


## The Effect Of Work Motivation And Work Environment On Employee Performance In Hospitals

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Article Info	ABSTRACT
<b>Keywords:</b> Hospital, Employee Performance, Motivation.	Hospitals need to utilize success factors such as employee performance measurement to achieve their vision and mission to compete in the Indonesian healthcare sector. Providing better human resources and services to local communities. Healthcare services must be of high quality, fair and affordable, and communication with patients needs to be improved. The purpose of this quantitative study is to determine the effect of work motivation and work environment on the performance of hospital employees. Talented employees are important for the growth of the company, and human resources are its most important assets. A good work ethic is absolutely necessary to improve employee performance and achieve positive growth in line with company goals.
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### INTRODUCTION

Hospital organizations must realize their vision and mission to be able to compete in the Indonesian health sector.(Anum & Chaerudin, 2023). The keys to success include employee performance, human resource allocation, and better service to the community.(Juwita et al., 2024). Hospitals must provide quality, fair and affordable health services and improve communication with patients. Patients expect medical services that are ready, fast, responsive and comfortable. Satisfactory service quality requires quality and responsible human resources. Current drug needs and customers must be met professionally.(Tambuwun, 2020).

Human resource management is important in an organization. The quality of human resources affects the performance of the organization.(Iswandi, 2021). Qualified individuals ensure service satisfaction. Employee performance is measured through goals, productivity and quality of work to achieve organizational goals. Organizations need quality human resources to be successful in the future.(Iskandar, 2018).

Work motivation is important for employee performance. Motivation can come from within or from the external environment. The drive to work well includes responsibility, expertise, and obligation to achieve organizational goals.(Tafonao, 2023). Motivation increases enthusiasm and productivity(Assagaf & Dotulong, 2015). However, laziness also has negative impacts. Research shows that positive work motivation affects employee

performance. A conducive work environment is important for productivity. Leaders must pay attention to employee motivation and create a supportive environment.(Saleh & Utomo, 2018).

Hospital performance declined during the Covid-19 pandemic as many patients exceeded human resource capacity.(Rivki et al., nd). Patients have to wait in line to get treatment due to lack of beds. During the pandemic, all hospitals conducted screening which extended the service time for patients infected with Covid-19. Infected patients were isolated according to protocol, delaying treatment. Lack of resources and focus on Covid-19 patients led to a decrease in the quality of service, affecting hospital performance. The role of nurses is very important in providing good service to patients(Septiani & Ramadhika, 2024). The results of interviews with Hospital Management indicate that supervision is needed to improve the quality of work. Performance that is not in accordance with hospital standards is caused by the lack of implementation of ward management standards by the head of the ward and nursing staff, as well as the lack of employee discipline in reporting work results. Employee motivation will affect their performance, with high motivation will result in better performance and provide a positive influence on coworkers(Kristine, 2017).

Employee motivation is very important to achieve company goals(Safitri, 2018). Leaders play a role in increasing employee motivation by ensuring that they can carry out their tasks with enthusiasm.(Darsono, 2020). It is also important for leaders to stimulate their subordinates by instilling a sense of worth and making work a part of life that is enjoyed. The importance of fulfilling social needs can also increase employee motivation in working. Leaders must be able to communicate and lead well(Heriyono et al., 2021).

The study discusses motivation, work environment, and employee performance in hospitals. The aim is to analyze the relationship between motivation and work environment with employee performance. The results of the study are expected to provide theoretical and practical benefits in the development of science and improving employee performance in hospitals.

### **Theoretical basis**

Management includes planning, organizing, coordinating and controlling human resources to achieve organizational goals effectively and efficiently through assigned functions.(Darmansah et al., 2024). Managers direct people to achieve organizational goals through planning, organizing, leading, and controlling. The keys to business success are strategic planning, effective organization, good leadership, and measurable monitoring.(Prabowo & Jamal, 2017). Managers need leadership skills that enable them to influence others to achieve common goals. Lack of oversight can damage an organization's reputation and public trust.

