

# THE ANALYZE OF FACTORS WHICH IMPACT EMPLOYEE PERFORMANCE WITH WORK SATISFACTION AS INTERVENING VARIABLE AT ROEMANI MUHAMMADIYAH HOSPITAL

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## ABSTRACT

*Employee is the important something for the realization of organizational goals. In practice, the situation of employee performance is not appropriate with employee and company. This incident is caused by factors which impact employee performance. The factors which impact employee performance are work motivation, organizational culture, work satisfaction, work environment, and work discipline. The aims of this reserach is analyze employee performance which is impacted by work motivation, organizational culture, work environment, work discipline directly and indirectly through work satisfaction. This research is quantitative research. Kind of data which is used in this research are qualitative data and quantitative data. Work motivation has positive and significant impact toward employee performance. Organization culture has negative impact but not significant toward employee performance. Work environment has positive and significant impact toward employee performance. Work discipline has positive impact but not significant toward employee performance. Work satisfaction has positive impact but not significant toward employee performance. Work motivation has positive impact but not significant toward employee performance through work satisfaction. Organization culture has negative impact and not significant toward employee performance through work satisfaction. Work environment has negative impact and not significant toward employee performance through work satisfaction. Work discipline has positive impact but not significant toward employee peformance through work satisfaction. Abstract consists of background of the study, research method, and finding of the research. Abstract should be no more than 250 words.*

**Keywords** : *Employee performance, Work Motivation, Organizational culture, Work environment, Work discipline, Work satisfaction*

## INTRODUCTION

Human resources management is one part of organizational management which focus on human unsure. Islamic human resources management is one field of management which learn about relation and human action in organization or company. The focus of islamic human resources is employee performance. The employee existance is the most important aspect for achieving organization's plan which have been set. That existance will be more important when is applied in era which full of challenges. Although less amount, employee is required by the company in order to a company undergo their activities. Word of Allah in Q.S. Al-Isra/17: 70

وَلَقَدْ كَرَّمْنَا بَنِي آدَمَ وَحَمَلْنَاهُمْ فِي الْبَرِّ وَالْبَحْرِ وَرَزَقْنَاهُمْ مِنَ الطَّيِّبَاتِ  
وَفَضَّلْنَاهُمْ عَلَى كَثِيرٍ مِمَّنْ خَلَقْنَا تَفْضِيلًا ﴿٧٠﴾

Meaning: "Verily we have honoured the Children of Adam. We carry them on the land and the sea, and have made provision of good things for them, and have preferred them above many of those whom We created with a marked preferment."

Practically, employee performance condition is not like their expectation and company. There are obstacles which impact it. The factors which impact performance are work motivation, organizational cultural, work satisfaction, work environment, and work discipline. Organization fruitfulness depend on their islamic human resources. Aspect of islamic human resources plays an important role in the hospital, it is as the defining factor of organization fruitfulness in achieving hospital's goal. Roemani Muhammadiyah Hospital has quality indicator as benchmark of employee performance evaluation. The researcher takes quality indicator management area and patient safety goals related employee performance. According those indicator, there are some kinds of indicator which their achievement is less than target. This achievement indicates that employee performance is decrease. The quality indicator datas can be looked at Table 1.1. and Table 1.2.

**Tabel 1.1  
Management Quality Indicator**

No.	Kind of Indicator	Title Indicator	Target (%)	Achievements in 2018 (%)					
				Jan	Feb	Mar	Apr	May	Ave
1.	Reporting which is supposed by legislation	Reporting accuracy from instalation to director	100	45	45	45	50	50	47
2.	Financial management	Accuracy figure of finishing patient goes home administration less than one hour	100	98	99	99	99	98,2	98,6
No.	Kind of Indicator	Title Indicator	Target (%)	Jan	Feb	Mar	Apr	Mei	Ave
3.	Prevention and Infection control	Doctor's hand washing compliance figure	95	79	64	77	79	80,5	75,9
		Nurse's hand washing compliance figure	95	91	86	87	88,2	90	88,4

