

The Influence of Work Facilities on Job Satisfaction and Employee Performance in the Hospital Administrative Unit

The Influence on Job Satisfaction and Performance

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ABSTRACT

Employee performance is crucial for hospital service quality, yet limited work facilities remain a barrier to satisfaction and productivity. This study aims to analyze the influence of workplace facilities on job satisfaction and employee performance in the administrative unit. The research used a combination of field research and library research methods. The population consisted of all 33 administrative staff members. Data analysis techniques included normality tests, qualitative descriptive analysis, and multiple linear regression. The results showed that workplace facilities were rated as good. Employees reported a satisfactory level of job satisfaction, although aspects such as work challenges and reward systems need improvement. Employee performance was also rated as good, especially in terms of discipline and punctuality, while initiative was hindered by monotonous work routines. Quantitative analysis revealed a moderately strong correlation between workplace facilities and both job satisfaction and employee performance. Workplace facilities accounted for 56.3% of the variance in job satisfaction and 48.5% in employee performance. Regression analysis confirmed that workplace facilities have a statistically significant effect on both job satisfaction and performance. These findings highlight the critical role of workplace facilities in enhancing human resource quality within hospital administrative environments.

Keywords: *Employee Performance, Hospital Administration, Job Satisfaction, Multiple Linear Regression, Workplace Facilities.*

ABSTRAK

Kinerja karyawan rumah sakit merupakan faktor penting dalam menjaga kualitas layanan kesehatan, di mana keberhasilan rumah sakit tidak hanya ditentukan oleh fasilitas medis, tetapi juga oleh kepuasan kerja dan kinerja pegawainya. Namun, ketersediaan fasilitas kerja yang belum optimal masih menjadi tantangan, khususnya dalam

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mendukung kepuasan dan produktivitas karyawan unit administrasi rumah sakit. Penelitian ini bertujuan untuk menganalisis pengaruh fasilitas kerja terhadap kepuasan kerja dan kinerja karyawan unit administrasi. Penelitian dilakukan dengan metode field research dan library research. Populasi penelitian adalah seluruh karyawan administrasi sebanyak 33 orang. Teknik analisis data mencakup uji normalitas, analisis kualitatif, dan regresi linear berganda. Hasil penelitian menunjukkan bahwa fasilitas kerja berada pada kategori baik, meskipun ditemukan kendala pada aspek software dan keterbatasan asrama karyawan. Kepuasan kerja karyawan secara umum dinilai puas dan Kinerja karyawan juga berada pada kategori baik, terutama dalam hal disiplin dan ketepatan waktu. Analisis kuantitatif menunjukkan bahwa fasilitas kerja memiliki hubungan yang kuat terhadap kepuasan kerja dan kinerja karyawan. Fasilitas kerja memberikan kontribusi sebesar 56.3% terhadap kepuasan kerja dan 48.5% terhadap kinerja karyawan. Hasil uji regresi menunjukkan bahwa fasilitas kerja berpengaruh signifikan terhadap kedua variabel tersebut. Temuan ini menggarisbawahi pentingnya pengelolaan fasilitas kerja sebagai strategi peningkatan kualitas SDM di lingkungan rumah sakit.

***Kata kunci:** Fasilitas Kerja, Kepuasan Kerja, Kinerja Karyawan, Administrasi Rumah Sakit, Regresi Linear.*

INTRODUCTION

The performance of hospital employees has a very important role in supporting the quality of health services, because the success of a hospital is not only determined by the sophistication of medical facilities, but also by the professionalism and productivity of its employees. Employees who have good performance are able to carry out administrative and service tasks effectively, thereby supporting the smooth operation of the hospital and increasing patient satisfaction (Dobrzykowski & McFadden, 2020). In the context of hospitals, any administrative error or delay in service can have a direct impact on the quality of health services and public trust (Lanin & Hermanto, 2019). Therefore, efforts to improve employee performance, including through the provision of adequate work facilities, are a crucial aspect in maintaining the quality of service and competitiveness of hospitals in the midst of public demands for fast, precise, and professional health services.

Harapan Pematangsiantar Hospital is one of the important units in Pematangsiantar that is engaged in providing health services to the community, especially in Pematangsiantar. Harapan Pematangsiantar Hospital seeks to maximize its performance through the provision of service facilities and work facilities to support hospital operations. It is intended to provide satisfaction to patients and optimize hospital performance through employees. Work facilities are intended to support the comfort and satisfaction of work and the improvement of employee performance (Hartati et al., 2025; Prabowo, 2025).

