

International Journal of Scientific & Technology Research

e-publication, Volume 06, Issue 10
October 2017 Edition
ISSN 2277-8616

Assessing The Impact Of Motivation, Job Satisfaction, And Work Environment On Theemployee Performance In Healthcare Services

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Abstract: This research aims to analyze the effect of motivation, job satisfaction and work environment on the employee performance at hospitalization department of Asembagusregional public hospital Situbondo district, Indonesia. This research could be classified as explanatory research. Using cencus sampling method, the sample of this research was all the employee of Asembagusregional public particularly in hospitalization department as many as 49 persons. The data was analyzed using multiple linear regression. The result showed that motivation has positive and significant effect on the performance of employee. It indicates that better motivation will increase the performance of employee. Job satisfaction has positive and significant effect on the employee performance. It means that higher job satisfaction of employee to their office will increase the performance of employee in Asembagus hospital. Work environment also has positive and significant effect on the employee performance. This research contributes to knowledge regarding how to motivate employees to work hard, how to make employee feels satisfied with their job, and how to provide adequate work environment on the workplace. As a final point, it will be useful for further studies to compare the results of this study in different sectors and regions to analyze the similarities and dissimilarities.

Index Terms: employee performance, job environment, , job satisfaction, motivation.

1 INTRODUCTION

Hospitals are health care facilities whose services are provided by doctors, nurses and other medical personnel both organized by government or by private. Each hospital must perform its duties and functions well so as to provide high quality services. Like other agencies or organizations, hospitals have human resources that support in providing services. Human resources is the most dominant factor in creating quality services. Every organization can not be separated from human resource management because it can be an organizational innovation to achieve the desired goals of the organization. To face the competition in the present, it is very important for a manager to think about the strategy. Strategic human resource management is a set of decisions and actions used to formulate and implement a strategy, which is enabling conformity between the company and its environment so as to achieve organizational goals. Strategic formulation includes planning, making decisions to achieve company goals, and making specific strategy plans. One way to achieve organizational goals that have been determined is by improving the performance of employees so that every organization/institution will always try to improve the performance of employees to achieve the goals organization / agency that has been set.

Furthermore, this study demonstrates the impact of motivation on organizational performance as improving the level of employee efficiency, helping employees to achieve personal goals, generating employee satisfaction, and helping employees to bond with the organization. To achieve these results, it needs factors that affect the achievement of performance consisting of many aspects, such as work motivation, job satisfaction, and work environment. Motivation is a desire within a person that causes the person to act. People act for one reason: to reach a goal. According to Moorhead and Griffin (2013: 86), motivation is a series of forces that result in people behaving in a certain way. Giving motivation is very important in every company. Employees who have high motivation on their work will be able to encourage other employees to work more enthusiasm and can contribute positively to their responsibility. Without motivation, an employee can not fulfill his work as standard or exceeded the standard because what is motivated in work is not fulfilled. Even if an employee has good ability but has no motivation to complete the task then the end result in his work will not be satisfactory and the employees will not be happy in carrying out the task given. According to research conducted by Zameer (2014) Motivation plays an important role in all public and private organizations. Without motivating the organization, employees can not work and can not achieve its goals. The results of this study suggest that motivation plays an important role in employee performance in the beverage industry in Pakistan and the results of his study show that motivation has a strong effect on employee performance in the beverage industry. It can be interpreted that if top management focuses on employee motivation, the leader will lead to a positive employee performance improvement. Gungor (2011) stated that the employee will be motivated to do a large amount of effort in his work if he feels his previous efforts have earned his appreciation. According to Salleh et al (2011) employees who are more motivated in their work, they will be more satisfied with the performance and less likely to leave the organization, but employees have some discontent factors that cause employees to leave the organization, such as violence on the spot work, workplace hazards and injuries, long working hours, night shift effects, paid shortage issues,