**Table 1.2  
Patient Safety Goals Quality Indicator**

No.	Kind of Indicator	Title Indicator	Target (%)	Achievements in 2018 (%)					
				Jan	Feb	Mar	Apr	May	Ave
1.	Patient indication accuracy	Identify implementation before giving medicine compliance figure	100	98	99	99	99,5	99,8	99
2.	Enhancement of effective	The read back process on new	100	90	94	92	92	85	90,6

	communication	patient compliance figure							
3.	Reduction of infection risk	Employee's APD utilization compliance figure	100	98	97	94	97,7	98,8	97,1

Based on Table 1.1. and Table 1.2., from January until May 2018 the achievement of three kinds indicator in management quality indicator and patient safety goals indicator are less than target and the movement are fluctuative. Employee performance evaluation also is poured in data of employee presence. The presence of employee Roemani Muhammadiyah Hospital in 2018 can be looked at Table 1.3.

**Table 1.3.**  
**The Presence of Employee Roemani Muhammadiyah Hospital in 2018**

Months	Presence			
	On time		Out time	
	Target (%)	Achievement (%)	Target (%)	Achievement (%)
January	100	73	0	15
February	100	78	0	9
March	100	80	0	8
April	100	75	0	13
May	100	75	0	13
June	100	68	0	14
July	100	73	0	12
Augustus	100	76	0	12
September	100	71	0	13
October	100	70	0	11
November	100	73	0	15
December	100	72	0	12

Based on Table 1.3, in 2018 on time and out time presence is far from target and the movement is fluctuative. Islamic human resources management obligates achievement is on target because it is benchmark of employee performance from discipline sides. One of the factors which impact employee performance is work satisfaction. The studies which declare that work satisfaction has positive and significant impact toward employee performance are Wibowo and Putra (2016), Isvandiari and Purwanto (2017), and Ritonga (2018). Different with them, the study by Rianto (2017) declares that work satisfaction does not have positive and significant impact toward employee performance. The next factor which impact employee performance is work motivation. The studies which declare that work motivation has positive and significant impact toward employee performance are Setiawan (2013), Ramadhan (2015), and Wijayanto (2017). Different with them, the study by Muda (2014) declares that work motivation does not have positive and significant impact toward employee performance. The other factor which impact employee performance is organizational cultural. The studies which declare that organizational cultural has positive and significant impact toward employee performance are Savitri (2015), Isvandiari and Purwanto (2017), and Iqbal and Agritubella (2017).

Different with them, the study by Maabuat (2016) declares that organizational cultural does not have positive and significant impact toward employee performance. The next factor which impact employee performance is work environment. The studies which declare that work environment has positive and significant impact toward employee performance are Ratri and Palupiningdyah (2014), Farizki (2017), and Siswati (2017). Different with them, the study by Basuki and Saputra (2017) declares that work environment does not have positive and significant impact toward employee performance. The other which impact employee performance is work discipline. The studies which declare that work discipline has positive and significant impact toward employee performance are Sari and Hadijah (2016), Siswati (2017), and Almunawaroch (2017). Different with them, the study by Margaret (2017) declares that work discipline does not have positive and significant impact toward employee performance. Refer to previous studies which declare varying result, it is needed advanced study with intervening variable. The intervening variable is work satisfaction. Work satisfaction be intervening variable because work satisfaciton is strategic problem. Work satisfaction is important factor is noticed to increase employee prformance. The study or the research about employee performance in islamic hospital is little doing with resulting research gap. This fact encourages the researcher for doing research with the title “The Analyze of Factors which Impact Employee Performance with Work Satisfaction as Intervening Variable at Roemani Muhammadiyah Hospital”.

## **RESEARCH QUESTIONS**

Based on problem background statements, the research questions are as follows:

1. How much impact of work motivation towad employee performance?
2. How much impact of organizational cultural toward employee performance?
3. How much impact of work environment toward employee performance?
4. How much impact of work discipline toward employee performance?
5. How much impact of work satisfaction toward employee performance?
6. Does work motivation impact toward employee performance through work satisfaction as intervening variable?
7. Does organizational cultural impact toward employee performance through work satisfaction as intervening variable?
8. Does work environment impact toward employee performance through work satisfaction as intervening variable?
9. Does work discipline impact toward employee performance through work satisfaction as intervening variable?