Job satisfaction is a state in which a worker feels happy and comfortable in fulfilling responsibilities as a strength, encouragement, need, and enthusiasm that drives to achieve a certain expected achievement and desire (Sinaga et al., 2024). Meanwhile, Saragih et al. (2024) define performance as a process or work result produced by employees through several aspects that must be passed and has stages to achieve it and aims to improve the performance of the employees themselves. Meanwhile, work facilities are everything that can be used, both in the form of facilities and infrastructure, to support the implementation of employee work and facilitate the completion of tasks (Djibran et al., 2023; Rianti, 2023; Rony et al., 2024; Napitu et al., 2025).

Previous studies by Rachman et al. (2025) showed that work facilities significantly influence employee job satisfaction and have a positive and significant impact on employee performance. Meanwhile, Lukito et al. (2025) highlighted that employee performance is more strongly affected by factors such as job satisfaction, transformational

leadership, motivation, work environment, and compensation. These findings suggest that although work facilities are proven to be important, existing studies remain limited in examining the relationship between work facilities, job satisfaction, and employee performance simultaneously, particularly in the context of hospitals, which are public service organizations that demand high efficiency. However, no previous studies have specifically examined the combined influence of work facilities on both job satisfaction and employee performance, particularly within the hospital context.

The purpose of this study is to analyze the influence of work facilities on job satisfaction and employee performance in the administrative unit of Harapan Pematangsiantar Hospital. This research is expected to contribute to the development of human resource management studies, particularly regarding the role of work facilities in improving employee satisfaction and performance in the health service sector. Practically, the findings are expected to provide input for hospital management in optimizing work facilities, formulating policies to improve employee comfort and satisfaction, and enhancing overall employee performance to support better hospital services.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of Work Facilities on Job Satisfaction

Job satisfaction is an individual psychological condition that emerges when the job is able to fulfill expectations, meet needs, and align with personal values (Locke, 1976). It represents not only a sense of fulfillment but also an evaluation of how far the work environment and organizational support match with what employees perceive as important in their careers. Factors influencing job satisfaction can be both intrinsic, such as recognition and achievement, and extrinsic, such as salary, organizational culture, and the quality of work facilities (Olajide et al., 2020). Among these, the availability and adequacy of work facilities play a crucial role. Comfortable workspaces, modern technological equipment, and supportive physical environments are essential components that enable employees to carry out their responsibilities effectively. Research has shown that a well-designed physical environment increases employee comfort and productivity, which in turn contributes positively to job satisfaction (Vischer, 2007).

Empirical evidence further demonstrates that employees who perceive their workplace as well-equipped and supportive are more likely to feel valued and respected by their organization, thereby enhancing satisfaction (Raziq & Maulabakhsh, 2015). Adequate facilities also foster motivation and work engagement, which strengthen psychological attachment to the job (Sulea et al., 2012). Conversely, the absence or inadequacy of facilities can lead to stress, frustration, and lower levels of satisfaction (Chandrasekar, 2011). Therefore, it can be concluded that the quality of work facilities is a significant determinant of job satisfaction. Based on these insights, the hypothesis can be formulated that work facilities have a meaningful and significant effect on employee job satisfaction.

H1: Work facilities have a significant impact on job satisfaction.

The Effect of Work Facilities on Employee Performance

Job satisfaction is widely recognized as one of the most important determinants of employee effectiveness and overall organizational performance. It reflects the extent to which employees feel their needs, expectations, and values are fulfilled through a supportive and enabling work environment (Locke, 1976). Among the external factors that shape job satisfaction, the availability of adequate work facilities plays a crucial role. Work facilities, such as ergonomic office layouts, modern technological tools, and reliable supporting infrastructure, contribute directly to employee comfort, efficiency, and motivation. When these facilities are present, employees are more likely to feel supported and capable of carrying out their responsibilities effectively, which in turn enhances both satisfaction and performance (Vischer, 2007).

Empirical studies provide strong evidence for this relationship. Raziq and Maulabakhsh (2015) demonstrated that work environments equipped with sufficient facilities positively influence employee productivity as well as satisfaction, which collectively lead to improvements in performance. Conversely, Chandrasekar (2011) emphasized that poor or inadequate physical facilities often trigger stress, fatigue, and inefficiency, reducing both satisfaction and overall performance levels. Supporting this, Bakotić and Babić (2013) and Ling et al. (2022) highlighted the direct link between working conditions and employee outcomes, where well-maintained facilities significantly improve satisfaction and effectiveness. Additionally, Oswald et al. (2015) and Shobe (2018) found that employees who are satisfied with their facilities and working conditions tend to demonstrate higher productivity, showing that job satisfaction serves as a foundation for performance. Based on these findings, it can be concluded that work facilities have a significant influence on employee performance, primarily through their impact on job satisfaction, which acts as a key driver of improved outcomes.

