The Influence of Work Environment and Job Satisfaction on the Performance of BLUD Employees at the RSUD Palembang BARI during the COVID-19 Pandemic

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Article history:	**Abstract**
	This study aimed to determine and analyze the influence of the work environment and job satisfaction on the performance of BLUD employees at the RSUD Palembang BARI during the COVID-19 pandemic. The data used in this study is primary data using a questionnaire as an instrument to measure research variables. Questionnaires were distributed to 114 respondents, employees of BLUD at the RSUD Palembang BARI. The data collected from the questionnaire instrument was processed using the SPSS program to perform multiple linear regression tests. The results showed that the work environment and job satisfaction partially had a positive and significant effect on the performance of BLUD employees at the RSUD Palembang BARI during the COVID-19 pandemic. The results also show that the work environment and job satisfaction have a positive and significant effect on the performance of BLUD employees at the RSUD Palembang BARI during the COVID-19 pandemic.

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1 Introduction

Most organizations emphasize employee performance because it is essential to achieving sustainable competitiveness (Wen et al., 2019). Performance can be interpreted as things individuals can do according to their duties and functions (Robbins & Judge, 2022).

The work environment in the form of the office's physical design and the workplace environment conditions are important and determine the quality of work and the level of productivity in organizational performance (Al-Omari & Okasheh, 2017). Opperman (2002), states that the work environment is a workplace process, system, structure, tool, or condition that has a good or bad impact on individual performance.

Achievable workloads (Agbozo et al., 2017). According to Robbins & Judge (2022), job satisfaction is the result and evaluation of work on specific characteristics that give rise to a person's positive feelings. The COVID-19 pandemic has brought new challenges related to employee adaptation to change and job security, with levels of well-being and satisfaction greatly affected (Nemteanu et al., 2021; Narotama & Sintaasih, 2022; Indahyati & Sintaasih, 2019).

Data released by the Palembang City Health Office, the number of confirmed COVID-19 patients in Palembang City in 2020 (February - December) was 5,480 people; in 2021 (January - December), it increased to 24,936 people, then in 2022 (January - April) totalled 13,422 people. This shows that the number of patients continues to increase every day.

RSUD Palembang BARI is also one of the referral hospitals in Palembang for handling COVID-19 patients. According to the Palembang BARI Hospital Performance Report (2021). Data from the Palembang BARI Hospital Performance Report shows several declines in hospital performance indicators that are not on target from the last four years, 2018, 2019, 2020, and 2021. This relates to the work system before and after the current COVID-19 pandemic.

Table 1
Performance indicators of RSUD Palembang BARI

No.	Performance Indicators	Target/ Score	2018 Realization	2019 Realization	2020 Realization	2021 Realization
1.	Minimum Service Standard Achievement (SPM)	88%	91.59	98.91%	90%	90%
2.	BOR	70%	64%	75%	24%	48%
3.	AVLOS	5 days	5 days	3 days	4 days	4 days
4.	Percentage of the fulfillment of medical equipment according to class B hospital	75%	-	76.77%	76.77%	80.1%
5.	Percentage of doctor's compliance with PPK and *Clinical Pathway*	90%	-	95.46%	100%	100%
6.	HR who receive training at least 20 hours per year	>60%	100%	100%	100%	27.86%
7.	Percentage of financial performance indicators	83%	79.64	86.79%	84.88%	89%
8.	Percentage of hospital accreditation score	>80%	0%	100%	>80%	-
9.	Percentage of Community Satisfaction Index	82.15%	82.13	85.62%	90.20%	90.33%
10.	The results of the assessment of the Public Service Role Model	Point A	Point A	-	-	-

11.	Corruption-Free Area/Serving Clean Bureaucracy Region (WBK/WBMM)	WBK/ WBBM Predicate	-	-	-	-
12.	The results of the assessment of hospital care for mothers and babies	1ˢᵗ Place	1ˢᵗ Place	-	-	-
13.	Percentage of the fulfillment of competent human resources according to class B hospital standards	65%	0%	90%	58.50%	59.50%

Source: Government Agency Performance Report (RSUD Palembang BARI)

Assessment and achievement of programs in agency or company performance reports is one way to see the level of success of employee performance (Bedarkar & Pandita, 2014; Eliyana & Ma'arif, 2019). Based on the performance report data above from 2018 to 2021, there are four program indicators out of 13 program indicators whose level of achievement is still low.

