

The Influence of Infrastructure, Compensation, Work Culture, Competence on Job Satisfaction and Employee Performance

Muhammad NASIR¹, Jeni KAMASE², St.Sukmawati.S^{3*}, Asdar DJAMENG⁴

¹Candidate Doctoral Program, Postgraduate Indonesian Muslim University, Sulawesi Selatan, Indonesia

^{2,3,4}Lecturer Department of Management, Faculty of Economic and Business, Indonesian Muslim University, Sulawesi Selatan, Indonesia

Email: sukawatiumi09@gmail.com

*Corresponding Author

Received: 27.10.2022 Accepted: 10.03.2023 Published: 01.08.2023 DOI: 10.47750/QAS/24.196.40

Abstract

This research was conducted to analyze the effect of infrastructure, compensation, work culture, and competence on job satisfaction of employees of Mulia General Hospital. The census method is a study that takes one population group as the entire sample and uses a structured questionnaire as the main data collection tool to obtain certain information. The analysis used was SEM PLS with AMOS as a processing tool where the sample was 119 samples from hospitals with 11 groups. The results of this study indicate that: (1) infrastructure, compensation, work culture and competence have a significant positive effect on job satisfaction; (2) Facilities and infrastructure have no significant positive effect on employee performance; (3) compensation, work culture and job satisfaction have a positive and significant effect on employee performance; (4) competence has a positive and insignificant effect on employee performance; (5) infrastructure, compensation, work culture and competence have an indirect effect on employee performance through job satisfaction.

Keywords: Infrastructure, Compensation, Work Culture, Competence, Job Satisfaction and Employee Performance

1. Introduction

Human resources have a very important role as a determining factor for organizational success in achieving corporate success. This indicates that there is a need for a good human resource management process within a company to achieve company goals. If one looks at the lives of people who work in big cities like Jakarta, it can be seen that working late into the night is part of their lifestyle. This doesn't look good and we need to know that most people can be successful in their careers because they are driven by the ability to be able to balance between their personal life and work (Direnzo et al., 2015).

Improving employee performance in effective management requires the support of employees who are capable and competent in their field (Berkup, 2014). On the other hand, the development of employees must be prioritized as the main asset of the agency.

Generally performance is when employee succession finishes its work (Atmaja et al., 2023). In addition, performance appraisal is also useful as a benchmark that can be used to improve the performance of the employee concerned. Quality services in the context of health services at hospitals means providing services to patients and their families based on quality standards for fulfil their needs and desires, so that they can obtain satisfaction which can ultimately increase the trust of patients and their families in the hospital. Patients at Mulia Hospital are increasing every month both in terms of BPJS, KPS (General) services, outpatient and inpatient care.

Based on the data on the number of employees in table 1 and the attendance data for the Mulia Hospital for 2021 and 2022, it shows that the absenteeism rate for the Mulia Hospital employees is fluctuating and if you pay attention to the absence information, where the percentage of absences due to absenteeism averages 36.58% in a year in in 2021 and 29.55% in 2022. The high absence of employees with absence information has an impact on the smooth process of service to patients; achievement of work targets in each unit is not achieved, decreased patient satisfaction and decreased agency performance.

Creating employee job satisfaction is not easy. The steps that can be taken by Mulia Hospital in an effort to improve the quality and performance of employees are to increase job satisfaction. To achieve effectiveness in performance, employees need to have behavior in which employees do not only work for their own interests but can contribute and participate more than just formal work to their designated agencies and can help other employees to achieve effectiveness and efficiency at work (Maryani et al., 2021). Therefore, job satisfaction plays an important role in an institution.

Facilities and infrastructure are one of the missions of Mulia Hospital which is very important to support the smoothness or ease of the service process. Society demands the government and hospitals responsible to answer against reliability, the accuracy and security of the facilities and infrastructure used in accordance with developments and management the quality of the facilities. Problem what often arises is the problem of

facilities and infrastructure. If in an institution the infrastructure is inadequate, it will have a negative effect on performance agencies. Agency performance becomes worse as a result of poor employee performance (Kyere & Ausloos, 2021). Employee performance can run well if supported by the availability of facilities and Office infrastructure that supports the achievement of agency goals. Therefore we can see that infrastructure and employee performance are very closely related.

Research gap the effect of job satisfaction on employee performance is shown in the results of the study (Badrianto & Ekhsan, 2020); (Pancasila et al., 2020); (Sabuhari et al., 2020) that job satisfaction has no effect on employee performance. This study Edward & Kaban (2020) also suggests that job satisfaction cannot be used as an intervening variable on work performance. According to (Hendri, 2019), another thing that affects employee performance is job satisfaction. As defined, job satisfaction is whether or not the desire for work is fulfilled. Employee job satisfaction is related to employee expectations of superiors, co-workers, and the work itself (Dodanwala & San Santoso, 2021).

In previous research conducted by (Sapta et al., 2021) gave the result that compensation and organizational culture have a significant effect on employee performance and job satisfaction, even so job satisfaction does not have an effect as an intervening variable between compensation and organizational culture on employee performance. Efendi & Yusuf (2021) states that compensation has a positive and significant effect on employee performance with job satisfaction as the intervening variable. In contrast to research conducted by (Suprpto et al., 2022) that compensation has a negative effect on performance and compensation also has a negative effect on employee job satisfaction, while job satisfaction has a positive and insignificant effect on employee performance. According to Meng and Berger (2019) that organizational culture has a negative influence on employee performance, Fidyah and Setiawati (2020) says that organizational culture has a positive and significant effect on employee performance with job satisfaction as the intervening variable. Based on previous research above the research gap in this study has been obtained.

