



Correlation Between Time Management, Compensation, and Performance: A Case Study of Nania Health Center

Felix Chandra^{1*}, Nurul Maghfirah²

¹⁻²Universitas Pattimura, Indonesia

Address: Jln. Ir. M. Putuhena, Kampus Unpatti Poka, Ambon

Author correspondence: felixchandra80@gmail.com*

Abstract. *This study aims to examine the impact of time management and compensation on employee performance at Nania Health Center. An explanatory approach with quantitative design is used to identify and explain the causal relationship between the variables studied. The research sample consisted of the entire employee population of 39 people, selected through saturated sampling techniques. Data were collected using a questionnaire and analyzed through validity tests, reliability tests, and classical assumption tests, with the influence of variables tested using multiple regression. The results of the analysis indicate that time management has a positive and significant effect on employee performance, as well as that compensation is proven to have a significant positive effect on performance.*

Keywords: *Time Management, Compensation, Performance, Health Center, Management, Human Resource Management*

1. BACKGROUND

Public health is an important aspect that supports improving the quality of life and productivity of a country, region, organization and company. There are various public health institutions that play a role in maintaining public health and one of them is the community health center. The community health center is one of the organizations that has an important task in implementing various health programs, such as health promotion, disease prevention, and treatment. The implementation of community health center services and activities is certainly inseparable from the role of resources owned by the community health center such as equipment, facilities and humans. Among the resources that play a role in community health center services and activities, humans play a crucial role for all resources owned by the community health center. Humans as the main element, greatly determine the quality of health services provided through the knowledge and skills they have.

In relation to their duties as providers of health services to the community, the performance of community health center employees is something that really needs to be considered and maintained. However, this performance often faces challenges, such as what happened at the Nania Health Center. Based on observations at the Nania Health Center, it was found that the average performance value reached 77.31%, which is included in the less category. Several performance areas, such as health promotion efforts and prevention of infectious diseases, scored 60.55% and 72.89%, indicating that the performance produced was not optimal. Meanwhile, efforts in environmental health, maternal and child health, and

improving community nutrition showed better performance with the category "sufficient". Treatment efforts scored 90.26%, reflecting that performance in this area was in the category "good"

The less than optimal performance at the Nania Health Center can be linked to time management problems faced by employees. Health center employees are often faced with many tasks that must be completed, so that the lack of ability to manage time well will result in poor performance. In addition, the large number of patients and responsibilities outside of work, especially for employees who are married, has an impact on the inability of employees to manage time to carry out the responsibilities that need to be carried out by them.

In addition to time management, another factor that affects performance is the compensation system applied. Inadequate or late provision of rewards and allowances at the Nania Health Center can reduce employee morale and reduce the performance of the services provided. Employees who feel underappreciated or do not receive compensation commensurate with their performance tend to experience a decrease in work enthusiasm.

2. THEORETICAL STUDY

Time Management

Time management in general is the process of planning and organizing the time available to carry out activities efficiently. Singh & Jain in (Gea, 2014) defines time management as the process of planning and controlling the time used for various activities, with the aim of increasing effectiveness, efficiency, and productivity. According to Atkinson in (Sintesa, 2022), time management is a strategic skill that involves planning and organizing activities effectively, with the aim of making optimal use of time. Meanwhile, Davidson in (Sintesa, 2022) argues that time management is a strategic method for optimizing the use of time, which allows individuals to complete tasks more efficiently and effectively. Time management is needed to maximize productivity and reduce wasted time.

Time management can be measured using indicators put forward by Madura in (Meiriza & Sebayang, 2022) including: 1) setting goals, 2) setting priorities correctly, 3) making a good schedule, 4) minimizing distractions, 5) delegating some work

Compensation

Compensation is generally defined as the total form of reward received by employees as a result of their contribution to the organization. Sastrohadiwiryo in (Dwianto et al., 2019) defines compensation as a form of appreciation given by the organization to employees as a form of appreciation for contributions in the form of energy or ideas that support the progress or achievement of organizational goals. According to Hasibuan in (Risnawati, 2020),

compensation includes all forms of appreciation in the form of basic salary or allowances, bonuses, or other facilities received by employees as a form of reward for their contribution to the company.

