

Work Environment, Job Satisfaction and Employee Performance in Health Services

Abdul Haeba Ramli

Master of Management, Trisakti University

E-mail: abdul.haeba@trisakti.ac.id

ABSTRACT

This investigation point is to appraise the work environment, job satisfaction and the employees performance of Rumah Sakit Swasta in Jakarta. The point is also to appraise the phenomenon of the work environment, on the job satisfaction and its involvement to the employees performance of Rumah Sakit Swasta in Jakarta. The investigation is using the quantitative investigation.. The sample for data collection was taken from 82 employees of Rumah Sakit Swasta in Jakarta through questionnaires. From the investigation done, it is demonstrated that the work environment has positive effect toward the job satisfaction and employee's performance, and job satisfaction do have a positive involvement on the employee's performance of Rumah Sakit Swasta in Jakarta.

Keywords: Compensation; Job Satisfaction; Employee Performance.

INTRODUCTION

Clean, safe, conducive, and comfortable working environment conditions can be a supporting factor to provide comfort and relaxation for employees who work in hospitals (Imran & Ramli, 2019), because the work environment is one of the factors that can affect employee job satisfaction for achieve company goals (Sitinjak, 2018; Ramli, 2017a; Wibowo, Musadieg, and Nutjahjono (2014); Puteri & Ramli, 2017). If the company's goals are achieved, then the competition has indirectly been won by the organization, so the company can survive and develop (Takaya, Ramli, Lukito, 2019; Mariam & Ramli, 2019).

Robbins (1996) and Ramli (2017b) state that one of the factors that drive job satisfaction is supportive working conditions. Similarly, Ramli (2012b) and Mariam (2016), that the work environment has a very important influence for employees in a company. A good work environment is very helpful for employees in completing their duties (Ramli & Yudhistira, 2018) so that employees who are assigned to serve patients in the Hospital will make consumers who are suffering because of the illness satisfied (Ramli, 2016a; Ramli, 2016b) . In this case, what is meant by the work environment is anything that is around the employee that can affect him in carrying out every task assigned to him.

To prevent or reduce the emergence of anxiety that can result in reduced levels of employee job satisfaction (Famansyah, 2017, Ramli, 2013), the hospital leadership must be more flexible in understanding the various problems faced and the potentials owned by employees (Ramli & Maniagasi, 2018), considering that hospitals are organizations consisting of health workers and employees with different professions and expertise (Ramli, 2012a). Employees with different expertise backgrounds, such as health experts such as doctors consisting of general practitioners and specialists, nurses, chemical analysts, rontgent experts, physiotherapists, pharmacists, and other health workers, as well as employees from other non-health as far as possible to collaborate with these employees (Ramli and Sjahrudin, 2015; Risnah, Rosmah, Mustamin, and Sofingi, 2018; Ramli, 2010).

Based on the results of preliminary interviews with several employees at several private hospitals in Jakarta related to employee job satisfaction, information was obtained that some employees who were performing well were satisfied to work at the

hospital because they liked the working environment at the hospital. This research uses dimensions developed by Razig and Maulabakhsh (2015) who in their research explained that the dimensions in the work environment, namely (1) the dimensions of top management and the need to be respected, (2) the dimensions of feeling safe and comfortable at work, and (3) dimension of relationships in work.

LITERATURE REVIEW

Work Environment and Job Satisfaction

According to Sunyoto (2012) the work environment is everything that is around the employee and that can affect him in carrying out the responsibilities and duties assigned to him. While job satisfaction, according to Robbins and Judge (2011), is a positive feeling of employees towards the work they do and is the result of an assessment of the characteristics of their work. In doing work, an employee needs to be in touch or need to interact with superiors and coworkers, employees must also follow the policies and rules that have been set, reach existing performance standards, work in conditions of work that are felt to be less suitable and other such things. Another opinion was conveyed by Colquitt, LePine and Wesson (2017), job satisfaction is the level of satisfaction or pleasure that an employee gets as a result of his assessment of the work he does or the work experience he has ever experienced.