Based on field phenomena and differences from the results of previous studies regarding the influence of infrastructure, compensation, work culture and competence on employee performance through job satisfaction, researchers are interested in conducting research with the title "The Influence of Infrastructure, Compensation, Work Culture and Competence on Job Satisfaction and Employee Performance at the Mulia Regional General Hospital (RSUD), Puncak Jaya Regency, Central Papua Province".

2. Literature review

2.1 Human Resource Management

Human resource management implies recognition of the importance of the human role in the organization as a vital resource in achieving organizational goals Hamouche (2021). Utilization of various personnel functions and activities to ensure that they are used effectively and efficiently so that they can benefit individuals, organizations or organizations and society. Facilities and infrastructure have the same meaning as facilities can facilitate efforts and expedite work in order to achieve a goal, whereas according to (Yu, 2017), facilities are anything that can facilitate and expedite.

The implementation of a business can be in the form of goods or money. More broadly regarding facilities, according to (Deriba et al., 2017) argues, facilities can be interpreted as tools that can increase work productivity. Various activities and infrastructure for health service activities that reflect the quality of the hospital are the main determinants of employee satisfaction (Pearson & Chong, 1997). Their assessment of the condition of the hospital (good or bad quality) is a complete description of the quality of the hospital based on the employee's subjective experience (Rafferty & Jimmieson, 2017).

Compensation is to attract, retain and motivate employees (Ali & Anwar, 2021). It is said by Burhanudin and Tambun (2021), compensation is divided into direct financial compensation, indirect financial compensation, and compensation non-financial. Financial compensation consists of what a person pays in the form of wages, salaries, commissions and bonuses. The compensation given to employees is very influential on the level of job satisfaction, and work motivation, as well as work results. The agency that determines the level of wages with considering the normal standard of living will enable employees to work with full motivation. (Baker et al, 1988) explains that the compensation program (remuneration) must be determined based on fair and proper principles by taking into account applicable labor laws. The principle of fairness and deserving must receive attention to stimulate employee passion and job satisfaction. Thus, fair and proper is the main requirement in providing compensation where a fair and proper compensation system that applies to an agency is very important to obtain and retain potential or qualified employees.

In simple terms, work culture is defined as a person's perspective in giving meaning to "work". The achievement of better quality improvement is expected to come from every individual involved in the agency work itself. Developing a work culture will provide benefits, both for the employees themselves and the work environment (Ellenkamp et al., 2016). According to findings (Mathews & Khann, 2016), usually these values are difficult to falsify, because what is thought and done, is reflection of the values adopted and carried out by employees in the institution. (Jerome, 2013), competence is also a person's ability to produce a satisfactory level at work, transfer and apply skills and knowledge in new situations, and increase agreed benefits. Meanwhile, according to (Chakraborty & Ganguly, 2019), it provides a definition of competence as an ability to carry out or perform a job or task that is based on skills and knowledge, and is supported by the work attitude demanded by the job. Therefore, competence denotes skills or knowledge characterized by professionalism in a particular field as being of paramount importance, as the superiority of that field of knowledge in new situations and increasing the agreed benefits.

3. Method

The method used in this research is a descriptive method. In this study infrastructure, compensation, work culture and competence are positioned as exogenous variables, job satisfaction as intervening variables and performance as endogenous variables. This research was conducted at the Mulia Regional General Hospital (RSUD), Puncak Jaya Regency, Central Papua Province. There are 11 (eleven) hospital work units that will be targeted for research, namely administrative offices, outpatient installations, inpatient installations, emergency department installation, operating

GENERAL MANAGEMENT

room installation, pharmacy installation, nutrition installation, radiology installation, laboratory, laundry and counters. Data collected by deploying questionnaire (questionnaire) to the employees at Mulia Hospital. The population in this study were all civil servants who were at Mulia Hospital, especially in administration offices, outpatient installations, inpatient

installations, emergency department installation, operating room installation, pharmacy installation, nutrition installation, radiology installation, laboratory, laundry and counters, which totaled 119 people. The following table shows the number of employees at Mulia Hospital, Puncak Jaya Regency, and Central Papua Province 2022.

No	Units	Number of Employees
1	Administration Office	18
2	Outpatient Installation	10
3	Inpatient Installation	31
4	Emergency departments	18
5	Surgery room	8
6	Pharmaceutical Installation	8
7	Nutrition Installation	7
8	Radiology Installation	4
9	Laboratory	8
10	laundry	7
11	Counter	8
Total number		119

Table 1. Number of Employees at Mulia District Hospital Puncak Jaya Papua Province 2023

Source: Administration Data of Mulia Hospital

The data analysis used in this study is structural equation analysis or Structural Equation Modeling (SEM). To analyze the data, interpret the results as well as to test the hypothesis, the overall model is used, structural model testing and testing the relationship of the observed variables. To facilitate the analysis process, several statistical application programs are used, including SPSS (Statistical Package for Service Solution) and AMOS (Analysis Moment of Structure) which is a package in the SEM program.