## **LITERATURE REVIEW**

### **1. Employee Performance**

#### **a. Definition of Employee Performance**

Etymologically employee performance is something accomplished, achievement which is shown, or work ability. According to Robert L. Mathis, John H. Jackson, and Robbins, employee performance indicator are as follows: work quality, work quantity, punctuality, cost effectiveness, and cooperation ability.

b. Performance in Islamic Perspective

Performance is person's attitude who basically about work. Work is a way of life oriented to God values. Yusuf Qardhawi said that islam obligates every moslem must equalize among material and spiritual life. Performance is person's attitude to work to obtain a good result materially and spiritually.

c. Factors which Impact Employee Performance

Factors which impact employee performance are as follows:

- 1) Work motivation.
- 2) Organizational cultural.
- 3) Work satisfaction.
- 4) Work environment.
- 5) Work discipline.

2. Work Motivation

Etimologically, motivation is encouragement which arise in people self consciously or unconsciously for doing something with spesific purpose.

3. Organizational Cultural

Terminologically, organizational cultural is a system which is adhered by organization participant. Organizational cultural determines how does the group feel, consider, and react toward diverse environment.

4. Work Environment

Work environment is all of aspect and physical phenomenon, cultural social which impact employee. Work environment is everything which relate with employee. Work environment can impact employee performance dierctly or indirectly.

5. Work Discipline

Keith Davis said that work discipline is management implementation to reinforce organizational guidelines. Work discipline is a condition through behavior which indicate obedience and orderliness values. Work discipline has two forms, preventive and corrective discipline.

6. Work Satisfaction

a. Definiton of Work Satisfaction

Etimologically, work satisfaction is pleasure psychic condition whis is felt by employee in work environment because fulfillment of all their needs adequately. According to Luthans and Ritonga (2016), work satisfaction is employee's pleasure emotion which is produced from work.

b. Factors which Impact Work Satisfaction

According to Wibowo and Putra (2016), factors which impact work satisfaction were motivation and organizational cultural. Pratama and Dihan (2017) said that work discipline impacted work satisfaction. Citraningtyas and Djastuti (2017) declared that work environment impact work satisfaction.

## CONCEPTUAL FRAMEWORK

1. The Impact of Work Motivation toward Employee Performance

Work motivation impacts on good performance. Company fruitfulness is determined by employee performance. Employee performance inseparable from work motivation. The higher employee motivation, then the higher also their performance. Some past

research said that work motivation impact employee performance. Setawan (2013), Wijayanto et al (2017), and Hanafi and Yohana (2017) declared work motivation had significant impact toward employee performance.

H1 : Work Motivation has positive impact toward employee performance.

2. The Impact of Organizational Culture toward Employee Performance

Strong organizational cultural will be positive toward effectiveness organizational performance. If organizational cultural in a company is better, employee performance will be better also. Some past research said that organizational cultural impact employee performance. Savitri (2015), Iqbal and Agritubella (2017), and Isvandiari (2017) declared organizational cultural had significant impact toward employee performance.

H2 : Organizational cultural has positive impact toward employee performance.

3. The Impact of Work Environment toward Employee Performance

Work environment is not good will demand employee not obtain efficient work system. Better work motivation will encourage employee to productive work. Some past research said that work environment impact employee performance. Farizki and Wahyuati (2017), Nugrahaningsih and Julaela (2017), and Citraningtyas and Djastuti (2017) declared work environment had significant impact toward employee performance.

H3 : Work environment has positive impact toward employee performance.

4. The Impact of Work Discipline toward Employee Performance

Employee who has high work discipline will determine their ability finishing assignment by the time set by company. It will give employee performance result is better. Some past research said that work discipline impact employee performance. Safrina (2017), Pratama and Dihan (2017), and Kartikasari and Djastuti (2017) declared work discipline had significant impact toward employee performance.

H4 : Work discipline has positive impact toward employee performance.

5. The Impact of Work Satisfaction toward Employee Performance

Work satisfaction reflects suitability between employee needs with their wage. Work satisfaction of employee is privacy. Work satisfaction gives impact toward employee performance. Employee who obtain good work satisfaction, they will do good job also. Some past research said that work discipline impact employee performance. Difayoga and Yuniawan (2015), Wibowo and Putra (2016), Hanafi and Yohana (2017), Nugrahaningsih and Julaela (2017) declared work satisfaction had significant impact toward employee performance.

