research Theories and Journals from Febriyantoro & Arisandi (2018), Nwankpa & Roumani, (2016), Brennen & Kreiss (2016), and Savitri

(2019: 185) explained that Digitalization Technology is supported by information dissemination, digital transformation, digital data availability, and communication networks.

Based on the descriptive results, the findings show that Digitalization Technology at the Jakarta Medical Center is less than optimal in TD1 (Information dissemination), TD2 (Digital transformation), and TD3 (Digital data availability).

Meanwhile, the findings of the hypothesis stating that there is a positive and significant effect of digitalization technology on employee work productivity are supported by the results of research by Song et al. Song et al., (2022) stated that digitalization has a positive effect on labor productivity. However, rejecting the research findings of Tumiwa et al. (2017) stated that information technology (digitalization) has no significant effect on employee productivity.

The Effect of Work Environment on Employee Productivity at the Jakarta Medical Center

The results of testing the sixth hypothesis are empirically proven that the Work Environment has a positive and significant effect on employee work productivity at the Jakarta Medical Center. The results of the influence with this positive direction indicate that the Work Environment of employees at the Jakarta Medical Center can provide support and conditions that allow employees to work effectively and efficiently because employees feel comfortable in the workspace and there are positive relationships between employees and superior support at the Jakarta Medical Center.

This finding shows the support of the work environment is everything that is around employees physically and non-physically in supporting the implementation of work so that maximum work results will be obtained. The findings of this digitalization technology concept are based on the selection of Work Environment Research Theories and Journals from Panjaitan (2017), Purnami & Utama (2019), and Sedarmayanti & Rahadian (2018: 2) explains that the work environment is supported by work relationships, work facilities, and work methods.

Based on the descriptive results, the findings show that the work environment at the Jakarta Medical Center is less than optimal in LK1 (Work relationships) and PK3 (Work methods). Meanwhile, the findings of the hypothesis which states that there is a positive and significant effect of the work environment on employee work productivity are supported by the results of research from Mukrodi & Saputra (2018) stated that the work environment has a significant effect on work productivity. However, it rejects the research findings Saleh & Utomo, (2018) the work environment has negative results and has no significant effect on work productivity.

The Effect of Work Motivation on Employee Productivity at the Jakarta Medical Center

The results of testing the seventh hypothesis are empirically proven that Work Motivation has a positive and significant effect on employee work productivity at the

Jakarta Medical Center. The results of this positive direction indicate that employee Work Motivation at the Jakarta Medical Center can encourage employees to complete tasks with efficiency and good quality. When employees have their needs met, employees will tend to have a high level of involvement, enthusiasm, and focus in carrying out their duties and responsibilities at the Jakarta Medical Center.

This finding shows support Work motivation is an internal or external drive that encourages individuals to perform work actions. The findings of this digitalization technology concept are based on the selection of Work Motivation Theories and Research Journals from Siagian (2015: 294), Sugiono *et al.*, (2022), F. Herzberg (Suwatno & Priansa, 2016: 176), and Ardana (2015: 31) explains in Work Motivation because of job satisfaction, personal expectations, the applicable reward system, awards, and responsibilities given.

Based on the descriptive results, the findings show that employee work motivation at the Jakarta Medical Center is less than optimal in MK1 (job satisfaction) and MK3 (applicable reward system). Meanwhile, the findings of the hypothesis which states that there is a positive and significant effect of work motivation on employee work productivity are supported by the results of research by Lestari *et al.* Lestari *et al.*, (2021), Supriyatno *et al.*, (2021) stating that there is a positive and significant effect of Motivation on Employee Work Productivity. However, it rejects the research findings Sulistiawati *et al.*, (2023) stated that motivation has no effect on work productivity where the motivation variable is negative.

The Effect of Competence on Employee Productivity through Work Motivation

The results of testing the eighth hypothesis empirically proved that Work Motivation mediates the positive and significant effect of Competence on Employee Productivity at the Jakarta Medical Center. The results of this positive direction indicate that the competence of Jakarta Medical Center employees can play an important role in increasing workplace productivity because employees have competencies that are in accordance with job demands so that employees are better able to carry out tasks effectively and efficiently due to the encouragement of Work Motivation.

Competencies at the Jakarta Medical Center have a significant influence on employee productivity, especially when combined with strong employee motivation. Competencies include the skills, knowledge and attitudes required to perform the duties and responsibilities at the Jakarta Medical Center well in a particular position or job. While employee work motivation can be a determinant as a driver internally or externally in employees to show work effort so as to achieve optimal employee work productivity. This is evident based on the findings that when employees at the Jakarta Medical Center have solid competencies, these employees will have a good understanding of the work they are responsible for, be able to apply the relevant skills in fulfilling their job responsibilities, and have a positive professional attitude at the Jakarta Medical Center.

However, competence alone is not enough to achieve optimal productivity. Employee motivation plays an important role in turning competence into productive action. High

work motivation can encourage employees of the Jakarta Medical Center to give their best at work, achieve set targets, and increase overall productivity that can support the achievement of goals and objectives at the Jakarta Medical Center. In addition, employee work motivation at the Jakarta Medical Center plays a role in increasing the willingness to continue to develop competencies. Motivated Jakarta Medical Center employees will seek opportunities to improve their knowledge and skills through training, education or work experience. By continuously developing the competencies of Jakarta Medical Center employees, they can become more optimal in their work and increase employee work productivity in a sustainable manner.

The findings of the hypothesis stating that there is a positive and significant effect of Competence on Employee Productivity through Work Motivation are supported by the results of the study by Tumiwa et al, (2017) who used Information Technology, Work Environment and Competence on Employee Productivity. However, the difference does not use the mediating variable of work motivation.