4. Results and Discussion

Univariate Outliers

By using the basis that the cases or observations have a z-score ≥ 3.0 would be categorized as outliers, and for a large sample of over 80 observations, the evaluation guideline is the threshold value of the z-score is in the range 3 to 4 (Hair et al., 2017). Because in this study it can be categorized as a study with a large sample of 119 respondents, which means far above 80 observations, then outliers occur if the z-score ≥ 4.0 ; based on table descriptive statistics (as attached in the evaluation above outlier) that all values have been standardized in the form z-score has a mean equal to zero with a standard deviation of one, as theorized (Augusty, 2014). From the computational results it is known that the data used in this study is independent of univariate outliers (Appendix 5), because there are no variables that have z-score above this limit. Min limit z-score -4,59483 (Z Score X4.4) and the maximum limit z-score 1,89733 (Z Score X3.2).

Multivariate Outliers

To determine whether a case (a respondent's various answers) raises multivariate outliers, is to calculate the limit value based on the value Chi-square degrees of freedom equal

to the number of variables at a significance level of 0.001 or h^2 (30:0.001). Case Multivariate outliers occurs if value mahalanobis distance-squared distance greater than the calculated Chi-square value (Augusty, 2014).

Based on the Chi square value at 27 degrees of freedom (number of variables) at level significance 0.001 or X^2 (30:0.001) = 59.7031 (Backhaus et al. 2016). It can be seen from the results of calculations using AMOS that the value is obtained mahalanobis distance-squared minimal 20,407 and maximum value of 79.598 (details are attached in Appendix 7 regarding the evaluation of outliers), it can be concluded that there are indications of multivariate occurrence in the observation of 3 observations, namely respondents no. 32, 79 and 80, but according to Backhaus et al., (2016) philosophically the outliers should be maintained if the outliers data is representative of the population being studied. However, outliers must be removed if the data outliers do not describe observations in the population (errors in data input).

Measurement Results of Each Construct or Latent Variable

After testing the assumptions and taking necessary actions for subsequent violations, a fit model analysis will be carried out using fit model criteria such as GFI(Goodness of fit index), adjusted GFI (AGFI), Tucker Lewis Index (TLI), CFI (Comparative of fit index), and RMSEA(Root Mean Square Error of Approximation) for both the individual model and the complete model. The results of measurements of the dimensions or variable indicators that can form a construct or latent variable (latent variable) with confirmatory factor analysis successively explained as follows:

1) Facilities, Compensation, Work Culture and Competence

GENERAL MANAGEMENT

The results of the construct test for infrastructure, compensation, work culture and competency variables were evaluated based on goodness of fit indices in Table 2 below, the model criteria and their critical values are presented. From

the evaluation of the proposed model it shows that the evaluation of the construct as a whole produces a value above critical which indicates that the model is in accordance with the data, so that further model suitability tests can be carried out.

Goodness of fit index	Cut-off Value	Model Results	Information
Chi_square	Expected small	102,700 < (0,05: 85 = 107,522)	Good
Probability	≥ 0,05	0,093	Good
CMIN/DF	≤ 2,00	1,208	Good
RMSEA	≤ 0,08	0,035	Good
GFI	≥ 0,90	0,935	Good
AGFI	≥ 0,90	0,896	Marginal
TLI	≥ 0,94	0,987	Good
CFI	≥ 0,94	0,991	Good

Table 2 Evaluation of the Goodness of Fit Indices criteria for infrastructure, compensation, work culture and competence
Source: Results Processed by the Author (2022)

Table 2 shows that the measurement model for infrastructure, compensation, work culture and competency means that the model criteria have shown a fit model or suitability between the data and the model. This is evidenced from the eight existing fit criteria, only one does not meet the criteria but the value is close. Thus the exogenous CFA model shows a good level of acceptance, therefore it can be

concluded that the model is acceptable. Furthermore, to find out the variables that can be used as indicators of infrastructure, compensation, work culture and competence, it can be observed from the value of the loading factor or lambda coefficient (λ) and its significance level, which reflects each variable as an indicator of infrastructure, compensation, work culture, and competencies shown in table 3.

Variable Indicator	Loading Factor (λ)	Critical Ratio	Probability (p)	Information
Infrastructure variable				
X1.1	0,786	13,87	< 0.001	Significant
X1.2	0,823	14,689	< 0.001	Significant
X1.3	0,823	14,538	< 0.001	Significant
X1.4	0,903	Fix	< 0.001	Significant
Compensation Variable				
X2.1	0,847	12,081	< 0.001	Significant
X2.2	0,803	13,986	< 0.001	Significant
X2.3	0,655	9,068	< 0.001	Significant
X2.4	0,768	Fix	< 0.001	Significant
Work Culture Variables				
X3.1	0,695	8,208	< 0.001	Significant
X3.2	0,788	9,217	< 0.001	Significant
X3.3	0,710	Fix	< 0.002	Significant
X3.4	0,851	9,677	< 0.001	Significant
Variable Competence				
X4.1	0,846	14,348	0,000	Significant
X4.2	0,724	9,77	0,000	Significant
X4.3	0,712	11,013	0,000	Significant
X4.4	0,894	Fix	0,000	Significant

Table 3. Loading factors

GENERAL MANAGEMENT

Source: Results Processed by the Author (2022)

Loading factor (λ) the measurement of infrastructure, compensation, work culture and competence variables in Table 16 shows the results of tests on the measurement model for infrastructure, compensation, work culture and competence variables from each indicator that explains the construct, especially latent variables (unobserved variable), so that all indicators are included in the next test.