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unwarranted workloads and lack of rewards. So it can be interpreted that motivation is related to improve employee performance. In addition to work motivation, job satisfaction is also influential in improving employee performance. Job satisfaction is a feeling that employees have in working like being happy in doing work and loving their work. According to Gül and Özcan in Kalkavan and Katrinli (2014), high levels of job satisfaction have a positive effect on employee performance, organizational citizenship behavior, and organizational commitment whereas low job satisfaction has effects such as absenteeism, intention to leave work, employee turnover. Work environment within an organization or company is very important to be noticed by management. Although the work environment does not carry out the production process within a company, but the work environment has a direct influence on the employees who carry out the production process. Work environment is an atmosphere where employees perform activities every day. A research conducted by Sudarsih (2013) about work environment showed that work environment have a significant effect on job satisfaction and have a significant effect on workers commitment directly and indirectly and work environment also influence the commitment significantly so it can be said that conducive work environment provides a sense of security and allows employees to work optimally. If the employee is happy with their work environment, then they will feel at his own place of work and doing his activities so that the working time is used effectively. Conversely, inadequate work environment will be able to decrease employee performance. In addition to motivation factors, job satisfaction, and work environment that will affect the performance of employees owned by someone is a potential, where a person is not necessarily willing to exert all his potential to achieve optimal results, so there is still a need for an employee of the Regional General Hospital Asembagus Kabupaten Situbondo, willing to use all its potential. The thrust is often called motivation. Seeing the fact, it is time leaders can provide more opportunities for employees to develop human resources to better perform in performing service tasks to the community if employees are motivated in work then employees with a sense of excitement and high spirit will carry out the work given or accountable to the employee. Asembagus Regional General Hospital Situbondo Regency is an organization responsible for the field of service that also has goals and goals to be achieved. The aims and objectives of Asembagus Regional General Hospital of Situbondo Regency are formulated in the form of organizational vision and mission. This vision and mission aims to guide future actions in the context of achieving organizational goals. Regional Hospital Asembagus Situbondo regency is one of the organizations that berorientasi on public service or public service especially in service so that the Regional General Hospital Asembagus Situbondo regency must carry out its functions are maximized in the form of a fast service quality but precise. The problem that is often faced by every agency / organization is how to determine the most effective way to improve employee performance. If employee performance is low then it will make the work less effective and efficient. This research is important to be done in order to know the factors that can improve the performance of employees of the Asembagus Hospital. In this research, the factors studied include motivation, job satisfaction and work environment. So that it can provide input to the Asembagus

Hospital, especially the manager, in order to be able to determine the decision to be taken related with improving employee performance and improve the health public service.

2 LITERATURE REVIEW

2.1 The Relationship between Motivation and Performance

Seth (2003) defined motivation as an internal process that makes a person move toward a goal. Bright (2000) stated that motivation can be said to be about "the will to work". It can come from the enjoyment of the work itself and/or from the desire to achieve certain goals e.g. earn more money or achieve promotion. It can also come from the sense of satisfaction that we gain from completing something, or achieving a successful outcome after a difficult project or problem solved. According to Maslow's hierarchy of needs, the indicators of motivation are: (1) Biological and physiological needs, (2) Safety needs (3) Love and belongingness needs; (4) Esteem needs, and (5) Self-Actualization needs. A number of researchers has investigated the relationship between motivation and employee performance (Ibrahim and Brobbey, 2015; Ahmad, 2012; Azar and Shafighi, 2013; Shahzadi et al, 2014). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar and Shafighi, 2013). If employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad, 2012).

Hypothesis 1: Motivation has a positive and significant effect on employee performance.

2.2 The Relationship between Job Satisfaction and Performance

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Robbins (2005), defined job satisfaction as a collection of feelings that an individual holds towards his or her job. Job satisfaction has been observed to affect levels of job dissatisfaction, absenteeism, grievance expression, tardiness, low morale, high turnover, quality improvement and participation in decision-making. Furthermore, job satisfaction is a key issue for health care professionals around the world (Doef, Mbazzi, Verhoeven 2012). Platis et al. (2014) examined the relation between job satisfaction and job profession in nursing profession. They found that job satisfaction is positively related with their performance. They also found that the most important parameters of job satisfaction in healthcare employee satisfaction from manager. Shmailan (2016) found that satisfied employees do perform better and contribute to the overall success of an organizations, while employees who are not satisfied do not perform well and become a barrier to success. In this study, the factors influencing job satisfaction being used are those which were introduced by Celluci, Anthony J and David L. DeVries (1978) with detailed indicators for each dimension of the job satisfaction as in defined in the following : (1) Satisfaction with pay is in which the company gives better salary than that in the competitor; salary is appropriate to the responsibility; salary matches the performance; allowances match duties and responsibilities; (2) Satisfaction with promotion in which companies implement

