

### The Impacts of Perceived Organizational Support and Work Environment on Employee Performance: The Mediating Effects of Job Satisfaction

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#### ABSTRACT

*One of the employees required to have optimal performance is an employee within the scope of a health service organization. There are indications of problems in the performance of non-medical health workers at Aliyah General Hospital, Kendari City, Southeast Sulawesi. Researchers built the perception that their low performance could be influenced by perceived organizational support, work environment, reward, punishment, or job satisfaction. The study was conducted at Aliyah General Hospital (1, 2, and 3) in Kendari City, Southeast Sulawesi. This study used a quantitative approach with 157 respondents. Data analysis used Partial Least Square-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3 software. The results showed that perceived organizational support did not significantly affect employee performance and job satisfaction. In contrast, the work environment significantly affected employee performance and job satisfaction. Job satisfaction has a significant effect on employee performance; on the contrary, it has a mediating effect on the work environment on performance. The results of this study indicate that the performance of employees of the Aliyah General Hospital in Kendari City is driven by their work environment, especially the support of colleagues.*

**Keywords:** *Perceived Organizational Support; Work Environment; Employee Performance; Job Satisfaction*

#### ABSTRAK

Salah satu pegawai yang dituntut untuk memiliki kinerja optimal adalah pegawai dalam lingkup organisasi pelayanan kesehatan. Peneliti menemukan adanya indikasi masalah dalam kinerja tenaga kesehatan non medis di RSUD Aliyah Kota Kendari, Sulawesi Tenggara. Dengan berbagai pertimbangan yang ada, peneliti membangun persepsi bahwa rendahnya kinerja mereka bisa jadi dipengaruhi oleh *perceived organizational support*, lingkungan kerja, *reward*, *punishment* atau kepuasan kerja. Penelitian ini dilakukan di Rumah Sakit Umum Aliyah (1, 2, dan 3) Kota Kendari, Sulawesi Tenggara. Jenis pendekatan dalam penelitian ini adalah pendekatan kuantitatif yang memiliki 157 responden yang diambil dengan teknik sampel jenuh. Data dalam penelitian dianalisis dengan menggunakan *Partial Least Square-Structural Equation Modelling* (PLS-SEM) dengan bantuan *software* SmartPLS 3. Hasil penelitian menunjukkan bahwa *perceived organizational support* tidak berpengaruh signifikan terhadap kinerja pegawai dan kepuasan kerja sedangkan lingkungan kerja berpengaruh signifikan terhadap kinerja pegawai dan kepuasan kerja. Kepuasan kerja berpengaruh signifikan terhadap kinerja pegawai. Kepuasan kerja tidak mampu memediasi *perceived organizational support* terhadap kinerja pegawai sebaliknya memberi efek mediasi terhadap lingkungan kerja terhadap kinerja. Hasil penelitian ini menunjukkan bahwa kinerja pegawai RSUD Aliyah Kota Kendari, dimotori oleh lingkungan kerja mereka utamanya dukungan rekan sejawat.

**Kata Kunci:** *Persepsi dukungan organisasi; lingkungan kerja; kinerja; kepuasan kerja*

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## 1. INTRODUCTION

Individual and organizational performance are closely related to one another. In other words, if the employee's performance is good, the organization's performance will likely be good. According to Anitha (2014), employee performance is what an organization needs to achieve its growth. Managing employees is one of the many responsibilities of managers and team leaders. They must encourage employee performance obtained from the quality and quantity of the employees themselves. Every organization certainly wants the performance of its human resources to work optimally. Several factors can affect employee performance, including perceived organizational support (POS). Support from the organization makes employees feel cared for by the company and supervisor; they are also considered company agents. Employees who feel there is organizational support are rewarded with increased performance and can play an extra role in their work (Eisenberger et al., 2016). POS in the company is believed to direct employees to be optimal at work.

Pratiwi (2021) in his research also stated that perceived organizational support has a significant effect on improving employee performance; this result is also in line with research conducted by Siswanti & Pratiwi (2020) dan Putra et al. (2019), showing that when the organization is very supportive, it can improve employee performance and can provide benefits to the organization. In contrast, Diana & Frianto (2021) and Agustianingrum (2016) found that perceived organizational support does not influence employee performance.

In establishing the link between perceived organizational support and performance, the authors use the social exchange theory from Blau (1964). Given this theory, employees will be motivated and committed to work and the organization if treated fairly and equally. Thus, a high POS may encourage employees to do things that benefit the organization. When subordinates feel supported by their supervisors, they perform better and are more committed to them (Frear et al., 2018). This theory concurs with research by Du et al. (2018); the social exchange theory can explain how POS and employee performance in three manufacturing companies in Northeast China are related. However, it cannot be denied that social exchange theory can also not support

research from Sulistyan et al., (2020) in one of Indonesia's manufacturing industries.