2) Job satisfaction and employee performance

The results of the construct test for the variables of job satisfaction and employee performance are evaluated based on goodness of fit indices in Table 4 below, the model criteria and their critical values are presented. From the evaluation of the proposed model, it shows that the evaluation of the construct as a whole produces a value above critical which indicates that the model is in accordance with the data, so that further model suitability tests can be carried out.

Goodness of fit index	Cut-off Value	Model Results	Information
Chi-square	Expected small	28,037 < (0,05:18 = 28,869)	Good
Probability	$\geq 0,05$	0,61	Good
CMIN/DF	$\leq 2,00$	1,558	Good
RMSEA	$\leq 0,08$	0,057	Good
GFI	$\geq 0,90$	0,963	Good
AGFI	$\geq 0,90$	0,925	Good
TLI	$\geq 0,94$	0,985	Good
CFI	$\geq 0,94$	0,990	Good

Table 4. Evaluation of the criteria of Goodness of Fit
Source: Results Processed by the Author (2022)

Table 4 shows that the model for measuring job satisfaction and employee performance, the model criteria have shown the existence of a fit model or suitability between the data and the model. This is evidenced by the eight existing fix criteria, all of which have been met criteria. Thus the endogenous CFA model shows a good level of acceptance, therefore it can be concluded that the model is acceptable. Evaluation of the model shows the eight criteria goodness of fit indices can be seen from the eight criteria proposed, seen no one has met the criteria,

considering that one of the SEM tests is model testing, it is necessary to prove whether there is a match between the model and the data through fulfilling the criterion value goodness of fit indices so that the model modification is carried out by correlating between indicator errors according to the instructions from modification indices provided that modifications are made without changing the meaning of the relationship between variables. The results of the analysis after the final model obtained are as follows:

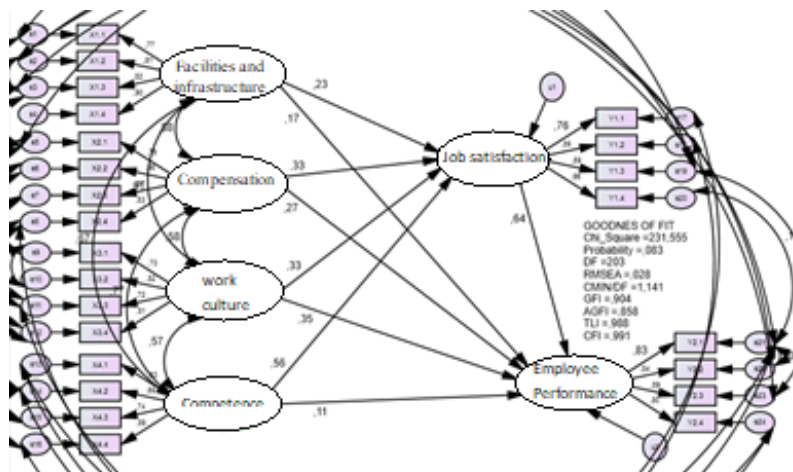


Figure 1. Measurement of the variable relationship model

The results of the model test presented in Figure 6 above are evaluated based on goodness of fit indices Table 5 below

presents the model criteria and their critical values that have data suitability.

GENERAL MANAGEMENT

Goodness of fit index	Cut-off Value	Model Results	Information
Chi_square	Expected small	231,555 < (0,05:203 = 237,240)	Good
Probability	$\geq 0,05$	0,083	Good
CMIN/DF	$\leq 2,00$	1,141	Good
RMSEA	$\leq 0,08$	0,028	Good
GFI	$\geq 0,90$	0,904	Good
AGFI	$\geq 0,90$	0,858	Marginal
TLI	$\geq 0,94$	0,988	Good
CFI	$\geq 0,94$	0,991	Good

Table 5. Evaluation of the criteria for the Goodness of Fit
Source: Results Processed by the Author (2022)

From the evaluation of the model shows the eight criteria goodness of fit indices there are already seven that meet the criteria, so that the model as a whole can be said to have fit the data and can be analyzed further.

Hypothesis test

Based on the empirical model proposed in this study, it is possible to test the proposed hypothesis through testing the path coefficient on the structural equation model.

Compensation has a significant positive effect on job satisfaction with $P = 0.026 < 0.05$ with a coefficient value of 0.325, this coefficient indicates that the more appropriate the compensation received officer then job satisfaction will also increase.

Work culture has a significant positive effect on job satisfaction with $P = 0.000 < 0.05$ with a coefficient value of 0.329, this coefficient indicates that the better the work culture, the better job satisfaction.

Competence has a significant effect on job satisfaction with $P = 0.000 < 0.05$ with a coefficient value of 0.556, this coefficient indicates that the more appropriate the competencies possessed by employees with their work, the better job satisfaction will be.

Facilities and infrastructure have no significant positive effect on employee performance with $P = 0.171 > 0.05$ with a coefficient value of 0.174, this coefficient indicates that the existing infrastructure at Mulia Hospital does not directly improve employee performance.

Compensation has a significant positive effect on employee performance with $P = 0.040 < 0.050$ with a coefficient value of 0.272, this means that the better the compensation received by employees, the better the employee's performance

Work culture has a significant positive effect on employee performance with $P = 0.001 < 0.05$ with a coefficient value of 0.354, this coefficient indicates that the better the work culture adopted, the better employee performance.

