



## **The Effect of Motivation and Physical Work Environment towards Work Satisfaction and Performance of Employees in Non Medical Support Section of Wangaya Public Hospital Denpasar**

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**Abstract-**The aim of this research is to analyze and explain the influence of motivation and work environment toward satisfaction of work, to analyze and explain the influence of motivation and work environment toward employee performance, to analyze and explain how the satisfaction of work in mediation influence the motivation of employee performance, how the satisfaction of work in mediation influence the work environment of employee performance. To answer the problem, we conducted research with 30 respondents. Data were collected with questionnaire. The analysis technique used was Parsial Least Square (PLS) Version 20. Based on the results obtained, conclusions include motivation has a positive and significant influence on satisfaction of work. Work environment have positive influence and significant to on satisfaction of work. Meanwhile, motivation has no significant effect to the employee performance. Enviroment has a positive and significant influence on employee performance. Satisfaction of work has positive a influence and significant on employee performance. Satisfaction of work is partial mediation between motivation and employee performance at Sekretariat Daerah Kota Denpasar. Satisfaction of work is partial mediation between work enviroment and employee performance at Sekretariat Daerah Kota Denpasar.

**Keywords:** Motivation; satisfaction and performance; satisfaction of work

### **INTRODUCTION**

Human resource management is very important for organizations in managing, organizing, and utilizing employees so that it can function productively for the achievement of corporate objectives. Human resources in the organization need to be managed professionally in order to realize the balance between the needs of employees with the demands and capabilities of the organization. The existence of a professional human resources management arrangement is the base of the organization's desire to obtain employees who have good performance. Performance is the work result for quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him (Mangkunegara,

2011). Another opinion stated that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company (Veithzal, 2008). Employee performance is a very important thing in the company's efforts to achieve its goals. In order to improve employee performance it is important for the organization to know what is causing or improving performance. This condition causes the organization to pay attention to employee performance assessment by reviewing aspects affecting employee performance. Related to this research will be examined three variables that affect the performance of motivation, physical work environment and employee job satisfaction. Selection of these three variables is due to the results of preliminary research obtained

information that motivation, physical work environment and work satisfaction employees experience problems serious enough to be solved immediately.

Work satisfaction is an emotional attitude that is fun and loves the job. This attitude is reflected by work morale, discipline, and work performance (Hasibuan, 2009). Work satisfaction is very important for employees, because satisfied employees will be able to work well, energetically, actively and can perform better than employees who do not get work satisfaction. Previous research supporting this research conducted by Chandra (2013) showed work satisfaction affect on performance. This affects directly, but has a significant relationship will be because the results of the research show positive results (Chandra, 2013).

Motivation is the energy to generate encouragement in the employee in order to be able to achieve the goal. Motivation in essence will be able to mobilize all potential employees toward the achievement of goals (Mangkunegara, 2011). Another opinion stated that motivation is a process of encouragement to the subordinates can work in line with the limits given in order to achieve organizational goals optimally (Sulistiyan & Rosidah, 2009). Motivation is very important for employees, because motivation is able to encourage someone to perform a certain activity, therefore motivation is often interpreted also as a factor driving a person's behavior. Previous research supporting this research conducted by Octaviana (2011) showed that motivation has positive and significant effect to work satisfaction at PT. Mirota Campus in Yogyakarta (Octaviana, 2011).

Work environment is everything that is around the workers who can influence himself in carrying out the tasks charged (NitiseMITO, 2010). Work environment within an organization or company has an important role to the smooth implementation of the work, because a good work environment not only can satisfy employees in carrying out the task, but also influences in improving morale and productivity. The work environment will shape performance through the motivation factor or external factors of the individual itself. A conducive working environment will certainly have a positive effect on performance, and vice versa. The indicators that affect the work environment consist of lighting in the work space, air circulation, use of color and noise levels (Priansa & Garnida, 2013).