Human resource management is an approach to managing employees so that an organization operates efficiently and effectively.(Ende et al., 2023). This includes skills development, motivation, talent development and management. Planning, organizing, managing and controlling human resources are essential to achieving organizational, individual and societal goals.

Human resource management is important in managing employees based on key principles. Human resources are vital assets for organizational success. Culture, values, and managerial behaviors affect organizational performance. Quality human resources support organizational development. Productive employee innovation is very important for organizations. (Irawan, 2021). Human resource management is important to increase employee productivity (Samsuni, 2017). The objectives include positioning, ensuring adequate talent, preventing errors, improving coordination, and optimizing employee contributions according to the organization's capabilities.

Personnel management includes planning, organizing, directing and controlling. Management functions include acquisition, development, procurement, installation, maintenance and retirement. We need to consider the importance of human resource management in supporting organizational performance. This feature helps companies plan staffing needs, improve employee skills, ensure fair compensation and create better collaboration. The company must also be responsible for termination of employment. Human resource management involves managerial functions (planning, organizing, directing, supervising) and operational (procurement, development, compensation, integration, maintenance, termination) so that employees can improve their performance.

Work motivation is driven by internal and external forces that influence work behavior and attitudes and influence performance improvement. (Lewandowski, 2015). The goals of work motivation include increasing work enthusiasm, satisfaction, productivity, and discipline. Effective incentives must be in accordance with individual preferences. Motivation plays a role in driving employee performance, determining the right direction of behavior, and supporting the spirit and growth of the organization in the future. All of these factors are important in motivating employees to achieve company goals. Work motivation indicators are used to measure employee motivation in achieving personal goals and considering company goals. These indicators include responsibility, achievement, self-development, and independence. The measurement of work motivation in this study refers to these indicators.

The work environment in a company is very important for employee efficiency and productivity. The work environment is divided into physical and non-physical areas. The physical environment includes light, color scale, temperature, noise, work safety, cleanliness and movement space. (Saputri et al., 2022). While the non-physical environment refers to the working relationship between employees. The physical work environment refers to the physical aspects of the work environment that affect employees, such as light, color, air temperature and cleanliness. (Saefullah & Basrowi, 2022) This affects employee morale and performance. Factors such as operational safety, noise and location also play an important role. Non-physical environments such as relationships with superiors and co-workers affect the work environment. Therefore, it is important for company managers to consider both the physical and non-physical work environment. A good work environment will improve employee performance and motivation and create a positive work environment. exactly the same in a good environment, employees will work better, thus benefiting the company as a whole (Ayunasrah et al., 2022).

A good working environment is important for the success of the company. Indicators of the working environment include working atmosphere, employee relations, relations with subordinates and the workplace. The working environment affects task performance. Good relationships between co-workers, subordinates and managers affect employee retention. All work facilities support the smooth running of employee work. Therefore, it is important for companies to create a perfect working environment to improve employee performance.(Kinerja et al., 2011).

Employee performance is a key factor in organizational progress. Performance is influenced by processes and stages that aim to improve performance.(Zahira, 2022). The better the employee performance, the better the organization performance. Conversely, poor employee performance can reduce organizational performance. Performance is the result of employee work that includes quality and quantity according to responsibility. That performance is influenced by aspects of quality, quantity, working time, and cooperation to achieve organizational goals. Employee performance is a target that must be achieved according to organizational criteria.

Improving organizational performance can be done by improving human resources and evaluating employee performance within it.(Istiantara, 2019)The purpose of employee performance appraisals include: clarifying performance requirements, recognizing work results to provide motivation, allowing discussion of employee desires, determining future goals for motivation, and checking development plans for training needs. The appraisal program also includes cost management, performance feedback, identifying individual strengths and weaknesses, documenting employee evaluations, individual performance indicators, identifying performance deficiencies, assisting in goal setting, promotion decisions, terminating employees, and evaluating goal achievement.

