

## THE EFFECT OF WORK ENVIRONMENT CONDITION AND JOB SATISFACTION ON EMPLOYEES ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON NON-MEDICAL WORKERS

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### ABSTRACT

*This study uses to describe the Work Environment Condition, Job Satisfaction and Employee Engagement on OCB in hospitals in Banjarbaru city. The purpose of this paper is to find out how big the impact of Work Environment Condition and job satisfaction on Employees Engagement and Organizational Citizenship Behavior in the health industry, especially in Banjarbaru City. The type of data that researchers collect for this study is use quantitative research and researcher examines the relationship of each variable to be hypothesized, and finds out whether the variable is influenced by other variables. This study used data collection techniques with the likert scale method. Population in this study were non-medical employees at the Banjarbaru City Hospitals. This study used PLS with boothstrap resampling methodology to test hypotheses. The test result of this analysis shows that all variables have an impact on another one. Then it can be concluded, organizations that are able to build OCB attitudes towards their employees tend to be better in terms of performance because non-medical employees work wholeheartedly in providing services so that hospitals need to reward non-medical employees with good performance so that they feel satisfied in their work.*

**KEYWORDS** Work environment condition; job satisfaction; employee engagement; organizational citizenship behaviour



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## INTRODUCTION

The government hopes that by improving the domestic health system, Indonesians seeking medical care abroad will migrate and spend more money at home. According to the Asean Briefing (2020) overseas healthcare costs more than US\$2 billion annually for more than 1.2 million Indonesians, mainly in neighboring Singapore and Malaysia. Government spending on health care continues to increase at an annual rate of 18.3 percent (CAGR 2016-2021), indicating an increasing demand for health care services and goods, which will also benefit pharmaceutical, hospital and other related medical services. Hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services.

This makes the hospital require good quality human resources. Health Human Resources is the main asset in the health industry, so hospitals must carry out regulations in paying attention to the mental and physical health human resources, structuring hospitals that support the form of rooms, tools and support systems and guaranteeing physical security for health workers. Employees are the most important aspect in human resources as the main key to success in a company, then a good company makes its employees as its workmates not only as a tool for achieving a company goals (Saleem et al., 2020). By making employees as partners for the company, so that employees feel considered and recognized to play a role in the company. This can produce a good employee performance results and achieve company goals to the maximum results. To able realize progress and achieve maximum company goals, employee performance must be improved and continue to be developed. Companies can provide opportunities for their employees to develop ideas and play an even more role for the progress of their company. Employees who work not only to fulfill their obligations in carrying out their duties but also contribute their energy and thoughts sincerely to the achievement of the company goals. This can improve employee performance and is a form of Organizational Citizenship Behaviour (OCB). Organizational Citizenship Behaviour is an action such as sincerity, helping and behavior that goes beyond the call of duty and exceeds the formal requirements of someone job (Sahni, 2021). Employees who have reached OCB are if the employees voluntary actions or behavior

Towards customers are above and beyond the job description. For example, nurses who are willing to work after normal working hours to assist patients in solving problems to avoid patient complaints. To achieve OCB, there are several factors that can affect OCB, including job satisfaction, because if employees are satisfied at work, they will be more loyal to where they work. positive for the company, because satisfied employees will be more creative, flexible, innovative, and loyal. Another factor that can affect OCB is the condition of the work environment, Organizational citizenship behavior (OCB) is determined by the work environment in the form of the physical condition of the work environment (Kemkes, 2020). This is because the physical condition of the work environment plays an important role in the emotions, attitudes and behavior of employees. The

physical conditions of the work environment can be in the form of buildings, office equipment, lighting, noise, workspace density, temperature, air conditioning (AC), furniture, privacy, and others, all of which affect OCB. In addition, there are also Employees Engagement factors that can affect OCB, organizational citizenship behavior (OCB) is more indicated by employees who have high work engagement, because employees who have strong feelings towards their work simultaneously involve cognitive, physical, and emotional energy at work (Gupta et al., 2017).