Motivational Conditions in Non-Medical

Supporting Section of Wangaya Regional Public Hospital Denpasar are many who think that working at Wangaya Regional Public Hospital of Denpasar feel already have a bright future. Whereas in the midst of the rapid progress of the era, it takes a very high motivation to improve the standard of living in order to balance the progress of the times. In this case the employee's motivation in Non-Medical Supporting Section of Wangaya Regional Public Hospital Denpasar tends to decrease, as seen from 6 employees do not have more pro-active effort from employees to improve their competence. Some employees assume working as civil servants is enough to live, so they tend to work as usual and do not want to issue initiatives or ideas for the betterment of the organization.

Phenomena related to the physical work environment can be seen from the less tidy arrangement of the room, thus causing impaired freedom of movement when employees perform their activities. Phenomena associated with employee work satisfaction are among others employees often violate the rules such as frequent arriving late, coming home prematurely for religious ritual reasons, pick up children and ill-made excuses. In addition, the absenteeism rate in the Non-Medical Support Section of the Wangaya Public Hospital Denpasar in 2017 is 3.24 percent more than the target set by the organization that is less than 3 percent, this means that employee absenteeism is high.

Phenomena associated with the performance of one can be measured based on the obedience of employees to the applicable regulations that employees often delayed in work, which is due to take advantage of time of personal interest. Another performance problem is that it can be seen from the assessment of employee work goals in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

These phenomena above, are feared will be able to disrupt the organization in carrying out its activities, so it is quite relevant held research with had limit Effect of Motivation and Physical Work Environment against Work Satisfaction and Employee Performance.

## CONCEPT AND HYPOTHESIS

### Motivation

Motivation is a way how to encourage subordinate work passion so that they will work hard by giving all ability and skill to realize company goal (Hasibuan, 2009).

Another opinion state motivation is a willingness to expend high levels of effort for organizational goals, conditioned by the ability of that effort to meet multiple individual needs (Robbins, 2010).

Maslow's hierarchy of needs theory. The essence of Maslow's theory is that individual needs are structured in a hierarchy or degree. These needs can be explained as follows:

**Physiological needs** Needs which is needed to maintain a person's survival such as eating, drinking, air, housing, etc. The desire to fulfill this physical need stimulates a person to behave and work hard. These physical needs include the main needs, but the lowest level of necessity.

**Security and safety requirements** Is the need for security from the threat, feeling safe from the threat of accidents and safety in doing the job?

**Social needs** Because human beings are social beings, they need the interaction with others and to be accepted as part of others.

**Needs an award** The need of self-esteem, recognition and prestige awards from employees and society of the environment for the results of the work so far.

**Needs self-actualization** The need for self-actualization by using the skills, abilities, and the optimal potential for achieving work that is very satisfying or extraordinary difficult to achieve others. Maslow sees this need as the highest hierarchy.

#### *Physical Work Environment*

The physical work environment is the whole or any aspect of the physical and socio-cultural phenomena that surround or affect the individual (Komaruddin, 2008). The different opinion state the physical work environment is a pleasant working conditions even more so during working hours will improve employee morale and earnest work (Manulang, 2006).

According to Nitimiseti (2010) the company should be able to reflect the conditions that support the cooperation between the level of superiors, subordinates and who have the same status positions in the company. The conditions that should be created are the atmosphere of kinship, good communication, and self-control (Nitimiseti, 2010).

Based on the definition above then it can be concluded that the physical work environment is the whole or every aspect of physical symptoms affect the individual in carrying out work activities. Sulistyadi cited (Priansa &

Garnida, 2013) stated that some conditions of physical work environment that affect performance are:

#### Air Cycle

The composition of the air around humans, consists of 21% oxygen, 78% nitrogen, 0.03% carbon dioxide and 0.97% other gas (mixture). Oxygen is primarily a gas needed by living things. The air around us is declared dirty if the oxygen levels in the air have been reduced or mixed with exhaust gas pollution or odors that are harmful to the health of the body, usually characterized by breathless breathing.

#### Lighting

Lighting greatly affects humans to see objects clearly, quickly without causing errors. Less lighting causes the eyes to become tired quickly, resulting in mental fatigue and eye damage.

