

Motivational Compensation Design for Surgeon in Neurosurgical Group Services in Surabaya

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Abstract. An effort was made to fulfill one of the citizen's fundamental rights, which was known as the right to acquire health services, and the development of health care was part of that endeavor. In addition, it was an investment made to help promote the growth of the economy and the alleviation of poverty. To improve the general welfare of the community, the Surabaya Neuroscience Institute worked towards implementing various health development initiatives, particularly those linked with neurological conditions. The effectiveness of the Surabaya Neuroscience Institute's staff members was a critical factor in determining its ability to achieve its goals, vision, and mission. In order to reach their full potential, the physicians who worked at the Surabaya Neuroscience Institute needed to maintain a high level of motivation. An effective remuneration scheme will support the motivation of the worker. On the other hand, when it came to the implementation of this compensation scheme, the culture that prevailed in the medical area was quite distinct. In addition to the justice components, the ethical and seniority aspects continued to be very relevant for both the performance of physicians and the remuneration model. The version of physicians at the Surabaya Neuroscience Institute needed to be improved. Thus, this study aimed to develop a motivating compensation system that might do so. In this study, a descriptive qualitative method alongside an in-depth interview was used, and the respondent was chosen using a method known as non-random purposive sampling. A total of six individuals were utilized to represent the population of 19 members at the Surabaya Neuroscience Institute. In light of the findings, an examination of the respondents' points of view revealed that almost all of them believed there was still an issue with the level of motivation exhibited by the physicians working at the SNeI. Concerning the compensation system, the results showed that the design of the financial compensation is deemed suitable. Still, the issue of nonfinancial compensation needs to be studied and improved because it can significantly impact the performance of physicians.

Keywords: *Physician, Surabaya Neuroscience Institute, Compensation, Motivation, Neurosurgical Services.*

A. INTRODUCTION

Health development is an effort to fulfil one of the fundamental rights of the people, namely the right to obtain health care. This is in accordance with Article 28 H, Paragraph 1 of the Constitution of 1945 and Act Number 36 of 2009 Concerning Health. Both of these pieces of legislation were passed in 2009. This right is referred to as the right to receive health care. Alongside education and income, health is one of the primary components used to calculate the HDI. An investment in one's health is not only beneficial to the growth of the economy but is also an essential component of any program designed to alleviate poverty. (Rosalina and Hadinata, 2013) The health industry is experiencing a growth rate of 50 percent yearly. When coupled with a growing demand for high-quality health services in the region due to improved economic growth (Pratama, 2015), the business of providing healthcare services, particularly a result of improved economic growth (Pratama, 2015), the business of providing healthcare services, in particular those that deal with nerve problems, is in a very strategic position. On the other hand, the penetration rate of various medical indicators in Indonesia is the lowest in the world (1.13 beds per 1,000 population, whereas for Singapore, Thailand, and Malaysia: 2.2

beds/per 1.000 population), which is something that should be a cause for concern for those who are involved in the medical industry in Indonesia (Primary, 2015). In addition, the government is undertaking an effort to educate people about the BPJS Health and Prime Services Doctor (DLP) program. This effort is being carried out in a concerted manner. This initiative's overarching goals include the empowerment of pre-existing human resources, the implementation of constitutional mandates, and the right of all members of society to obtain health services in urban and rural areas. In doing so, it is taking into account the threat posed by the ASEAN Economic Community (MEA). This should not be seen as a setback but rather as a chance to build human resources and continuous skill as part of an overall endeavor to increase the number of physicians. This should be viewed as an opportunity rather than a setback.

In order to improve the welfare of the community, SNeI aims to advance the field of health, particularly in relation to neurological disorders. SNeI will make health development efforts throughout the province of East Java and Indonesia that are of a high quality and accessible to people of all socioeconomic classes in order to fulfil the needs of the community in the field of neurological disorders health. These efforts will be undertaken in order to satisfy the requirements of the community in the field of neurological disorders health. The accomplishments of the company's workers will have a substantial impact on the company's ability to fulfil its vision and goal. As a result, each worker needs to have experience, motivation, self-discipline, and a high degree of morale in addition to having knowledge, skills, and abilities. This is necessary to ensure that employees have good performance, boosting corporate performance and enabling the firm to fulfill its goals to the fullest extent possible (Kusumah, 2015). According to Armstrong and Baron (1998), several elements might influence employee performance. These factors include the individual's degree of ability and competence, motivation, leadership, trust among team members, compensation, and organizational culture. The scope of the influence that employees' pay has on their drive to succeed will be investigated in this study.