Organizational performance has different standards according to organizational policies. Employee performance is reflected in effectiveness, efficiency, authority, responsibility, discipline, and initiative. Effectiveness indicates the ability to achieve desired goals, while efficiency relates to the organization's satisfaction in achieving those goals. Clear authority and responsibility will support employee performance.(Nor Azizah, 2018). Discipline shows obedience to organizational regulations, while initiative shows creativity in achieving goals. Factors that influence employee performance include effectiveness, efficiency, authority, responsibility, discipline, and initiative. All of these are related to employee work results in providing the best for the organization.

Employee performance is measured through performance indicators to achieve organizational goals. Organizations need to formulate performance indicators for the sake of good employee and organizational performance. Employee performance indicators include: Work Quality, Work Quantity, Responsibility, Cooperation, and Initiative. Work Quality refers to behavior that is in accordance with expectations and effective, Work Quantity to the amount of work, Responsibility to a responsible attitude, Cooperation to collaboration, and Initiative to new ideas to achieve goals. This study uses these performance indicators.

Employee motivation can be increased through recognition, attention, and appreciation from the company. Individual needs create motivation in achieving company goals.(Santoso, 2018). That employees with high work motivation will perform better. Employee motivation can improve organizational performance. Characteristics of highly motivated employees include liking challenges, being responsible, achieving work results beyond targets, taking initiative, valuing promotions, and education.

A good working environment improves employee performance and the achievement of organizational goals. Optimal, healthy, safe and comfortable working conditions are needed to provide the best service to the community. On the other hand, a bad working environment can reduce employee morale and performance.(Lestary & Chaniago, 2018). The work environment affects employee performance, both in terms of personal comfort and work efficiency. Physical and non-physical factors of the work environment have a big influence. A comfortable environment can improve employee performance and work enthusiasm, so that the company's goals are achieved properly.

Employee performance is very important for an organization. Good performance will help the organization develop in accordance with its vision and mission. Conversely, poor performance will harm the organization. That a good work environment encourages employees to achieve better achievements and performance. High work motivation also supports employee work effectiveness in completing tasks well and on time. A comfortable work environment greatly influences the quality and quantity of work(Prakoso et al., 2014).

Agency employees are important capital for the success of an organization.(Latief et al., 2018). Work is the result of a person's work according to his/her responsibilities. A good work environment and high motivation will make employee performance better.(Sembiring, 2020). Research shows that work motivation and work environment have a positive effect on employee performance.(Adha et al., 2019). Therefore, agencies need to consider these factors in order to achieve organizational goals. Efforts to improve employee performance must be accompanied by good work environment management and creating the right motivation to increase work enthusiasm.

## METHOD

This research is quantitative, using statistical rules or other forms of measurement. The aim is to clarify the influence of hospital employee work motivation and work environment on their performance. The approach method used is descriptive, namely providing a realistic and realistic picture of the phenomena that occur by using data in numerical form.

Research variables are concepts that have different values or values, namely properties, characteristics, or traits that represent something that can be observed or measured that have different values.(Silaen, 2018, p. 69). Operational variables provide meaning to the research variables being studied before analysis is carried out.(Sujarweni, 2021, p. 87). The variables in this study consist of independent variables and dependent variables.

### 1. Independent Variables

Independent variables or free variables are variables that influence the existence of dependent variables.(Sugiyono, 2019, p. 69). The independent variables in this study are work motivation and work environment.

## 2. Dependent Variable

Dependent variables or bound variables are non-free variables whose existence is influenced by independent variables.(Sugiyono, 2019, p. 68). The dependent variable in this study is employee performance.

Population as the total subjects or objects with specific characteristics according to research variables. Samples as a representative part of the population, are taken using probability sampling techniques to ensure equal opportunities for the population to become research samples. The author uses written interviews through questionnaires as a primary data collection technique. Questionnaires are used to provide questions to respondents, both written and unwritten, in order to obtain responses. This method is efficient for knowing the variables to be measured and the purpose of the variables.

The data used in this study is quantitative data. Quantitative data is data that is measured using numbers and can be divided into spatial data and ratio data. The data sources in this study are primary data and secondary data. Primary data is obtained directly from researchers through questionnaires, groups and interviews with informants. While secondary data has been collected by data collectors for research purposes.

