

The Influence of the Work Environment and Supervision on Employee Performance Through Work Motivation at R.A. Basoeni Hospital, Mojokerto Regency, East Java

Novita Rahmawati^{1*}, M. Jamal Abdul Nasir², Djuni Farhan³

Universitas Gajayana, Malang, Indonesia^{1,2,3}

email: novitakinan 12@gmail.com

Abstract

This study aims to analyze the influence: 1) the work environment on work motivation. 2) the work environment on employee performance. 3) supervision of work motivation. 4) supervision of employee performance. 5) work motivation for employee performance. 6) the work environment on employee performance through work motivation. 7) Supervision of employee performance through work motivation. This research was conducted at the R.A. Basoeni Hospital in Mojokerto. The population consists of 75 non-civil servants, and all members of the population were used as samples. Primary data related to the research variables was collected via a Google Form, which was sent directly to respondents. An explanatory research approach was used, and the data were analyzed using Partial Least Squares (PLS). The results of this study prove that: first, the work environment has a significant positive effect on work motivation; second, the work environment has a significant positive effect on employee performance; third, supervision has a significant positive effect on work motivation; fourth, supervision has a significant positive effect on employee performance; fifth, work motivation has a significant positive effect on employee performance; sixth, the work environment affects employee performance through work motivation; and seventh, supervision affects employee performance through work motivation. Therefore, to improve the performance of its employees through work motivation, the hospital should focus on enhancing the work environment, supervision, and work motivation by strengthening the existence of its indicators.

Keywords: work environment, supervision, work motivation, employee performance.

INTRODUCTION

Improving performance in the health service sector is a crucial issue that has received wide attention from various parties. According to a report by the Ministry of Health of the Republic of Indonesia (2017), the quality of health services in various hospitals still needs to be improved, especially in terms of employee performance. Kompasiana.com (2020) also mentioned that one of the main obstacles in health services is the low motivation of medical staff, which is often caused by unsupportive work environment conditions and ineffective supervision systems. The concept of the work environment refers to all the physical, social, and psychological aspects that affect a person's work (Herzberg et al., 2017). Supervision, in the context of management, is the process of observing and evaluating employee performance to ensure that they work in accordance with the standards that have been set (Terry, 2019). Work motivation, according to Herzberg's two-

factor theory (1959), is the internal and external forces that drive a person to achieve a certain goal. In this study, work motivation functions as a mediating variable that relates the influence of the work environment and supervision on performance. A conducive work environment and effective supervision are expected to increase work motivation, which in turn will have a positive impact on employee performance. In other words, although the work environment and supervision play an important role, without high work motivation, the influence of these two factors on performance may not be maximized. This study aims to empirically analyze the complex relationship at RUD R.A. Basoeni, Mojokerto Regency, in order to provide evidence-based recommendations for improving performance in the health service sector.

The literature shows that work environment, supervision, and work motivation play an important role in determining employee performance. As shown by Arshadi (2020), Hayati & Caniago (2022), Taghipour & Dejban (2022), Paramitha & Indarti (2020), Noorizan et al. (2019), Razak et al. (2016), and Chai et al. (2017). However, research gaps remain, especially in terms of the lack of comprehensive studies examining the interactions between work environment, supervision, work motivation, and performance in the healthcare sector in Indonesia. In addition, contradictory results regarding the role of supervisory support and the lack of evidence-based empirical analysis in regional general hospitals indicate the need for further research.

This research is important because it is different from previous research that tends to focus on the industrial or banking sector, such as studies by Arshadi (2020) and Hayati & Caniago (2022), which have not touched on specific dynamics in regional general hospitals. This study complements the shortcomings of the previous study by integrating empirical analysis of the influence of the work environment and supervision on employee performance with work motivation as an intervening variable. This is different from the research of Paramitha & Indarti (2020) and Taghipour & Dejban (2022) which did not consider the specific contextual nature of health services in Indonesia.

The study of theories related to research variables begins by defining this concept according to experts. According to Davis & Newstrom (2020), the work environment is everything that is around workers and can influence them in carrying out the tasks they are assigned to. The work environment includes all the tools and materials used, the physical environment in which employees work, and the regulated ways of working. The work environment is a very important social environment. Factors that determine the work environment according to Davis & Newstrom (2020) include: cleanliness, lighting, ventilation, spatial arrangement, as well as other physical and non-physical conditions. Sedarmayanti, (2021) added that these factors also include noise, temperature, humidity, and room decoration.