The problems that occur in the work environment of employees (Van Dolen et al., 2004; Syafii et al., 2015). First, concerning regulations directed by the Palembang City Government, through the Circular of the Minister of Home Affairs of the Republic of Indonesia, dated March 17, 2020, Number: 440/2436/SJ, concerning Prevention of the Spread of Coronavirus Disease 2019 (COVID-19), hospitals cannot leave services, follow up This is for regional officials who have the task of serving the community to continue to carry out their duties and operate as usual by changing service hours and working hours for medical and non-medical employees so that the implementation of work from home (working from home) cannot be done for employees while the high-risk exposure to COVID-19 due to working in a hospital environment (López-Cabarcos et al., 2022).

Second, the condition of facilities and infrastructure is still under repair or development in the hospital environment until 2022. There are 12 infrastructure developments carried out; this affects the conditions of the work environment that are not yet conducive for employees, both medical and non-medical, both from the noise generated, the space for movement is not accessible, as well as the cleanliness of the environment that is disturbed due to the dust generated (Cummings et al., 2010; Amabile et al., 2004; Lee & Brand, 2005). The condition of the physical work environment, such as the infrastructure of the RSUD Palembang BARI, is currently carrying out several developments, including:

Along with the construction or improvement of existing hospital infrastructure, as well as the achievement of reasonably good hospital performance indicators, it is hoped that it can increase the satisfaction and performance of all employees in the hospital and produce superior human resources so that in the end it can advance the hospital. However, the reality is that it is suspected that the BLUD employees at the RSUD Palembang BARI have not been satisfied. This is supported by data on employee turnover, which increases yearly.

Table 2
Turnover Data for BLUD Employees of RSUD Palembang BARI

year	Number of Employees at the Beginning of the Year (Persons)	Number of Entry Employees (Persons)	Number of Outgoing Employees (Persons)	Number of Employees at the End of the Year (Persons)	Turnover (%)
2018	344	19	1	362	0.28
2019	362	21	5	378	1.35
2020	378	66	17	427	4.22
2021	427	32	41	418	9.70

Source: Sub Division of Human Resources at the RSUD Palembang BARI

Table 2. shows the employee turnover of BLUD employees at the RSUD Palembang BARI for the last four years, which is increasing yearly. The turnover percentage in 2018 was 0.28%; in 2019, it was 1.35%; in 2020, it was 4.22%;

and in 2021, it was 9.70%. Factors that become the reason BLUD employees' reasons for leaving employees are retiring and resigning.

Several studies have proven that the work environment affects employee performance (Tleuken et al., 2022; Goet, 2022; Abun, 2022; López-Cabarcos et al., 2022; Ibrahim et al., 2022; Ahakwa et al., 2021; Tasman et al., 2021; Badrianto & Ekhsan, 2020; Widyastuti et al., 2021; Na-Nan et al., 2019; Hafeez et al., 2019; Diamantidis & Chatzoglou, 2018; Hidayati et al., 2019; Solegar et al., 2018; Ikechukwu et al., 2019; Nzewi et al., 2017; and Siddiqi & Tangem, 2018). At the same time, several studies have shown that the work environment does not affect employee performance (Suparman Dadang, 2020; Riyadi, 2019; and Ahmad et al., 2019).