According to Dessler in (Risnawati, 2020), Compensation is all types of payments received by employees as a result of an employment relationship. Compensation is designed to appreciate, motivate, retain the workforce and as an important tool in building productive and harmonious working relationships.

According to Afandi in (Munparidah et al., 2023) it is stated that the indicators of compensation are: 1) Wages and Salaries, 2) Incentives, 3) Allowances, 4) Facilities.

Performance

Performance is the level of effectiveness and efficiency achieved by an individual or group in carrying out tasks and responsibilities related to the work assigned. Performance according to Moehariono (Nur Aziz & Dewanto, 2022) refers to the reflection of the extent to which activities planned in the organization's strategy are successfully realized and have an impact in accordance with the goals, objectives, vision, and mission of the organization. Bangun in (Nur Aziz & Dewanto, 2022) defines Performance as a measure of the extent to which a person succeeds in meeting or exceeding the standards and requirements set for the work performed. Performance is defined as the level of readiness of an individual or group to carry out and complete tasks in accordance with the responsibilities that have been set. Rivai in (Gufran & Subroto, 2022), performance reflects the ability to overcome challenges, manage time wisely, and contribute significantly to the success of an organization or project.

According to "Mangkunegara in (Renaldi & Rahayuningsih, 2022) there are several indicators in measuring performance, namely: 1) Quality of Work, 2) Quantity of Work, 3) Responsibility, 4) Cooperation and 5) Initiative".

3. RESEARCH METHODS

This study adopts an explanatory approach with a quantitative design to examine the effect of time management and compensation on employee performance at the Nania Health Center. The research approach is intended to provide an explanation of how the independent variables, namely time management and compensation, affect the dependent variable, namely employee performance. To see the influence between variables, the research sample was taken from the entire employee population of 39 people using a saturated sampling technique, which ensures that every member of the population is involved in this study. Data were collected through a questionnaire designed to measure the three variables. The analysis process involved validity testing, reliability testing, and classical assumption testing to ensure that the data met

the criteria for linear regression. The effect of time management and compensation on employee performance was analyzed using multiple regression with the help of SPSS software.

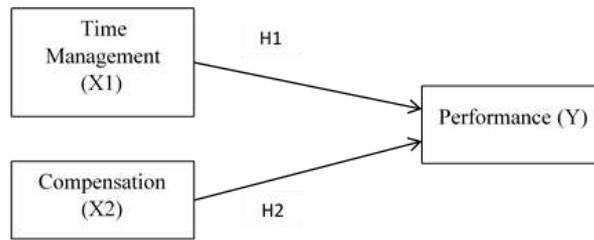


Figure 1. Framework of Thought

This study proposes two hypotheses based on the previously developed research framework model. The hypotheses put forward in this study include:

H1: Time management has an influence on performance

H2: Compensation has an influence on performance

4. RESULTS AND DISCUSSION

Findings

Validity test

Validity testing is a process in research that aims to assess the extent to which a measurement instrument actually measures the construct or variable being studied. Validity ensures that instruments such as questionnaires not only collect data but also collect relevant and accurate data related to the phenomenon being studied.

Table 1. Validity Test

Variable & Item Statement	R-table	R-count	Sig value
TM 1		0,867	
TM 2		0,900	
TM 3		0,829	
TM 4		0,857	
TM 5		0,861	
TM 6		0,878	
TM 7		0,850	
TM 8		0,880	
TM 9		0,887	
TM 10		0,898	
C 1		0,850	
C 2		0,901	
C 3		0,897	
C 4		0,870	
C 5		0,927	
C 6	0,31	0,890	0,000
C 7		0,926	
C 8		0,908	
C 9		0,892	
C 10		0,919	
P 1		0,892	
P 2		0,857	
P 3		0,748	
P 4		0,906	
P 5		0,890	
P 6		0,901	
P 7		0,837	
P 8		0,838	
P 9		0,872	
P 10		0,914	

Source : Felix (2024)

As seen from table 1, the validity test conducted for the time management, compensation, and performance variables shows that the statement items used to measure these three variables have met the standard validity value, r -table 0.31, with a significance value for each item of 0.000, far below the significance level of 0.05. R -count which is greater than r -table, and a significance value below 0.05 confirm that the statement items for the time management, compensation, and performance variables are statistically valid.