**Table 1. Accreditation Hospital Banjarbaru City 2021**

No	Hospitak	City	Accreditation
1	RS TNI -AU Tk. IV Syamsudin Noor	Kota Banjarbaru	C
2	RS Umum Daerah Idaman Banjarbaru	Kota Banjarbaru	C
3	RS Umum Syifa Medika	Kota Banjarbaru	C
4	RS Islam Sultan Agung Banjarbaru	Kota Banjarbaru	C
5	RS TK IV Guntung Payung	Kota Banjarbaru	C
6	RS Umum Mawar	Kota Banjarbaru	D
7	RS Umum Almansyur Medika Banjarbaru	Kota Banjarbaru	D
8	RS Umum Nirwana	Kota Banjarbaru	D
9	RS Umum Permata Husada Banjarbaru	Kota Banjarbaru	D

Source : sirs.kemendes.go.id

Based on Table 1, it is explained that the number of hospitals in Banjarbaru City is still small, amounting to 9 hospitals. The number of accredited hospitals is still small, for C-accredited hospitals there are 5 hospitals and D accredited hospitals are 4. Accreditation which is still at levels C and D indicates there are things that need to be addressed, one of which is in terms of human resources. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 12 of 2020 article 2 concerning hospital accreditation, one of the goals of hospital accreditation is to increase protection for the community, human resources in hospitals, and hospitals as institutions. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 12 of 2020 Article 3 Hospital accreditation is held periodically every 4 years, carried out by hospitals no later than 2 years after obtaining operational permits for the first time. In this case, the researchers conducted research related to Human Resources in the Banjarbaru City Hospital.

From the discussion of the resources above, OCB is one of the important factors for human resources for health workers in order to improve the quality of services in the health sector in Banjarbaru City because the more employees who reach the OCB level, the better the performance of these employees which leads to an increase in service quality at hospital.

A number of studies have found that there is a significant positive relationship between work environment and job satisfaction, found in the research of (Akinwale & George, 2020; Huang et al., 2021; Mache et al., 2014; Moffat, 2017; Pongawa, 2013). However, Moffat (2017) sample was carried out on dentists and Akinwale (2020) research was conducted on non-medical hospital nurses. Further research by Rinaldi (2021) and Organ (2018) also found a positive relationship between Work Environment and Employee Engagement, another study from Rožman (2021), Saleem (2020) and Aodton (2021) this study discusses Job Satisfaction has a positive effect on Employee Engagement but does not focus on non-medical employees in the hospital industry but on employees who work in all occupational groups including employees hospital. while in the research of Astakhova (2015), Tjahjaningsih (2016) and Rinaldi (2021) the research was conducted on permanent employees who work at the General Hospital (Menteng Mitra Afia Hospital) which did not focus on non-medical employees and found a positive relationship between Work Environment against OCB.

Furthermore, research on the relationship between Employee Engagement and OCB has a positive effect, found in several studies such as, Tjahjaningsih (2016) and Alshaabani (2021). Based on existing studies, conceptually there is no research that integrates the relationship between Work Environment conditions, Job Satisfaction, Employee Engagement and OCB in non-medical employees in one research model. Several previous studies have identified the effect of Work Environment conditions, Job Satisfaction, Employee Engagement and OCB in separate research models and not on non-medical employees, so there is still room for further research. This study uses the gap above to describe the Work Environment Condition, Job Satisfaction and Employee Engagement on OCB in a number of hospitals in the new capital city of South Kalimantan Province, namely Banjarbaru City.

The work environment is identified as a place where a person works, which means the surrounding environment which is a professional or social environment when a person interacts with other people. A person's work environment has an impact on other employees both in performance, work productivity and work environment in this case related to these processes, structures, tools, systems, or conditions at the work site that have a good or bad impact on individual performance. The purpose of this paper is to find out how big the impact of Work Environment Condition and job satisfaction on Employees Engagement and Organizational Citizenship Behavior in the health industry, especially in Banjarbaru City.

## **RESEARCH METHOD**

The type of data that researchers collect for this study is to use quantitative research. which researchers use a lot of numbers, starting from data collection, data interpretation to the appearance of the final results and primary data sources because they are directly collected from the main source. primary data is data collected directly by researchers and then analyzed to find solutions (Sekaran & Bougie, 2016). This study uses a correlation research design, it can be seen from the type of

problem that the researcher wants to study. where this study intends to determine whether there is a relationship between one variable and another.

In accordance with the purpose of the study, which is to find out how big the impact of Work Environment conditions and job satisfaction on Employees Engagement and Organizational Citizenship Behavior. This research is quantitative and explanatory, that is, the researcher examines the relationship of each variable to be hypothesized, and finds out whether the variable is caused or influenced by other variables.