#### Noise

Technological advances have brought problems such as pollution. One form of pollution is noise from sounds that can interfere with work calm, impair hearing, and communication errors. Noise expressed in decibels size (db). These vibrations can lead to disruption of work concentration, accelerate the fatigue process, and cause disruption to the limbs such as: eyes, ears, nerves, muscles and others.

#### Color

Colors are related to the color of the walls of the room and the interior around the workplace. Color is very influential toward ability to see the object eye.

A good working environment will make the workers feel comfortable (Maryati, 2008). If workers or employees feel comfortable in the work can be sure productivity will increase. Increased productivity will indirectly increase corporate profits. Based on the description, the physical work environment indicators in this study consist of air circulation, lighting, noise and color.

#### Work satisfaction

Definition of work satisfaction, (Hasibuan, 2009) stated that the work satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by the work morale, the discipline, and the work performance. The work satisfaction is a factor driving the increase of the employee performance which in turn will contribute to the improvement of organizational

performance (Dhermawan, Sudibya, & Utama, 2012). Another definition by Davis, et al state work satisfaction is a feeling that endorses or does not support self-employment associated with his job or with his condition (Mangkunegara, 2011).

Many factors affect employee work satisfaction. The factors themselves in the role of giving satisfaction to employees depend on the personal individual employees. The employee work satisfaction is by influenced factors as follows (Hasibuan, 2009):

- Just and decent rewards
- Proper placement according to skill.
- Hard and easyness of work.
- Atmosphere and work environment.
- Tools that support the execution of work.
- Leadership attitude in leadership.

The characteristic of the work is monotonous or not.

#### Performance

Performance is a manifestation of work done by employees who are usually used as a basis for assessment of employees or organizations. Good performance is a step toward achieving organizational goals (Hasibuan, 2009). Therefore, efforts should be made to improve performance. But this is not easy because many factors affect the high low performance of a person. Performance is a real behavior that is displayed every person as work performance generated by employees in accordance with its role in the company (Veithzal, 2008). Employee performance is a very important thing in the company's efforts to achieve its goals.

The elements assessed are as follows (Tohardi, 2010):

- 1) Loyalty
- 2) Responsibility
- 3) Obedience
- 4) Honesty
- 5) Cooperation
- 6) Initiative
- 7) Regional organizations

#### Hypothesis

In accordance with the background of problems and literature review can be formulated hypothesis as follows:

Influence Motivation towards Work

#### Satisfaction

Research from Octaviana (2011) showed that motivation has a positive and significant effect on work satisfaction at PT. Mirota Campus in Yogyakarta (Octaviana, 2011). Research from Risambessy (2011) showed that motivation has a positive and significant influence on employee work satisfaction at Hospital of Greater Malang (Risambessy, Swasto, Thoyib, & Astuti, 2011). So it can be formulated hypothesis as follows:

H1: Motivation has a positive and significant effect on employee work satisfaction in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar

The Effect of Physical Work Environment toward Work Satisfaction

Research from Suryaningsih (2012) showed that the physical work environment has a positive and significant effect on employee work satisfaction at Ramada Bintang Bali Resort and Spa in Kuta, Badung regency (Suryaningsih, 2012). Supartha and Septiadi (2013) showed that the physical work environment has an effect on employee work satisfaction at PT. BPR Sriartha Lestari Denpasar (Septiadi & Supartha, 2013), so it can be formulated hypothesis as follows:

H2: Physical work environment has a positive and significant effect on employee work satisfaction in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

Effect of Motivation towards Performance

Motivation has a positive and significant influence toward the performance of employees and work satisfaction factor has a positive and significant influence toward employee performance, so it can be formulated hypothesis as follows:

H3: Motivation has a positive and significant effect on employee performance toward Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar

The Influence of The Physical Work Environment towards Performance

Physical work environment has a positive and significant effect towards the performance of employees, so it can be formulated hypothesis as follows:

H4: The physical work environment has a positive and significant effect towards the employee's performance on the Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar

### The Influence of Work Satisfaction towards Performance

Chandra (2013) showed the work satisfaction affecting performance (Chandra, 2013). This has a direct effect, but has a significant relationship because the results of the research show positive results. Risambessy et al. (2011) showed that work satisfaction represented by the work indicator itself, opportunities to be promoted, supervise, reasonable rewards and peer support can have a direct impact on employee performance (Risambessy et al., 2011). This means that the higher the employee work satisfaction will be the higher performance generated by employees, so it can be formulated hypothesis as the following:

H5: Work satisfaction has a positive and significant effect on employee performance on Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

### The Role of Work Satisfaction in Mediating the Effect of Motivation towards Performance

There is a positive and significant effect of motivation toward employee performance through mediation of work satisfaction, so it can be formulated hypothesis as follows:

H6: Work satisfaction is able to mediate the influence of motivation toward the employee performance on Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

### The Role of Work Satisfaction in Mediating the Effect of the Physical Work Environment towards Performance

Work environment affects the performance of employees through work satisfaction mediation, so it can be formulated hypothesis as follows:

H7: Work satisfaction is able to mediate the influence of physical work environment on employee performance on Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

## METHODS

This research was conducted in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar which is located at Jalan Kartini no. Denpasar. The scope of this research is to cover the discussion on human resource management especially on motivation, physical work environment, and work satisfaction and employee performance.

## Population

Population is a generalization region consist of objects/subjects that have certain qualities and characteristics set by the researcher to be studied and then drawn conclusions (Sugiyono, 2012). Thus the population is the overall subject both in quantity and the certain characteristics decided by the researcher to be examined and then drawn other conclusions. The number of employees in the Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar is 30 people.

## Sample

The sample is representative of the population, according to (Arikunto, 2006) stated that: "If the subject is less than 100, better taken all so that the research is a population study. Furthermore, if the number of subjects is large, it can be taken between 10% to 15% or 20% - s / d 25% or more ". For this study considering the population of 30 people, the entire population is sampled. Thus, this study is a population study with saturated samples.

## Data Collection

The data collecting by providing the questions method, that have been prepared in advance in the form of questions filled by the respondents directly. The data source of this research is the primary data withdrawal on leadership, training, organizational commitment and employee performance variables by using questionnaire, where the data obtained is qualitative. According Sugiyono Likert scale is used to measure attitudes, opinions and perceptions or a group of people about social phenomena (Sugiyono, 2012). Each questionnaire answer has a weight or score with Likert scale as follows:

Answer strongly agree (SA) got a score of 4, Answer agree (A) got a score of 3, Answers disagree (D) got a score of 2, Answer strongly disagree (SD) got a score of 1.

## Data Analysis

### Descriptive Analysis

Descriptive analysis used in this research is to describe the characteristics of respondents seen from several research variables that include: respondents' perceptions of transformational leadership, training, organizational commitment and employee performance.

### Inferential Analysis

In this study data analysis was done using

Partial Least Square (PLS) approach. PLS is a model of Structural Equation Modeling (SEM) equations based on components or variants. According to Ghozali (2012), PLS is an alternative approach that shifts from a Covarian-based SEM approach to a variance-based. SEM-based covariance generally test the causality or theory while PLS is more predictive model. PLS is a powerful analytical method (Ghozali, 2012), because it is not based on many assumptions.

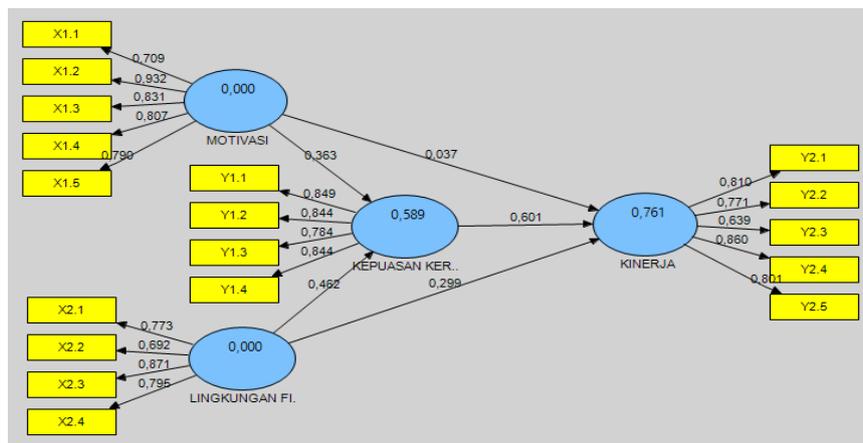
Inferential analysis was used to analyze the relationship between variables in this study, including transformational leadership, training, organizational commitment and employee performance. In analyzing the influence of exogenous variables with endogenous variables in this study used statistical methods Partial Least Square (PLS),

