COMPENSATION AND WORK ENVIRONMENT ON THE PERFORMANCE OF NON-MEDICAL EMPLOYEES WITH WORK DISCIPLINE AS INTERVENING VARIABLES IN HOSPITAL X BANDUNG CITY

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ABSTRACT

Hospital X, namely, some employees are still in and out of work, this can be seen from the turnover in the last 3 (three) years and attendance data contained in the HRD section of RS.X data. Turnover for the last 3 (three) years, namely: in 2017 there were 36 employees, in 2018 there were 24 people, and in 2019 there were 30 people. The turnover is very high every year because the average per year is 30% (thirty percent). In this case the researcher wants to highlight three factors that affect employee performance, namely compensation factors, work environment, and work discipline. This selection is based on the fact that these two factors most often appear in theories that discuss the factors that influence employee performance. The purpose of this study was to analyze the effect of compensation and work environment on work quality with performance as an intervening on non-medical employees of RS.X in Bandung. Methods This research uses the type and design of quantitative research, which was conducted on 80 employees. The results of the study that compensation has an influence on work discipline in Non-Medical Employees of Hospital X in Bandung City, the work environment has an influence on work discipline on Non-Medical Employees of Hospital X in Bandung City, compensation has an influence on employee performance on Non-Medical Employees of Hospital X in Bandung City, work discipline has an influence on employee performance at Non Medical Employees Hospital X in Bandung City, work discipline has an influence on employee performance at Non Medical Employees Hospital X in Bandung City, compensation has an influence on employee performance with work discipline as a mediating variable (intervening) on Non-Medical Employees of Hospital X in Bandung City, and the work environment has an influence on employee performance with work discipline as a mediating variable (intervening) on Non-Medical Employees of Hospital X in Bandung City.

Keywords: Compensation, Work Environment, Non-Medical Employee Performance And Work Discipline
INTRODUCTION

According to WHO (World Health Organization), the hospital is an Expert Committee On Organization Of Medical Care: is an integral part of social and medical organization, the function of which is to provide for the population complete health care, both curative and preventive and whose outpatient service reach out to the family and its home environment; the hospital is also a center for the training of health workers and for biosocial research. The hospital is also a training center for health workers and a center for medical research. Based on law no. 44 of 2009 concerning Hospitals, what is meant by hospitals are health service institutions that provide complete individual health services that provide inpatient, outpatient, and emergency services.

Hospitals as providers of health services must provide fast, complete, and affordable services to all levels of society by fulfilling the best health services (Muharomah, 2008). Hospitals must be managed by directors with professional management. The hospital as a service organization that has human resources that play a direct role in providing services to clients (patients). Patient satisfaction is one of the benchmarks for the success of the hospital in providing services. This also means showing the success of the hospital in managing its resources, namely Human Resources (HR).

According to observations made by researchers, various problems were found at the research location, namely Hospital X, namely, some employees were still in and out of work this can be seen from the turnover rate in the last 3 (three) years and attendance data contained in the HRD section of the Hospital X. Turn over data for the last 3. (three) years, namely: in 2017 there were 36 employees, in 2018 there were 24 people, and in 2019 there were 30 people. The turnover rate is very high every year because the average per year is 30% (thirty percent) why it is said to be very high because it is still far from the ideal turnover rate proposed by Gillies, (1994) namely for the standard turnover is 5-10% per year Gillies' statement is also supported by a study conducted by National Healthcare which stated the average hospital turn over rate in 2017 was 18.2%, which is the highest recorded turnover in the industry for almost a decade.

In addition to the high number of turnovers, there are still employees who arrive late when working from 13 (thirteen) departments for the period January – December 2019. The Admission section recorded 49 late data, the Billing section recorded 87 late
data, the Casemix section recorded 15 late data, the Driver section recorded 35 late data, the Engineering section recorded 34 late data, the Pharmacy section recorded 140 late data, and Nutrition section recorded 1 late data, Housekeeping section recorded 7 late data, Finance section recorded 78 late data, Laboratory section recorded 64 late data, Section Radiology recorded 9 late data, the General Rehab section recorded 9 late data, and the Sanitation section recorded 5 late data.

The results of the data above show that there are still employees who like to come late, this can be seen from the attendance data, enthusiasm for carrying out work activities is still low, there is no firm sanction, and from interviews with several employees they met, they complained about the wages that were still below the minimum wage. (Regional Minimum Wage) and not in accordance with the workload given, it shows the low performance of some employees towards the hospital organization, this can be seen from the results of the employee work performance assessment that there are still some employees who have below good results.