H5 : Work satisfaction has positive impact toward employee performance.

6. The Impact of Work Satisfaction toward Employee Performance through Work Satisfaction

Employee who has high motivaton and work satisfaction will have high performance also toward comppany. It means work satisfaction mediates impact of work motivation toward employee performance. Some past research said that work motivation impact employee performance through work satisfaction. Azis (2016), Wibowo and Putra (2016), Hanafi and Yohana (2017) declared work satisfaction mediate a relation among work motivation toward employee performance.

H6 : Work motivation has positive impact toward employee performance through work satisfaction.

7. The Impact of Organizational Cultural toward Employee Performance through Work Satisfaction

When employee satisfaction is fulfilled and in accordance with their desire, employee will enhance their performance. Organizational cultural and work satisfaction interrelated to enhance employee performance. Some past research said that organizational cultural impact employee performance through work satisfaction. Azis (2016), Wibowo and Putra (2016) declared work satisfaction mediate a relation among organizational cultural toward employee performance.

H7 : Organizational cultural has positive impact toward employee performance through work satisfaction.

8. The Impact of Work Environment toward Employee Performance through Work Satisfaction

Company have to create conducive work environment in order to employee satisfaction stay awake. Stay awake employee satisfaction will enhance their performance in accordance with the company's purpose. Some past research said that work environment impact employee performance through work satisfaction. Azis (2016), Hanafi and Yohana (2017), Nugrahaningsih and Julaela (2017) proved intervention of work satisfaction increase the power of impact work environment toward employee performance.

H8 : Work environment has positive impact toward employee performance through work satisfaction.

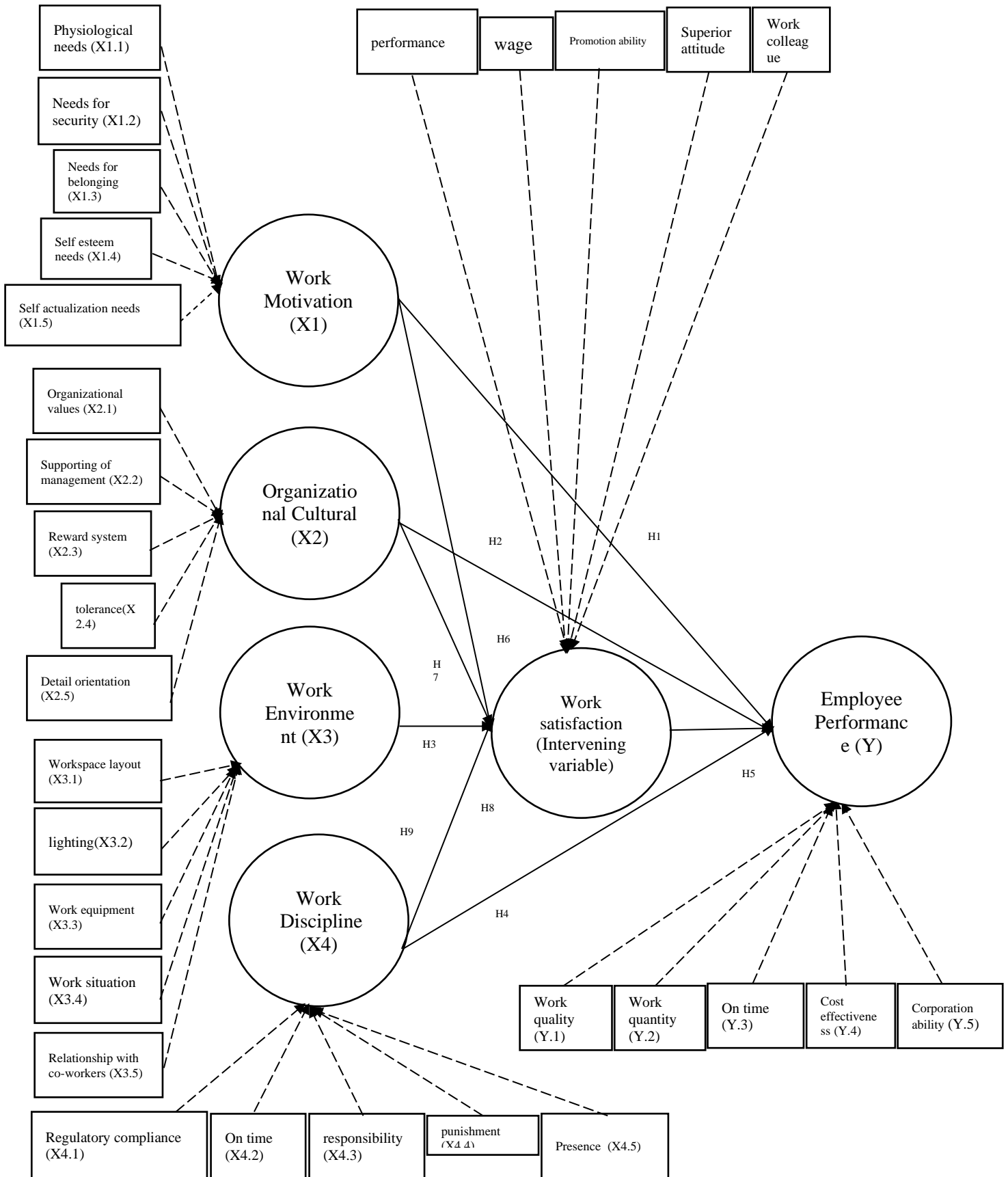
9. The Impact of Work Discipline toward Employee Performance through Work Satisfaction