because this method is known to be very practical and does not require many assumptions including the assumption of normal distribution. In addition, this method has been very popularly used in a variety of complicated studies, supported by a low theory.

## RESULT AND DISCUSSION

### Inferential Analysis

Inferential analysis in this study was conducted through Partial Least Square (PLS) method, the Smart PLS 2.0 M3 program. Here is the figure 1 to show the test results significance of outer loading estimation and path analysis influence of motivation and physical work environment on work satisfaction and performance.



Source: data processed in 2018

Figure 1.

Outer Loading and Path Analysis of Estimated Results

### Path of Analysis and Test of Hypothesis

Path Analysis and Hypothesis Test, which is expected to be rejected Ho or sig <0,05 (or t

statistic > 1.96 if the test with a significant level of 0.05.

Table 1  
Path of Analysis and Statistics Test

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )	Description
Work Satisfaction -> Performance	0,60	0,60	0,06	0,06	9,74	Significant
Phisycal environment -> Work satisfaction	0,46	0,46	0,08	0,08	6,05	Significant
Phisycal environment -> Performance	0,30	0,29	0,10	0,10	2,96	Significant
Motivation -> work satisfaction	0,36	0,37	0,07	0,07	4,91	Significant
Motivation-> Performance	0,04	0,04	0,10	0,10	0,36	Not Significant

### **Influence of Motivation against Employee Work Satisfaction**

Based on the test results of the influence of motivation on work satisfaction, it is found that the motivation positive effect of 0.36 on work satisfaction and the relationship is significant with the value of t count is 4.91. Positive and significant influences are caused by the desire of employees to meet physiological needs, security needs, social needs, reward needs and self-actualization needs. Conditions of high motivation of work will greatly affect employee work satisfaction. This means that the increased employee work motivation, the more increasing work satisfaction shown by employees. Employee's motivation in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar overall is in good condition, it is proven from the result of questionnaires spread for the indicators that support employee's motivation such as: physiological needs such as clothing, food and board can be fulfilled by employee by working in Wangaya Regional Public Hospital Denpasar. The need for a sense of security such as old age retirement and health insurance can be fulfilled by employees by working in Wangaya Regional Public Hospital Denpasar. Social needs such as developing social relationships with friends can be fulfilled by employees by working at the Wangaya Regional Public Hospital Denpasar. The need for awards such as gaining experience and rewards when performing jobs can be fulfilled by employees by working at the Wangaya Regional Public Hospital Denpasar. Similarly, the needs of self-actualization such as doing creative activities to develop ideas that are owned when carrying out duties and jobs can be met by employees by working at the Wangaya Regional Public Hospital Denpasar.

The condition of good employee' work motivation greatly affect employee work satisfaction. This result is in accordance with research conducted by (Octaviana, 2011) where the results of previous studies resulted in motivation have a positive and significant impact on employee work satisfaction. Previous research examined employees in the private sector, while research is now pressing on the public service sector. Thus, the hypothesis stating that the motivation has a positive and significant effect on employee work satisfaction on Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar, accepted.

This positive and significant result is due

to the fulfillment of instruments that affect motivation. These instruments include physiological needs such as clothing, food and boards can be fulfilled by employees by working at the Wangaya Regional Public Hospital Denpasar. The need for a sense of security such as old age retirement and health insurance can be fulfilled by employees by working in Wangaya Regional Public Hospital Denpasar. Social needs such as developing social relationships with friends can be fulfilled by employees by working at the Regional Hospital Wangaya Denpasar. The need for awards such as gaining experience and rewards when performing jobs can be fulfilled by employees by working at the Regional Hospital Wangaya Denpasar. Similarly, self-actualization needs such as doing creative activities to develop ideas that are owned when carrying out duties and jobs can be met by employees by working at the Regional Hospital Wangaya Denpasar. Fulfillment of employee motivation makes employees feel the existence of work satisfaction, so that employees show passion and enthusiasm in carrying out their duties and responsibilities.