Furthermore, several studies have proven that job satisfaction affects employee performance (Ahakwa et al ., 2021; Sapta et al., 2021; Hastuti et al., 2021; Deng, 2020 ; Badrianto & Ekhsan, 2020; Omar et al., 2020 ; Riyadi, 2019; Mira et al., 2019; Ahmad et al., 2019; and Shaju & Subhashini, 2017). While several studies have proven that job satisfaction does not affect employee performance (Gilli et al., 2022; Diana et al., 2022; Goetz & Wald, 2022 ; Purwadi et al., 2020; and Widyastuti et al., 2021).

2   Materials and Methods

This study analyzed to determine the influence of work environment variables and job satisfaction on the performance of BLUD employees at the RSUD Palembang BARI. The conceptual framework is schematically described as follows:
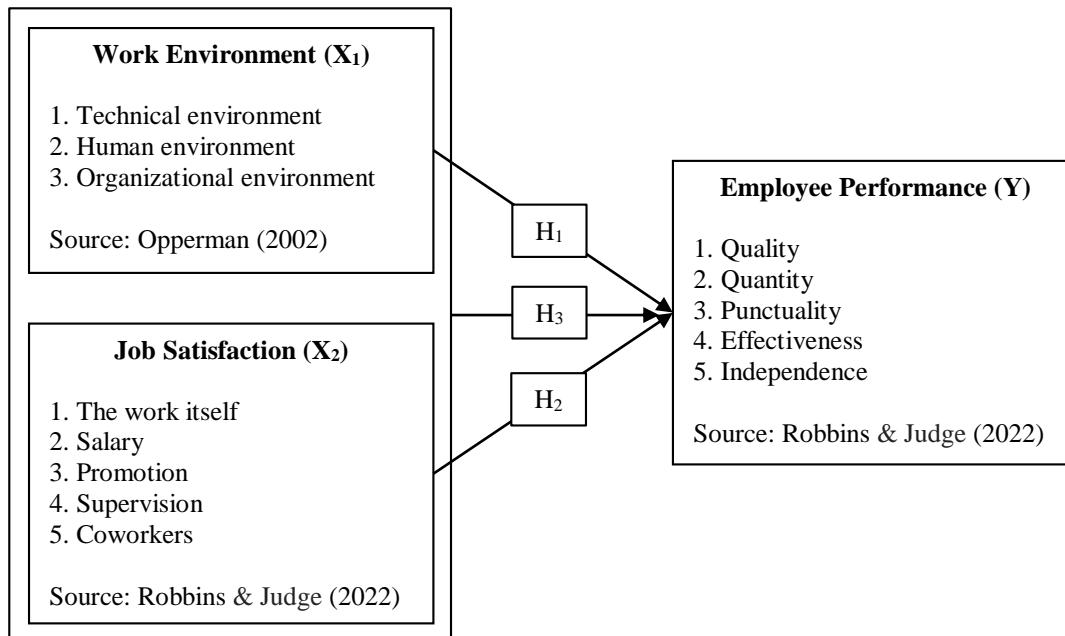
Work Environment (X_1)

1. Technical environment
2. Human environment
3. Organizational environment

Source: Opperman (2002)

H_1

H_3

Employee Performance (Y)

1. Quality
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

Source: Robbins & Judge (2022)

Job Satisfaction (X_2)

1. The work itself
2. Salary
3. Promotion
4. Supervision
5. Coworkers

Source: Robbins & Judge (2022)

H_2

Figure 1. Conceptual framework

Hypothesis

Based on the theoretical basis and conceptual framework above, the hypotheses in this study are as follows:
1) The work environment has a positive and significant effect on the performance of BLUD employees at the RSUD Palembang BARI.
2) Job satisfaction has a positive and significant effect on the performance of BLUD employees at the RSUD Palembang BARI.
3) Work environment and job satisfaction positively and significantly affect the performance of BLUD employees at the RSUD Palembang BARI.