Company success is impacted by the level of employee satisfaction. Employee satisfaction will increase employee performance. Some past research said that work discipline impact employee performance through work satisfaction. Pratama and Dihan (2017), Safrina (2017), Kartikasari and Djastuti (2017) declared work discipline impact employee performance through work satisfaction.

H9 : Work discipline has positive impact toward employee performance through work satisfaction.



Theoretical framework in this research are as follows:



## RESEARCH METHOD

Data collecting method in this research is questionnaire. Questionnaire is given to correspondent directly. Directly communication between researcher and correspondent will create good condition. It causes correspondent voluntarily gives objective and quick data. The data analysis in this research is inferential statistic analysis. The reason is this research has sample and researcher will make conclusion which applies to population. Type of inferential statistic which is used by researcher is prametric statistic. Reseracher uses test kit Structural Equation Modeling (SEM). This research including type quantitative reseracher. Researcher selects place of research at Roemani Muhammadiyah Hospital, Wonodri Street number 22 Semarang City. Research conducted during three weeks from first May 2019 until 22 May 2019.

## MATHEMATICAL EQUATION

Regression model equation in this research are as follows:

$$\eta_1 = 0,055\xi_1 - 0,132\xi_2 - 0,651\xi_3 + 0,266\xi_4 \dots\dots\dots(4.1)$$

$$\eta_2 = 0,009\eta_1 + 0,708\xi_1 - 0,042\xi_2 + 0,192\xi_3 + 0,001\xi_4 \dots\dots\dots(4.2)$$

Explanation

- $\beta, \gamma$  = regression coefficient
- $\eta_1$  = work satisfaction variable
- $\eta_2$  = employee performance variable
- $\xi_1$  = work motivation variable
- $\xi_2$  = organizational cultural variable
- $\xi_3$  = work environment variable
- $\xi_4$  = work discipline variable

## RESULT AND DISCUSSION

1. The Impact of Work Motivation toward Employee Performance  
t-value work motivation toward employee performance (4,366) > 1,96 and P value (0,000) < 0,05. Therefore, H1 which state work motivation has positive impact toward employee performance is accepted. Roemani Muhammadiyah Hospital has been successfully fulfill employee needs are as follows: physiological, sense of secure, the need to be appreciated. After needs if fulfilled, employee has been motivated and doing good performance. Andjarwati (2015) stated that low needs must fulfill at first before high needs give strength to motivate. This reserach in accordance with the result of past research Setiawan (2013), Ramadhan et all (2015), and Wijayanto (2017) which declared that work motivation has positive impact toward employee performance.
2. The Impact of Organizational Cultural toward Employee Performance  
t-value organizational cultural toward employee performance (1,254) < 1,96 and P value (0,214) > 0,05. Therefore, H2 which state organizational cultural has positive impact toward employee performance is rejected. Employee works in detail but not

all kinds of assignment in the hospital needs detail. Not all kinds of assignment in Roemani Muhammadiyah hospital has high error rate and not all kinds of assignment in Roemani Muhammadiyah hospital has details which is done. Darmadi (2016) stated that organizational cultural did not impact toward employee performance.