The work environment also influences employee performance in addition to organizational assistance. The physical form of the work environment is space, physical layout, noise, equipment, materials, and co-worker relations; the quality of all these aspects has an important and positive impact on performance (Tyssen, 2005: 58). The work environment is the whole of the tools and materials encountered, the environment in which a person works, his work methods, and work arrangements both as individuals and as a group (Sedarmayanti, 2009: 21). Employees will enjoy their time at work to do numerous tasks, utilize their time effectively and optimally, and exhibit high-performance levels if they appreciate their work environment. Tremblay & Simard (2018) concluded a direct and positive relationship between social support from co-workers and job performance.

According to Ramli, A.H. (2019), there is a substantial relationship between the work environment on the performance of private hospital employees in Jakarta. Companies must pay attention to the needs of employees, maintain comfortable and safe conditions for employees, and improve and maintain relationships between employees at work. Meanwhile, Prabowo et al., (2018) provided information in their research that there is no evidence of a connection between the work environment and employee performance because the work environment formed is well established.

Within the framework of social exchange theory, behavior and environment are related. The environment generally consists of people, then these individuals and people are seen as having behaviors that influence each other (*reciprocal*) in the reward element (*reward*), sacrifice (*cost*), and profit (*profit*) (Yeşil & Dereli, 2013). This theory concurs with research by Putri & Rahyuda (2019); the social exchange theory can explain how work environment and employee performance in fashion and sports shopping centers are related. However, it cannot be denied that social exchange theory can also not support research from Fatiria & Nawawi (2021) in companies operating in the retail sector.

Because of discrepancies in the results of various earlier studies and theoretical gaps in research on the effects of POS and work

environment on employee performance, this study endeavors to fill this research gap and theoretical gap by addressing the recent call to investigate the impact of POS and work environment on employee performance in a public hospital (RSU) located in Kendari City, Southeast Sulawesi. The health sector is on the front lines of providing health services to the general people and is particularly important in enhancing performance.

In this case, the authors selected RSU Aliyah, Kendari City, Southeast Sulawesi, as the research site because we strongly suspect some issues with employees' performance at the hospital. If these issues are considered, they will weaken the hospital's competitiveness in terms of providing services and cause losses to customers who receive services. RSU Aliyah Kendari City, Southeast Sulawesi, is a type D private hospital with 3 branches spread over several places in the city of Kendari.

The level of attendance at work is one of many indicators that can be used to evaluate the performance of employees or employees, according to Mathis and Jackson (2010). The amount of attendance is one of the crucial factors that must be taken into account when evaluating a performer, Wirawan (2009). RSU Aliyah, Kendari City, Southeast Sulawesi also stipulates *standard* employee attendance, an average of 96% monthly. The attendance percentage for RSU Aliyah employees in Kendari City, Southeast Sulawesi, should have reached 100% or at least 96%. However, the attendance rate for employees or non-medical health workers in each work unit is below 96%. However, the percentage of attendance in each work unit in September, October, and November 2022 showed results that needed to follow the hospital's standards. The following table shows the percentage of attendance in each work unit:

**Table 1.1 Percentage of Attendance of Non-Medical Health Workers at RSU Aliyah 1**

Unit	Sep.	Oct.	Nov.
Pharmacy	84%	85%	83%
Nutrition	84%	40%	81%
IGD	79%	87%	84%
Midwifery	69%	71%	80%
Nursing	80%	83%	79%
Laboratory	83%	73%	85%

Source: Data processed, 2022

**Table 1.2 Percentage of Attendance of Non-Medical Health Workers at RSU Aliyah 2**

Unit	Sep.	Oct.	Nov.
Pharmacy	75%	71%	81%
Nutrition	85%	91%	77%
IGD	80%	86%	86%
Midwifery	83%	81%	80%
Nursing	73%	80%	81%
Laboratory	78%	83%	78%

Source: Data processed, 2022

**Table 1.3 Percentage of Attendance of Non-Medical Health Workers at RSU Aliyah 3**

Unit	Sep.	Oct.	Nov.
Pharmacy	75%	77%	77%
Nutrition	75%	49%	75%
IGD	82%	77%	84%
Midwifery	75%	69%	75%
Nursing	86%	85%	84%
Laboratory	85%	82%	78%

Source: Data processed, 2022

The table shows that none of the work units in RSU Aliyah Kendari City, Southeast Sulawesi, have fulfilled the requirements standard established presence. Employee dissatisfaction can also cause a level of attendance that does not meet standards. Absence at work for nurses in Iceland and Australia for 12 months is 73-74%, and one of the causes is job satisfaction (Burmeister et al., 2018). Based on the phenomenon gap above, the current study extends the existing literature by examining the mediating role of job satisfaction in the effects of POS and the work environment on employee performance.