Along with the mandates for service quality improvement, the SNeI has enhanced its human resources by sending its employees to some of the most prestigious neurosurgical centres in the world to complete fellowships. This has resulted in an expansion of the number of neurosurgery subspecialists. SNeI has upgraded its personnel resources in order to keep up with the needs of improving the service's overall quality. As a direct consequence, SNeI has evolved into one of the most comprehensive service providers in the Indonesian healthcare industry. Aside from this, SNeI's reputation is among the finest in Indonesia due to its affiliation with Indonesia's renowned medical education and healthcare centers. In light of the difficulty involved in achieving such a capability, and in accordance with the viewpoint expressed by Jay Kaks in Puspita (2013), which states that in order for physicians to keep up the appearance of a recognised profession, they often act in a superior and condescending manner, which further hinders communication. It is reinforced by the perspective of Jay Kaks that was published in Puspita (2013). This is because of the intricacy of such a skill. Indirectly, the elements that were discussed above add to the challenge of maintaining and developing the motivation for the doctor's job inside a healthcare organization. According to Handoko (2004), putting in place a compensation plan is one strategy that can be utilized to boost levels of job motivation.

According to prior research conducted by Ndaru Prasastono (2012), the level of pay has a significant impact on the level of job motivation. On the other hand, Julianingrum and Sudiro (2013) discovered that the influence of remuneration on employee motivation and performance was null and void when they used the same factors. To put it another way, neither the direct nor the indirect nature of an employee's pay affects their level of motivation or performance. The SNeI is comprised of medical professionals that hail from a wide variety of practices and

institutions. There are civil servant lecturers known as kemendiknas, public servant physicians known as ABRI, and civil servants with specialized functions known as kemenkes. Certain workers fulfil both structural and functional roles. The vast majority of residential doctors hold positions in both public and private institutions, while a minority hold positions exclusively within private hospitals. Additionally, some members are already sub-specialists and general neurosurgeons in their professional lives. There is now more of a separation between hospitals that participate in the BPJS program and hospitals that do not participate in the BPJS program, where members also serve. Because of the diversity of the members of the SNeI in terms of their histories, functional activities, and institutions, the effects of the workload on each member are highly distinct from one another. Before this moment, financial and non-financial compensation in SNeI was given out without taking into account the origin, state, or type of ailment the patient was suffering from. This practice continued until this point. Performance in providing medical services is the most important factor when determining financial compensation; all other aspects are ignored. This situation can cause long-term members to feel resentment and jealousy, which can impact their work performance and the organization's continuity.

B. LITERATURE REVIEW

1. Previous Research

"Employee Motivation: The Key to Effective Organisational Management in Nigeria", is the title of an article in the IOSR Journal of Business and Management that served as the basis for this study's research and theory. The article from 2014 emphasizes the role of employee job motivation in good organizational management. The journal was published in 2014. The purpose of this study is to investigate the factors that affect employee motivation and to determine how those factors might be improved. The majority of the articles in this journal are devoted to gaining a better understanding of what drives people in the workplace. This grasp ought to be prioritized in accordance with the mastery of the concept of motivation, organizational management, variations in individual requirements, as well as variations in motivational elements and temporal dynamics.

2. Compensation

The organization will have an easier time accomplishing its goals and hiring, maintaining, and keeping a productive workforce if it uses a system that provides enough compensation. Employees will feel compelled to leave the organization if they are not provided with suitable compensation. As stated by Hasibuan (1995:133), "compensation is all income in the form of money or goods that employees receive directly or indirectly in exchange for authorized services rendered to the company." Because this is monetary compensation, it will be given to the employee in issue in the form of cold hard cash. According to Hasibuan (1995), "compensation in the form of commodities" is a word that refers to compensation that is paid in the form of goods. According to Hasibuan (1995), direct compensation is comprised of salaries, wages, and incentive pay, whereas indirect compensation, often known as employee welfare, is comprised of employee benefits.

It should be noted that the value of recompense can vary based on the recipient. This is a consequence of the fact that each individual has unique requirements, desires, and perspectives (Tanjung, 2005). According to the author T. Hani Handoko's (2004) book *Personnel Management and Human Resources*, remuneration is often split into financial and non-financial categories. This is the case even though financial compensation is the more

obvious of the two. Direct compensation and indirect compensation are two categories that can be utilized when referring to monetary benefits. Direct compensation is given to employees whose work is reimbursed in a manner that is directly proportional to their efforts. Direct compensation can come in the form of wages, salaries, bonuses, or commissions, and it is given to workers whose work is compensated in this manner. While Direct Compensation refers to the remuneration that an employee receives from their employer, Indirect Compensation refers to the revenue that an employee receives from their employer that is not directly related to their employment, such as health insurance, financial assistance for school, paid leave and sick pay, and other such benefits. The contentment that an employee derives from their coworkers and the setting in which they perform their job is an example of non-financial remuneration. The purpose of the following diagram is to provide clarity by depicting the classification of compensation.