### **The Effect of Physical Work Environment towards Employee Work Satisfaction**

Based on test result of the effect of physical work environment towards work satisfaction, it is found that physical work environment has positive effect to work satisfaction equal to 0.46, and the relation is significant with t value equal to 6,05 bigger than T-table that is equal to 1,96.

Positive and significant influence is caused by the light entering the room enough to help the vision of employees so that facilitate employee work activities, air circulation is so good that the room feels comfortable, the use of color in the employees' workplace also greatly assist employees in carrying out their activities and noise levels can be handled with good so as not to interfere with employee activity in the work obtained to meet the needs of the life of employees in the Non-Medical Support Section Wangaya Regional Public Hospital Denpasar. The condition of this physical work environment as a whole can increase employee enthusiasm in work so that work satisfaction of employees become increasing.

This means the better the physical work environment, the more increasing employees' work satisfaction. The physical work environment in the Non-Medical Support

Section Wangaya Regional Public Hospital Denpasar as a whole in sufficient condition, this is evident from the results of questionnaires spread for the indicators that support physical work environment such as lighting conditions of the work space in good condition, where the lights are there enough to help employees in the move and the incoming sunlight does not dazzle the eyes of employees in the move. Air circulation in the workplace is in good condition, the use of color in the workplace is in good condition, where the existing coloring such as the color of the wall or the color of the work equipment does not interfere with the employee in carrying out his work. Noise levels in the workplace are in good condition, where factors that create a noisy atmosphere such as vehicular traffic are not very audible from the workplace of employees. The condition of good physical work environment, greatly affect the work satisfaction of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This result is in accordance with research conducted by (Septiadi & Supartha, 2013; Suryaningsih, 2012) showed that the physical work environment has a significant effect on employee work satisfaction.

Thus, the hypothesis which stated that the physical work environment has a positive and significant effect towards employee work satisfaction in Non-Medical Support Section of Wangaya Regional General Hospital Denpasar is accepted.

These positive and significant results are due to the work of the physical work environment in good condition, such as the lighting conditions of the working room in good condition, where the lights are enough to help employees in the move and the incoming sunlight is not dazzling the eyes of employees in move. Air circulation in the workplace is in good condition, the use of color in the workplace is in good condition, where the existing coloring like the color of the wall and the color of the work equipment does not interfere with the employee in carrying out his work. Noise levels in the workplace are in good condition, where factors that create a noisy atmosphere such as vehicular traffic are not very audible from the workplace of employees. Condition of a good physical work environment and comfortable to make employees feel the work satisfaction, so that employees show passion and excitement in carrying out duties and responsibilities.

### **Effect of Motivation towards Employee Performance**

Based on the test results of the influence of motivation on performance, it is found that the motivation had a positive effect of 0.04 on the performance and the relationship is not significant with the T-statistic value of 0.36 smaller than the value of the Table of 1.96. Artinya the higher the motivation, the more increased employee performance but not significant. Although based on respondents' answers, all indicators have good criteria, but civil servants in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar are not challenges because they already have permanent job ie civil servants. Employment as a civil servant is a clear job of earning his salary as well as his incentives, so that although working with all his might, the result is just that. This causes civil servants in the Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar is not challenged to improve their motivation in working, thus causing the influence of motivation on employee performance is not significant.

The results of this analysis in line with research conducted by Kardiasih (2017) states that the motivation has no significant effect on the performance of employees at the Culture Department of Denpasar (Kardiasih, 2017). Thus, the hypothesis which states that the motivation has a positive and significant effect on the performance of employees in Non-Medical Supporting Section of Wangaya Denpasar Regional General Hospital, was rejected.