Furthermore, according to Robbins et al. (2019), supervision is the regulation of other people's activities so that their activities are in accordance with the plan that has been set. Meanwhile, according to Stoner et al. (2020), supervision is the process of ensuring that activities are carried out in accordance with the plan and in the regulations that have been set. Factors that determine supervision according to Daft (2021) include: clear communication, accurate performance measurement, development of reward and sanctions systems, and consistent implementation of rules and procedures. Meanwhile, according to Fisher et al. (2021), it includes

the selection and placement of proper employees, employee training and development, and the provision of effective feedback.

Robbins et al. (2019) state that work motivation is an internal state that drives individuals to achieve certain goals. Meanwhile, according to Locke & Latham (2020), work motivation is the intensity, direction, and perseverance of individual efforts in achieving organizational goals. Work motivation is one of the tools of superiors so that subordinates are willing to work hard and work smart according to expectations. Knowledge of motivational patterns will help leaders understand the work attitude of each subordinate, leaders will motivate subordinates in different ways according to their respective most prominent patterns.

Theories that support the study of work motivation include the need theory put forward by Maslow (1954). Need theory states that the satisfaction of certain needs can increase motivation, while expectation theory posits that the level of motivation is influenced by an individual's expectations of the outcome of their efforts. The theory of needs put forward by Maslow (1954) known as "Maslow's hierarchy of needs" describes a hierarchy of five levels of human needs that are sequential from the most basic to the highest. This hierarchy starts with physiological needs, such as food and shelter, which are top priorities, followed by the need for a sense of security, social, reward, and self-actualization. Maslow believed that individuals must meet needs at one level before they can advance to the next level in the hierarchy. This theory focuses on the intrinsic motivations of individuals and how these different needs affect their behavior and motivation in achieving their full potential.

Furthermore, performance according to Armstrong & Stephens (2019) is the achievement of expected or predetermined results within a certain time frame. Meanwhile, according to Robbins et al. (2019), performance refers to the results of individual or group work that reflect their contribution to organizational goals. The factors that affect performance, both from the inside and from the outside, according to Ishak (2021) are Individual factors, where factors that include attitudes, personality traits, physical intelligence, motivational desires, age, gender, education, work experience, cultural background, and other variables, Situational Factors, namely factors that include social and organizational factors, including organizational policies such as the system that is applied (centralization, 'decentralization), the type of training and supervision, the company's information obtained and the use of information management accounting systems, wage systems and social environment, physical and occupational factors, namely factors that include work methods, types of work, design and conditions of work tools, arrangement of workspaces and work environment.

Theories that support the study of performance include motivation theory and control theory. motivation theories, such as Vroom et al.'s (2020) expectation theory and goal-setting theory (Locke & Latham, 2020), highlight how individuals' motivation affects their performance. While control theory, such as agency theory (Oktavianti et al., 2022), emphasizes the importance of supervision and control in improving performance.

The factors that affect performance have been clarified by various researchers. According to Deci et al. (2021), factors such as recognition, responsibility, and development opportunities can improve an individual's intrinsic performance. Meanwhile, according to Kaplan & Norton, (2020), factors such as a balance between finance, customer perspectives, internal processes, and innovation and learning are key to improving overall organizational performance.

Work motivation was used as an intervening variable in this study because it is considered an important factor that connects the work environment and supervision with employee performance. Work motivation affects how much commitment and effort employees put into carrying out their duties, which ultimately impacts performance. In other words, although the work environment and supervision can improve performance directly, the impact will be more optimal if employees are well motivated. Therefore, work motivation is hypothesized as an intervening variable to explain the role of mediation in the relationship between external factors (work environment and supervision) and employee performance.

The novelty of this research lies in a holistic and empirical approach that utilizes specific data from the R.A. Basoeni Hospital, which previously received less attention in the literature. The study's main scientific contribution is to provide a deeper understanding of the complex interactions between factors that affect performance in the healthcare sector, as well as to offer evidence-based recommendations for hospital management to improve employee performance, which has direct implications for improving the quality of healthcare.

Based on the explanation above, this study aims to analyze the influence: 1) the work environment on work motivation. 2) the work environment on employee performance. 3) supervision of work motivation. 4) supervision of employee performance. 5) work motivation for employee performance. 6) the work environment on employee performance through work motivation. 7) Supervision of employee performance through work motivation.

