

AN INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON THE PERFORMANCE HEALTH WORKERS THROUGH MOTIVATION AS AN INTERVENING VARIABLE

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ABSTRACT

A development of the business world is currently growing rapidly, so that companies are expected to be able to use human resources as well as possible. Human resource management is intended so that a company is able to unite the perceptions or perspectives of employees and leaders in order to achieve organizational goals, among others, by providing work motivation, guidance, direction and good coordination in working by a leader to his subordinates. In This Paper Discussed about performance employees are the results of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given (Robbins 2015).

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1. INTRODUCTION

The development of the business world is currently growing rapidly, so that companies are expected to be able to use human resources as well as possible. Human resource management is intended so that a company is able to unite the perceptions or perspectives of employees and leaders in order to achieve organizational goals, among others, by providing work motivation, guidance, direction and good coordination in working by a leader to his subordinates.

Management Hospital is a health service facility which operationally has identical services with services. The hospital is a special service center because it is related to public health and safety. To achieve optimal health status for the community, efforts to improve health (promotive), disease prevention (preventive), cure disease (curative), and health recovery (rehabilitative) are carried out in a comprehensive, integrated and sustainable manner and carried out jointly between the government and the community who are supported by health resources including health workers as stated in the Law of the Republic of Indonesia Number 36 of 2014 concerning Health Workers.

Human resources in the health sector, in this case health workers, need to be managed properly, because these human resources are an important factor for the success of an organization in competing and realizing the vision, mission, and goals of the organization. RIS Hospital always strives to provide maximum service. Hospitals face important and urgent environmental problems, because if the hospital fails to manage the environmental impact it causes, it will cause the community to become sick and in fact require more health services. (Azmal et al. 2014).

Performance Employees are the results of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given (Robbins 2015). Furthermore, along with the progress experienced by the RIS Hospital. So the most important thing is how to manage human resources, in this case, health workers.

Along with the rapid development of the medical world, as well as the challenges that are being faced by the medical world today, of course, health workers with quality are needed to keep pace with them. For this reason, it is necessary to assess the performance of health workers which is a process of evaluating how well employees are doing their jobs compared to a set of standards and then communicating that information to employees. (Mathis and Jackson 2012).

RIS Hospital conducts performance assessment through KPI (key performance index) which is conducted annually. The following are the results of the performance of health workers in 2020:

Table 1. Performance Assessment of RIS . Hospital Health Workers

No	Work Value	Number of health workers	Percentage
1	> 4.7 – 5	A	38
			24%

2	> 4 - 4.7	B	54	34%
3	> 3 - 4	C	61	38%
4	> 2 - 3	D	5	3%
5	< 2	E	2	1%
Amount			160	100%

The table above shows that there are only 38 health workers out of a total of 160 health workers with very good performance in 2020, this indicates that the performance of the RIS hospital health workers is not optimal so that improvements are needed in each field.

Phenomena related to the performance of human resources can also be reflected in the presence of employees at work. The following is a presentation of the presence of RIS Hospital health personnel as a whole during 2020.

Table 1. Presentation on Attendance and Delay in RIS Hospital Health Workers in 2020

No	Month	Absence	Late	absenteeism percentage	late presentation
1	January	46	97	21.9 %	46.2%
2	February	53	77	25.2%	36.7%
3	March	60	76	28.6%	36.2%
4	April	57	75	27.1%	35.7%
5	May	50	74	23.8%	35.2%
6	June	56	78	26.7%	37.1%
7	July	56	79	26.7%	37.6%
8	August	51	78	24.3%	37.1%
9	September	53	75	25.2%	35.7%
10	October	47	74	22.4%	35.2%
11	November	43	84	20.5%	40%
12	December	49	80	23.3%	38.1%

From the table above, it can be seen that there were fluctuations in the level of attendance of health workers, and the highest absence was in March reaching 28.6% of the total 160 health workers at the RIS Hospital. From the table above, it can also be concluded that there was a fluctuation in the rate of late attendance for health workers, the highest in January 2020 reaching 46.2% of the total health workers experiencing late attendance. This illustrates that the performance of health workers has not been maximized when viewed from the level of attendance and tardiness. This illustrates the lack of discipline possessed by health workers so that there are still some employees who often attend not on time. Apart from that, during rest hours, health workers tend to extend their rest hours from the predetermined time.