Competence has no significant positive effect on employee performance with $P = 0.380 > 0.05$ with a coefficient value of 0.107, this coefficient indicates that the competence possessed by employees does not encourage employee performance to get better.

Job satisfaction has a significant positive effect on employee performance with $P = 0.000 < 0.05$ with a coefficient

value of 0.639, this coefficient indicates that the better job satisfaction, the better employee performance.

Facilities and infrastructure have an indirect effect on employee performance through job satisfaction, with $P = 0.050 < 0.050$ with a coefficient value of 0.147. This means that good infrastructure encourages increased job satisfaction which ultimately has an impact on better employee performance

Compensation has an indirect effect on employee performance through job satisfaction, with $P = 0.047 < 0.050$ with a coefficient value of 0.208. This means that the more appropriate the compensation felt by employees, the better push job satisfaction so that it has an impact on the expected employee performance

Work culture has an indirect effect on employee performance through job satisfaction, with $P = 0.002 < 0.05$ with a coefficient value of 0.210. This means that a good work culture can create good job satisfaction and ultimately have an impact on employee performance will be better

Competence has an indirect effect on employee performance through job satisfaction, with $P = 0.001 < 0.05$ with a coefficient value of 0.355. This means that conformity competence that employees have with their work create good job satisfaction and ultimately have an impact on employee performance will be better

4.2 Discussion

Effect of Infrastructure on Job Satisfaction

This shows that the better the infrastructure, the better the job satisfaction. This finding is in accordance with the results of research conducted by (Hamouche, 2021); (Yu, 2017) that infrastructure has a positive and significant influence on job satisfaction. The results of this study are in accordance with the theory of balance (Equity Theory) which is a benchmark in job satisfaction by comparing the availability of infrastructure that supports the implementation of work as an input and the perceived value of employees as an outcome.

Facts at the research location show the phenomenon that the existing infrastructure facilities at Mulia Hospital are inadequate. The unavailability of vital service facilities, several

service facilities that are starting to break down, medical devices and pharmaceuticals are inadequate, the wifi network is not smooth, there is a lack of printers, the number of employees is not proportional to the number of computers provided, transportation facilities for employees to carry out

office tasks are still not intended for all employees at Mulia Hospital. The adverse effects of inadequate infrastructure at Mulia Hospital, such as disrupted employee performance, affect service targets, quality, time and adherence to SOPs, so that work is delayed, services provided are not optimal and work is piling up.

Effect of Compensation on Job Satisfaction

Based on the results study the second hypothesis is supported, this shows that good compensation for employees of Mulia General Hospital can increase employee job satisfaction. This finding is in accordance with the results of research conducted by (Deriba et al., 2017); shows that compensation has a positive effect on employee job satisfaction. Compensation will increase job satisfaction, while low compensation will reduce employee job satisfaction in the Hospital. These results support research conducted by (Rafferty & Jimmieson, 2017); (Ali & Anwar, 2021) showing that compensation has a positive effect on employee job satisfaction in hospitals. One of the factors that influence employee job satisfaction is through giving compensation.

The facts at the research site show that Mulia Hospital has provided compensation to employees in the form of: (1) wages or salaries, (2) special incentives, which have increased the amount according to the employee's profession and workload (3) Overtime pay which is increased every 3 years according to the burden work (4) payment for large medical services in accordance with the number of cases handled (5) indirect financial compensation according to rank and length of service such as vehicles, official residences, office space and parking lots. The results of the observation found that there were still employees who did not make good use of their working time such as being late for work, not wearing official clothes while on duty, not being in place even though they should still be on duty, leaving work earlier than the specified break time, many employees who take a break or relax during working hours and leave the office before going home, do not attend the invitation meeting or apple/ceremony that has been scheduled.

The influence of work culture on job satisfaction.

These findings indicate that the better the work culture, the better job satisfaction. This finding is in accordance with the results of research (Burhanudin and Tambun, 2021); (Ellenkamp et al., 2016) that work culture has a significant positive effect on job satisfaction variables. This implies that if there is an increase in work culture then employee job satisfaction will also increase. This is in line with the opinion (Mathews & Khann, 2016) that work culture is a habit that is carried out repeatedly by employees in an organization, there is no violation of this habit penalty firm, but morally organizational actors have agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve goals, if these good habits are increased then employee job satisfaction will increase, where job satisfaction is the result of employee perceptions of how well their work gives things that are valued as important (Chakraborty & Ganguly, 2019).

The facts at the research site show that in this case the application of work culture at Mulia Hospital is not optimal, where there are still employees who have not complied with predetermined regulations such as working hours, and there

are other factors, besides that the attitude of employees who do not adhere to trustworthiness in carrying out its main duties and obligations as an employee. Caring for fellow employees is still lacking, unable to share and work together with other employees. Therefore, managing work culture is very necessary to overcome the problems that occur in Mulia Hospital so that it is hoped that the organization will be able to manage diversity by trying to turn an obstacle into an organizational cultural strength in order to achieve better employee performance.

The Effect of Competence on Job Satisfaction

The results of these findings indicate that the more appropriate the competencies possessed by employees with their work, the better job satisfaction will be. These findings are the results of research (Burhanudin and Tambun, 2021); (Ali & Anwar, 2021) that competence has a significant effect on employee job satisfaction. This condition indicates that if the competence of the Mulia Hospital employees is increased, it will encourage an increase in employee job satisfaction. The meaning is that the better the competence or the more suitable the competence in a particular scientific field, the more job satisfaction it will create, and vice versa, the more it is not in accordance with the field of competence, the lower the level of job satisfaction. This shows that high competence of employees will be able to increase employee job satisfaction.