This insignificant result is caused by the level of education of most employees is Senior High School equal to 63.33%. Another cause is the age of young employees 20-30 years by 30%, where age is an age that is still unstable so that loyalty still needs to be improved. The period of work also affects employee work motivation, where the employment of employees 16-20 years by 30% causing employees to feel bored with work that is monotonous and less varied. The status of the contract employee also greatly affects the employee's work motivation, since the financial (money) earned is much different from the permanent employee and the employee feels unsafe with his future.

In addition, other factors that make the motivation have no significant effect on employee performance is marital status of the employees, where there are as many as 12 people (40%) who are not married, where

unmarried employees have no burden such as dependents of wife and children so that in work not too insistent to show his creativity and not insistent to show his work performance. This resulted in unmarried employees tending to work only to meet the operational standards of procedures established as a civil servant. So in the work does not show the maximum motivation, so the motivation does not significantly affect the performance of employees. This behavior causes motivation to have positive but not significant effect on employee performance.

Previous research examined employees in the public sector, as well as current research pressing on the public service sector. Previous research with current research yields the same findings that motivation has no significant effect on employee performance.

### **The Effect of Physical Work Environment towards Employee Performance**

Based on the result of examination on the influence of physical work environment on the performance of the employees, it is found that the positive physical work environment was positive 0.30 to the performance, and the relation was significant with the t value of 2.96 bigger than the t-table value is 1.96.

Positive and significant influence is caused by the light entering the work room of employees does not interfere with the vision of employees so that the activities of employees in work to be smooth, very good air circulation so that the room feels comfortable, the use of color in the employee's office is quite appropriate (no striking colors), so the employee activity is not disturbed and the noise level can be muffled with the maximum so that employees comfortable in work and not disturbed from the consequences of noise. The condition of a good physical work environment can improve employee morale so that the performance of employees becomes increased.

This means the better the physical work environment, the more increasing the performance of employees. The physical work environment in the Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar as a whole is in good condition, this is evident from the results of questionnaires spread for the indicators that support the environment physical work such as lighting conditions in the work space in good condition. Air circulation at work is in good condition. The use of color in the workplace is in good condition. Noise level in the

workplace is in good condition. Good physical work environment condition greatly affects the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. Thus, the hypothesis states that the physical work environment has a positive and significant effect on employee performance in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar, accepted.

This positive and significant result is due to the fact that the physical work environment in the Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar as a whole is in good condition, as the lighting condition in the workroom is in good condition. Air circulation at work is in good condition. The use of color in the workplace is in good condition. Noise levels at work are in good condition. Good physical work environment conditions, greatly affecting employee performance in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This result is in accordance with research conducted by [Rahmawanti, et al \(2014\)](#) showed that the physical work environment has a significant influence on the performance of employees at the Tax Office Pratama of North Malang ([Rahmawanti, Swasto, & Prasetya, 2014](#)). Previous research examined employees in the public sector, as well as current research pressing on the public service sector. Previous research with current research yields the same finding that is physical work environment has significant effect to employee performance.

### **The Effect of Work Satisfaction towards Employee Performance**

Based on the result of examination about the effect of work satisfaction towards employee performance, it is found that work satisfaction had positive effect 0,60 to performance, and the relation was significant at level 0,05 because T-Statistic value bigger than 1.96 ie equal to 9.74.

Positive and significant influence is due to the salary obtained is able to meet the needs as a living of employees in the Non-Medical Support Section Wangaya Regional Public Hospital Denpasar. Besides, there is also a relationship with a harmonious colleague capable of causing work satisfaction. The existence of work satisfaction causes employees to work hard and earnestly so that the performance of employees to increase.

This means that the higher level of employee work satisfaction, the more

increasing the performance of employees. Employee work satisfaction in Non-Medical Support Section Wangaya Regional Public Hospital Denpasar as a whole is in good condition, this is evident from the results of questionnaires spread for the indicators that support employee work satisfaction such work itself in good condition, it means that the work performed by employees everyday is quite varied. Salary given to employees in very good condition, meaning that the salary given is in accordance with the legislation. Relationship with colleagues in good condition, it means that harmonization relations between colleagues running in accordance with expectations. Promotion indicators are in good condition, meaning that employees are given a chance to move forward. Good work satisfaction condition of employees greatly affect the performance of employees in Non-Medical Support Section Wangaya Regional Public Hospital Denpasar. These results are in accordance with research conducted by [Octaviana \(2011\)](#), Thus, the hypothesis states that work satisfaction has a positive and significant impact on employee performance on Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar, accepted.