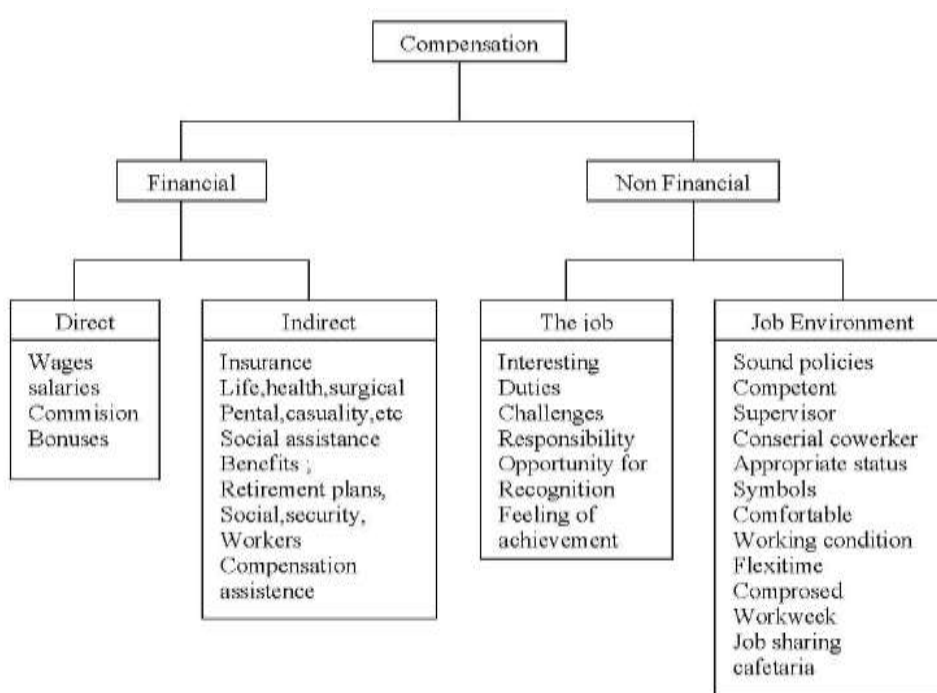


Figure 1. Arrangement of Many Forms of Payment

Source: T. Hani Handoko (2004)

3. Motivation

Motivation is a mental condition that encourages the desire to engage in activities that lead to the accomplishment of an objective. With motivation, a person will exhibit goal-directed behavior in order to attain satisfaction. As a result, the process of trying to convince someone to do what one wants is the essence of motivation. If we acknowledge that an individual's level of motivation is a factor in their behavior, and if we also acknowledge that the concept of the greatest percentage of this effect on human behavior is the fulfillment of fundamental requirements, then we are in a position to assert that basic needs are the most significant factor in human behavior. Therefore, we will attempt to determine what these fundamental requirements are. According to Tanjung (2005), the first step in the process of getting someone motivated is to point out the shortcomings that they have at the current moment. People who have needs that are not being met will be encouraged to look for ways to

meet those needs, and as a result, the actions they do to attain behavior or the actions they take to act against behavior will be evaluated. The outcomes of the evaluations are factored into the formulation of incentives and punishments. In the event that the outcomes do not meet expectations, such as when the employee's requirements are not fulfilled, the review is carried out, and the procedure is restarted from the very beginning, as shown in the illustration.