3. The Impact of Work Environment toward Employee Performance

t-value work environment toward employee performance (2,399) > 1,96 and P value (0,019) < 0,05. Therefore, H3 which state work environment has positive impact toward employee performance is accepted. Employee needs quiet work situation. Good corporation between employee will enhance employee performance because assignment will be finished. This reserach in accordance with the result of past research Ratri and Palupiningdyah (2014), Farizki and Wahyuati (2017), and Siswati (2017) which declared that work environment has positive impact toward employee performance.

4. The Impact of Work Discipline toward Employee Performance

t-value work discipline toward employee performance (0,017) < 1,96 and P value (0,986) > 0,05. Therefore, H4 which state work discipline has positive impact toward employee performance is rejected. All of work discipline indicators have been done by employee. But the purpose of work discipline is they are stated obedient toward hospital regulation. If employee is obey, employee will does not get punishment oral or written. Therefore, employee able to keep their quality in their work environment. Work discipline can not enhance employee performance directly. This reserach in accordance with the result of past research Setiawan (2013), Margaret (2017), and Kartikasari and Djastuti (2017) which declared that work discipline did not impact toward employee performance.

5. The Impact of Work Satisfaction toward Employee Performance

t-value work environment toward employee performance (0,125) < 1,96 and P value (0,901) > 0,05. Therefore, H5 which state work satisfaction has positive impact toward employee performance is rejected. Manager who not willing to accept suggestion and advice from employee causes employee is not comfortable in working. If employee is decreasing willingness and not comfortable with tihis situation, so employee performance will decrease. This reserach in accordance with the result of past research Arianto (2017) which declared that work satisfaction did not impact employee performance.

6. The Impact of Work Motivation toward Employee Performance through Work Satisfaction

t-value work motivation toward employee performance through work satisfaction (0,068) < 1,96 and P value (0,946) > 0,05. Therefore, H6 which state work motivation has positive impact toward employee performance toward work satisfaction is rejected. Basic need is variable indicator of work motivation in this research. If employee gets good work motivation from hospital, they will enhance performance directly.

7. The Impact of Organizational Cultural toward Employee Performance through Work Satisfaction

t-value organizational cultural toward employee performance through work satisfaction (0,118) < 1,96 and P value (0,906) > 0,05. Therefore, H7 which state organizational cultural has positive impact toward employee performance toward

work satisfaction is rejected. Organizational cultural does not work to increase employee work satisfaction in order to employee performance increase.

8. The Impact of Work Environmnet toward Employee Performance through Work Satisfaction

t-value work environment toward employee performance through work satisfaction (0,143) < 1,96 and P value (0,886) > 0,05. Therefore, H7 which state work environment has positive impact toward employee performance toward work satisfaction is rejected. Employee feels satisfied because other factor. Therefore, if the work environment is well, so employee will not satisfied at first but also increase performance directly.

9. The Impact of Work Discipline toward Employee Performance through Work Satisfaction

t-value work discipline toward employee performance through work satisfaction (0,113) < 1,96 and P value (0,911) > 0,05. Therefore, H9 which state work discipline has positive impact toward employee performance toward work satisfaction is rejected. Good work discipline can increase employee performance directly. The function of work discipline is hospital obtains the value of good work discipline. Therefore, if employee work discipline increase, so it does not impact toward work satisfaction and employee performance.

## CONCLUSION

According to data analysis, hypothesis test, and discussion, conclusion of this research are as follows:

1. Work motivation has positive and significant impact toward employee performance.
2. Organizational cultural has negative and not significant impact toward employee performances.
3. Work environment has positive and significant impact toward employee performance.
4. Work discipline has positive but not significant impact toward employee performance.
5. Work satisfaction has positive but not significant impact toward employee performance.
6. Work motivation has positive but not significant impact toward employee performance through work satisfaction.
7. Organizational cultural has negative and not significant impact toward employee performance through work satisfaction.
8. Work environment has negative and not significant impact toward employee performance through work satisfaction.
9. Work discipline has positive but not significant impact toward employee performance through work satisfaction.