Before starting the research, the researcher met with several hospital employees, some employees complained that they were not comfortable with their workspace because the workplace decorations were not well organized, the lighting was lacking so they felt less thorough in doing their jobs, besides that they felt less focused and uncomfortable. because coworkers in other parts are free to pass by in the workspace which results in noisy sounds and use of other parts of work equipment.

In this case, the researcher wants to highlight three factors that affect employee performance, namely compensation factors, work environment, and work discipline. This selection is based on the fact that these two factors most often appear in theories that discuss the factors that influence employee performance. This is supported by previous research, namely research conducted by (Dharmawan, 2011) entitled The Effect of Compensation and Non-Physical Work Environment on Discipline and Employee Performance” (the study was conducted at Niki Hotel in Denpasar).

Based on the background of this study, it shows that compensation and work environment has a positive and significant influence on employee performance. In this study, the researchers carried out an update from previous research, namely using different indicators on performance variables that refer to the results of employee performance appraisals, work environment indicators, different sample sizes, and different research locations.

Which factor has a dominant influence on employee performance? From the results of the answers to these questions, it is hoped that organizational leaders can create appropriate programs to improve employee performance because improving employee performance is good hope for organizational unit leaders such as Hospital X in Bandung City as one of the institutions engaged in the health sector having a position or a very important role in helping to improve public health. Because employees are the
main factor that is very important to achieving organizational success. Based on the description that we have put forward above, the authors are interested in conducting research in order to compile a thesis with the title: "The Effect of Compensation and Work Environment on the Performance of Non-Medical Employees With Work Discipline as Intervening Variables at Hospital X Bandung City."

According to (Mathis & Jackson, 2006) states that performance is basically what employees do or don’t do.

According to (DeCenzo, Robbins, & Verhulst, 2016), work discipline can be interpreted as an attitude and behavior that is carried out voluntarily with full awareness and willingness to follow the rules set by the company or superiors, both written and unwritten.

According to (Dessler, 2011), the notion of compensation is all forms of remuneration or rewards that flow to employees and their employment arises.

According to Newstorm, the work environment is a physical condition that includes the level of lighting, air temperature, noise level, the amount and kinds of air radiation from chemical substances and pollutants, and aesthetic characteristics such as the color of the walls and floors and the level there is. (or not) art at work, music, plants or things that decorate the workplace.

**METHOD**

This study uses the type and design of quantitative research, which was conducted on 80 employees.

**RESULT AND DISCUSSION**

1. Hypothesis Testing

<table>
<thead>
<tr>
<th>Variabel</th>
<th>$P$</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation $\rightarrow$ Work discipline</td>
<td>0.000</td>
<td>Received</td>
</tr>
<tr>
<td>Work environment $\rightarrow$ Work discipline</td>
<td>0.000</td>
<td>Received</td>
</tr>
<tr>
<td>Compensation $\rightarrow$ Employee performance</td>
<td>0.000</td>
<td>Received</td>
</tr>
</tbody>
</table>
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| Work environment → Employee performance | 0,000 | Received |
| Work Discipline → Employee performance | 0,000 | Received |

Source: Data Processing Using SPSS 26 (processed by researchers)

Based on the table above, compensation and work environment have a significant influence on work discipline, in addition to compensation, work environment and work discipline have a significant influence on the performance of non-medical employees at X Hospital.

1. Intervention Test

![Figure 1. Decomposition Path Coefficient Diagram](image)

From the picture above, it can be explained that the direct and indirect effects that occur between variables are as follows:

<table>
<thead>
<tr>
<th>Pengaruh Terhadap Y2 Melalui Y1</th>
<th>t-hitung</th>
<th>t-tabel</th>
<th>Kesimpulan</th>
</tr>
</thead>
<tbody>
<tr>
<td>( \rho_{YX1} = 0.290 \times 0.299 = 0.0867 = 8.67% )</td>
<td>2.087</td>
<td>-1.992 dan 1.992</td>
<td>Ho Ditolak</td>
</tr>
<tr>
<td>( \rho_{YX2} = 0.653 \times 0.299 = 0.1952 = 19.52% )</td>
<td>2.441</td>
<td>-1.992 dan 1.992</td>
<td>Ho Ditolak</td>
</tr>
</tbody>
</table>