Facts at the research site show that there are still staff and health workers who do not have a Competency Registration Certificate; the placement of employees does not match their educational background. To be able to carry out a job professionally or have professionalism, of course, a certain set of knowledge, attitudes and skills is needed. As explained in the principle above, that professionalism is not only a matter of knowledge, but also attitudes and skills. In order to be called a professional teacher, it is necessary not only to have an undergraduate education qualification in the field of education, but also to fulfill professional competence, pedagogical competence, social competence, and personal competence. These four competencies are a complete package that must be owned by a teacher as stipulated in the legislation previously mentioned. Not fulfilling these competencies will affect the fulfillment of quality service health at noble hospitals. Based on the description above, being a staff and health worker in a hospital is not an easy job. Health workers as employees not only carry out their profession when they are in the hospital, but also in the community. There are a set of attributes that are attached to employees in relationships in hospitals and in the community.

Effect of infrastructure facilities on employee performance

The results of these findings indicate that the existing infrastructure at Mulia Hospital does not directly improve employee performance. The results of this study are in accordance with the results of research (Efendi and Yusuf, 2021); (Fidyah & Setiawati, 2020) that infrastructure has a strong and significant relationship to improving employee performance. This is in accordance with the opinion of (Hendri, 2019) which suggests that facilities and infrastructure are all forms of work facilities needed to help employees to more easily complete work so as to improve their performance. To improve employee performance and discipline, it is necessary to have good work infrastructure provided by agencies or companies to

support employees at work.

The facts at the research site show that the procurement program, improving facilities and infrastructure at Mulia Hospital are still experiencing obstacles, in the form of: 1) VIP hospital inpatient room facilities and children are not yet available. 2) The need for hospital medical equipment and needs has not been met furniture maker hospital; 3) Fulfillment of hospital household equipment (kitchen, patient room, laundry, waiting room and others) is still lacking; 4) Fulfillment of food ingredients for hospital patients is not in accordance with the number of patients being treated; 5) The maintenance of the facilities and infrastructure of the Mulia General Hospital has not been maximized; 6) Office administration services have not been fulfilled, increasing apparatus facilities and infrastructure, and procuring infrastructure facilities to increase apparatus discipline.

Effect of Compensation on Employee Performance

Results this finding means that the better the compensation received by employees, the better the performance of employees. This finding is in accordance with the results of that study done by (Suprpto et al., 2022); (Efendi & Yusuf, 2021), which shows that compensation has a positive and significant effect on employee work performance, the higher the compensation, the higher the performance.

Facts at the research site show that Mulia Hospital has provided compensation to employees in the form of: (1) wages or salaries, (2) special incentives, which have increased the amount according to the employee's profession and workload (3) Overtime pay which is increased every 3 years according to workload (4) payment for medical services that are large in accordance with the number of cases handled (5) indirect financial compensation according to rank and length of work such as vehicles, official housing, office space and parking lots. The observation results found that there were phenomena related to the human resources of Mulia Hospital, it was seen that there were still employees who did not make good use of their working time such as being late for work, not wearing uniforms while on duty, not being in place even though they should still be on duty, leaving work more the beginning of the specified break time, many employees take a break or relax during working hours and leave the office before going home, not attending the scheduled invitation meeting or apple/ceremony.

Effect of work culture on employee performance

The results of these findings indicate that the better the work culture adopted, the better the employee's performance. The results of this study are also supported by the results of previous research conducted by (Burhanudin & Tambun, 2021), which states that work culture has an effect on efforts to improve employee performance. Other research that supports the results of this study was conducted by (Fidyah & Setiawati, 2020), which states that work culture has a significant effect on employee performance. In line with that, the results of research by (Hendri, 2019) also found that work culture has a significant effect on employee performance. A strong work culture will create a good corporate culture and also reflects that the culture has strong roots which can be internalized and actualized in daily activities. It is like any values that should be owned. Efforts

to evaluate work cultural values have a real relationship with employee performance which is expected to be able to encourage employees to carry out job duties and responsibilities properly or correctly.

The facts at the research site show that the application of work culture at Mulia Hospital is not optimal, where there are still employees who have not complied with predetermined regulations such as work hours, the attitude of employees who do not adhere to the mandate in carrying out their main tasks and obligations, which results in declining quality of service to the community, caring attitude towards fellow employees is still lacking, unable to share and work together with other employees. Therefore, management of work culture is very necessary to overcome the problems that occur in Mulia Hospital so that it is hoped that the organization will be able to manage diversity to become a strength of organizational culture in order to achieve better employee performance.

The influence of competence on employee performance

The results of these findings indicate that if good competence possessed by employees does not encourage employee performance, it will get better. The results of this study differ (Jerome, 2013) indicating that competence has a positive and significant effect on employee performance, which means that good competence possessed by employees will improve employee performance, and the results of previous research from (Sabuhari et al., 2020), which concludes that competence has a negative and insignificant effect on performance, meaning that competence has no influence on employee performance. Not all of the employees placed in Mulia Hospital have optimal capabilities in carrying out their duties and functions in their work unit. Meanwhile, according to (Burhanudin & Tambun, 2021) the competence possessed by employees is the ability to carry out or carry out a job or task that is based on skills and knowledge, and is supported by a required work attitude characterized by professionalism in a particular field as something important or as a superiority. Competence is also a person's ability to produce a satisfactory level at work, transfer and apply skills and knowledge in new situations, and increase agreed benefits.