Employees in the banking, telecommunications sector and universities in the City of Quetta, Pakistan, being the object of research conducted by Raziq and Maulabakhsh (2015) which explains that the work environment has a positive and significant effect on job satisfaction. The findings were confirmed by the results of investigations from Wibowo, Musadieg, and Nutjahjono (2014) who explained that the work environment at PT. Telekomunikasi Indonesia Kandatel Malang has a positive and significant effect on job satisfaction of its employees. Sitinjak (2018) also confirms that the physical and non-physical work environment of PT. Partners, have a significant effect both partially and simultaneously.

Based on these empirical instructions, the following hypotheses are proposed:

H1: *The work environment has a positive and significant impact on job satisfaction.*

Work Environment and Employee Performance

The work environment greatly influences employees in terms of the degree of work error, the level of innovation, collaboration with other employees, the level of attendance and how long they stay in their jobs (Al-Anzi 2009). There are also a number of related factors that make the work environment affect employee performance such as the extent to which the tasks that become work can be interesting and enjoyed by employees, opportunities for employees to develop special abilities and maximize their capacity, information and authority given by the company is adequate or not assistance and equipment used in working properly, colleagues who are friendly and always willing to help, the opportunity to be able to observe the work, competent supervision, and given clear responsibilities (Chandrasekar, 2011).

Even the physical layout of the workplace such as furniture, noise, lighting, temperature, overall comfort, physical security, air quality at work, informal and formal meeting areas, availability of quiet areas, privacy, private storage areas, work areas, etc., impact on employee performance, because a good and comfortable work environment usually improves employee performance, and vice versa if the environment is not good it will risk reducing employee performance (Nguyen, Dang & Nguyen, 2014).

Therefore, improving the work environment can reduce complaints and absenteeism while increasing employee performance. Leblebici (2012) believes that the quality of the physical environment can greatly influence the ability to recruit and retain talented people from an organization. According to his research, people who work in uncomfortable conditions can experience low performance and cause high absenteeism and turnover. In addition, Leblebici (2012) also explains that behavioral factors in the work environment can affect employee performance which can include engagement, productivity, morale, and comfort level. A better work environment motivates employees and results in better performance. Working in a harmonious environment where employees are friendly and ready to help each other and interact, and where employers support and treat everyone equally, can result in improved employee performance and the performance of the entire organization (Nguyen, Dang & Nguyen, 2014; Mariam & Ramli, 2017). The opinion of Haynes (2007) also found that the behavioral component of the office environment had the greatest impact on office productivity. This opinion is widely accepted that both physical and behavioral factors have a large impact on employee performance. According to Ramli and Maniagasi

(2018) and Ramli and Yudhistira (2018), that if employee performance can be optimized, the company will be able to win the rivalry of business competition.

Rosita (2016) also encountered a situation where the employee's performance was increased, the organization's progress would be achieved so that the company could maintain its performance.

The above empirical research and many studies have shown a positive and significant influence of the work environment on employee performance (Nguyen, Dang & Nguyen, 2014; Wibowo, et al., 2014; Komarudin, 2018)

Based on these empirical instructions, the following hypotheses are proposed:

H2: *The work environment has a positive and significant impact on employee performance.*

Job Satisfaction and Employee Performance

Colquitt, LePine and Wesson (2017) describe that the relationship of job satisfaction on employee performance is very close so that the effects of both must be considered by the organization. Wibowo (2013) also narrated about job satisfaction as a performance predictor, because employee performance along with job satisfaction has a moderate effect between one another. Employees who are satisfied will increase their performance, so that the positive effects for the company will increase (Ramli, 2018), while the negative effects such as employee turnover will decrease (Ramli, 2019).

The results of investigations made by Indrawati (2013) and Barlian (2016) explain their findings that job satisfaction has a positive and significant effect on employee performance.