Reliability Test

Reliability testing is a statistical method used to measure the consistency and stability of the results of a research instrument. Reliability in research ensures that the data obtained is not affected by unwanted variability, thereby increasing the accuracy and validity of research findings.

Table 2. Reliability Test

Variable	Cronbach's Alpha
Time Management (X1)	0,963
Compensation (X2)	0,973
Performance (Y)	0,962

Source : Felix (2024)

Based on table 2 regarding the results of the reliability test, it can be seen that the research instrument for the variables of time management, compensation, and performance has met the standard reliability value. Specifically, the Cronbach's alpha value obtained for each variable is 0.963 for time management (X1), 0.973 for compensation (X2), and 0.962 for performance (Y). All of these values have passed the standard reliability value for statement items that usually apply in research, namely 0.70. With these values, it can be said that the research instrument used is reliable in measuring the aspects studied.

Classic Assumption Test

Normality test

A normality test is a statistical technique used to determine whether the data collected from a study follows a normal distribution pattern. Normal P-P plot is a visual method that can be used to evaluate whether the data follows a normal distribution or otherwise. The main requirement for data to follow a normal distribution pattern in the visual normal P-P plot is that the data points must be located close to the diagonal line that describes the normal distribution.

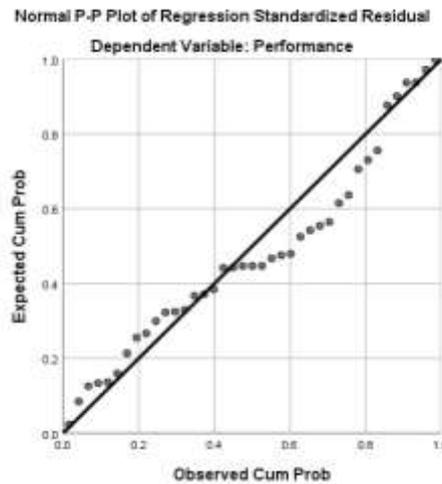


Figure 2. Normal P-P Plot

Referring to Figure 2, the results of the normal P-P plot analysis reveal that the data points for the variables studied, including time management, compensation, and performance, are consistently distributed around the diagonal line, indicating a normal distribution.

Multicollinearity Test

A multicollinearity test is used to evaluate the extent to which there is a strong linear relationship between independent variables in a regression model. The requirement to meet the multicollinearity test is a VIF value below 10 and a tolerance value above 0.1.

Table 3. Multicollinearity Test

Variable	Variance Inflation Factor (VIF)	Tolerance
Time Management (X1)	2,553	0,392
Compensation (X2)	2,553	0,392

Source : Felix (2024)

The results of the multicollinearity test of the study in Table 3 provide a positive value regarding the quality of the regression model used. The tolerance value obtained was 0.392, and the variance inflation factor (VIF) was 2.553 for each variable, indicating that there was no multicollinearity problem in the research model.

Heteroscedasticity Test

The heteroscedasticity test is a test used to detect whether the variance of the residuals in a regression model varies systematically with the predictor value. To qualify for the heteroscedasticity test, the residuals from the regression model must show a random and unstructured pattern when mapped against the predictor value or predicted value.

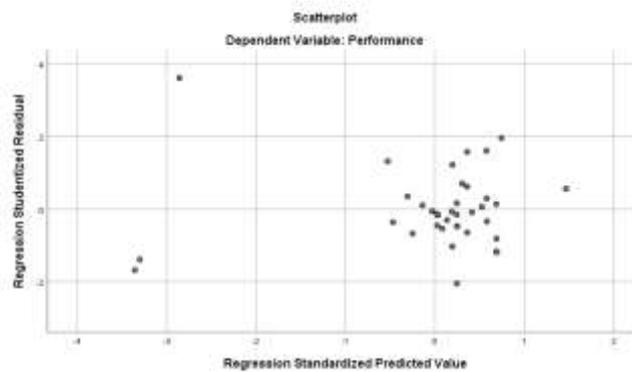


Figure 3. Scatterplot graph

Referring to the scatterplot results in Figure 3, the residual distribution is randomly distributed without any clear pattern. The residuals that do not form a systematic pattern and are randomly distributed around the zero line indicate that the regression model does not experience heteroscedasticity problems.