This study used data collection techniques with the scale method, because the data to be extracted were non-cognitive data, and using a questionnaire was a data collection technique by spreading written questions about the case or problem in question in the study. The scale of the assessment model uses a scale format with response categories with a total of five response categories, where respondents may only choose one of five possibilities from the available answers, the technique used in this study is the Likert scale. which is where the Likert scale shows how strongly the subject agrees or disagrees with the available questions, with 5 points answered, namely:

- 1.1 = Strongly disagree,
- 2.2 = Disagree,
- 3.3 = Neutral,
- 4.4 = Agree, and
- 5.5 = Strongly Agree.

Research can take the subject in part (sample) or as a whole (population). This is based on the opinion of Azwar (2010) which says that if the research subject is limited and still within the reach of the researcher's resources, a population study can be carried out, namely studying all subjects directly. On the other hand, if the research subjects are very large and are beyond the reach of the researcher's resources, or if the population limits are not easy to define, a sample study can be conducted.

The population subjects of this study were non-medical employees at Banjarbaru Hospital to know that work environment conditions, job satisfaction, and Employees Engagement have a positive impact or influence so that OCB (Organizational Citizenship Behavior) can be formed which is where a person's voluntary condition cumulatively plays a role in increasing organizational effectiveness.

The population in this study were non-medical employees at the Banjarbaru City Hospital. Determine the number of samples taken in this study. the researchers in this study used a non-probability sampling technique with judgmental (purposive) sampling, namely the sampling technique of data sources with characteristics that have been determined in accordance with the research objectives, with the following criteria: non-medical employees at the Hospital in Banjarbaru City. The sample size is the number of samples obtained from the research population, in this study the researcher used sample measurement with the method "10 times rule method" (Hair et al., 2019) with the formula, namely the number of indicators multiplied by 10 to obtain a total of 160 respondents.

## RESULT AND DISCUSSION

This study used Partial least square (PLS) with bootstrap resampling methodology to test hypotheses. Validity and reliability testing procedures are carried out in advance to ensure the quality of each questionnaire item. Validity testing in the PLS model is divided into two, convergent validity and divergent validity (Ghozali, 2018). Testing the validity and reliability of indicators is measured by outer model (Hair et al., 2019).

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**Figure 1. presents an image of reliability indicator testing carried out by outer loading**

If the item value of each questionnaire is more than 0.708, it can be said that the questionnaire item meets the reliability indicator requirements (Hair et al., 2019). The next test is to test the validity of the construct with Average Variance Extracted (AVE). Construct reliability testing with Cronbach's alpha and composite reliability.

**Table 2. Construct validity and reliability**

Construct	Cronbach's Alpha	Composite Reliability	AVE
Employee engagement (EE)	0.775	0.869	0.688
Job satisfaction (JS)	0.839	0.892	0.675
Organizational citizenship behavior (OCB)	0.802	0.871	0.628

Work environment (WE)	0.801	0.883	0.716
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The value of Cronbach's alpha and composite reliability of all constructs is more than 0.7 so that all constructs can be reliable. The AVE value of all constructs has also been more than 0.5 so it meets the requirements for construct validity testing (Hair et al., 2019). Testing the validity of discriminants is carried out by the Fornell Larcker method shown by the following table:

**Tabel 3. Fornel lacker criterion**

Construct	EE	JS	OCB	WE
EE	829			
JS	562	821		
OCB	716	681	793	
WE	507	677	601	846

Table 3 presents a test of the validity of discriminants by the Fornell Larcker method. From the test results, it can be seen that all constructs have met the requirements for discriminant validity testing because the interaction value of each construct has exceeded the value on its left. After meeting all the requirements of testing validity and reliability, it is continued with path analysis to find out the direction and level of significance of each variable.

**Tabel 4. Result of path analysis**

Regression path	Effect type	Path Coefficients	T Statistics	p - value
WE --> JS	Direct effect	0.677	15.578	0.000
WE --> EE	Direct effect	0.233	3.006	0.003
JS --> EE	Direct effect	0.405	5.341	0.000
WE --> OCB	Direct effect	0.151	2.349	0.019
JS --> OCB	Direct effect	0.321	4.903	0.000
EE --> OCB	Direct effect	0.460	7.392	0.000

## Discussion

The test results of the Effect of work environment condition on Job Satisfaction (Hypothesis 1) show a path coefficient of 0.677 with a p-value of 0.000 so that it can be concluded that the work environment (WE) has a significant positive effect on Job satisfaction. The results of this study are in accordance with Akinwale (2020) which says that work environment has a positive effect on job satisfaction. This non-medical personnel will be satisfied at their place of work if their work environment is comfortable and can appreciate them in terms of

facilities, support from management, and their salaries that make them satisfied and at home and enjoy working in the hospital where they work.