## 2. LITERATURE REVIEW

### a. Social Exchange Theory (SET)

This study uses the social exchange theory (*social exchange theory*) presented by Blau (1964). Social exchange theory is one of the most influential paradigms in understanding employees' work behavior in a company. Social exchange is a view that causes a common perception of goals in the future. Given this theory, employees will be motivated and committed to work and the organization if treated fairly and equally. Blau (1964) states that social exchange theory intends to understand the relationship between leaders and employees and the related factors.

## b. Perceived Organizational Support

Perceptions of organizational support refer to employees' perceptions of how much the organization assesses their contribution and cares about their well-being. Three important aspects of support can be felt by members, namely: fairness, support from superiors/leaders, and rewards or rewards from the organization and working conditions (Kurtessis & Eisenberger, 2017).

## c. Work Environment

The work environment is the whole of the tools and materials encountered, the environment in which a person works, his work methods, and work arrangements both as individuals and as a group (Sedarmayanti, 2009: 21). In the work environment, employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks, Widodo (2016: 95).

## d. Job Satisfaction

According to Luthans (2006), job satisfaction results from employees' perceptions of how well their work provides things that are considered important. In measuring job satisfaction, Luthans (2006) put forward several indicators, namely satisfaction with salary, satisfaction with supervision, satisfaction with promotions, satisfaction with the work itself, and satisfaction with colleagues.

## e. Employee Performance

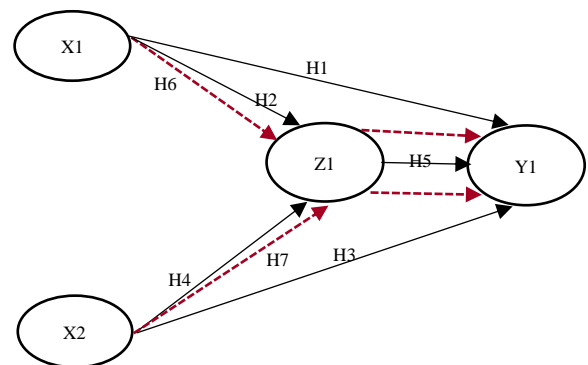
Mathis and Jackson (2010) define performance as what employees do and do not do. Employee performance affects how much they contribute to the organization, including output quantity, output quality, output period, workplace attendance, and cooperative attitude. Hasibuan (2017) defines performance as the result of work achieved by a person in carrying out the tasks assigned based on skills, experience, sincerity, and time. Gibsons et al. (2003) presented job performance as the result of work related to organizational goals, efficiency, and performance.

## Previous Research

Du et al., (2018) researched "*Perceived Organizational Support on Employee Performance: An Interactionist Perspective.*" It is said that employee performance is at its peak when POS occupies a high level. On the other

hand, Bernardo et al., (2020) found that *perceived organizational support* also positively influences job and life satisfaction. Ramli (2019), in his research entitled "*Work Environment, Job Satisfaction and Employee Performance In Health Services,*" shows a positive and significant influence between work environment variables on job satisfaction and employee performance. The results of this study are reinforced by the findings of Siagian and Khair (2018) and Nugrahaningsih & Julaela (2017), which can also show a significant positive effect between the work environment on employee satisfaction and performance. Fitrianasari et al., (2013) discovered that having positive feelings about payment, work, promotion process, working environment conditions, and co-workers that reflect nurse job satisfaction will improve nurse performance. It is also in line with the findings of Horhoruw (2017), who examined the performance of nurses at the in-patient installation of Dr. M. Haulussy Ambon. His research results show a significant influence between job satisfaction with supervisors and management in the hospital on nurse performance, and satisfaction with co-workers also significantly affects nurse performance.

## Hypothesis development



**Figure 1. Research Model**

Source: Author, 2023

From the theory and several previous studies above, the following hypotheses are proposed in this study:

- H<sub>1</sub>: *Perceived organizational support has a significant effect on employee performance*
- H<sub>2</sub>: *Perceived organizational support has a significant effect on job satisfaction*
- H<sub>3</sub>: *Work environment has a significant effect on employee performance*

- H<sub>4</sub>: Work environment has a significant effect on job satisfaction
- H<sub>5</sub>: Job satisfaction has a significant effect on employee performance
- H<sub>6</sub>: *Perceived organizational support* has a significant effect on employee performance through job satisfaction
- H<sub>7</sub>: Work environment has a significant effect on employee performance through job satisfaction

### 3. RESEARCH METHOD

This research is categorized as *explanatory research*, which intends to explain the position of the variables studied and the influence between one variable and another. The data source used is primary data from distributing questionnaires directly to non-medical health workers at RSU Aliyah, Kendari City, Southeast Sulawesi, and direct observations. This study also uses secondary data through internet data and document searches. The sampling technique in this study is a saturated sample. This sampling technique is carried out when the population is small or the researcher wants to make generalizations with very small errors (Sugiyono, 2018). The saturation sampling technique was used to obtain a representative sample. Researchers attempted to take all non-medical health workers at the RSU Aliyah, Kendari City, Southeast Sulawesi, branches 1, 2, and 3, as research samples. It is also because the research subjects are in different work units, so in the end, the generalization of the results of this study is expected to have very small errors.