H2: Work facilities have a significant impact on employee performance.

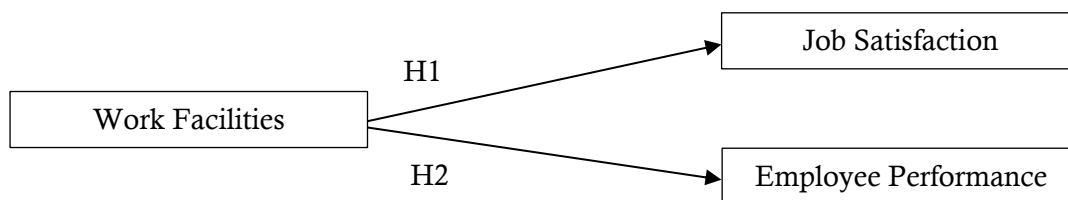


Figure 1. Research Framework

Figure 1 shows the research framework in this study. This study consists of one independent variable, namely work facilities and two dependent variables, namely job satisfaction and employee performance. This study seeks to find out the influence of work facilities on job satisfaction (H1) and employee performance (H2).

RESEARCH METHODS

This study uses quantitative approaches to see the influence of work facilities on job satisfaction and employee performance, as well as to see qualitatively how the condition of each variable studied. The research design used in writing this research is field research and literature research. The duration of this research is 7 months from November 2024 to May 2025. The place where this research was conducted was at Harapan Pematangsiantar Hospital, Pematangsiantar City, North Sumatra.

The population used in this study is all employees of the administrative department at Harapan Pematangsiantar Hospital which totals 33 people. The sample extraction technique in this study uses total sampling or census using all members of the population. This sampling is used because of the relatively small population so it is more accurate and represents real conditions. This study uses classical assumption tests in the form of normality tests, as well as analytical techniques for quantitative. Linear regression tests are used to see the influence of work facilities on job satisfaction and employee performance.

The data in this study were collected using a structured questionnaire employing a Likert scale to measure respondents' perceptions of work facilities, job satisfaction, and employee performance. Each indicator in the questionnaire was assessed using a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5), allowing for quantitative evaluation of each variable's level of agreement. Data were analyzed using both descriptive and inferential statistical methods. Descriptive analysis was used to provide an overview of respondents' responses, while inferential analysis specifically linear regression was employed to examine the effect of work facilities on job satisfaction

and employee performance. Classical assumption tests, including the normality test, were also conducted to ensure the validity and reliability of the regression model. All quantitative data were processed using the SPSS software.

RESULTS

Before conducting further analysis, a normality test was performed to ensure that the data used in this study were normally distributed. The normality test is an essential step in statistical analysis as it influences the selection of appropriate analytical methods. In this study, the Kolmogorov-Smirnov test was applied to examine the normality of each variable, namely work facilities, job satisfaction, and employee performance. The results of the normality test are presented in Table 1.

Table 1. Normality Test

Test	Work Facilities	Work Satisfaction	Employee Performance	Total
N	33	33	33	33
Kolmogorov-Smirnov Z	0.855	0.766	0.744	1.003
Asymp. Sig. (2-tailed)	0.457	0.600	0.638	0.267

The normality test is carried out to determine whether the data distribution of each variable follows a normal distribution pattern, as this condition is important for the validity of parametric tests. Based on Table 1 above, the results of the asymptotic. Sig. (2-tailed) work facilities are 0.457, job satisfaction is 0.600, employee performance is 0.638 and the total number is 0.267. This shows that each of these variables is normally distributed.

Table 2. Recapitulation of Respondents' Answers Regarding Work Facilities

No.	Dimension	Average Answer Score	Answer Criteria
1.	Work Tool Facilities	3.82	Good
2.	Work Equipment Facilities	4.17	Good
3.	Social Facilities	4.05	Good

From the Table 2, the results of respondents' answers related to work facilities are shown based on several dimensions. In the dimension of work tool facilities, an average answer of 3.82 was obtained with good answer criteria. In the dimension of work tool facilities, an average answer of 4.17 was obtained with good answer criteria. Then in social facilities, an average score of 4.05 was obtained with a good answer. These findings indicate that Harapan Hospital provides adequate facilities, such as desks, computers, internet access, office supplies, vehicles, and places of worship, to support employee tasks. However, challenges remain, including software disruptions that hinder administrative work and the limited number of dormitory units, which restrict access for employees living far from the hospital.