Effect of job satisfaction on employee performance

The results of these findings indicate that the better the perceived job satisfaction of employees, the better the employee's performance. The results of this study are in accordance with research. Research conducted by (Sabuhari et al., 2020) shows that job satisfaction can be influenced by performance. The results of this study are supported by research conducted by (Suprpto et al., 2022), which examines the influence of job satisfaction factors on employee performance. The research found that job satisfaction factors which include salary, leadership, co-worker attitudes have a significant influence on employee performance.

Facts at the research site showed that several employees proposed transfer requests; the relationship between colleagues was not harmonious, slander and mutual blame, lack of loyalty and mutual assistance. In addition, there is a phenomenon of employee's whoWork half-heartedly and are unable to provide the best service, so that customers (patients) feel aggrieved. Mulia Hospital is a health service facility in

Puncak Jaya Regency, if employee job satisfaction is not achieved; it is possible that loyalty to the institution will decrease due to the lack of attention from the agency to employees. This is in line with the opinion (Sapta et al., 2021) that loyalty is the impact of job satisfaction which is divided into 3 namely affective loyalty, normative loyalty and loyal loyalty. Loyalty that is effective means that employees who achieve satisfaction at work will have an emotional bond with the place where they work. The loyalty characteristic Normative is defined as workers who feel they have a workplace that shelters them. Loyalty Sustainability is the long-term terminology of the two previous forms of loyalty plus the employee's feeling that if the worker leaves his job, the worker will not get a good job elsewhere like now. Therefore this must be a common concern so that the employees of Mulia General Hospital can avoid decreasing or even losing their loyalty to Mulia Hospitals institution where he works. The next dangerous impact is if the ambivalent rate of job satisfaction is high in the employees of Mulia Hospital, it will also affect the high rate of work absenteeism.

The Influence of Infrastructure Facilities on Employee Performance through Job Satisfaction

This means that good infrastructure encourages increased job satisfaction which ultimately has an impact on better employee performance. The results of these findings are in accordance with research (Meng & Berger, 2019); (Pancasila et al., 2020) which indicates that there is a relationship between means infrastructure with employee performance through positive and significant job satisfaction, this means: (1) there is a positive relationship between performance and employee satisfaction (2) there is positive relationship between means of employee satisfaction (3) there is a positive relationship between infrastructure and employee satisfaction (4) there is a positive relationship between the performance of facilities and infrastructure to employee satisfaction.

Employee job satisfaction reflects one's feelings in quality employee services to the community that need to be supported by facilities and infrastructure adequate and optimal employee performance. With increased job satisfaction employees through the provision of adequate facilities and infrastructure as well as employee performance optimally expected to maximize quality and service so that it can support service quality improvement.

The Effect of Compensation on Employee Performance through Job Satisfaction

The results of this study support research (Suprpto et al., 2022); (Suprpto et al., 2022) which shows a positive and significant effect of compensation on employee performance through job satisfaction. compensation analysis results have a significant influence on performance through job satisfaction because on the first line compensation has a significant effect on job satisfaction and on the second line compensation also has a significant effect on performance, so does job satisfaction have a significant effect on employee performance, because both the first line and the second line have a significant effect. If the compensation system provided by the organization is fair enough, employees can work more productively and increase their responsibility in carrying out the tasks assigned by the organization. This study supports the results of research (Sapta

et al., 2021), stating that compensation has a positive and significant effect on employee performance through job satisfaction as an intervening. The findings of this study prove that compensation has a positive and significant effect on job satisfaction which in turn can improve employee performance.

The Influence of Work Culture on Employee Performance through Job Satisfaction

This means that a good work culture can create good job satisfaction and ultimately have an impact on employee performance will be better. The results of these findings are in accordance with (Sapta et al., 2021) that the effect of work culture on employee performance through job satisfaction as an intervening variable has a positive and significant effect on performance officers mediated by job satisfaction. This is in accordance with the opinion (Edward & Kaban, 2020) that one of the factors that can improve performance is a good work culture. This work culture is a very interesting and important issue of work behavior. Work culture means that the human resources within it have the same perception of norms and values. From this common perception, employees will simultaneously devote all their energy to work success. In addition, a good work culture will give birth to job satisfaction in the work members in it. Any work delegated to employees will be completed properly. Employees who are satisfied with the work assigned to them will provide positive behavior so that in the end their performance will be good.

The Effect of Competence on Employee Performance through Job Satisfaction

This means that the suitability of the competencies possessed by employees with their work can create good job satisfaction and ultimately have an impact on employee performance will be better. The results of these findings are in accordance with the results of research that Research conducted by (Edward & Kaban, 2020) shows that the variable job satisfaction can be an intervening variable in the influence of competence on performance. The results of this study indicate that competence has a positive effect on performance through job satisfaction. This means that job satisfaction can be a mediating variable to strengthen the independent variable against the dependent variable.

According to (Efendi & Yusuf, 2021) competency is defined as characteristics a fundamental thing that is owned by someone who has a direct or indirect effect on performance. The higher the competence possessed by employees, the higher the satisfaction they want to get so that they can produce good performance, such as employees who have high abilities are then given an award by the company that will improve employee performance.