The authors distributed 183 questionnaires according to the population and samples available, but at the time of collection, 165 questionnaires were returned, and only 157 questionnaires could be used; this was due to various reasons. First, there were several employees of RSU Aliyah Kendari City, Southeast Sulawesi, who were continuing their studies. There was limited time, and employee contact numbers were difficult to obtain, preventing them from filling out the questionnaires the researchers distributed. Second, some employees would prefer to complete the questionnaire due to work constraints. Third, some questionnaires are not feasible to process. Therefore, the response rate for this study amounted to 86%. In the end, the sample in this study was 157 respondents. The

entire research series was conducted from March to April 2023.

Indicators used to measure *perceived organizational support* (X1) refer to the opinion of Rhoades and Eisenberger (2002), which explains that *perceived organizational support* has 3 indicators (fairness, leader or supervisor support, organizational rewards, and working conditions) and 8 items. Namely:

1. Justice (X1.1), in this indicator, there are 2 items, namely (X1.1.1) socialization to employees before implementing a policy and (X1.1.2) hiring employees according to their scientific fields.
2. Supervisor support (X1.2), in this indicator, there are 4 items, namely (X1.2.1) care for employee welfare, (X1.2.2) concern for problems experienced by employees, (X1.2.3) care for employee opinions, and (X1.2.4) superiors are proud of employees.
3. Organizational rewards and working conditions (X1.3), in the indicators, there are 2 items, namely (X1.3.1) giving appreciation to employee performance and (X1.3.2) creating an ideal workload for employees.

The scale has been widely used in previous studies (e.g., Wen, Huang & Hou, 2019; Agustian & Fitria, 2020; Maan et al., 2020; Anggi & Prasetio, 2021)

Indicators to measure the work environment (X2), we used the scale developed by Sedarmayanti (2009), which divides the work environment into 2 indicators (physical work environment, non-physical work environment) and 8 items.

1. Physical work environment (X2.1), in this indicator, there are 5 items, namely (X2.1.1) lighting, (X2.1.2) air circulation, (X2.1.3) color layout, (X2.1.4) workspace cleanliness, and (X2.1.5) workplace safety.
2. Non-physical work environment (X2.2), in this indicator, there are 3 items, namely (X2.2.1) peer support, (X2.2.2) inter-group cooperation, and (X2.2.3) easy communication.

The scale has been widely used in previous studies (e.g., Nabawi, 2019; Yuliantari & Prasasti, 2020; Rivalita & Ferdian, 2020)

Indicators to measure job satisfaction (Z1) refers to the opinion of Luthans (2006), which divides job satisfaction into 5 indicators and 11 items (Fidyah & Setiawati, 2020; Faramarzpour et al., 2021).

1. Satisfaction with salary (Z1.1), in this indicator, there are 2 items, namely (Z1.1.1) the suitability of the amount of salary received compared to colleagues and (Z1.1.2) the suitability between the amount of salary and contribution to the hospital.
2. Satisfaction with supervision (Z1.2), in this indicator, there are 2 items, namely (Z1.2.1) satisfied because they are always supervised while working and (Z1.2.2) satisfied with the direction of the leadership while working.
3. Satisfaction with promotion (Z1.3), in this indicator, there are 3 items, namely (Z1.3.1) satisfied because each employee is given a promotion opportunity, (Z1.3.2) satisfied because promotion is based on performance, and (Z1.3.3) satisfied with promotion based on seniority.
4. Satisfaction with the work itself (Z1.4), in this indicator, there are 2 items, namely (Z1.4.1) satisfied because the profession held is interesting and (Z1.4.2) satisfied because given responsibility for work.
5. Satisfaction with colleagues (Z1.5), in this indicator, there are 2 items, namely, (Z1.5.1) satisfaction with the relationship with co-workers and (Z1.5.2) satisfaction with the division of labor according to expertise.

The scale has high reliability and validity in the context of Iran and Indonesia and has high predictive validity for job performance.

Indicators to measure employee performance (Y1) refers to the opinion of Mathis and Jackson (2010), which divides employee performance into 6 indicators and 12 items.

1. *Quantity of output* (Y1.1), in this indicator, there are 2 items, namely (Y1.1.1) work results are in line with expectations and (Y1.1.2) work results are better than colleagues.
2. *Quality of output* (Y1.2), in this indicator, there are 2 items, namely (Y1.2.1) quality of work according to the standards given and (Y1.2.2) careful/meticulous in carrying out each job.
3. *Timelines of output* (Y1.3), in this indicator, there are 2 items, namely (Y1.3.1) work completion time is faster than the previous period and (Y1.3.2) work completion time is faster than colleagues.
4. *Presences at work* (Y1.4), there are 2 items in this indicator, namely (Y1.4.1) asking for permission when leaving the hospital during working hours and (Y1.4.2) the level of

attendance according to the time determined by the hospital.