Based on these empirical instructions, the following hypotheses are proposed:

H3: *Job satisfaction has a positive and significant impact on employee performance.*

RESEARCH METHODS

Quantitative methods are used in investigating the excesses of the work environment on job satisfaction and employee performance at health service providers, namely Private Hospitals in DKI Jakarta Province. Data analysis uses Structural Equation Modeling (SEM) by utilizing the Partial Least Square (PLS) tool.

The population is not known what the exact number of employees of the Private Hospital located in Jakarta. So that the method of sampling uses purposive sampling, the authors choose and determine the criteria for determining the number of samples (Sugiyono, 2009). The criteria for respondents are, employees from private hospitals located in DKI Jakarta, the age of the hospital has more than 5 years, the use of data collection costs to a minimum, therefore respondents and hospitals that are easy to obtain data will be the primary choice of the author. The number of respondents obtained was 82 people.

The procedure of testing data quality is done by conducting a validity test. The results of the validity test instruments of the work environment variables are in table 1 below:

In this study, the number of respondents is 82 people or close to 100 people, for that validity or not a statement item is used a reference used by Hair, et al. (2010), as follows:

1. If the loading factor is ≥ 0.60 , the statement is valid
2. If the loading factor is <0.60 , the Unvalid statement

Table 1: Work Environment Validity Test Results

No.	Statement Item	Factor Loading	Information
Top Management and the Need to Be Honored			
1	The supervisor gave me enough information related to work	0,676	Valid
2	Supervisors provide reasonable expectations for my work	0,738	Valid
3	I believe in direct superiors with fellow colleagues	0,758	Valid
4	My direct supervisor has responsibilities towards his staff	0,783	Valid
5	The head of the department at my work place is trusted by top management	0,666	Valid
6	Top management in my workplace has been responsible for the overall organization	0,736	Valid
Feeling Safe and Comfortable at Work			

No.	Statement Item	Factor Loading	Information
7	I received training for career advancement	0,677	Valid
8	I received training to improve work efficiency	0,629	Valid
9	I have managed my work time well	0,276	Not Valid
10	The work environment where I work is in line with my expectations	0,611	Valid
11	Fellow co-workers have trusted each other at work	0,659	Valid
Relationship at Work			
12	My immediate supervisor is able to resolve conflicts or problems encountered at work	0,796	Valid
13	I have the opportunity to improve your career and competence in general	0,630	Valid
14	My immediate supervisor has good management skills and expertise in his profession	0,792	Valid
15	Communication between me and my immediate supervisor was well established	0,683	Valid
16	I am satisfied with the existing human resource management and communication between the employees where I work	0,744	Valid

Source: Data processed using SPSS Version 22 (data attached)

The results of the validity test of the work environment variables can be seen in Table 1 above, from the sixteen statement items. One item statement, namely "I have managed my work time well" was declared invalid because the loading factor < 0.60 . Thus the work environment variable will only be measured by fifteen valid statements.

Table 2: Job Satisfaction Validity Test Results

No.	Statement Item	Factor Loading	Information
1	I can keep busy at any time	0,653	Valid
2	I got a chance to get ahead in my work	0,714	Valid
3	I had the opportunity to be responsible for determining and planning my work	0,628	Valid
4	I am satisfied with the company policy and its application to employees	0,732	Valid
5	My salary and duties are balanced	0,629	Valid
6	My job security is guaranteed	0,740	Valid

Source: Data processed using SPSS Version 22 (data attached)

The results of the validity test of the job satisfaction variable can be seen in table 2. Of the six statement items tested, all of the statements are valid. Thus all statement items can be used in this study.

Table 3: Employee Performance Validity Test Results

No.	Statement Item	Factor Loading	Information
1	My performance is better than my colleagues with the same qualifications	0,786	Valid
2	I am satisfied with my performance because most of it is	0,658	Valid
3	My performance is better than employees in other companies who have the same qualifications	0,812	Valid

Source: Data processed using SPSS (data attached)

The results of the validity test of employee performance variables can be seen in table 16. The test results show that all statements are valid. Therefore all statement items can be used in this study.