Hypothesis test

1. T Test (Partial Test)

A partial test, or T-test, is a test conducted to assess the extent to which each independent variable affects the dependent variable separately. The T-test allows researchers to measure the direction of influence and the magnitude of influence of each independent variable on the dependent variable being studied. An independent variable is considered to have an influence on the dependent variable if the t-count value obtained is higher than the t-table value that has been determined based on the number of samples used. In addition, the influence of the independent variable is said to be significant or large if the p-value is less than 0.05.

Table 4. T Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.008	3.523		2.557	.015
Time Management	.521	.137	.562	3.798	.001
Compensation	.265	.124	.315	2.132	.040

Source: Felix, 2024

In the regression analysis conducted to assess the influence of time management and compensation on performance, the t value for the time management variable is 3.798 with a significance value (Sig.) of 0.001. This value indicates that time management has an influence on performance because the t-count value is greater than the t-table of 2.027 and the significance value is smaller than 0.05. For the compensation variable, the t value based on the test conducted found a figure of 2.132 with a significance value of 0.040, which indicates that compensation also has an influence on performance.

Based on the t-count value and the significance value of the two independent variables on the dependent variable, it can be said that the first and second hypotheses in this study can be accepted.

2. Multiple Linear Regression Test

Based on the results of the regression test, the multiple regression equation applied in this study is :

$$Y = 9,008 + 0,521X_1 + 0,265X_2$$

The constant of 9.008 indicates the baseline value of performance when time management and compensation are at zero. The coefficient for time management (0.521) indicates that every one unit increase in time management can increase performance by 0.521. Meanwhile, the compensation coefficient (0.265) indicates that every increase in compensation can increase performance by 0.265.

Discussion

1. Time Management On Performance

The results of the analysis show that time management has a positive and significant effect on performance, as seen from the t-test value of 3.798 and the sig value of 0.001. The positive regression coefficient for time management indicates that improvements in time management are directly related to improved performance. In other words, the more effective individuals or groups are in managing their time, the better the performance that can be achieved.

In a health center environment, where medical and administrative tasks must be managed efficiently, good time management skills allow employees to better prioritize work, be able to complete work on time, and reduce stress that may arise from unmanageable workloads. With time management, employees can focus on more important and urgent tasks, such as patient care and important administration. In addition, effective time management helps avoid delays and errors that often occur due to rushing or lack of preparation, thereby increasing efficiency and accuracy in work that has implications for improving performance.

The ability of time management to influence performance in this study directly supports the results of previous studies such as research conducted by (Putra & Ariebowo, 2023) and research conducted by (Syahada & Sekarsari, 2023), which found that time management has a positive and significant influence on performance.

2. Compensation on Performance

The results of the regression test showed that compensation had a t-value of 2.132 with a significance level of 0.040. This value means that compensation has a positive and significant

effect on improving performance. The better and fairer the compensation given, the higher the performance that can be achieved by employees.

In a health center environment, where work often involves high responsibility and intense workload, appropriate compensation not only provides financial support but also increases employee enthusiasm and dedication. Employees who feel appreciated through fair and appropriate compensation tend to be more committed, have more work enthusiasm, and provide better service to patients.

The effect of compensation on performance in this study strengthens the results of research conducted by (Tri Apriyadi et al., 2023) and research conducted by (Ronaldlo & Rizqi, 2024), where compensation does have a positive effect on performance.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

From the research conducted, the results of the study provided two conclusions, namely:

1. Time management has been proven to have a positive and significant influence on employee performance at the Nania Health Center. The ability to manage time effectively is directly related to increased performance because, with good time management skills, employees can focus on important tasks, increase efficiency, and avoid mistakes that can reduce performance.
2. Compensation has been proven to have a positive and significant influence on employee performance at the Nania Health Center. Fair and adequate compensation is directly related to increased performance, especially in a health center environment that is full of various tasks and jobs, compensation can motivate employees to provide better services and improve performance.

Suggestion

1. Time management is important; therefore, Nania Health Center needs to provide regular support to its employees by providing time management skills development through training and effective support systems.
2. Nania Health Center needs to continuously assess and adjust compensation policies within the organization to ensure employees remain motivated and engaged. Because in turn, this will improve the quality of health services provided.

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