The test results of the effect of work environment condition on employee engagement (Hypothesis 2) show a path coefficient of 0.233 with a p-value of 0.000 so that it can be concluded that the work environment (WE) has a significant positive effect on Employee engagement. The results of this study are in accordance with the research of Nurjanah, et al. (2020) which shows that Work Environment has a positive effect on Employee Engagement (EE). From this study, it can be seen that work environment has a positive effect on Employees Engagement which is when the work environment of non-medical employees is 'comfortable' it will affect the feelings of non-medical employees themselves, the perception of non-medical employees about feelings of pleasure and unhappy where employees receive results about what they do according to what they expect, want, and think can be measured through the five components of work itself, salary or wages, promotion, supervision, and co-workers.

The test results of the effect of Job Satisfaction on employee engagement (Hypothesis 3) show a path coefficient of 0.405 with a p-value of 0.000 so that it can be concluded that job satisfaction (JS) has a significant positive effect on employee engagement (EE). The results of this study are in accordance with Audton (2021) which shows that job satisfaction has a positive effect on Employee Engagement. Job satisfaction is the primary attitude to understanding employee engagement. In a report involving 123 doctors, once employees feel that he is satisfied with the resources and support provided by the organization, they try to do a good job and his involvement in the workplace. Satisfied healthcare employees will potentially have a stronger presence in the workplace with full engagement.

The test results of the effect of work environment on OCB (Hypothesis 4) show a path coefficient of 0.151 with a p-value of 0.019 so that it can be concluded that work environment (WE) has a significant positive effect on OCB. The results of this study are in accordance with Rinaldi (2021) which shows that the work environment has a positive effect on OCB. In the terminology "Employee Engagement" The attachment of an employee to the work environment can be called employee engagement terminology introduced by Gallup. This is a positive attitude that an employee has in organizing, in his work an employee of non-medical personnel provides added value and increases the efficiency and effectivity of his organization, this behavior is known as Organizational Citizenship Behavior (OCB).

The test results of the effect of Job Satisfaction on OCB (Hypothesis 5) show a path coefficient of 0.321 with a p-value of 0.00 so that it can be concluded that Job satisfaction (JS) has a significant positive effect on OCB. The results of this study are in accordance with Aodton (2021) which shows that job satisfaction has a positive effect on OCB. Job Satisfaction is a pleasant and pleasant emotional situation resulting from the assessment of the work of an employee. The decision to resign, absenteeism and exhaustion between medical professionals are mainly due to job satisfaction. The study considers job satisfaction to be a major factor in OCB behavior. Furthermore, the study found that job satisfaction is strongly associated with OCB behavior. Medical experts demonstrate their OCB behavior



by encouraging less expert people, by respecting people, by promoting advice for change in business and not by complaining about corporate pressures and slight discomfort. According to the Social Exchange Theory (SET), if workers are happy with their work, they can provide their employer with an advantage in an effective and economical way.

The test results of the effect of Employee Engagement on OCB (Hypothesis 6) show a path coefficient of 0.56 with a p-value of 0.00 so that it can be concluded that Employee Engagement (EE) has a significant positive effect on OCB. The results of this study are in accordance with Alshaabani (2021) which shows that Employee Engagement has a positive effect on OCB. Employees of non-medical personnel involved are more likely to display OCB because employees of non-medical personnel feel that they can accept additional responsibility by efficiently completing the duties of non-medical personnel employees.

## CONCLUSION

This study wants to know the effect of Work Environment Condition and Job Satisfaction on Employee Engagement and OCB on non-medical workers in Banjarbaru city hospitals. This study used 208 samples of respondents and the questionnaire results were processed with PLS software. The results showed that the Work Environment Condition had a positive effect on Employee Engagement so that hospitals must be able to create a conducive and comfortable work environment with working hours that are not too extreme so that non-medical workers continue to be enthusiastic and passionate about working. The results of the study also showed that the Work Environment Condition has a positive effect on Job Satisfaction so that a conducive and comfortable work environment will cause job satisfaction in non-medical employees. This research shows that Job Satisfaction has a positive effect on Employee Engagement so that job satisfaction will make employees excited and excited when working so that they can serve patients more optimally.

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