Reliability Test

To ensure the consistency of the measuring instrument, whether the results will remain consistent if the measurement is repeated, a reliability test is needed. The questionnaire

statement items are not reliable, are not consistent for measurement so the measurement results cannot be trusted. The reliability test that is widely used in research is using Cronbach Alpha. The items included in the reliability test are all valid items. So for invalid items not included analyzed and also the total score is not included. Reliability tests were also carried out on each variable. Reference for decision making for reliability testing using Hair, et al. (2010), as follows:

- a. Under the condition of the Cronbach's Alpha coefficient of 0.6 then Cronbach's Alpha can be accepted (construct reliable).
- b. In the condition Cronbach's Alpha < 0.6 , Cronbach's Alpha is unreliable (construct unreliable).

Table 4: Reliability Test Results

No.	Variable	Indicator Item	Cronbach's Alpha	Information
1	Work environment	15	0,921	Reliable
2	Job satisfaction	6	0,734	Reliable
3	Employee performance	3	0,812	Reliable

Source: Data processed using SPSS (data attached)

The results of variable reliability testing can be seen in table 17, where all variables are declared consistent (reliable) because it produces a Cronbach's alpha coefficient of > 0.6 .

RESULTS AND DISCUSSION

Testing of the proposed hypothesis is carried out using Structural Equation Modeling (SEM) with the help of PLS software. Hypothesis test decision making is by looking at the results of t-value, where if the value is positive it means that the variable has a positive impact, while to see the significance is by referring to the t-statistic values between variables, if the value of t obtained is greater than t-table of 1.96, meaning that the impact is significant (Hair, et al. 2010). The results of this study, can be seen in the table below:

Table 5: Hypothesis Test Results

Variables	T Statistics (O/STERR)
Work environment -> Job satisfaction	2.0287
Work environment -> Employee performance	2.1002
Job satisfaction -> Employee performance	2.3291

Source: PLS Data Processing Results, 2018

In table 4 shows the results of the impact of one variable on another variable shows a positive value, including:

1. The impact of the work environment on job satisfaction is positive and significant because the t-value of 2.0287, which means positive and significant because it is greater than the t-table of 1.96.
2. Impact of the work environment on employee performance is positive and significant because the t-value of 2,1002, which means negative and significant because it is greater than t-table of 1.96.
3. The Impact of Job Satisfaction on Employee Performance is positive and significant because the t-value of 2.3291, which means positive and significant because it is smaller than the t-table of 1.96.

CONCLUSION

The conclusions of this study are formulated based on the results of hypothesis testing, namely:

The work environment has a positive and significant impact on job satisfaction.

The results of this study indicate that by improving a good work environment for employees, job satisfaction of employees of private hospitals in Jakarta can follow these enhancements. Therefore, communication must be made open between leaders and employees and between employees and their fellow employees, so that employees feel satisfied and will have a positive impact on performance. Especially if the employees have the opportunity to improve their careers and competencies in general. Therefore the hospital management needs to make improvements or increase the competence of the employees, so they feel comfortable working in such a work environment.

The work environment has a positive and significant impact on employee performance.

The results showed that the work environment had a positive and significant effect on employee performance. So companies must pay attention to the needs of employees to be respected by the leadership, maintain comfortable and safe conditions for employees, as well as improve and maintain relationships between employees at work. With the efforts of the company, it is expected to improve the performance of the employees later.

Job satisfaction has a positive and significant impact on employee performance.

The results show a positive and significant impact between job satisfaction and employee performance, so the company must make its employees have the opportunity to be more advanced in work and feel that the salary compared to responsibilities is appropriate, and employees feel safe about the continuity of their work at this company will make him feel satisfied at work, so that the end is that the employees will work optimally to improve their performance.

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