Results consist of the research findings, including description of the collected data, analysis of the data, and interpretation of the data using the relevant theory. It should be clear and concise. Discussion should explore the significance of the results of the work, not repeat them. Avoid extensive citations and discussion of published literature.

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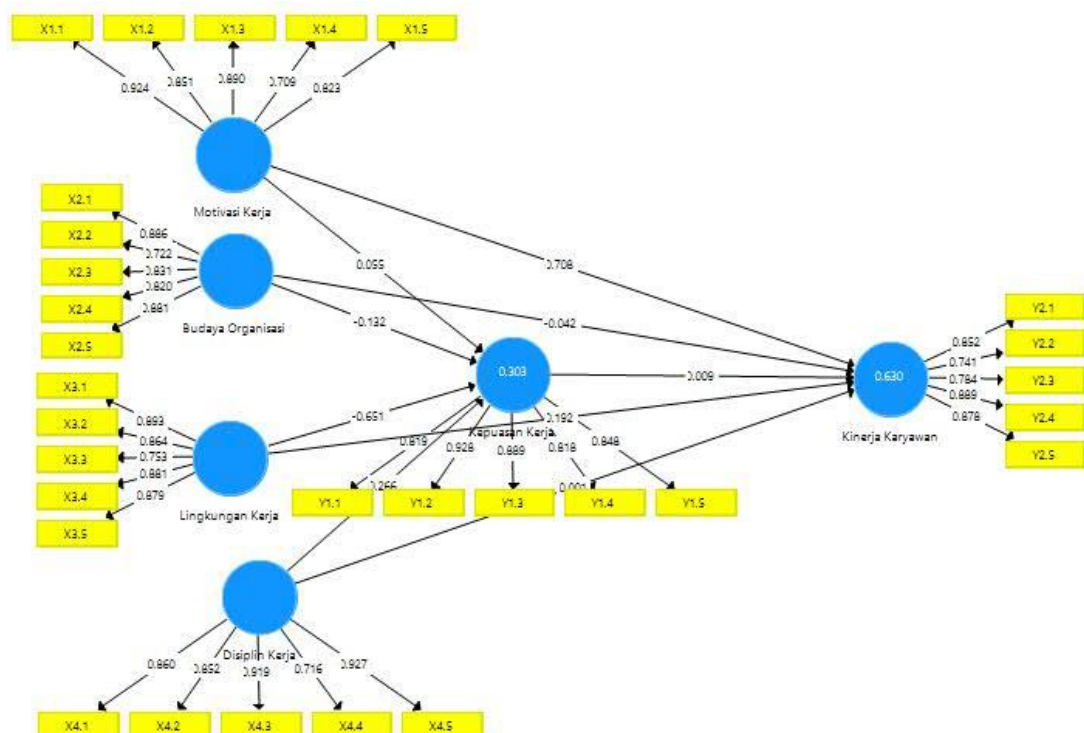


Figure 1  
Outer Model



**Table**  
**R-Squares**

	<i>R Square</i>	<i>R Square Adjusted</i>
Work Satisfaction	0,303	0,256
Employee Performance	0,630	0,599

**Table**  
**Path Coefficients**

	<i>Original Sample (O)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
Work Motivation -> Work Satisfaction	0,055	0,543	0,589
Organizational Cultural -> Work Satisfaction	-0,132	3,944	0,000
Work Environment -> Work Satisfaction	-0,651	3,494	0,001
Work Discipline -> Work Satisfaction	0,266	1,391	0,169
Work Satisfaction -> Employee Performance	0,009	0,125	0,901
Work Motivation -> Employee Performance	0,708	4,366	0,000
Organizational Cultural -> Employee Performance	-0,042	1,254	0,214
Work Environment -> Employee Performance	0,192	2,399	0,019
Work Discipline -> Employee Performance	0,001	0,017	0,986