policies and procedures in position promotion; position promotion is followed with appropriate salary increase; position promotion is conducted based on the planned time, promotion promotion is based on career path; (3) Satisfaction with co-worker in which job satisfaction arises because colleagues provide adequate support; colleagues can complete certain assignments when requested; enjoy to work with colleagues; responsible colleagues; (4) Satisfaction with supervisor because managers/supervisors give supports managers/supervisors are willing to listen; managers / supervisors motivate; managers/supervisor treat subordinates honestly; (5) Satisfaction with the work itself because the job is interesting; responsibility towards work; job which provides freedom in expressing creativity; works which are assigned can be completed in increased quantity.

Hypothesis 2: Job satisfaction has a positive and significant effect on employee performance.

2.3 The Relationship between Work Environment and Performance

Workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2002). According to Sedarmayanti (2003:12), a good working environment is a condition where people can do their jobs in an optimal, healthy, secure, and comfort way. A bad working environment can demand the workforce to work in a longer time without supporting an obtainment of efficient working system plan. Several studies have been obtained to examine the relationship between work environment and employee performance and found positive relationship (Rismawati, 2016; Samson et al., 2015; Gitonga, 2015; Jayaweera; 2015). This study used physical work environment indicators by Sedarmayanti (2003:15), those are: 1) Lighting in workplace, 2) Air circulation, 3) noise, 4) bad smell, 5) security in work place.

Hypothesis 3: Work environment has a positive and significant effect on employee performance.

3 METHODOLOGY

This study can be classified as explanatory research. The sample of this research is all employees of hospitality department in Asembagus regional public hospital amounting to 49 people. The data was gathered by distributing questionnaires to 49 respondents. The analytical tool used was multiple linear regression analysis and the hypotheses were tested using t-test. The independent variables are motivation (X1), job satisfaction (X2), and work environment (X3) and the dependent variable was employee performance (Y).

4 RESULT AND DISCUSSIONS

4.1 Results

Characteristics of Respondents

Characteristics of respondents describe the composition of sex, age, and the latest education of the respondents. The division of its characteristics are as follows:

Table 1: Characteristics of Respondents based on Sex

Sex	Frequency	Percentage%
Male	22	44,9
Female	27	55,1
Total	49	100

Source: processed data, 2017

Table 1 shows that out of 49 respondents, 22 employees or 44,9% are male and 27 employees or 55,1% are female. These data indicate that the majority of employee in hospitality department in Asembagus hospital are females.

Table 2: Characteristics of Respondents based on Age

Age (years old)	Frequency	Percentage %
≤ 25	23	46,9
> 25	26	53,1
Total	49	100

Source: processed data, 2017

Table 2 shows that out of 49 respondents, 23 people or 46,9% are less or exactly 25 years old and 26 respondents or 53,1% are more than 25 years old. The data shows that the majority of employees in hospitality department in Asembagus hospital are more than 25 years old.

Table 3: Characteristics of Respondents based on Education

Length of Work (years)	Frequency	Percentage %
Diploma 3	40	81,6
Bachelor	9	18,4
Total	49	100

Source: processed data, 2017

Table 3 shows that out of 49 respondents, the latest education of 40 people or 81,6% are diploma 3 and 9 people or 18,4% are undergraduate. The data shows that the majority of employees in hospitality department in Asembagus hospital are diploma 3 graduates.

Table 4: The Result of Multiple Linear Regression Analysis

Variable	coefficient	Sig.	Decision
Constant	4,674	-	-
Motivation (X1)	0,205	0,007	Accepting H1
Job satisfaction (X2)	0,496	0,000	Accepting H2
Work environment (X3)	0,219	0,005	Accepting H3

Source: processed data, 2017

Table 4 above showed that hypothesis test meets the specified requirement, where p-value $< \alpha = 5\%$. Motivation variable (X1) has p-value amounted to 0,007, then the variable of motivation expressed significant effect on the performance variable. Job satisfaction variable (X2) has p-value of 0,000, then job satisfaction variables expressed significant effect on performance variables. The work environment variable (X3) has p-value of 0,005, then the work environment variable significantly affect the performance variable.

Table 5: Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,784 ^a	0,615	0,589	0,938

Source SPSS output, 2017.