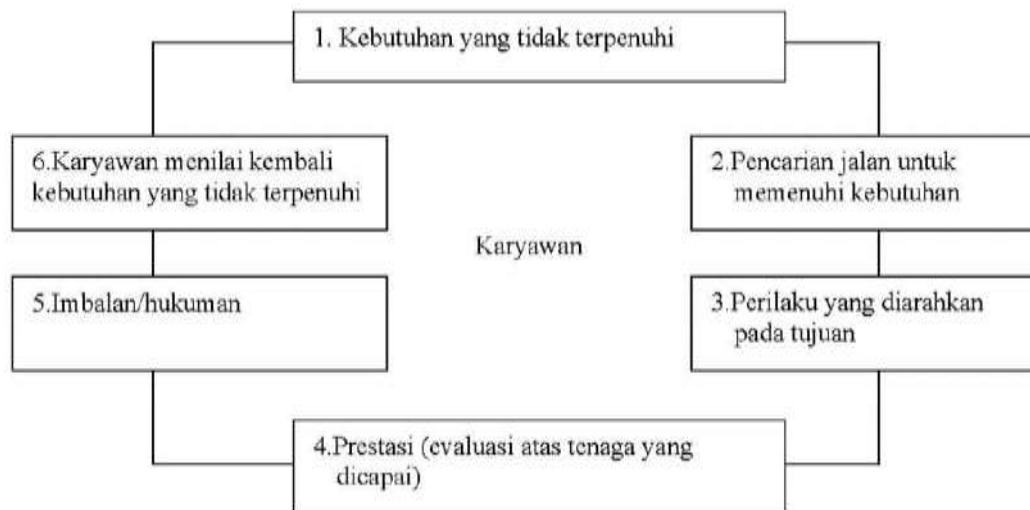


Figure 2. The Activity That Constitutes Motivation

4. Doctor

The physician is a worker in the health care industry who becomes the patient's primary point of contact in order to diagnose and treat the patient's health problems, regardless of the type of disease, organism, age group, or gender, as early and comprehensively as possible, in coordination and collaboration with other health professionals, as well as the application of the principles of effective and efficient service, as well as the maintenance of professional, legal, ethical, and moral responsibilities (Love, 2008). The scope of services offered is constrained to that of the most fundamental medical competencies obtained during medical school. It is not uncommon to find arrogance in a doctor's office, and it can harm the quality of healthcare services. According to Georgetown University medical school professor of clinical psychiatry Allan S. Berger (2010), hubris is the result of sociological and psychological pressure. Tan, (2013) reports that there are signs that hospital-based physicians' hubris is on the decline, which is certainly cause for celebration. There has been an increase in the number of nurses who are prepared to "fight" arrogant doctors, and there has been a decrease in the number of hospitals that are willing to accept arrogant doctors. Both undergraduate and graduate levels of medical education now include courses on communication and leadership.

C. METHODS

The topic at hand, which will be investigated by the researcher, is one that is both social and dynamic. The researcher made the decision to conduct a qualitative descriptive research strategy so that he could figure out how to seek, gather, process, and analyze the data from the study result. This qualitative study can be utilized to gain an understanding of social interaction by, for example, conducting in-depth interviews in an effort to detect distinguishable patterns. In addition, we will be given a comprehensive explanation of the phenomenon concerning remuneration that has the potential to improve the motivation of SNeI physicians. For the purpose of this study, six doctors were chosen to participate out of a total population of 19 SNeI doctors. This is done to ensure the validity of the data obtained and to find the source of

the issue in an accurate manner. A method of sampling that was not random was used to identify the contents of this sample. This is done because there is an unpredictable number of physicians who receive pay. Consequently, the procedure for sampling is difficult to carry out. In contrast to the method of random sampling, the method of non-random sampling does not mandate a certain threshold for the number of samples that must be collected in order to accurately reflect the population. Purposive sampling is used for sampling, which means that the sample for this study consists of individuals who meet specific qualifications. The selection of this technique is founded on the premise that the sample to be examined shares nearly identical characteristics with the sample respondents. The use of purposeful sampling helps to guarantee that the respondents represent the aspects of the population that are the focus of the research and are an excellent fit for the sample.

The subject of this investigation consists of six out of a total of nineteen physicians who are members of the SNeI's core membership. In-depth interviews (in-depth interview) were conducted with six sources classified as follows: 1) Neurosurgeon, 2) Resident of Surabaya, 3) Has been a member of SNeI for at least one year, and 4) Practicing in multiple health service settings. The criteria are determined in such a way that the results not only satisfy the expectations of the market but also are in line with the theory as seen from the point of view of a physician. The authors of this study, Willis-Shattuck, and Shattuck, wanted to find out how much of an impact increased pay had on the level of job motivation that physicians at SNeI exhibited. (2008) devote the subject of their study to the motivation of physicians by examining seven motivational factors that have been identified through research. This investigation was conducted in Surabaya between May and June of 2017. All utilized information, including resource individuals, is located in Surabaya, East Java. In order to gather information for this study, the researchers relied on a combination of observation, documentation, and interviews. The researcher requests that the informant utilize the tape recorder so that there is no loss of information in the process. The researcher will first deliver either an explanation or an outline of the research topic before moving on to conduct an in-depth interview.