5. Conclusion

For infrastructure, the Mulia Hospital must increase the provision of infrastructure facilities in the form of work equipment at the hospital, inventory equipment, and pay attention to the location and condition of the buildings at Mulia Hospital. Improving the work culture of employees through professional service, increasing cooperation between employees, providing excellent service to customers, and having high innovation. Efforts to increase competency through

efforts to increase knowledge. Skills, positive attitude, and improved personal character.

References

- Atmaja, D. S., Zaroni, A. N., & Yusuf, M. (2023). Actualization Of Performance Management Models For The Development Of Human Resources Quality, Economic Potential, And Financial Governance Policy In Indonesia Ministry Of Education. *Multicultural Education*, 9(01), 1-15.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, B.J. & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Badrianto, Y., & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries. *Journal of Business, Management, & Accounting*, 2(1).
- Baker, G. P., Jensen, M. C., & Murphy, K. J. (1988). Compensation and incentives: Practice vs. theory. *The journal of Finance*, 43(3), 593-616.
- Backhaus, K., Erichson, B., Plinke, W., & Weiber, R. (2016). *Multivariate analysemethoden*. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Berkup, S. B. (2014). Working with generations X and Y in generation Z period: Management of different generations in business life. *Mediterranean journal of social Sciences*, 5(19), 218.
- Burhanudin, B., & Tambun, R. (2021). Effect of direct and indirect financial compensation on job satisfaction. *International Research Journal of Management, IT and Social Sciences*, 8(2), 163-174.
- Chakraborty, T., & Ganguly, M. (2019). Crafting engaged employees through positive work environment: Perspectives of employee engagement. In *Management Techniques for Employee Engagement in Contemporary Organizations* (pp. 180-198). IGI Global.
- Direnzo, M. S., Greenhaus, J. H., & Weer, C. H. (2015). Relationship between protean career orientation and work-life balance: A resource perspective. *Journal of Organizational Behavior*, 36(4), 538-560.
- Dodanwala, T. C., & San Santoso, D. (2021). The mediating role of job stress on the relationship between job satisfaction facets and turnover intention of the construction professionals. *Engineering, Construction and Architectural Management*, 29(4), 1777-1796.
- Deriba, B. K., Sinke, S. O., Ereso, B. M., & Badacho, A. S. (2017). Health professionals' job satisfaction and associated factors at public health centers in West Ethiopia. *Human resources for health*, 15, 1-7.
- Efendi, S., & Yusuf, A. (2021). Influence Of Competence, Compensation And Motivation On Employee Performance With Job Satisfaction As Intervening Variable In The Environment Of Indonesian Professional Certification Authority. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(3), 2441-2451.
- Ellenkamp, J. J., Brouwers, E. P., Embregts, P. J., Joosen, M. C., & van Weeghel, J. (2016). Work environment-related factors in obtaining and maintaining work in a competitive employment setting for employees with intellectual disabilities: A systematic review. *Journal of occupational rehabilitation*, 26, 56-69.
- Edward, Y. R., & Kaban, L. M. (2020). The effect of transformational leadership and competence on employee performance with job satisfaction as intervening variable. *Academic journal of economic studies*, 6(2), 62-72.
- Fidyah, D. N., & Setiawati, T. (2020). Influence of organizational culture and employee engagement on employee performance: job satisfaction as intervening variable. *Review of Integrative Business and Economics Research*, 9(4), 64-81.
- Ferdinand, Augusty. 2014. Management research methods, research guidelines for thesis writing, theses and management science dissertations, Diponegoro University Publishing Agency. Semarang.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208-1234.
- Hamouche, S. (2021). Human resource management and the COVID-19 crisis: Implications, challenges, opportunities, and future organizational directions. *Journal of Management & Organization*, 1-16.
- Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance. *International journal of business and management invention*, 2(3), 39-45.
- Kyere, M., & Ausloos, M. (2021). Corporate governance and firms financial performance in the United Kingdom. *International Journal of Finance & Economics*, 26(2), 1871-1885.
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16.
- Mathews, C., & Khann, I. K. (2016). Impact of work environment on performance of employees in manufacturing sector in India: Literature review. *International journal of science and research (IJSR)*, 5(4), 852-855.
- Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, 45(1), 64-75.
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387-397.
- Pearson, C. A., & Chong, J. (1997). Contributions of job content and social information on organizational commitment and job satisfaction: An exploration in a Malaysian nursing context. *Journal of occupational and organizational psychology*, 70(4), 357-374.
- Rafferty, A. E., & Jimmieson, N. L. (2017). Subjective perceptions of organizational change and employee resistance to change: Direct and mediated relationships with employee well-being. *British Journal of Management*, 28(2), 248-264.
- Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775-1786.
- Suprpto, S., Sanosra, A., & Susbiyani, A. (2022). Effect of Leadership Style and Compensation on Employee Performance With Job Satisfaction as Intervening Variable (Study at Fatimah Islamic Hospital Banyuwangi). *International Journal of Management Science and Information Technology*, 2(1), 28-34.
- Sapta, I., Muafi, M., & Setini, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. *The Journal of Asian Finance, Economics and Business*, 8(1), 495-505.
- Yu, H. (2017). Motivation behind China's 'One Belt, One Road' initiatives and establishment of the Asian infrastructure investment bank. *Journal of Contemporary China*, 26(105), 353-368.