Based on table 5, the following conclusions are as follows:

- The value of multiple correlation coefficient (R) of multiple regression equation is 78,4% which means that there is strong effect of independent variables (motivation, job satisfaction, and work environment) on the dependent variable (performance).
- The value of Adjusted R Square (R^2) of the multiple regression equation is 61.5% which means that the performance variable (Y) is affected by the motivation (X1), job satisfaction (X2), and work environment (X3) as much as 61,5%, while the remaining 38.5% is affected by other variables that are not examined in this study.

4.2 Discussion

The Effect of Motivation on the Performance of Employee in Hospitality Department of Asembagus Public Hospital

The result of multiple regression analysis on T test on the first hypothesis (H1) shows that the motivation has an effect on the employee performance by looking at the significance level of 0,007. The relationship shown by the regression coefficient is positive means that the higher the motivation, the employee performance will increase (accepting H1). Motivation comes from the word *motive* which means encouragement, thus motivation means a condition that encourages or becomes the cause of someone doing an action / activity, which takes place consciously. According to Mathis & Jackson in Bangun (2012: 312), motivation is the desire within a person causing the person to perform an action, incentives, efforts, and desires that exist within the human being that activate, empower, and direct the behavior to carry out the tasks well in the scope of work. Many supporting theories showing that this motivation has ability to improve employee performance, one of the theories of Abraham H. Maslow explains that every human being has needs that emerges depending on his individual interests. The results of this study are in line with previous research conducted by Ibrahim and Brobbey (2015), Ahmad (2012), Azarand Shafighi (2013), and Shahzadi et al. (2014) which stated that there is a significant influence of motivation on employee performance and in line with research conducted by Sudarsih (2012) where motivation affects simultaneously and partially to performance.

The Effect of Job Satisfaction on the Performance of Employee in Hospitality Department of Asembagus Public Hospital

The result of multiple regression analysis on t test on the second hypothesis (H2) shows that job satisfaction has an effect on employee performance by seeing the significance level that is 0.000. The relationship shown by the regression coefficient is positive means that the higher the job satisfaction, the employee performance will increase (accepting H2). Wexley and Yukl in Bangun (2012: 327) stated that job satisfaction is a generalization of attitudes towards his work. A person's various attitudes toward his work reflect a

pleasant and unpleasant experience in his work and his hopes for future experiences. A fun job to do can be said that the job gives satisfaction to the worker. Conversely, dissatisfaction will be happened when a job is not fun to do. An employee will feel comfortable and loyal to the company if the job satisfaction is in accordance with what is desired, in research conducted feбри showed that partially and simultaneously there is a positive influence between job satisfaction and workload positively to employee performance. The results of this study are in line with previous research conducted by Platis et al (2014) and Shmailan (2016) which stated that there is a significant influence of Job Satisfaction on Employee Performance.

The Effect of Work Environment on the Performance of Employee in Hospitality Department of Asembagus Public Hospital

The result of multiple regression analysis on t test on the second hypothesis (H3) shows that work environment has an effect on employee performance by seeing the significance level that is 0.005. The relationship shown by the regression coefficient is positive means that the higher the work environment, the employee performance will increase (accepting H3). According to Sedermayanti (2003: 12), work environment is everything that is around the workers and who can influence themselves in carrying out the tasks charged. Work environment within an organization or company is very important to be noticed. Although the work environment does not carry out the production process within a company, but the work environment has a direct influence on the employees who carry out the production process. Work environment is an atmosphere where employees perform activities everyday. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment where he works, then the employee will feel at his own place of work, doing activities optimally so that the working time is used effectively. Conversely, inadequate work environment will be able to decrease employee performance. The results of this study are in line with previous research conducted by Rismawati (2016), Samson et al. (2015), Gitonga (2015) and Jayaweera (2015) which stated that there is a significant influence of the work environment on employee performance.

5 CONCLUSION

This study seeks to examine the effect of motivation, job satisfaction, and work environment on the performance of hospitality department employee on Asembagus Regional Public Hospital, Situbondo, Indonesia. The empirical result indicates that motivation, job satisfaction, and work environment have positive and significant effect on their performance. This research contributes to knowledge regarding how to motivate employees to work hard, how to make employee feels satisfied with their job, and how to provide adequate work environment on the workplace. As a final point, it will be useful for further studies to compare the results of this study in different sectors and regions to analyze the similarities and dissimilarities.

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