The research was conducted at agencies engaged in medical services. The location of this research is RSUD Palembang BARI which is located at Jalan Panca Usaha Number 1, Sub-district 5 Ulu, Seberang Ulu 1 Sub-district, Palembang City, South Sumatra Province, as a hospital owned by the Palembang City government. The type of data in this study is quantitative data. The data used are obtained from distributing questionnaires to BLUD employees at the RSUD Palembang BARI and assisted by the SPSS Version 21 program.

The population in this study were employees of the BLUD employees at the RSUD Palembang BARI, totaling 418 people. The sampling technique used in this research is *probability sampling*. The sample was used using the Slovin formula with a value of e = 8 %; then, we got a sample of 114 people, taken proportionally by the following division.

Table 3
Distribution of Samples

Divisions	Population (Persons)	Samples (Persons)
Doctor	29	8
Nurse	124	34
Midwife	27	7
Medical support	60	16
Psychologist	-	-
Administration	178	49
Total	418	114

Source: Sub Division of Human Resources at the RSUD Palembang BARI

Validity and reliability tests were used to test the research instrument. *Successive Interval* (MSI) is used for data transformation from ordinal data to interval data (Ningsih & Dukalang, 2019). The classical assumption test is done by normality, multicollinearity, autocorrelation, and heteroscedasticity tests. According to Ferdinand (2014), the feasibility test of the model is used to see if the existing regression model is feasible or not. To find out how much influence one independent variable has in explaining the dependent variable, the t-test is used (Ghozali, 2018). To measure the strength of the linear association (relationship) between two variables, the correlation coefficient test (R) is used, and to see how much the overall independent variable explains the dependent variable, the coefficient of determination (R^2) is used (Ghozali, 2018). Multiple linear regression analysis was used in this study.

3 Results and Discussions

Respondent profile

Table 4
Gender of respondents

Gender	Number of Employees (Persons)	Percentage (%)
Male	34	29.8
Female	80	70.2
Total	1 1 4	100

Source: Processed primary data (2022)

Table 5
Age of respondents

Age (Year)	Number of Employees (Persons)	Percentage (%)
20	0	0
21-30	49	43
31-40	51	44.7
41-50	14	12.3
> 50	0	0

Total	114	100

Source: Processed primary data (2022)

Table 6
Marital Status of Respondents

Marital Status	Number of Employees (Persons)	Percentage (%)
Marry	78	68.4
Single	34	29.8
Ever Married	2	1.8
Total	114	100

Source: Processed primary data (2022)

Table 7
Last Education of Respondents

Last Education	Number of Employees (Persons)	Percentage (%)
Senior High School	4	3.5
Diploma (D2 and D3)	39	34.2
Bachelor (S1)	67	58.8
Master (S2)	4	3.5
Total	114	100

Source: Processed primary data (2022)

Table 8
Working Period of Respondents

Working Period (Year)	Number of Employees (Persons)	Percentage (%)
0-10	84	73.7
11-20	27	23.7
21-30	3	2.6
> 30	0	0
Total	114	100

Source: Processed primary data (2022)

Validity and Reliability Test Results
The instrument in this study has met the stages in the instrument test, namely the validity and reliability tests. All statement items in the instrument are declared valid and reliable, following the rules in the instrument test.

Classic Assumption Test Results
The regression model used as an estimation tool in this study has also met the requirements: customarily distributed, multicollinearity, autocorrelation, and heteroscedasticity.

Model Feasibility Test Results

Table 9
Model Feasibility Test Results
ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,240	2	11,120		
	Residual	20.977	1 11 113	0.099	112,444	,000 [b]
	Total	33,217				

a. Dependent Variable: KIN
b. Predictors: (Constant), KP, LK
Source: Processed primary data (2022)

Based on the results of the data processing above, it can be seen that the value of F-count (Sig.) <0.05. So, it can be concluded that the regression model is feasible and can be continued to the next testing stage.

t-test results

Table 10
Hypothesis Test Results (t-Test)
Coefficients [a]

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		3,166	,002
	Work Environment	,429	4,218	,000
	Job Satisfaction	,423	4.156	,000

Source: Processed primary data (2022)

The value of t-count > t-table of the work environment variable (X_1) is (4.218 > 1.659) and the significance is in the number (0.000 < 0.05). This means that it can be concluded that H_0 is rejected and Ha is accepted, that the work environment variable (X_1) significantly affects employee performance (Y).