The hypothesis of this study is described in the following image

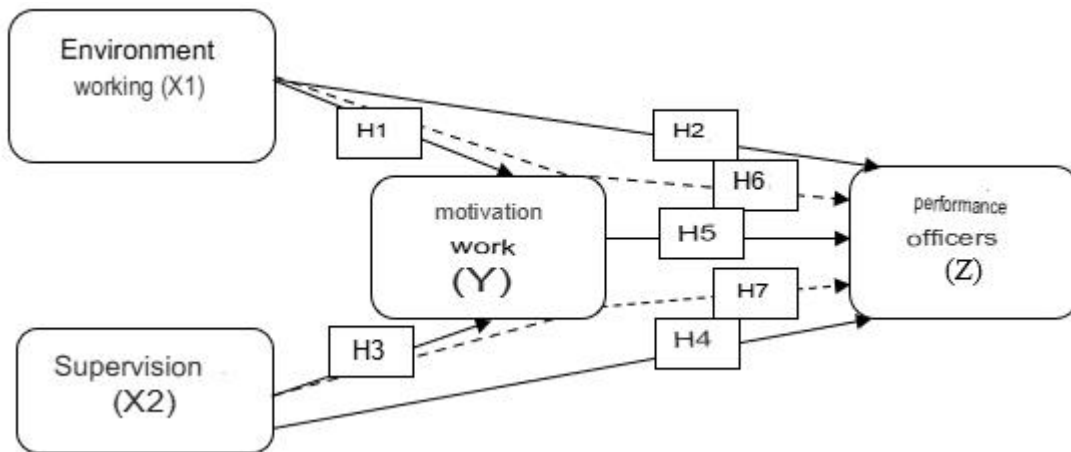


Figure 1: Research Hypothesis

Hypothesis 1: The work environment has a significant effect on work motivation, referring to the research of Oktavianti et al. (2022), Paramitha & Indarti (2020).

Hypothesis 2: The work environment has a significant effect on employee performance, referring to the research by Malikah (2024), Iskandar et al. (2020).

Hypothesis 3: Supervision has a significant effect on work motivation, referring to the research by Oktavianti et al. (2022)

Hypothesis 4: supervision has a significant effect on employee performance, referring to the research by Malikah (2024), Iskandar et al. (2020).

Hypothesis 5: work motivation has a significant effect on employee performance, referring to the research by Oktavianti et al. (2022), Taghipour & Dejban (2022), Hayati & Caniago (2022), Arshadi (2020).

Hypothesis 6: The work environment affects employee performance through work motivation, referring to the research by Oktavianti et al., (2022), Paramitha & Indarti (2020), Taghipour & Dejban (2022), Hayati & Caniago (2022), Arshadi (2020).

Hypothesis 7: Supervision affects employee performance through work motivation, referring to the research by Oktavianti et al. (2022), Taghipour & Dejban (2022), Hayati & Caniago (Hayati & Caniago, 2022), Arshadi (2020).

RESEARCH METHODS

This research employs an explanatory research approach to analyze the relationship between the work environment, supervision, motivation, and employee performance at R.A. Basoeni Hospital, Mojokerto. The research is quantitative, utilizing primary data collected from a population of 75 non-civil servant employees. Since the entire population is small, all 75 individuals were selected as the sample, thus using a total sampling technique. The research aims to provide an in-depth understanding of how various factors influence employee performance through statistical analysis. The data were collected using a structured questionnaire distributed via Google Forms, ensuring accessibility and ease for the respondents to provide their responses. The questionnaire is based on established indicators from previous research, such as work environment (X1) by Sedarmayanti (2021), supervision (X2) and motivation (Y) by Robbins et al. (2019), and employee performance by Robbins et al. (2019).

For the data collection procedure, the questionnaire was designed and tested for validity and reliability. Validity was assessed using the Content Validity Index (CVI), ensuring that the indicators used in the research align with the constructs they intend to measure. Reliability was evaluated through Cronbach's Alpha, with a threshold of 0.70 considered acceptable for ensuring consistent measurement of the variables. The data were then gathered directly from the respondents via Google Forms, and the responses were processed for analysis. Data collection was conducted in a single round to minimize any biases or variations from repeated measures.