5. *Efficiency of work completed* (Y1.5), there are 2 items in this indicator, namely (Y1.5.1) being able to do work according to the standards given by the hospital and (Y1.5.2) being able to do work with the minimum time according to standards.
6. *Effectiveness of work completed* (Y1.6), in this indicator, there are 2 items, namely (Y1.6.1) complete the work according to the set plan and (Y1.6.2) the tasks given are following the responsibilities assigned.

Previous studies have used the scale (e.g., Kartiko et al., 2020) to measure nurses' performance in the mother and Child Hospital.

The data analysis technique used is *Partial Least Square* (PLS) with the help of *software SmartPLS 3*. In the PLS analysis, validity and reliability tests were carried out to find out whether the proposed statement items were valid and reliable, then descriptive analysis and inferential analysis were carried out to find out the results of the research hypothesis testing.

#### 4. RESULT

The results of the characteristics of the respondents are presented in the table below:

**Table 4.1 Characteristics of Respondent**

Item	Frequency	%	
Gender	Female	135	86
	Male	22	14
Age (years)	21-25	70	44,60
	26-30	50	31,84
	31-35	21	13,37
	36-40	12	7,66
	41-45	3	1,91
	46-50	1	0,64
Time of Work (years)	1-5	126	80,25
	6-10	30	19,11
	11-15	1	0,64
Education	Junior High School	2	1,28
	Senior High School	-	
	Diploma	87	55,41
	Bachelor's degree	67	42,69
	Master degree	1	0,64

Source: Primary data processed, 2023

### 1. Gender

Employees' absence can result in clients needing to be properly served, especially for organizations that provide services or services that deal directly with customers, like hospitals.

### 2. Age

Table 4.1 illustrates the percentage of employee data showing that most of the employees at RSU Aliyah, Kendari City, Southeast Sulawesi are <25 years old at 44.60%, totaling 70 people. Then 31.84% of employees are aged 26-30 years, with 21 people. Employees aged 31-35 years are 13.37%, with 21 people. Employees aged 36-40 years are 7.66% with 12 people. Employees aged 41-45 years are 1.91% with 3 people. Meanwhile, employees who are > 46 years old have less percentage of 0.64% with 1 employee.

### 3. Time of Work

Based on table 4.1, it can be seen that the employees of RSU Aliyah, Kendari City, Southeast Sulawesi mostly work  $\leq 5$  years with a total of 126 people with a percentage of 80.25%. At the same time, employees who worked for 6-10 years amounted to 19.11% with 30 people and only 0.64% or 1 employee who worked for > 10 years.

### 4. Education

Table 4.1 illustrates that the majority of the last education of the employees of RSU Aliyah, Kendari City, Southeast Sulawesi is Diploma, totaling 87 people or 55.41%. Meanwhile, 42.69% were bachelors, totaling 67 people. Furthermore, those with the last education in junior high school were 1.28%, which amounted to 2 people. The last, namely with the education Masters (S2), as many as 1 person with a percentage of 0.64%.

### Outer Model Evaluation

Analysis *SmartPLS* was performed to test the effect of *perceived organizational support* and work environment on employee performance by mediating job satisfaction. The data analysis process begins by testing the measurement model (*outer model*), i.e., testing the validity and reliability of each variable and research item. The validity test is done through *convergent validity* (*outer loading* and AVE) and *discriminant validity* (*Fornell-Larcker Criterion* and HTMT Ratio).

Meanwhile, for the reliability test, it is seen in the value of *Cronbach's Alpha* and *Composite Reliability*. Based on the results of the validity and reliability tests for each variable and its measuring items, it has been declared valid and reliable to continue with the inner model test.

### Inner Model Evaluation

The inner model partial least squares analysis makes the assumption or necessity that there is no multicollinearity issue. That is, there is a strong intercorrelation between latent variables. Variance Inflation Factor (VIF) is used in *Smart PLS* version 3 to assess collinearity. If the VIF score exceeds 5, it implies collinearity between constructs (Sarstedt et al., 2017); therefore, the value must be less than 5.

Table 4.1 Inner VIF Values

	Job Satisfaction	Employee Performance
POS	2.435	2.468
Work Environment	3.058	3.321
Job Satisfaction	-	2.880
Employee Performance	-	-

Source: Primary data processed, 2023

There is no multicollinearity issue in the relationship between the variables because no variables in the table above with VIF values greater than 5 have such a problem. Then, the following is the result of the R-Square for explaining the magnitude of the variation of the endogenous variables explained by exogenous variables.