To improve quality, every organization needs to conduct an in-depth analysis of the factors that affect employee performance. One of the factors that can influence the good or bad performance of employees is motivation, organizational culture and work environment.

Motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation can foster a sense of belonging (a sense of belonging to an organization) which can ultimately increase participation and communication as well as foster empathy or the ability to put oneself in the position of others. Thus, employees will be better prepared to accept and implement changes, including technology transfer and skill transfer, both in the technical and organizational fields. Motivation plays an important role in determining the good and bad performance of employees, by Therefore, motivation shapes how employees' attitudes at work are able to behave in the company.

The problems regarding the motivation of health workers at RIS Hospital can be seen from the following pre-survey table

Table 2. Initial Survey Table of RIS Employee Motivation Variables

No	Statement	Score				
		STS	TS	KS	S	SS
1	I try my best to carry out work according to standard operating procedures applicable in my unit	2	4	8	11	15
2	I always try to increase my work productivity to achieve the achievement I want	1	4	6	10	9
3	I try hard so that I excel in carrying out my job duties	0	3	8	13	6

No	Statement	Score				
4	Hospitals give awards (additional bonuses) to outstanding health workers	18	5	5	2	0
5	I am responsible for carrying out work assignments in my unit	2	5	12	8	3
6	I am able to communicate and establish good relationships with co-workers in the hospital environment	3	11	9	6	1
7	All staff in the unit must respect each other so that the work can run well	0	0	3	8	19

Based on table 3 the initial survey of motivational variables on RIS health workers from a total of 30 respondents who answered the questionnaire, the highest index value was found in the MK7 indicator of respect, namely "All staff in the unit must respect each other so that work can run well". The lowest index value is found in the MK4 achievement indicator, namely "The hospital gives awards (additional bonuses) to health workers who excel". Health workers feel the relationship between units and staff in the hospital, namely the existence of mutual respect so that work can run smoothly.

Several previous studies have tested the relationship between the two variables. Research from Hanafi and Yohana conclude that motivation has a positive and significant effect on employee performance (Hanafi and Yohana 2017). These results are supported by research which shows that motivation plays an important role in the performance of health workers (Al-absi 2019).

However, although several studies have found a link between motivation and employee performance, there are also findings that show different results (Sampurno and Wibowo 2015). In his research suggests there is no significant effect between motivation and teacher performance. The existence of these differences again becomes the basis for re-testing the relationship between the two variables.

The next thing that is able to influence the performance of RIS Hospital health workers is organizational culture. Organizational culture is a shared perception held by members of the organization, a system of shared meanings (Robbins 2006). Organizational culture determines the identity of a group, in this group is defined as an organization. Organizational culture is a variety of interactions and habits that affect groups of people in the organization. Different values and beliefs based on employee performance help in the organization (Hofstede 1997).

The problems regarding organizational culture at RIS Hospital can be seen from the following survey table:

Table 3. Table of Initial Survey of Organizational Culture Variables on RIS Employees

No	Question Items	STS	TS	KS	S	SS
1	Every time I work, I prioritize public services rather than personal/group interests.	3	4	8	10	5
2	When given a task I try to complete it on time.	3	9	11	5	2
3	If a problem arises at work, we always solve it together	10	5	7	7	1
4	Services provided in accordance with established procedures.	2	4	8	11	5

Based on the organizational culture questionnaire above, it shows that of the 30 respondents who filled out the questionnaire, it can be seen that the organizational culture in RIS hospitals is still classified as still less visible from the low number of assessment indicators. RIS Hospital health workers still lack awareness in completing their responsibilities together and some health workers do not complete the assigned tasks on time.

These findings are also supported by research by Sulistiawan, Riadi and Maria, which shows that organizational culture has a significant effect on employee performance at PNS and Honorary at the Sebulu II Health Center Samarinda (Sulistiawan, Riadi, and Maria 2017). From this research, it has been revealed that the culture of giving rewards to employees who excel is proven to have an effect on employee performance. These results prove that organizational culture plays an important role in determining the good and bad performance of employees.

However, there are also studies that produce findings that are different from the findings of previous studies, in Windrawati's research (Windrawati, Purwanto, and Mas 2020) found that there was no significant effect between organizational culture and employee performance, (Girsang 2019) proves that organizational culture has no influence on employee performance. The differences in some of the

results of these studies become the basis for re-examining the relationship between the two variables in this study.