The analysis of data begins with in-depth interviews with key informants, who are individuals who comprehend and are familiar with the situation of the research object. As soon as the question, and answer session had finished, the next step in the process of analyzing the data is to transcribe the results of the interview. This requires listening carefully to the tape of the interview while it is played back, and then writing down the words that were heard in a way that is consistent with the audio. The researchers are required to carefully study the transcribed findings of the interview before moving on to the next step of the process, which is the reduction of the data. Abstracting is a method that the researcher uses to decrease the quantity of data that they have to work with. This method involves either extracting and recording important information based on the context of the research or removing redundant words in order to collect only the core of the sentence while adapting the language to the informant's native tongue. After first being put together in the form of units, abstractions are then further classified by taxonomy in accordance with the subject matter under investigation.

D. RESULTS AND DISCUSSION

In the course of this inquiry, the investigators looked at the SNeI's compensation approach before beginning the study. Based on data as well as interviews with physicians, the researchers analyzed several remuneration systems for doctors. According to Handoko (2004), compensation is divided into two categories: financial and non-financial. Researchers frequently employ this categorization scheme in their work. The researcher will be able to analyze the efficiency of SNeI's compensation design strategy by using the responses from the respondents. The researchers will be able to provide recommendations for modifications to the

strategy for the design of remuneration in order to boost the work motivation of the physicians based on the findings of this analysis. The researchers are collecting feedback from participants about their experiences with the compensation design technique, both positive and negative. The following is a list of the benefits and drawbacks associated with the design compensation SNeI:

Table 1.2. The Advantages and Disadvantages of Using a Compensatory Design Method SNeI

Compensation Design Strategy	Advantages	Disadvantages
Financial	<ul style="list-style-type: none"> When compared to how things were ten years ago, the level of stable income that is available now is ample. 	<ul style="list-style-type: none"> <i>Fixed income</i> remains insufficient and should be increased.
	<ul style="list-style-type: none"> Existing indicators to distinguish between <i>fixed income</i> and <i>variable income</i> should be developed. 	
	<ul style="list-style-type: none"> The corporation has provided insurance. 	
	<ul style="list-style-type: none"> The company has also provided specialized assistance to those participating in the educational program. 	<ul style="list-style-type: none"> The company's assistance depends short of expectations in nominal aspects, so members who wish to increase their knowledge must shoulder a higher cost.
	<ul style="list-style-type: none"> Time performed and seniority are factors in determining compensation. 	<ul style="list-style-type: none"> Enhanced productivity factors should also be considered.
Non financially	<ul style="list-style-type: none"> The company has yet to delegate specific responsibilities to each member, depending on their positions and locations. 	
	<ul style="list-style-type: none"> Members whose career accomplishments are not optimized for a more strategic elevation. 	
	<ul style="list-style-type: none"> The procedure for making decisions is deemed to be satisfactory and is in line with the culture of the company. 	<ul style="list-style-type: none"> It is required to be improved in making decisions, typically because it is too costly to reach a consensus, so the decision was up in the air for members.

	<ul style="list-style-type: none"> • There is a system of assistance for physicians in SNeI, particularly for those attending the scientific conference. 	
	<ul style="list-style-type: none"> • Organizing scientific events provides ample opportunity for gaining academic recognition. 	
	<ul style="list-style-type: none"> • The difficulty of each endeavor is typically quite high. 	

The notion of strategy is used as the basis for the formulation of a plan, which takes into account both the positive and negative aspects of SNeI's compensation difficulties. This chart illustrates the proposed structure for the compensation:

1. The idea of monetary compensation still refers to a mixture of fixed and variable income. On the other hand, performance-based pay models may include a variable income in addition to a bonus.
2. Indicators for effectiveness assessments that are not related to medical service must also be assessed from the viewpoints of accomplishment, teaching, and research.
3. Lecturers receive a monthly allowance as a form of financial compensation. Concerning research and achievements, compensation may not be determined by an established schedule.

E. CONCLUSION

An examination of the compensation design tactics utilized by respondents in SNeI in relation to the organization's compensation system revealed that the compensation offered to members in SNeI has been extremely successful. However, monetary compensation in and of itself is not the most important consideration; rather, it is the indirect financial compensation and the non-monetary compensation that need to be optimized and improved.

It was determined, in accordance with the analysis of respondents' compensation design techniques in SNeI in regard to the motivation of physicians at work, that the majority of respondents claimed that there were still issues with the motivation of doctors at work in SNeI. This was found to be the case after it was discovered that there were issues with the motivation of physicians at work in SNeI. The fact that the performance of every member has been optimized to the greatest possible extent in order to improve the performance of the firm is emphasized.

It is possible to arrive at the following conclusion based on the findings of an investigation into the financial compensation received by respondents in Surabaya design strategies that link to financial compensation received at the Neuroscience Institute late: However, changes are required in both financial and non-financial compensation by taking into account principles of justice, ethics, and seniority. The compensation motivational design on the financial components is generally seen as appropriate by the informant.

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