Table 4.2 R-Square Evaluation

Variables	R-Square
Job Satisfaction	0,653
Employee Performance	0,508

Source: Primary data processed, 2023

Table 4.2 shows that the variable job satisfaction influences the model's predictive power of 0.653 or 65.3%, while other factors influence the remaining 34.7%. At the same time, the performance variables influence the predictive power of the entire model by 0.508 or 50.8%, while the remaining 49.2% is influenced by other factors not examined in this study.

This study also carried out a Q-Square of relevance calculation, explaining how much the path model formed could represent the observed data. The Q-Square result in this study is 0.829 or 82.9%. It shows that the diversity of data from the structural equation model designed can be explained by 82.9%, and the remaining 17.1% is explained by other factors outside the research model used. Thus, from the results of these calculations, it has predictive relevance, which is very high because the value is greater than 0 (zero) and closer to the number 1 (one).

Then, a Path Coefficient Test was conducted to determine whether or not there was a significant influence between variables. An effect between variables is significant if the t-statistic or t-count value is greater than 1.96 or the P-value is smaller than 0.05.

**Table 4.3 Direct Effect**

Relations between Variables	Original Sample	T-Stat	Information
POS → KP	0,123	1,386	No Sig.
POS → KK	0,105	1,333	No Sig.
LK → KP	0,326	3,039	Significant
LK → KK	0,304	3,551	Significant
KK → KP	0,310	2,926	Significant

Source: Primary data processed, 2023

In Table 4.3, the variable testing can be explained as follows:

The t-statistic value of the direct effect of Perceived Organizational Support (X1) on Employee Performance (Y1) of 1.386, which has a value below the t-table of 1.96, which can be concluded that Perceived Organizational Support has no significant effect on employee performance. The original sample value shows a positive number of 0.123 which indicates that the direction of the relationship between Perceived Organizational Support on Employee Performance is positive.

H2 test results show that the t-statistic value is smaller than the t-table value, 1.333 < 1.96. The original sample value is 0.105 and is positive, so it indicates the direction of the relationship between Perceived Organizational Support (X1) on Job Satisfaction (Z1) is a positive relationship. Thus, the second hypothesis is rejected; this explains that Perceived Organizational Support has an insignificant influence on Job Satisfaction.

The t-statistical value of the influence of the Work Environment (X2) on Employee Performance (Y1) is 3.039, which is greater than the t-table value (1.96), which is 3.039 > 1.96. Meanwhile, the original sample was 0.326, indicating a positive relationship between the work environment and employee performance. It explains that the third hypothesis is accepted and means that the work environment significantly affects employee performance.

The t-statistic value of the direct effect of the Work Environment (X2) on Job Satisfaction (Z1) is 3.551, which has a value above the t-table of 1.96, which can be concluded that the Work Environment has a significant effect on Job Satisfaction. The original sample value indicates a positive number, namely 0.304, which means that the direction of the relationship between the Work Environment and Job Satisfaction is positive. Thus, the fourth hypothesis is accepted; this explains that the Work Environment significantly influences Job Satisfaction.

The t-statistic value on the direct effect of Job Satisfaction (Z1) on Employee Performance (Y1) is 2.926, which is above the t-table of 1.96, which can be concluded that Job Satisfaction significantly affects Employee Performance. The original sample value is 0.310, which indicates that the direction of the relationship between Job Satisfaction and Employee Performance is positive. Thus, the ninth hypothesis is accepted; this explains that Job Satisfaction significantly influences Employee Performance.

**Table 4.4 Indirect Effect**

Relations between Variables	Original Sample	T-Stats	Information
POS → KK → KP	0,033	1,087	No Sig.
LK → KK → KP	0,094	2,368	Significant

Source: Primary data processed, 2023

From the results of testing the indirect effect in Table 4.4, it was found that the effect of Perceived Organizational Support (X1) on Employee Performance through Job Satisfaction (Z1) as a mediator has a t-statistical value of 1.087 which is smaller than t-table (1.96). Therefore it can be concluded that Job Satisfaction (Z1) is not able to mediate the influence of Perceived Organizational Support



(X1) on Employee Performance (Y1), so the results of the tenth hypothesis are statistically rejected.

The Effect of the Work Environment (X2) on Employee Performance (Y1) mediated by Job Satisfaction (Z1) has a t-statistical value of 2.368 which is below the t-table value (1.96); therefore, it can be concluded that Job Satisfaction (Z1) able to mediate the influence of the Work Environment (X2) on Employee Performance (Y1) so that the results of the eleventh hypothesis are statistically accepted.

The goodness of Fit Index is an evaluation of the entire model. According to Wetzels et al. (2009), the interpretation of the GoF index value is 0.1 (low GoF), > 0.25 (Medium GoF), and > 0.36 (High GoF). The calculation results show that the GoF index model value is 0.487, which indicates that the GoF index model value is in the high category.