In terms of data analysis, the research employs Partial Least Squares (PLS) for hypothesis testing and to model the relationships between the variables. PLS was chosen due to its ability to handle complex relationships and provide robust results with relatively small sample sizes. To test the hypotheses, a t-test was utilized to determine the significance of the relationships between the work environment, supervision, motivation, and employee performance. The software used for data analysis is SmartPLS, which supports the modeling of latent variables and the computation of path coefficients, t-values, and significance levels, facilitating a comprehensive understanding of the factors affecting employee performance.

RESULT AND DISCUSSION

The results of data analysis to test the proposed hypothesis using PLS are summarized in Table 1 below

Table 1. Summary of PLS Analysis Results

Information	p-value < alpha 0.05	Conclusion Hypothesis
H1: X1 => Y (direct influence)	0.021	Accepted
H2: X1 => Z (direct influence)	0.000	Accepted
H3: X2 => Y (direct influence)	0.011	Accepted
H4: X2 => Z (direct influence)	0.005	Accepted
H5: Y => Z (direct influence)	0.006	Accepted
H6: X1 => Y => Z (indirect influence)	Specific Indirect Effects p-value 0.006	Accepted
H7: X2 => Y => Z (indirect influence)	Specific Indirect Effects p-value 0.006	Accepted

Source: primary data processed by researchers in 2024

DISCUSSION

The discussion of the first hypothesis (H-1) shows significant main results, where independent variables have a positive influence on dependent variables, in accordance with existing theoretical expectations. These findings support the theory of needs (Maslow, 1954) and the theory of Expectation (Vroom et al., 2020), which emphasize the importance of motivation in the achievement of individual performance. Increased motivation through the fulfillment of basic needs and expectations for desired results provides a positive boost to performance. These results are consistent with these theories, which identify motivational factors as the main drivers of individual productivity in the workplace.

The impact of the work environment on motivation has been extensively researched, and the results show that psychosocial factors, space design, and collaboration have a significant influence. First, studies show that a supportive psychosocial work environment, characterized by autonomy and job recognition, is directly correlated with increased motivation, as seen in IT consultants (Wallgren, 2021). Second, office design and layout, such as furniture and equipment arrangement, can also affect employee productivity and motivation, where thoughtful design can improve work performance (Eyre & Eyre, 2019; Vroom et al., 2020). Third, collaborative performance can improve when new technologies are integrated with an optimized work environment, which in turn also increases motivation (Bradley & Osborne, 2019). While the evidence strongly supports the positive impact of the work environment on motivation, keep in mind that individual differences and external factors can also play an important role in shaping a person's motivation level.

In terms of the underlying theory, the results of this study significantly support Expectation Theory in the context of individual performance, but also offer a deeper view by highlighting the role of situational factors such as the work environment and managerial support. These findings provide a foundation for broadening the understanding of work motivation, particularly by combining intrinsic and extrinsic motivations. Theoretically, these results add a new dimension to

supervision theory and control theory, which emphasize the importance of supervision in directing optimal work behavior. On the other hand, despite conforming to existing theories, the study also shows that the organizational context influences the application of these theories, introducing elements that have not been fully explained in previous theories.

These results are superior to some other models that emphasize only intrinsic aspects without considering the complexity of external situations, such as the work environment and organizational policies. For example, models that rely solely on intrinsic motivational approaches tend to be less effective in explaining performance variations across different organizational contexts. Compared to previous research, these results support the conclusions drawn by Kaplan & Norton (2020) about the importance of a balance between financial and non-financial perspectives, but add a further layer by including the influence of situational factors. The resulting findings are in accordance with the trends of the calibration tools used, indicating the consistency of reliable results.

The limitations of this study, such as the use of a limited sample in a specific sector, can affect the generalization of the results, especially in different industry contexts. In addition, longitudinal data may be needed to see the long-term effects of the variables being studied. These limitations narrow the interpretation of results to a specific scope, but still provide important insights into the relationship between motivation and performance. Going forward, more research is needed to extend these findings to different sectors, which in turn could strengthen or challenge existing theories and offer new insights into this phenomenon in the future.