Based on the results of the description above, it shows that all independent sub-variables that affect employee performance (Y2) through work discipline (Y1) significantly, in other words that work discipline is a mediating variable between the effect of compensation and work environment on employee performance..
Discussion

1) Effect of Compensation on Work Discipline

From the path analysis calculation for the compensation variable, the count value is 3.605 with a significance value of 0.000. Because count > table (3.605 > 1.991) and significance value < significant level (0.001 < 0.05). So it can be concluded that compensation has a significant effect on work discipline with a positive relationship direction at a significant level of 0.05 (5%) in other words, the compensation variable has a positive and significant effect on work discipline at 95% confidence level. This is supported by the opinion of Akmal (2007) who states that with a sufficiently large compensation, employee discipline will be better. They will be aware of and obey the applicable regulations. This is in line with research conducted by Tri (2014) which states that compensation has an influence on work discipline. In addition, the results of the compensation the box are in the Low Category, where it is known that the highest average score is 39 and is included in the low category, namely the question "I get a bonus according to the work expected by the Company" and the question "The company provides incentives according to the number of attendance", the lowest average score is 38 and is included in the low category, namely questions with the code “The salary I get is in accordance with the position I am responsible for”. So that compensation has a significant influence on work discipline based on the results of the box it was also found that the highest average score was 41 and included in the medium category, namely questions with the code "This employee came to work on time" and "This employee ask permission from the boss if leaving work during working hours", the lowest average score is 38 and is included in the low category, namely questions with the code "This employee completes his work on time according to the specified time" and "This employee wears work uniform as specified. Meanwhile, the average score obtained from the work discipline variable is 39 and is included in the low category.

2) The Effect of Work Environment on Work Discipline

From the path analysis calculation for the work environment variable, the count value is 8.117 with a significance of 0.000. Because count > table (8.117 > 1.991) and the significance value < significant level (0.000 < 0.05). So the conclusion is that the work environment has a significant effect on work discipline with a positive relationship direction at a significant level of 0.05 (5%) in other words, the work environment variable has a positive and significant effect on work discipline at a 95% confidence level. This is supported by the opinion of (Nitisemito, 1982), which states that the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned. This is in line with research conducted by (Putra & Aprianti, 2020) which states that there is a significant influence of the work environment on work discipline. Based on the results of the three boxes, it is known that the highest average score is 41 and is included in the medium category, namely the question with the question "My workplace does not have unpleasant odors", the
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lowest average score is 38 and is included in the low category, namely questions with the question "Circulation in my workspace is quite good". Meanwhile, the average obtained from the work environment variable is 40 and is included in the low category. These results indicate that the majority of respondents considered that the work environment at Hospital X was low (bad). So that it has a strong influence on work discipline where it was found that the highest average score was 41 and included in the medium category, namely questions with the code "This employee came to work on time" and "This employee asks permission from his superior if he leaves work during working hours", the lowest average score is 38 and is included in the low category, namely questions with the code "This employee completes his work on time according to the specified time" and "This employee wears the work uniform as specified." Meanwhile, the average score obtained from the work discipline variable is 39 and is included in the low category.

3) The Effect of Compensation on Employee Performance

From the path analysis calculation for the compensation variable, the count value is 3.167 with a significance value of 0.002. Because count > table (3.167 > 1.992) and significance value < significant level (0.002 < 0.05). So it can be concluded that compensation has a significant effect on employee performance with a positive relationship direction at a significant level of 0.05 (5%) in other words, the compensation variable has a positive and significant effect on employee performance at the 95% confidence level. This is supported by the opinion of (Armstrong, 1999) in the book (Marwansyah, 2010) that compensation can strengthen the expected behavior and serve as an incentive so that behavior appears to improve employee performance. This is in line with research conducted by (Refcy Utami Putri, 2013) which states that there is a significant influence between compensation and performance. In addition, the results of the compensation the box are in the Low Category, where it is known that the highest average score is 39 and is included in the low category, namely the question "I get a bonus according to the work expected by the Company" and the question "The company provides incentives according to the number of attendance", the lowest average score is 38 and is included in the low category, namely questions with the code "The salary I get is in accordance with the position I am responsible for". This proves that compensation has a significant effect on employee performance where the highest average score is 41 and is included in the medium category, namely the question "This employee can provide faster service", the lowest average score is 38 and included in the low category, namely the question "This employee always does a good and earnest job even though there is no supervision from superiors". Meanwhile, the average score obtained from the employee performance variable is 39 and is included in the low category.
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category. These results indicate that the majority of respondents rate the performance of employees at Hospital X as low (poor).