Then the next factor that can affect the performance of health workers in the work environment. The results of the relevant research conducted by Mamesah (Mamesah, Kawet, and Lengkon 2016) shows that the work environment affects employee performance.

2. METHOD

The research method used in this study is a quantitative correlational research approach with a cross-sectional research design approach with the aim of looking at the influence of Organizational Culture and Work Environment on the performance of Health Workers mediated by motivation. Hypothesis testing is intended to see the influence between variables. The data analysis technique that will be used is the Path Analysis technique whose statistical processing will be assisted by the AMOS (Analysis of Moment Structure) program. This research model can be described as follows:

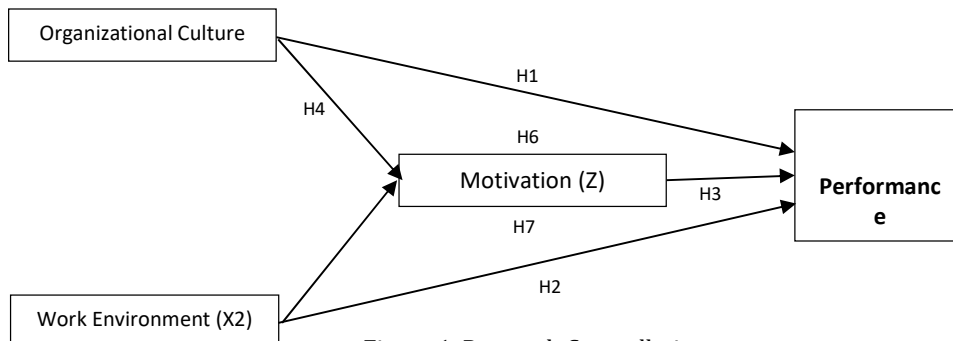


Figure 1. Research Constellation

Description:

Endogenous variable is performance (Y)

Exogenous variables are organizational culture (X1), work environment (X2), and motivation (Z)

According to Arikunto (Arikunto, Prof. 2010), "Population is the subject of research". The population in this study were all health workers in the RIS Hospital totaling 160 people

According to Sugiyono (Sugiyono 2013): "The sample is part of the number and characteristics possessed by the population". The technique of determining the number of samples in this study uses the Slovin formula, namely:

$$n = \frac{N}{d^2 + 1}$$

$$n = \frac{160}{(0.05)^2 + 1}$$

$$n = 114.285$$

$$n = 114.285 \text{ rounded up to } 114$$

Description:

n : number of samples

N : population

d : 95% precision value or sig=0.05

The sample of the sampling technique in this study is a non-probability sampling technique with purposive sampling, which is a method of selecting samples that have certain characteristics because they have research criteria (Nasution in Russiadi, 2016). Certain criteria in this study are employees who have worked together for more than 1 year.

The data that has been collected in this study are primary data and secondary data. The variables of work motivation, physical work environment and employee engagement data have been assessed using a closed questionnaire, namely each statement item is provided with a choice of answers in the form of a rating scale using a Likert scale, where Likert uses five alternative answers with the following criteria:

1 = Strongly Disagree;

2 = Disagree;

- 3 = Neutral;
- 4 = Agree;
- 5 = Strongly Agree.

The lowest value is one and the highest value is five.

3. RESULT AND DISCUSSION

RIS Hospital

Rumah Indonesia Sehat Hospital or abbreviated as RIS Hospital is a public hospital belonging to the Transformasi Bangsa Foundation which functions to serve people who need health services with several types of services available.

RIS Hospital, which is located in the BSD area, South Tangerang, was established in 2011 and started operations in 2015 as a class D general hospital under the name Rumah Indonesia Sehat Hospital. Then in 2017 RIS Hospital was given an operational permit as a general hospital classification C in accordance with the Mayor's Decree No. 445/Kep.01-Bid.Sosbud/2017. In the same year RIS Hospital started a collaboration with BPJS Health.

The vision of RIS Hospital is to become a quality health provider based on love, professionalism, and serving all levels of society. RIS Hospital's mission is to support government programs to create healthy Indonesian people, provide health services with love that is managed professionally, and increase public awareness of the importance of healthy living both physically and spiritually.

RIS Hospital's motto is to serve the unserve. The main values are respect, integrity, safety, hospitality which can be described as follows: Respect: every patient and visitor is God's creation that needs to be respected and deserves optimal service. Integrity: every staff working at RIS Hospital needs to apply a culture of honesty both in providing services to patients and in carrying out work tasks according to their main duties and responsibilities. Safety: Patients, visitors and employees need a sense of security at RIS Hospital. Hospitality: Implementing a friendly culture, serving patients with love, establishing good relationships among others.