#### **The Role of Work Satisfaction in Mediating Effect of Motivation on Performance**

Work satisfaction is a partial mediation between motivation and performance, because the direct relationship of motivation to coefficient performance is greater than indirect relationship, whereas direct and indirect relationship shows that motivation to work satisfaction and work satisfaction to performance is significant. This means that work satisfaction does not fully explain the effect of motivation on employee performance, there are still other variables besides work satisfaction that explain the influence of motivation on employee performance. The hypothesis that work satisfaction is able to mediate the effect of motivation on employee performance on Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar, accepted. This result means that employees who have high achievement motivation will achieve high performance, and vice versa those whose performance is low due to low work motivation plus if employees are satisfied with their work. This means that employees who are satisfied with their work are likely to perform well, provide good looks, and tend to sustain even trying to improve their performance.

#### **The Role of Work Satisfaction in Mediating the Effect of the Physical Work Environment on Performance**

Work satisfaction is a partial mediation between the physical work environment to performance, because the direct relationship of the physical work environment to the performance of the coefficient greater 0.771 from the relationship of physical work environment to performance through work satisfaction mediation of 0.313 while all relationships show significant at the 0.05 level both direct or indirect relationship. This means that work satisfaction does not fully explain the effect of physical work environment on employee performance, there are still other variables besides work satisfaction which explain the influence of motivation on employee performance. Thus the hypothesis that the work satisfaction is able to mediate the influence of the physical work environment on the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar is accepted. This result means that a good work environment causes employees to be comfortable at work, which in turn will lead to high performance achievement, plus if employees are satisfied with their work. This means that employees who are satisfied with their work are likely to perform well, provide good looks, and tend to sustain even trying to improve their performance

#### **Research Implications**

Based on the results of the analysis, the research implications that can be submitted are:

Security needs is the instrument that has the highest outer loading so as to provide the greatest contribution of the motivation variable. This proves that the need for a sense of security associated with old age (pension) and health insurance by working at Wangaya Regional Public Hospital Denpasar has a positive impact for employees in carrying out their activities, so as to give effect to work satisfaction and employee performance.

The use of color is the instrument that has the highest outer loading so as to contribute the largest of the physical work environment variables. This proves that the use of the right color is very necessary for employees so as to work maximally and improve job satisfaction and employee performance.

Salary is an instrument that has the highest outer loading so as to contribute the greatest variable of work satisfaction. This

proves that the appropriate salary can increase employee work satisfaction so as to improve employee performance.

Honesty is an instrument that has the highest outer loading so as to provide the largest contribution of employee performance variables. This proves that honesty can improve employee performance.

## CONCLUSION

Based on the description and research results, several conclusions and suggestions can be presented as follows:

Motivation has a positive and significant effect on employee work satisfaction in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that the increased employee work motivation, the higher the employee's job satisfaction in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

Physical work environment has a positive and significant effect on employee job satisfaction in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that the better the physical work environment conditions, the higher the employee's work satisfaction in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

Motivation has a positive and insignificant effect on employee performance in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that increasing employee work motivation, not necessarily to improve the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

The physical work environment has a positive and significant effect on the employee's performance in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that the better the working environment conditions, the more increasing the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar.

Work satisfaction has a positive and significant effect on employee performance in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that increasing employee job satisfaction, then increasing the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital

Denpasar.

Work satisfaction is a partial mediation between the motivation and the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that partially job satisfaction can mediate the influence of motivation on employee performance.

Work satisfaction is a partial mediation between the physical work environment and the the performance of employees in Non-Medical Support Section of Wangaya Regional Public Hospital Denpasar. This means that partially work satisfaction can mediate the influence of motivation on employee performance.

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