4) Influence of Work Environment on Employee Performance

From the path analysis calculation for the work environment variable, the count value is 3.334 with a significance of 0.001. Because count > table table (3.334 > 1.992) and the significance value < significant level (0.001 < 0.05). So the conclusion is that the work environment has a significant effect on employee performance with a positive relationship direction at a significant level of 0.05 (5%) in other words, the work environment variable has a positive and significant effect on employee performance at the 95% confidence level. This is supported by the opinion of (Terry, 2006) that the work environment can be interpreted as the forces that influence, either directly or indirectly, the performance of the organization or company. This is in line with research conducted by (Ginanjar, 2013) which states that there is a positive and significant influence between the work environment and employee performance. Based on the results of the three boxes of work environment variables, it can be seen that the highest average score is 41 and is included in the medium category, namely the question with the question "My workplace does not have unpleasant odor and nd rs", and the lowest average score is 38 and included in the low category, namely the question with the question "Circulation in my workspace is good enough". Meanwhile, the average obtained from the work environment variable is 40 and is included in the low category. These results indicate that the majority of respondents considered that the work environment at Hospital X was low (bad). And the three-box results say that the highest average score of employee performance is 41 and is included in the medium category, namely the question "This employee can provide faster service", the lowest average score is 38 and is included in the low category, namely the question "This employee always does a good and earnest job even though there is no supervision from superiors". Meanwhile, the average score obtained from the employee performance variable is 39 and is included in the low category. These results indicate that the majority of respondents rate the performance of employees at Hospital X as low (poor). Thus, if the work environment is good, the employee's performance will be good.

5) The Effect of Work Discipline on Employee Performance

From the path analysis calculation for the work discipline variable, the count value is 2.570 with a significance of 0.012. Because count > table (2,570 > 1,992) and the significance value < significant level (0.012 < 0.05). So the conclusion is that work discipline has a significant effect on employee performance with a positive relationship direction at a significant level of 0.05 (5%) in other words, the work discipline variable
has a positive and significant effect on employee performance at the 95% confidence level. This is supported by the opinion of (Mathis & Jackson, 2006) that discipline can be positively associated with performance, which is surprising to people who think that discipline can damage behavior. This is in line with research conducted by (Mangkunegara & Waris, 2015) which states that discipline has a positive effect on employee performance. The results of the three boxes say that the highest average score of employee performance is 41 and is included in the medium category, namely the question "This employee can provide faster service", the lowest average score is 38 and is included in the low category, namely the question "This employee always does a good and earnest job even though there is no supervision from superiors.” Meanwhile, the average score obtained from the employee performance variable is 39 and is included in the low category. These results indicate that the majority of respondents assess the performance of employees at Hospital X as low (poor) and the work discipline variable, it can be seen that the highest average score is 41 and is included in the medium category, namely the question with the code "This employee comes to the hospital. workplace on time” and “This employee asks permission from his superior if he leaves work during working hours”, the lowest average score is 38 and is included in the low category, namely the question with the code “This employee completes his work on time by the specified time” and “This employee is wearing the specified work uniform”. Meanwhile, the average score obtained from the work discipline variable is 39 and is included in the low category. These results indicate that the majority of respondents rate work discipline at Hospital X as low (poor). Thus, work discipline has a significant effect on performance, if employees have good discipline, their performance will also be good.

6) The Effect of Compensation on Employee Performance with Work Discipline Variables as Intervening Variables

Compensation (X1) has a significant effect on employee performance (Y2) through work discipline (Y1) as presented in the table above, were the t count (2.087) is greater than the t table (1.992), with a total effect of 8.67 %. This is supported by the opinion of (Dharmawan, 2011) that compensation decisions must be well communicated to improve employee work discipline. The compensation provided will have an impact on work discipline. With an increase in compensation, it will be followed by an increase in work motivation which has an impact on increasing performance. This is in line with research conducted by (Andryane & Mukaffi, 2019) which states that compensation indirectly significantly influences employee performance through work discipline.
7) Influence of Work Environment on Employee Performance with Work Discipline Variable as Intervening Variable.