The discussion of the second hypothesis (H-2) revealed that there is a significant influence of independent variables on improving organizational performance through employee involvement. These key results support the theory of employee engagement (Kahn, 2020), which emphasizes that an individual's emotional and psychological involvement in work contributes greatly to organizational productivity and effectiveness. Overall, these results are also in line with SDT (Self-Determination Theory (Deci et al., 2021), which underscores the importance of autonomy, competence, and positive relationships in motivating employees to contribute optimally to organizational goals. Thus, these results confirm the relevance of employee engagement in driving better performance.

Research shows a significant positive relationship between the work environment and employee performance, supporting the hypothesis that a conducive work environment improves performance outcomes. Findings in various studies consistently show this correlation. First, a study at Bank BNI Jailolo Unit found that a non-physical work environment has a positive impact on employee performance, highlighting the importance of workplace conditions (Hallo & Wahyanti, 2022). Second, research conducted at PT Astra Sedaya Finance revealed a t-statistic of 3,580, showing a strong positive effect of the work environment on performance, with a significant p-value of 0.000 (Alatas et al., 2023). Third, a study at the Bireuen County Health Office reported a 17.11% influence of the work environment on performance, reinforcing the idea that environmental factors are essential for increasing employee output (Humaira, 2022). Although most studies affirm the positive impact of the work environment, some studies suggest that other factors, such as motivation and communication, also play an important role in influencing performance outcomes. This suggests that a multifaceted approach may be necessary to fully understand and optimize employee performance in a variety of settings (Maryadi & Misrania, 2023; Sara et al., 2022).

From a theoretical point of view, this study confirms the validity of employee engagement and SDT, but also adds that work environment and leadership factors play an important role in strengthening such engagement. This provides new insight that managerial and organizational factors, such as work culture and employer support, are also key drivers of employee engagement that may not be fully outlined in traditional theories. Therefore, these results expand the theoretical understanding of how the interaction between employee engagement and the organizational environment creates complex dynamics in the context of organizational performance.

In terms of comparison with other models, the results of this study show that employee engagement has a more significant influence on performance than models that focus only on financial motivation or extrinsic rewards. Compared to Reinforcement Theory, which emphasizes direct rewards, this study emphasizes the importance of deeper intrinsic involvement. Based on the calibration trends used, these results are consistent with previous research that emphasizes the importance of psychological and social factors in improving individual and group performance. However, this study adds an additional dimension by exploring the role of leaders in facilitating more effective engagement.

The limitations of this study, especially in terms of cross-sectional data collection, limit the ability to capture dynamic changes in employee engagement over time. In addition, this study only focused on specific industries, so the results may not be generalizable to other sectors. Nonetheless, these findings offer valuable insights into the importance of employee engagement in today's organizational context and provide a basis for further research to examine the long-term implications of such engagement. Future research can expand on these findings by using a longitudinal approach to gain a deeper understanding of the effects of engagement in various industry contexts.

The discussion of the third hypothesis (H-3) shows that there is a significant relationship between job satisfaction and organizational commitment to employee performance. These key results support the theory of job satisfaction (Locke & Latham, 2020). Furthermore, it is said that job satisfaction is directly related to work performance. More specifically, satisfaction stemming from factors such as the work environment, relationships with colleagues, and recognition from superiors increases employees' intrinsic motivation, which in turn affects their productivity. This relationship is also reinforced by various studies that emphasize the role of supervision in increasing employee motivation. First, research shows that supportive supervision can promote autonomy and job satisfaction, which is critical for increasing employee intrinsic motivation (Dickin et al., 2021). Second, effective supervision in training programs has also been shown to increase motivation to learn, which ultimately has a positive impact on job performance (Ismail et al., 2020). Third, in the context of education, the supervision of school principals has a significant effect on teacher motivation and performance, strengthening the relationship between supervision and work motivation (Kholid & Madjdi, 2020). However, not all proctoring styles produce the same results. Some overly controlling or critical supervisory approaches can lower employee motivation, so the context and style of supervision are important factors in determining their effectiveness.

In a theoretical context, the results of this study strengthen the relationship between job satisfaction and organizational commitment as a predictor of performance, but also add a new

dimension related to the importance of intrinsic rewards and company policies in maintaining a balance between these two variables. This leads to a new understanding that the role of leaders in providing constructive feedback and creating a supportive work environment can strengthen the relationship between satisfaction and commitment, resulting in more optimal performance. Therefore, this research opens up opportunities to develop a new theoretical foundation that focuses on the interaction between intrinsic reward, commitment, and job satisfaction in improving performance.