## DISCUSSION

Descriptive variable analysis is an explanation of the questionnaire results in the form of respondents' responses to questions in the questionnaire. Descriptive statistical analysis consists of minimum values, maximum values, means and standard deviations related to work motivation variables, work environment and employee performance.

Employees who perform well are important for the development of the organization. HR is a key asset in achieving organizational goals. Employees who are able to bring development to the organization. The organization must maintain its performance so that it remains smooth and develops. Employees are important in setting company planning and goals. Good employee performance will support the achievement of organizational goals and positive growth. Employee responsibility for work is also emphasized.

Good work motivation is needed to improve employee performance so that work is done well according to organizational goals. Motivation provides enthusiasm and optimal results according to ability, it is important for employees to work hard to achieve high performance. Employee work motivation is the most important key in determining their performance. High motivation results in high performance.

Motivation affects the performance of agency employees because it is a basic need. Work motivation arises from recognition, attention, and appreciation for employee performance to achieve agency goals. Motivation is a change in energy within a person that arises with feelings and responses to goals. This basic drive moves a person to devote energy to achieving company goals. Positive employee attitudes can strengthen work motivation.

Employee motivation increases performance that drives them to achieve goals. High motivation results in high performance. Motivation comes from fulfilling needs. High motivation is needed for employees to achieve the expected performance. Motivation and performance appraisal can help organizations achieve their goals. Leaders need to provide motivation that can influence organizational goals.

The work environment plays an important role in employee motivation. A conducive environment will influence the spirit of employees to work effectively and efficiently and provide a sense of security and comfort. A good working environment improves employee performance because the situation, conditions, and interactions in the workplace affect performance. A bad working environment can reduce employee performance and a good working environment improves performance to achieve company goals.

A pleasant working environment is important to improve employee performance. A good working environment can make employees make a big contribution to the organization, while a less pleasant working environment can cause performance to decline. A pleasant working environment can have a positive impact on employees and the company. Improving the work environment can improve employee performance, which affects productivity. Good relationships between superiors and subordinates are also important in creating a good work environment.

The work environment affects employee performance. A good environment can reduce laziness, facilitate activities, and increase motivation. Work passion will be created, productivity will increase. Work is completed according to standards and the specified time. Companies must pay attention to this to improve employee performance and company success. An optimal work environment affects organizational effectiveness through performance, productivity, turnover, and membership. A poor work environment can lead to inefficient work systems.

A good working environment affects employee comfort and performance. Comfortable workspace arrangement, clear work regulations, and harmonious working relationships are important to increase employee productivity. Organizations need to maintain employee performance in order to achieve optimal performance. Employee performance is influenced by the work environment and motivation. Individual factors and organizational environment are determinants in the implementation of employee tasks. It is important for organizations to create a good work environment to improve employee performance. The role of management in managing the work environment is very necessary.

A healthy, clean, comfortable and pleasant work environment can improve employee performance. On the other hand, an inappropriate work environment can hinder employee attraction and reduce employee performance. Creating a good work environment is very important to achieve company goals. Work motivation is important for achievement. Encourage employees to work as well as possible and achieve company goals. This comes from a professional attitude and employee satisfaction with the work environment in the company.

Desire and purpose drive people. Work motivation affects employee performance. Motivated employees are more productive. Managers need to motivate their employees. A supportive work environment improves employee performance. Encouragement from coworkers and superiors can stimulate employee morale to improve their performance.

## CONCLUSION

Research shows that work motivation and work environment have a significant influence on the performance of hospital employees. Motivation has a weak relationship of 39.7% and 15.8%, while the work environment has a weak relationship of 51.3% and 26.3% has a strong relationship of 56.5% and 31.9% to employee work. The implications of this study for the development of science, especially human resource management, are to improve understanding of the factors that influence employee performance. From a practical perspective, the results of this study can be used to motivate employees and create a good work environment to improve performance and quality of service to patients in hospitals. A good work environment affects employee morale. A supportive work environment will improve employee performance, while interactions with superiors and coworkers are also important. Leaders need to provide motivation to influence organizational goals.

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