## 5. DISCUSSION

### a. The Effect of Perceived Organizational Support on Employee Performance

Based on research data, the lowest mean value among all items in measuring POS is an organizational concern for employee well-being. It could be one reason for forming an insignificant relationship between POS and employee performance. This study correlates with the social exchange theory that employees will be motivated and committed to work and the organization if treated fairly and equally. This research is in line with the findings of Diana & Frianto (2021) and Agustianingrum (2016) and does not support research from (Pratiwi, 2021; Putra et al., 2019), which found a significant effect between POS on employee performance.

According to the study results, almost 50% of the total respondents were aged <25 years, and as many as 126 respondents had worked under 5 years. These characteristics make employees feel that organizational support beyond salary support and benefits they should receive could be more meaningful in improving employee performance because, at this age and relatively short working period, they are considered to be in work experience-seeking phase. After all, quality health services can only be achieved through personnel with high work experience (Nawawi, 2017:115).

### b. The Effect of Perceived Organizational Support on Job Satisfaction

Perceived organizational support was found to contribute little to job satisfaction. One of the triggers for the results of this study could be employee dissatisfaction with organizational support in the form of unsupportive health service support facilities. Based on field observations, the emergency room in the RSU Aliyah branch 1, 2, or 3 does not have a waiting room and special toilet, so this can make employees providing health care feel disturbed because visitors or patient caretakers can crowd around the place where the procedure is given. Alternatively, when an employee needs to go to the toilet while taking medical action, he has to look for a toilet in another service area.

Referring to the Appendix to Regulation of the Minister of Health Number 24 of 2014 concerning Class D Pratama Hospitals, the emergency room must have a waiting room, toilet, and coil angle. It is perceived that the limited infrastructure needed makes the non-medical health workers at RSU Aliyah Kendari City, Southeast Sulawesi, feel dissatisfied with the organizational support provided. The results of this study support the research from Bernardo et al. (2020) and Aban et al. (2019), who found that perceived organizational support does not significantly affect job satisfaction.

### c. The Effect of The Work Environment on Employee Performance

The non-physical work environment at the hospital has been fulfilled properly. So far, the hospital can facilitate the formation of the expected non-physical work environment. Both from teamwork in completing assigned tasks, the support of colleagues built in harmony, and the minimum conflict between employees or health workers. By taking into account the various dimensions of the work environment variable, it is hoped that in the future, RSU Aliyah, Kendari City, Southeast Sulawesi will have reliable employees or health workers who perform well.

This question supports the social exchange theory underlying the relationship between work environment variables and employee performance. The better the hospital provides services to its employees, the more they will provide the best dedication to their organization (Putri & Rahyuda, 2019). The results of this study support previous research conducted by Yuliantari & Prasasti (2020) and

Ramli, A.H (2019). In his research, there are crucial dimensions in the relationship between the two variables, including improvements to the physical environment, such as building facilities that are more modern, cleaner, and have good air circulation and adequate lighting will make the performance variable scores higher.

#### **d. The Effect of The Work Environment on Job Satisfaction**

Regarding the physical work environment, the item with the highest mean value is lighting. Employees of RSU Aliyah in Kendari City perceive that the lighting system in their workspace is good enough and helps the smooth running of the various medical efforts provided. It makes a major contribution to building employee job satisfaction because the quality of lighting produced from the lighting system greatly determines the comfort of space users. If the quality of lighting is poor, it will hamper the activities of space users.

It is in line with the view of social exchange theory that positive and negative exchanges with individuals and organizations (leaders and organizations) affect employee behavior and feelings in achieving goals. The results of this study support previous research conducted by Kurniawan (2021) and Ramli (2019), where they stated that there was a significant relationship between the work environment and job satisfaction.

#### **e. The Effect of Job Satisfaction on Employee Performance**

According to the variable frequency distribution table, the indicator of satisfaction with colleagues has an average value higher than the other indicators. So satisfaction with colleagues is perceived as dominant in shaping employee performance at RSU Aliyah, Kendari City, Southeast Sulawesi. Based on the social exchange theory, individuals in organizations enter into exchange relationships with others because of the motivation to obtain rewards. So that when the rewards are both material and non-material when it is felt satisfactory, they will motivate employees to improve their performance (Yeşil & Dereli, 2013).

Creating a harmonious relationship between employees in the organization aims to create convenience and smooth implementation of the work tasks of each person and each unit, as well as the emergence of a spirit of mutual

assistance. The findings of this study support several previous researchers, which shows that there is a positive and significant influence between job satisfaction on employee performance (Sausan et al., 2021; Phuong & Vihn, 2020; Giyanto, 2018; Mursidta, 2017; Horhoruw, 2017).

#### **f. The Effect of Perceived Organizational Support on Employee Performance Mediated by Job Satisfaction**

Perceived organizational support through job satisfaction contributed little to employee performance. One of the triggers for this study's results could be employee dissatisfaction with organizational support in the form of inadequate provision of health service support facilities so that non-medical health workers feel less flexible in providing health care. On the other hand, this could also be because the majority of respondents in this study had worked for less than 5 years. Therefore, this may be why various welfare-supporting variables like bonuses, salary, and promotions still need to be accepted to their full potential.