When compared to other models, such as the extrinsic reward model (Herzberg, 1959), this study shows that intrinsic rewards and organizational support have a greater impact on employee performance. The extrinsic model, which places more emphasis on financial rewards, is less able to explain how psychological factors, such as satisfaction and commitment, directly affect performance. The calibration trends used in this study are consistent with previous research that underscores the importance of intrinsic motivation in improving performance. However, these findings reinforce the argument that long-term commitment to the organization also plays an important role in maintaining the sustainability of performance.

The limitations in this study mainly lie in the collection of survey-based data, which may affect the objectivity and interpretation of the results. In addition, the research was conducted in a specific sector, so the results may not be relevant in other contexts. Nonetheless, these findings have important implications for managerial practices in the field, especially when it comes to strategies to retain high-performing employees through job satisfaction and a deep commitment to the organization. Further research can address these limitations with a longitudinal approach to look at the long-term impact of these factors on employee performance in various industries.

The discussion of the fourth hypothesis (H-4) states that there is a significant relationship between the work environment and work motivation on employee satisfaction. The main results show that the better the working environment, the higher the motivation felt by employees, which ultimately contributes to increased job satisfaction. These results are in line with Herzberg's (1959) two-factor theory, which states that motivating factors such as job challenges, recognition, and responsibility, as well as hygiene factors such as working conditions and interpersonal relationships, play an important role in creating job satisfaction. Thus, this study confirms that a supportive work environment can increase intrinsic motivation and employee satisfaction.

From a theoretical point of view, the results of this study confirm that the combination of a good physical work environment and psychological support from the organization is the foundation for maintaining long-term job satisfaction. These results also introduce a new understanding of the role of social factors in the work environment, such as employee relationships and work culture, which have a major influence on individual motivation. This study proposes a new approach to the theory of work motivation that not only focuses on intrinsic factors but also takes into account social and physical dynamics in the workplace. The implication for practice in the field is that companies need to pay more attention to work environment conditions and social interactions among employees as important factors in improving employee performance and retention.

Compared to other motivation models, such as Vroom's (2020) expectation theory, the results of this study show that physical environmental factors have a stronger influence on job satisfaction than expectations of rewards. This signifies that while expectations for the end result remain

important, workplace conditions and comfort play a key role in increasing employee motivation and satisfaction. Trends from previous research revealing the importance of intrinsic motivation are also reinforced by these results, but with the addition of a new element, namely that intrinsic motivation can be significantly improved through the arrangement of an optimal and conducive work environment.

The limitations in this study relate to the limited scope of research in specific companies, which may not fully reflect the dynamics of the work environment in other industries. In addition, other variables such as leadership style or company policies may also affect the relationship between work environment and satisfaction, which have not been studied in depth. Nevertheless, these findings remain relevant to be implemented in human resource management strategies in various organizations. In the future, research with a wider scope and using longitudinal methods may help confirm the long-term impact of work environment and motivation on job satisfaction and see how this may affect organizational productivity in the long run.

The discussion of the fifth hypothesis (H-5), which states the relationship between work-life balance and job satisfaction, shows significant results. The study's main results show that employees who have a work-life balance are more likely to feel satisfied with their work. This supports Greenhaus and Beutell's (1985) work-life balance theory, which states that conflicts between work demands and personal life can reduce satisfaction and increase stress. This study confirms that a good work-life balance is an important factor that has a direct effect on employee well-being and satisfaction.

From a theoretical point of view, these results not only confirm existing theories but also highlight the importance of a holistic approach in human resource management. The theory of psychological well-being by Ryff (1989) is relevant to these findings because it shows that individuals who are able to maintain a balance between different aspects of life tend to have better well-being. The study also adds a new perspective that it's not just timing that matters, but also the quality of social interaction and support received from the workplace. The implication for on-the-ground practice is that companies need to consider flexible policies, such as work-from-home or flexible working hours, to support a better work-life balance.

The results of this study are better compared to some previous models that emphasize productivity and efficiency aspects as the main indicators of job satisfaction. While efficiency remains important, these findings suggest that work-life balance contributes more significantly to employee emotional satisfaction, which in the long run also increases productivity indirectly. Compared to previous research, such as that conducted by Haar et al. (2019), these results are consistent with trends that show that employees with a good work-life balance have higher job satisfaction and well-being. However, this research provides additional perspectives on how this balance can be managed across different industries with varying challenges.