RIS Hospital has a total of 60 TT beds and is currently under construction for 2 more floors to increase the number of beds to 100-110 TT. The current facilities and services at RIS Hospital consist of:

- a. Emergency departments
- b. Inpatient Installation
- c. Outpatient Installation
- d. Birthing room
- e. Operating room
- f. Healthy Baby Room
- g. Perinatology Room
- h. HCU and ICU
- i. Isolation Room
- j. Laboratory
- k. Pharmacy Installation
- l. Medical Record Room
- m. radiology
- n. Ambulance

Outpatient Installation consists of:

- a. Internal Medicine
- b. Obstetrics and Gynecology Polyclinic
- c. Children's Poly
- d. General Surgery Poli
- e. Orthopedic Surgery Poly
- f. Eye Clinic
- g. Poly Leather
- h. Psychiatric Polyclinic
- i. Neurology/Neurology
- j. Children's Dental Clinic
- k. General Dental Clinic
- l. General Poly

In this study, the researchers grouped the profiles of respondents based on their gender, age, and length of work, profession, work unit. The following are the results of the grouping of respondents' profiles:

a. Respondent's Gender

In this research, the total number of respondents was 125 respondents, of which 41 (32.8%) were men and 84 (67.2%) were women.

b. Respondent Age

In this study, the most productive age of respondents was in women aged 20-30 years by 40.8% and seniors by 4%, and the age of the most productive respondents in men aged 20-30 years was 17.6% and senior age by 4%.

Table 5. Respondent's Age and Gender

Age	Man	%	Woman	%
20 - 30	22 people	17.6	51 people	40.8
31 - 40	10 people	8	23 people	18.4
41-50	4 people	3.2	5 people	4
>50	5 people	4	5 people	4
Total	41 people	32.8	84 people	67.2

c. Respondents Working Length

In this study, the majority of respondents worked long hours in female respondents by 48% with working years 0-3 years. For the smallest, there are male respondents at 0.8% with a length of work > 7 years.

Table 6. Respondents Working Length

Length of work	Man	%	Woman	%
0-3 years	32 people	25.6	60 people	48
4-7 years	8 people	6.4	24 people	19.2
>7 years old	1 person	0.8	0	0
Total	41 people	32.8	84 people	67.2

d. Last education

In this study, the most recent education of respondents was female respondents with the last education of D3 at 28.8%.

Table 7. Last education

Education	Man	%	Woman	%
SMK	1 person	0.8	8 people	6.4
D3	18 people	14.4	36 people	28.8
D4/S1	7 people	5.6	22 people	17.6
S2	0 people	0	2 persons	1.6
GP/drg	4 people	3.2	4 people	3.2
Sp1	11 people	8.8	12 people	9.6
Total	41 people	32.8	84 people	67.2

Testing Requirements Analysis

Validity test is used to measure the validity or invalidity of a questionnaire (Sugiyono 2013). Validity test using KMO with the basis of decision making used is to look at r table > 0.5 with a total of n as much as 125 sample.

Validity test The variable of work motivation is measured through the statements of items 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15 Based on data processing using the SPSS program, the following results were obtained.

Table 8. Validity of Work Motivation Variable (MK)

Statement Items	r count	r table df=n-2 (125)	Description
MK1	0.523	0.5	Valid
MK2	0.565	0.5	Valid

MK3	0.522	0.5	Valid
MK4	0.672	0.5	Valid
MK5	0.665	0.5	Valid
MK6	0.487	0.5	Invalid
MK7	0.697	0.5	Valid
MK8	0.534	0.5	Valid
MK9	0.540	0.5	Valid
MK10	0.561	0.5	Valid
MK11	0.618	0.5	Valid
MK12	0.754	0.5	Valid
MK13	0.640	0.5	Valid
MK14	0.593	0.5	Valid
MK15	0.647	0.5	Valid

Variable validity testwork environmentmeasured through the statements of items 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15. Based on data processing using the SPSS program, the following results were obtained.