The value of t-count > t-table of the variable job satisfaction (X_2) is (4.156 > 1.659) and the significance is in the number (0.000 < 0.05). This means that it can be concluded that H_0 is rejected and H_a is accepted, that the job satisfaction variable (X_2) significantly affects employee performance (Y).

Overall it can be concluded that the work environment (X_1) and job satisfaction (X_1) have a positive and significant effect on employee performance (Y). Among the two independent variables (X), the work environment variable is the variable that has a more dominant influence on employee performance (Y).

Test Results and Coefficient of Determination (R^2)

Table 11
Correlation Coefficient (R) and Determination (R^2) Test Results
Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	,818 [a]	,670	,664	,314471

a. Predictors: (Constant), KP, LK
b. Dependent Variable: KIN
Source: Processed primary data (2022)

The value of R (correlation coefficient) is 0.818, so it can be concluded that the level of relationship between work environment (X_1) and job satisfaction (X_2) on employee performance (Y) simultaneously has a solid relationship. While the R-Square value is 0.664, meaning that the independent variables (work environment and job satisfaction) can explain the dependent variable (employee performance) of 66.4%. So, it can be concluded that the regression model is good enough to predict the effect of the dependent variable (employee performance). At the same time, the remaining 33.6% is explained by other variables (such as compensation, work stress, work discipline, and work motivation), which are not included in this regression model (Raziq & Maulabakhsh, 2015; Lu et al., 2005; Beebe et al., 2009).

Multiple Linear Regression Results

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Table 12
Multiple Linear Regression Results
Coefficients ᵃ

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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,594	,188		3,166	,002
Work Environment	,431	,102	,429	4,218	,000
Job Satisfaction	,369	,089	,423	4.156	,000

a. Dependent Variable: KIN
Source: Processed primary data (2022)

Based on Table 4.12. It is known that the results of primary data processing on the results of multiple linear regression analysis constant values of 0.594 and the value of the regression coefficient of the work environment variable (X_1) of 0.431 and the regression coefficient of job satisfaction variable (X_2) are 0.369, with the multiple linear regression equation is:

$$Y = 0,594 + 0,431X_1 + 0,369X_2 + \varepsilon$$

Multiple linear regression equation can be interpreted as follows:
1) The value of 0.594 means that the employee performance variable is 0.594 units, assuming that the current work environment and job satisfaction variables are constant. This shows that when the value is zero in the absence of work environment factors and job satisfaction, the employee's performance is 0.594.
2) The value of the regression coefficient of the work environment variable (X_1) is 0.431, meaning that if the work environment variable is increased by one unit and the value of the job satisfaction variable (X_2) remains, then the employee performance variable (Y) will increase by 0.431.
3) The regression coefficient value of the job satisfaction variable (X_2) is 0.369, meaning that if the job satisfaction variable is increased by one unit and the value of the work environment variable (X_1) remains, then the employee performance variable (Y) will increase by 0.369.

4 Conclusion

Based on data analysis as well as the discussion that has been then, it can be concluded that :
1) The work environment has a positive and significant effect on the performance of BLUD employees at the Palembang BARI Hospital during the COVID-19 pandemic.
2) Job satisfaction has a positive and significant effect on the performance of BLUD employees at the Palembang BARI Hospital during the COVID-19 pandemic.
3) The work environment and job satisfaction positively and significantly impact the performance of BLUD employees at the Palembang BARI Hospital during the COVID-19 pandemic.

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