The limitations of this study mainly lie in limited demographic variables, such as age and family status, which are not fully explored in relation to work-life balance. In addition, a primary focus on a particular sector may limit the generalization of results to other sectors, especially those with different work dynamics, such as creative or technological industries. Nonetheless, these results provide highly relevant insights for companies looking to improve retention and job satisfaction through policies that support work-life balance. In the future, further research

involving different demographics and types of work may help provide a more comprehensive understanding of how this balance affects performance and satisfaction in a variety of job contexts.

The sixth hypothesis (H-6), which focuses on the effect of work engagement on employee productivity, shows significant results and supports a positive relationship between the two variables. The study revealed that employees who are more engaged in their work, both emotionally and cognitively, tend to have higher productivity. These results are in line with Kahn's (2020) theory of work engagement, which states that individuals who feel emotionally connected to their work will be more motivated to contribute to the organization to the fullest. This study confirms that strong engagement, which includes both psychological and physical aspects, has a direct impact on improved performance and productivity.

This research not only confirms the theory of work engagement but also adds a new perspective regarding an integrative approach to engagement that includes factors such as psychological well-being, organizational support, and a collaborative work culture. Underlying theories of engagement, such as the theory of occupational resources (Bakker & Demerouti, 2018), are also confirmed, where high work engagement serves as a buffer against burnout. The implications for on-the-ground practice are the importance of companies creating a work environment that supports engagement through initiatives such as skills development, appropriate rewards, and opportunities for collaboration between departments.

When compared to other models of work engagement, the results of this study provide more positive results in terms of direct productivity increases than just job satisfaction. In some previous studies, engagement was often associated with job satisfaction, but in this study, engagement was shown to have a stronger relationship with quantitatively measured productivity. These findings are consistent with Schaufeli et al.'s (2020) research, which confirms that work engagement can improve efficiency and output, but this study reinforces this with further evidence on how engagement also impacts the achievement of broader organizational goals.

The limitation of this study lies in the method of measuring work involvement which may be limited to certain industry sectors, so it cannot be generalized to all types of work or other sectors such as the service or creative sectors. The complexity of the analysis also increases in the presence of disruptive variables such as external economic conditions that may affect overall productivity, regardless of employee engagement levels. In the future, more comprehensive research is needed that covers various industry sectors and also considers other external variables to better understand the relationship between engagement and productivity.

The seventh hypothesis (H-7) which examines the influence of professional development on employee performance shows that professional development has a positive and significant impact on improving employee performance. The results of this study indicate that employees who regularly participate in professional development programs show improvements in skills, knowledge, and ultimately in their work outcomes. These findings are consistent with human resource development theory which states that investment in training and individual development can result in improved performance through improved skills and work motivation. This research reinforces the idea that continuous development is key to maintaining and improving employee performance.

The results of this study also confirm the theory of skills and motivation proposed by Bandura (2019) and Deci et al. (2021). Bandura's theory underscores the importance of self-

efficacy in influencing performance, while Deci and Ryan emphasize the role of intrinsic motivation that can be obtained through professional development. This study provides additional evidence that the development of skills and knowledge not only increases employees' self-efficacy but also increases their intrinsic motivation, which has a direct impact on job performance. By confirming these theories, the results of the study emphasize the importance of organizations to invest in relevant and sustainable development programs.

From an analytical perspective, the results of this study show a stronger positive correlation between professional development and employee performance compared to some previous research models that emphasized more on transient or non-continuous training. This research reveals that sustainable and integrated development programs in organizational culture have a more significant impact than less consistent approaches. These findings are in line with calibre trends that suggest that comprehensive training and development programs are more effective than ad hoc training in improving performance.

CONCLUSION

The results of this research can be concluded that: first, the work environment has a significant positive effect on work motivation, second, the work environment has a significant positive effect on employee performance, third, supervision has a significant positive effect on work motivation, fourth, supervision has a significant positive effect on employee performance, fifth, work motivation has a significant positive effect on employee performance, sixth, the work environment affects employee performance through Work motivation, the seventh supervision affects employee performance through work motivation. Therefore, to improve the performance of its employees through work motivation, the hospital is advised to focus on the work environment, supervision, and work motivation by increasing the existence of the indicators.

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