Table 9. Work Environment Variable Validity (LK)

Statement Items	r count	r table	Description
LK1	0.532	0.5	Valid
LK2	0.629	0.5	Valid
LK3	0.745	0.5	Valid
LK4	0.847	0.5	Valid
LK5	0.415	0.5	Invalid
LK6	0.638	0.5	Valid
LK7	0.591	0.5	Valid
LK8	0.685	0.5	Valid
LK9	0.636	0.5	Valid
LK10	0.701	0.5	Valid
LK11	0.587	0.5	Valid
LK12	0.631	0.5	Valid
LK13	0.620	0.5	Valid
LK14	0.575	0.5	Valid
LK15	0.644	0.5	Valid

Variable validity testOrganizational culture(X1)measured through the statements of items 1, 2, 3,4,5,6,7,8,9,10,11,12,13,14,15. Based on data processing using the SPSS program, the following results were obtained.

Table 10. Organizational Culture Variable Validity (BO)

Statement Items	r count	r table	Description
B01	0.665	0.5	Valid
B02	0.785	0.5	Valid
B03	0.804	0.5	Valid
B04	0.674	0.5	Valid
B05	0.801	0.5	Valid
B06	0.812	0.5	Valid
B07	0.757	0.5	Valid
B08	0.831	0.5	Valid
B09	0.638	0.5	Valid
B010	0.872	0.5	Valid
B011	0.767	0.5	Valid
B012	0.712	0.5	Valid
B013	0.749	0.5	Valid
B014	0.754	0.5	Valid
B015	0.645	0.5	Valid

Meanwhile, the high-scale index is that RIS Hospital health workers carry out the assigned tasks with full responsibility, accuracy, in accordance with applicable SOPs, completed according to the expected time, do not delay service to patients, cooperate with the team so that the results are as expected or targeted. Health workers try to follow the assigned task schedule and are willing to increase working hours or overtime to complete tasks including additional tasks that are more than usual, pay attention to details in work, pay attention to time and cost efficiency without reducing service quality. Health workers realize that attendance is one of the main measures in work so they try to be present on time for work. Health workers feel that the more tasks completed will increase their income and there is a reward for discipline. The average result of respondents' responses to performance is on a high scale (101.95).

4. CONCLUSION

Hypothesis 1: The Effect of Organizational Culture, Work Environment on the Performance of Health Workers at RIS Hospital with Motivation as an Intervening Variable. Hypothesis 1 is accepted because the Chi-square count shows a value of 0.000 which is smaller than the Chi-square table value. Hypothesis 2: The Effect of Organizational Culture on the Performance of Health Workers in Hospitals. Hypothesis 2 is accepted because the significance level is 0.000 which is less than 0.05. These results indicate that the organizational culture variable has a significant positive effect on the Performance of Health Workers. This means that if the organizational culture is getting better, then the performance of health workers is getting better. Hypothesis 3: The Effect of the Work Environment on the Performance of Health Workers in Hospitals. Hypothesis 3 is accepted because the significance level of 0.000 is less than 0.05. These results indicate that the work environment variable has a significant positive effect on the performance of health workers. This means that if the work environment is conducive, it will improve the performance of health workers in hospitals. Hypothesis 4: The Effect of Work Motivation on the Performance of Health Workers in Hospitals. Hypothesis 4 is accepted because the significance level is 0.039 which is less than 0.05. These results indicate that the variable of work motivation has a significant positive effect on the performance of health workers. This means that if there is encouragement/spirit in work, the performance of health workers will also perform. Hypothesis 5: The Influence of Organizational Culture on Work Motivation of Health Workers in Hospitals. Hypothesis 5 is accepted because the significance level is 0.000 which is less than 0.05. These results indicate that the organizational culture variable has a significant positive effect on the work motivation of health workers. This means that if an organization has good values, it affects the morale of health workers in hospitals. Hypothesis 6: The Effect of Work Environment on Work Motivation of Health Workers in Hospitals. Hypothesis 6 is accepted because the significance level of 0.000 is less than 0.05. These results indicate that the work environment variable has a significant positive effect on the work motivation of health workers. This means that if the work environment is conducive, then health workers will be more enthusiastic about working. Based on the results of this study, it was found that the Motivation Variable was not an intervening variable, because this variable was not able to mediate the influence of Organizational Culture, Work Environment on the Performance of RIS Hospital Health Workers. Based on the behavioral analysis above, it shows that organizational culture is a variable that dominates the performance of employees, seen from the statement that health workers work for optimal results, teamwork is so close to complete work, the role of hospitals in paying attention to health workers who excel in producing health workers who performs.

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