The Effect of Digitalization Technology on Employee Productivity through Work Motivation

The results of testing the ninth hypothesis empirically prove that Work Motivation mediates the positive and significant effect of Digitalization Technology on Employee Productivity at the Jakarta Medical Center. The results of this positive direction indicate that employee work motivation can encourage employees to take advantage of the digitalization technology of the Jakarta Medical Center to become an effective tool in increasing employee work productivity. With good implementation and proper support, digitalization technology can help speed up work processes, increase efficiency, facilitate collaboration, and improve the quality of employee work results at the Jakarta Medical Center.

Digitalization technology at the Jakarta Medical Center has a significant impact in supporting employees to carry out work with the support of the use of software, computerized systems, and the internet. In this context, the effect of digitalization technology on employee work productivity can be explained through its relationship with work motivation. This is because digitalization technology can provide convenience and efficiency in carrying out employee work at the Jakarta Medical Center. The use of advanced digitalization technology allows employees to automate routine tasks, reduce repetitive workloads, and increase efficiency. In this case, digitalization technology can increase employee productivity at the Jakarta Medical Center by reducing time spent on routine tasks, so that employees can focus on more complex and value-added tasks to support management and service functions at the Jakarta Medical Center.

This finding shows that digitization technology at the Jakarta Medical Center provides easier and faster access to information needed by employees. With the internet and an integrated data storage system, employees can easily search and access relevant information to complete work at the Jakarta Medical Center. This not only increases efficiency, but also provides work motivation because employees feel more motivated when they have easy and fast access to the information they need, which has

implications for smooth employee work productivity. In addition, it can improve collaboration and communication between employees. With collaborative platforms and digital communication tools, employees can work in teams, share ideas and communicate more effectively. This can increase work motivation as employees feel more involved in their work, have space to collaborate, and feel valued in their contributions.

Overall, digitalization technology can have a positive influence on employee work productivity at the Jakarta Medical Center through enhanced work motivation. By providing convenience, efficiency, quick access to information, and good collaboration, digitalization technology can encourage better employee work productivity.

The hypothesis finding that there is a positive and significant effect of Digitalization Technology on Employee Work Productivity through Work Motivation has not been widely examined so that this finding becomes a novelty of research (novelty).

The Effect of Work Environment on Employee Productivity through Work Motivation

The results of testing the tenth hypothesis are empirically proven that the Work Environment has a positive and significant effect on employee work productivity at the Jakarta Medical Center. The results of this positive direction indicate that the work environment of employees at the Jakarta Medical Center can motivate employees to provide support and conditions that allow employees to work effectively and efficiently because employees feel comfortable in the workspace and there is a positive relationship between employees and superior support at the Jakarta Medical Center.

The research findings show that the work environment at the Jakarta Medical Center can support and motivate to create optimal conditions for employees to work effectively and efficiently. This is because a comfortable and safe work environment can increase employee motivation. Employees at the Jakarta Medical Center tend to be more motivated and excited when working in a comfortable environment, free from unnecessary distractions and stress due to management at the Jakarta Medical Center which requires a work environment that can create a positive atmosphere and support good employee productivity. Apart from the physical form, the non-physical work environment is an improvement effort at the Jakarta Medical Center because of the harmonious relationship between employees and the support of social interaction with patients at the Jakarta Medical Center which plays an important role in increasing work motivation. When employees feel supported and have good relationships with coworkers and superiors, employees tend to feel more motivated to work well. Good collaboration, a solid team, and mutual support among team members can create a positive work environment and build morale at the Jakarta Medical Center.

The hypothesis finding that there is a positive and significant influence of the work environment on Employee Productivity through Work Motivation has not been widely examined so that this finding becomes a novelty of research (novelty)

5. Conclusions

Based on the results of the research and discussion in the previous chapter, the following conclusions are obtained:

1. There is a positive and significant effect of competence on employee work motivation at the Jakarta Medical Center. Thus it is empirically tested that if competence is increased, work motivation will increase.
2. There is a positive and significant effect of digitalization technology on employee work motivation at the Jakarta Medical Center. Thus it is empirically tested that if digitalization technology is improved, work motivation will increase.
3. There is a positive and significant influence of the work environment on employee motivation at the Jakarta Medical Center. Thus it is empirically tested that if the work environment is improved, work motivation will increase.
4. There is a positive and significant effect of competence on employee work productivity at the Jakarta Medical Center. Thus it is empirically tested that if competence is increased, employee work productivity will increase.
5. There is a positive and significant effect of digitalization technology on employee work productivity at the Jakarta Medical Center. Thus it is empirically tested that if digitalization technology is improved, employee work productivity will increase.
6. There is a positive and significant influence of the work environment on employee productivity at the Jakarta Medical Center. Thus it is empirically tested that if the work environment is improved, employee productivity will increase.
7. There is a positive and significant effect of work motivation on employee productivity at the Jakarta Medical Center. Thus it is empirically tested that if work motivation is increased, employee work productivity will increase.
8. There is a positive and significant influence of competence on employee work productivity through employee work motivation at the Jakarta Medical Center. Thus it is empirically tested that if competence through work motivation is increased, employee work productivity will increase.
9. There is a positive and significant effect of digitalization technology on employee work productivity through employee work motivation at the Jakarta Medical Center. Thus it is empirically tested that if digitalization technology through work motivation is increased, employee work productivity will increase.
10. There is a positive and significant influence of the work environment on employee work productivity through employee work motivation at the Jakarta Medical Center. Thus it is empirically tested that if the work environment is improved, employee work productivity will increase.

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