Social exchange theory is the basis for how leaders in companies understand employee work behavior because, in this work behavior, certain motives cause behavior. Social behavior consists of exchanges of at least two people based on profit and loss calculations (Schaap, 2018). So, in this case, when employees feel disadvantaged by exchanges that occur because they feel that organizational support is still lacking, this can encourage job satisfaction, not being able to mediate POS on employee performance.

Dissatisfaction from low organizational support can provide a weak relationship to employee performance (Shahzad et al., 2018). The results of this study do not support previous research, namely that stated by Siswanti & Pratiwi (2020) that there is an influence between perceived organizational support on employee performance through job satisfaction where the mediating effect is partial mediation.

#### **g. The Effect of The Work Environment on Employee Performance Mediated by Job Satisfaction**

Based on the respondents' perceptions, non-physical work environment indicators have a more dominant impact on building employee performance; the feeling of satisfaction felt by

employees of RSU Aliyah in Kendari City, Southeast Sulawesi, towards their work environment can lead to a better level of performance. Cooperation between groups is assumed as an item that has maximum effect. A harmonious work environment with colleagues greatly affects employee job satisfaction so that it can lead to maximum employee performance. (Charoensukmongkol, et al., 2016)

Based on the social exchange theory, the relationship between companies or organizations and employees are two things that are always interrelated and contribute to the organization's sustainability. A good work environment that is formed will have a positive influence on employee work behavior. The results of this study support previous research, namely that stated by (Handoko et al., 2021; Nugrahaningsih & Julaela, 2020) that there is an influence between the work environment on employee performance through job satisfaction where the mediating effect is *partial mediation*. It contradicts the findings of Siagian & Khair (2018), who found no significant effect between work environment on employee performance mediated by job satisfaction.

## 6. CONCLUSION AND RECOMMENDATION

### Conclusions

- a. The results of this study indicate that the variable perceived organizational support (X1) does not have a significant effect on employee performance variables (Y1), so the H1 proposed in this study is rejected. In this research, perceived organizational support does not affect employee performance because almost 50% of respondents are aged <25 years. In this case, organizational support other than salary and benefits is considered insignificant because it prioritizes work experience.
- b. Variable perceived organizational support (X1) does not significantly affect the job satisfaction variable (Z1), so it can be said that H2, proposed in this study, was rejected. In this research, perceived organizational support does not affect job satisfaction; it can be caused by perceptions that are built up due to employee dissatisfaction with hospital support in the form of the availability of adequate health support facilities.
- c. Work environment variables (X2) significantly influence employee

performance variables (Y1), so H3 proposed in this study is accepted. In this study, the work environment has a significant effect on employee performance because the indicators in the work environment variable, especially non-physical work environment indicators, are considered good by employees of RSU Aliyah, Kendari City, and can support their performance.

- d. Work environment variables (X2) significantly affect the job satisfaction variable (Z1), so H4 proposed in this study is accepted. In the physical work environment, the lighting system has the highest average value, so the lighting system in the workspace provides a sense of comfort and satisfaction.
- e. The job satisfaction variable (Z1) significantly affects employee performance variables (Y1), so H5 proposed in this study is accepted. Satisfaction with co-workers is the highest indicator in influencing the relationship between the two variables; on the other hand, satisfaction with the work also contributes positively to strengthening the relationship between the two.
- f. The job satisfaction variable (Z1) is unable to mediate variables perceived organizational support (X1) on employee performance variable (Y1), so it can be said that H6, which was proposed in this study, was rejected. It can be caused by employee dissatisfaction with organizational support due to inadequate health service support facilities, which makes non-medical health workers feel less flexible in providing health care.
- g. The job satisfaction variable (Z1) can mediate the work environment variable (X2) on the employee performance variable (Y1), so H7 proposed in this study is accepted. Intergroup cooperation is assumed to have the most dominant influence in building work environment relationships on performance through job satisfaction.

### Recommendations

Based on the conclusions above, there are several recommendations from authors that are expected to be useful to RSU Aliyah, Kendari City, Southeast Sulawesi, as well as future researchers. The recommendation given includes the following:

1. The results showed that several factors greatly contributed to the formation of employee performance, namely the work

- environment and job satisfaction, so this should be a consideration for the hospital if it wants to have high-performing employees in order to achieve the vision that has been proclaimed, namely making RSUD Aliyah the number one hospital that is committed and focused on excellent service quality in order to serve and seek the blessing of Allah SWT.
2. Based on the study's results, the direct effect exerted is stronger than the indirect effect through job satisfaction, so further researchers are advised to choose other intermediary variables in connecting some of the above variables, such as work-life balance, work stress, or burnout.
  3. Future researchers should use samples in similar work units to produce research output that is more robust in representing field conditions.

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