Table 3. Recapitulation of Respondents' Answers Regarding Job Satisfaction

No.	Dimension	Average Answer Score	Answer Criteria
1.	Challenging Work	3.61	Satisfied
2.	Adequate Rewards	3.61	Satisfied
3.	Supportive Working Conditions	3.97	Satisfied
4.	Supportive Colleagues	3.81	Satisfied

Table 3 shows that job satisfaction is measured through challenging work, rewards, working conditions, and supportive colleagues. The challenging work dimension scored 3.61, reflecting opportunities to use skills but limited creativity due to monotonous tasks. Rewards also scored 3.61, with adequate salaries and training provided, though

promotions remain slow. Working conditions scored 3.97, supported by a clean and comfortable workspace. Supportive colleagues scored 3.81, indicating good relationships, though often limited to smaller groups.

Table 4. Recapitulation of Respondents' Answers Regarding Employee Performance

No.	Dimension	Average Answer Score	Answer Criteria
1.	Discipline	4.06	Good
2.	Timeliness	4.00	Good
3.	Ability to thrive	3.90	Good
4.	Collaborate	3.80	Good
5.	Initiative	3.60	Good

Table 4 results show that employee performance is generally in the good category. The discipline dimension scored highest (4.06), reflecting compliance with rules, attendance, uniforms, and Standard Operating Procedures (SOPs). Timeliness (4.00) also rated well, as employees complete tasks on time with good quality. The ability to develop (3.90) indicates employees can finish tasks, review results, and adapt to new regulations. Cooperation (3.80) is good but tends to form small groups that affect wider communication. Initiative (3.60) scored lowest, as monotonous work routines limit employees' willingness to contribute new ideas.

In this correlation test, the relationship between the independent variable (work facility) and the bound variable Y is calculated by using the determination coefficient (Adjusted R Square). The following are the results of the correlation coefficient and determination coefficient test with the help of the SPSS version 21 program as follows:

Table 5. Analysis Correlation Coefficient

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Work Facilities -> Job Satisfaction	0.750	0.563	0.548	2.69031
Work Facilities-> Employee Performance	0.696	0.485	0.468	4.13596

From Table 5, the correlation for work facilities and job satisfaction is $r = 0.750$, meaning that there is a moderately high correlation between work facilities and job satisfaction at Harapan Pematangsiantar Hospital in the administrative department. The result of the determination coefficient value of 0.563 means that the high and low job satisfaction at Harapan Pematangsiantar Hospital in the administration section of 56.3% can be explained by job satisfaction, while the remaining 43.7% is explained by other variables such as commitment, training, leadership and other factors that are not discussed in this study.

Meanwhile, the correlation for work facilities and employee performance is $r = 0.696$, meaning that there was a moderately high correlation between work facilities and the performance of employees of the administrative unit at Harapan Pematangsiantar Hospital. The result of the determination coefficient value is 0.485, which means that 48.5% of employee performance is explained by work facilities, while the remaining 52.5% is explained by other variables that are not discussed in this study such as placement, training, commitment, leadership and other variables.

Table 6. Multiple Linear Regression

Dependent Variable	Independent Variable	Unstandardized Coefficients		Standardized Coefficients	T-Statistic	Sig.
		B	Std. Error	Beta		
Job Satisfaction	Constant	18.981	4.142		4.582	0.000
	Work Facilities	0.719	0.114	0.750	6.315	0.000
Employee Performance	(Constant)	23.867	6.368		3.748	0.001
	Facilities Work	0.947	0.175	0.696	5.404	0.000

Based on Table 6, the regression equation was obtained as follows: $\hat{Y} = 18.981 + 0.719X$, meaning that if there is an increase in work facilities, job satisfaction will increase by 0.719. Based on the table above, it is also known that the significance value is also known, namely, the value of the calculation in the variable of work facilities is $6.315 > t$ -table) of 2.0395 or with a significance level of $0.000 < 0.05$, then H_0 is rejected, meaning that the work facility has a significant effect on the job satisfaction of employees of the administrative unit at Harapan Pematangsiantar Hospital.

Based on the results of the questionnaire processing with SPSS version 21 in the table above, the following regression equation was obtained $\hat{Y} = 23.867 + 0.947X$, meaning that if there is an increase in work facilities, employee performance will increase by 0.947. Based on the Table 6, it is also known that the significance value is also known, namely, the value of the calculation in the variable of work facilities is $5.404 > t$ table of 2.0395 or with a significance level of $0.000 < 0.05$, then H_0 is rejected, meaning that the work facility has a significant effect on the performance of employees of the administrative unit at Harapan Pematangsiantar Hospital.