The work environment (X2) has a significant effect on employee performance (Y2) through work discipline (Y1) as presented in the table above, where t count (2,441) is greater than the t table (1, of 992) of, with th a total of effect ct oof f 19of, 52of %. To f his of is of us h. nion ion of (DeCenzo et al., 2016) that human behavior arises due to stimulation. Stimulus is the cause of the behavior and the greater the stimulus, the greater the ability to drive behavior. One of the stimuli is the physical, social and psychological environment. This is in line with research conducted by (Elok Mahmud Putri, Ekowati, Supriyanto, & Mukaffi, 2019) which states that work discipline can mediate the influence of the work environment on employee performance.

Research Findings:

1. Compensation

In the statement regarding the lowest weight compensation, the statement salary I get is by the position I am responsible for. This is because the compensation for non-medical employees is still below the UMR value of the City of Bandung and is not by their job responsibilities and positions. This can be overcome by making adjustments to salary payments with applicable government regulations regarding the determination of the amount of compensation for employees.

2. Work environment

In the statement regarding the work environment, the lowest weight in the statement Circulation in my workspace is quite good. This is because the workspace of non-medical employees is small and there is no air ventilation, so employees feel that the air circulation in the workplace is not good. This can be overcome by providing windows in the employee's workspace so that employees can freely breathe fresh air and can feel the air circulation in the workspace is very good so that they can work in a focused and comfortable manner.

3. Work Discipline

In the statement regarding the lowest Work Discipline statement, this Employee completes his work on time according to the specified time and this Employee wears the work uniform as specified. This happens because of the lack of supervision from superiors, lack of approach from superiors to employees, the absence of rewards, and the absence of strict regulations regarding the rules for wearing work uniforms according to a predetermined schedule. This can be overcome by approaching employees so that employees feel cared for and feel appreciated by their superiors in doing their work to provide rewards to employees who can complete their work on time to improve performance and make strict rules.
regarding violations of the use of inappropriate work uniforms with a predetermined schedule.

4. Employee performance

In the statement regarding the lowest Employee Performance in the statement, this employee always does a good and earnest job even though there is no supervision from superiors. This is due to the lack of support from superiors to subordinates in carrying out their work, the absence of open employee assessments, and the absence of strict sanctions from superiors regarding employees who do not do their jobs. This can be overcome by the existence of strict sanctions given by superiors to employees who are known to be not serious in their work.

CONCLUSION

1. From the results of the analysis and hypothesis testing that has been done, it proves that there is a significant influence of the compensation variable on work discipline in Non-Medical Employees of Hospital X in Bandung City.
2. From the results of the analysis and hypothesis testing that has been done, it proves that there is a significant influence of work environment variables on work discipline in Non-Medical Employees of Hospital X in Bandung City.
3. From the results of the analysis and hypothesis testing that has been done, it proves that there is a significant influence of the compensation variable on employee performance at Non-Medical Employees of Hospital X in Bandung City.
4. From the results of the analysis and hypothesis testing that has been done, it proves that there is a significant influence of work environment variables on employee performance at Non-Medical Employees of Hospital X in Bandung City.

Managerial Implications
a. For the Compensation variable:
The existence of compensation in accordance with the work they do will make employees loyal to the company and not only compensation that must be considered but bonuses and incentives that are adjusted to work performance in order to improve work discipline and employee performance in order to achieve company goals.

b. For Work Environment Variables
The work environment provides a positive contribution and a significant influence. With the availability of adequate work facilities, adequate lighting/lighting in the room, clean air circulation, the absence of unwanted sounds/noise, unpleasant odors, and guaranteed security such as security guards being able to guard the environment outside the building, it is expected to support the work process so that can improve employee performance.
c. Work Discipline Variables

Often employees are tempted to achieve certain targets in order to get bonuses or prizes and tend to try to avoid punishment even though it is a light punishment. The most important of these two things is how to do so that the rewards that are made do not make employees carry out their duties in a hurry and are only target-oriented for the sake of prizes.

D. Employee Performance Variables

Employee performance improvement needs to be done so that the Company's goals can be achieved, to find out whether employee performance is increasing or decreasing is to conduct a performance appraisal which is carried out annually openly, this can be one of the driving factors for improving employee performance, because employees feel cared for and appreciated regarding the results of the work that has been done by the Company.

REFERENCE


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