DISCUSSION

This study reveals that employees at Harapan Pematangsiantar Hospital generally perceive work facilities, job satisfaction, and performance positively, though certain areas require improvement. Work facilities, including tools, office supplies, and social amenities, are deemed adequate, supporting daily administrative tasks. However, software disruptions and limited dormitory availability pose challenges, particularly for employees living far from the hospital, impacting administrative efficiency. These findings align with Pangarso et al. (2016), Temesvari and Subakti (2020), and Maulana et al. (2023) who emphasize that adequate facilities enhance employee comfort and motivation. Unlike Lukito et al. (2025), who highlight transformational leadership as a primary driver of performance, this study finds that work facilities have a stronger influence on job satisfaction (56.3%) than performance (48.5%) in the hospital's administrative context. This discrepancy may stem from the monotonous and flexible nature of administrative tasks, where facility disruptions affect comfort more than task completion (Djibran et al., 2023; Rianti, 2023).

Employee job satisfaction reflects a satisfactory level of comfort, supported by clean workspaces and positive colleague relationships, though often confined to small groups. Challenges such as monotonous tasks and slow promotion processes hinder motivation and creativity (Adamy, 2016; Asaari et al., 2019; Eke, 2023; Mdhlalose, 2024). These findings resonate with Hamid and Hazriyanto (2019), who underscore the role of development opportunities in fostering satisfaction. Employee performance, particularly in discipline and timeliness, is rated highly, yet initiative remains low due to repetitive routines, corroborating Budie et al. (2019) and Sari (2025), who link static work environments to reduced productivity. The authors argue that the meticulous and procedural nature of hospital administrative work amplifies reliance on reliable facilities to maintain satisfaction and performance (Hakim et al., 2021; Berutu et al., 2024; Napitu et al., 2025).

Further analysis suggests that external factors, such as leadership and training, which account for 43.7% of job satisfaction and 52.5% of performance variance, may moderate the relationship between work facilities and outcomes. For instance, supportive leadership could amplify the positive impact of facilities by fostering an inclusive work climate, as suggested by Michie and West (2004) and Taylor et al. (2015). However, limitations of this study, including the small sample size of 33 employees and potential bias from questionnaire-based perceptions, warrant caution in generalizing findings to other hospitals. Despite these constraints, the results underscore the critical role of work facilities in enhancing both satisfaction and performance in a high-efficiency hospital setting.

The implications of these findings are significant for Harapan Pematangsiantar Hospital's management. To boost job satisfaction, the hospital should invest in reliable

software, such as digital document management systems to minimize disruptions, and consider expanding dormitory facilities to address geographic challenges in Pematangsiantar. For performance, strategies like cross-functional job rotation or project-based teams could reduce monotony and encourage initiative (Wijaya & Rifa'i, 2016; Astuti et al., 2021). This study enriches human resource management literature in the healthcare sector, demonstrating that facilities not only support technical tasks but also shape a work climate that fosters motivation and collaboration. By integrating facility improvements with fair promotion policies and inclusive communication, the hospital can enhance service quality and retain dedicated employees, ensuring sustained operational excellence.

CONCLUSION

This study concludes that work facilities play a pivotal role in enhancing both job satisfaction and employee performance at Harapan Pematangsiantar Hospital, though their influence is more pronounced on satisfaction than on performance. Adequate physical and social facilities, such as office equipment and supportive workspaces, contribute positively to employee comfort, motivation, and efficiency. However, recurring software issues and limited dormitory facilities hinder administrative effectiveness and reduce satisfaction among distant employees. Theoretically, these findings expand existing human resource management literature by emphasizing that, within healthcare administrative environments, material resources can directly influence psychological and behavioral outcomes. Practically, the study underscores the importance of continuous infrastructure development and facility management as strategic investments to maintain high satisfaction and stable performance levels. Management is encouraged to integrate digital optimization, improve facility reliability, and foster a collaborative work environment that balances comfort with professional growth opportunities.

Despite its valuable contributions, this study faces several limitations that must be acknowledged. The relatively small population size of 33 administrative employees limits the generalizability of the findings, while the reliance on self-reported Likert-scale questionnaires may introduce response bias, affecting data accuracy. Additionally, the study focuses solely on work facilities as a determinant, overlooking other potentially influential factors such as leadership style, training, and work culture. Future research should adopt a mixed-method or longitudinal approach with larger samples across different hospital departments or institutions to validate and enrich these findings. Expanding the model to include moderating variables such as leadership, motivation, or organizational culture would provide a more comprehensive understanding of how work facilities interact with other HR dimensions to shape employee outcomes in healthcare organizations.

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