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# **ANALISIS PENGARUH FASILITAS KERJA TERHADAP KEPUASAN KERJA DAN KINERJA KARYAWAN UNIT ADMINISTRASI RUMAH SAKIT HARAPAN KOTA PEMATANGSIANTAR**

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## **ABSTRACT**

This study aims to analyze the influence of workplace facilities on job satisfaction and employee performance in the administrative unit of Harapan Hospital, Pematangsiantar. The research was conducted over seven months (November 2024–May 2025) using 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—such as work tools, administrative equipment, and social facilities—were rated as good. However, issues remain, particularly with frequently malfunctioning software and limited staff housing. Overall, 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 ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). 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 ( $p < 0.05$ ). These findings highlight the critical role of workplace facilities in enhancing human resource quality within hospital administrative environments.

Keywords: workplace facilities, job satisfaction, employee performance, hospital administration, multiple linear regression

## **ABSTRAK**

Penelitian ini bertujuan untuk menganalisis pengaruh fasilitas kerja terhadap

kepuasan kerja dan kinerja karyawan unit administrasi di Rumah Sakit Harapan Pematangsiantar. Penelitian dilakukan selama tujuh bulan (November 2024–Mei 2025) 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 yang tersedia seperti alat kerja, perlengkapan administrasi, serta fasilitas sosial berada pada kategori baik, meskipun ditemukan kendala pada aspek software dan keterbatasan asrama karyawan. Kepuasan kerja karyawan secara umum dinilai puas, namun beberapa dimensi seperti reward dan tantangan kerja masih perlu ditingkatkan. Kinerja karyawan juga berada pada kategori baik, terutama dalam hal disiplin dan ketepatan waktu, meskipun masih ditemukan keterbatasan pada aspek inisiatif. Analisis kuantitatif menunjukkan bahwa fasilitas kerja memiliki hubungan yang kuat terhadap kepuasan kerja ( $r = 0,750$ ) dan kinerja karyawan ( $r = 0,696$ ). 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 ( $p < 0,05$ ). 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

## **PENDAHULUAN**

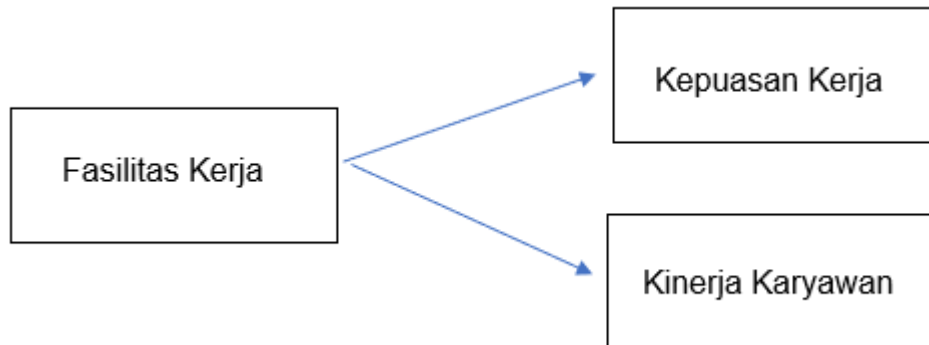
Rumah Sakit Harapan Pematangsiantar merupakan salah satu unit penting di Pematangsiantar yang bergerak menyediakan layanan kesehatan kepada masyarakat, khususnya di Pematangsiantar. Rumah Sakit Harapan Pematangsiantar berupaya memaksimalkan kinerjanya melalui penyediaan fasilitas layanan dan fasilitas kerja untuk mendukung operasional rumah sakit. Hal ini dimaksudkan untuk memberikan kepuasan kepada pasien dan optimalisasi kinerja rumah sakit melalui karyawan. Fasilitas kerja dimaksudkan untuk mendukung kenyamanan dan kepuasan bekerja dan peningkatan kinerja karyawan.

Kepuasan kerja adalah keadaan dimana seorang pekerja merasa senang dan nyaman dalam penyelesaian tanggung jawab sebagai suatu kekuatan, dorongan, kebutuhan, serta semangat yang mendorong untuk mencapai sebuah prestasi yang diharapkan dan keinginan tertentu (Sinaga et al., 2024). Sedangkan Saragih et al (2024) mendefinisikan kinerja sebagai suatu proses atau hasil kerja yang dihasilkan oleh pegawai melalui beberapa aspek yang harus dilalui serta memiliki tahapan-tahapan untuk mencapainya dan bertujuan untuk meningkatkan kinerja pegawai itu sendiri. Sedangkan fasilitas kerja adalah segala sesuatu yang dapat digunakan baik berupa sarana dan prasarana untuk menunjang pelaksanaan pekerjaan karyawan serta memperlancar penyelesaian tugas. (Djibran, Asi and Podungge, 2023; Rianti, 2023; Rony et al., 2024; Napitu, Waty and Pintauli, 2025).

Berdasarkan hasil wawancara dengan karyawan bagian administrasi Rumah Sakit Harapan Pematangsiantar, diketahui bahwa fasilitas kerja masih belum optimal. Pada dimensi fasilitas perlengkapan kerja, kurangnya perlengkapan arsip, beberapa

fasilitas komputer yang sering bermasalah sehingga ketika pekerjaan sedang banyak, karyawan mengalami kesulitan untuk bekerja dengan cepat. Pada dimensi fasilitas sosial, dapat dilihat dari terbatasnya asrama karyawan, sementara masih ada karyawan yang berdomisili jauh dari Rumah Sakit dan membutuhkan waktu yang lama untuk sampai di kantor.

Dari uraian di atas penelitian ini dimaksudkan untuk melakukan pengujian lebih lanjut terkait pengaruh fasilitas kerja terhadap kepuasan dan kinerja karyawan di bagian administrasi Rumah Sakit Harapan Pematangsiantar.

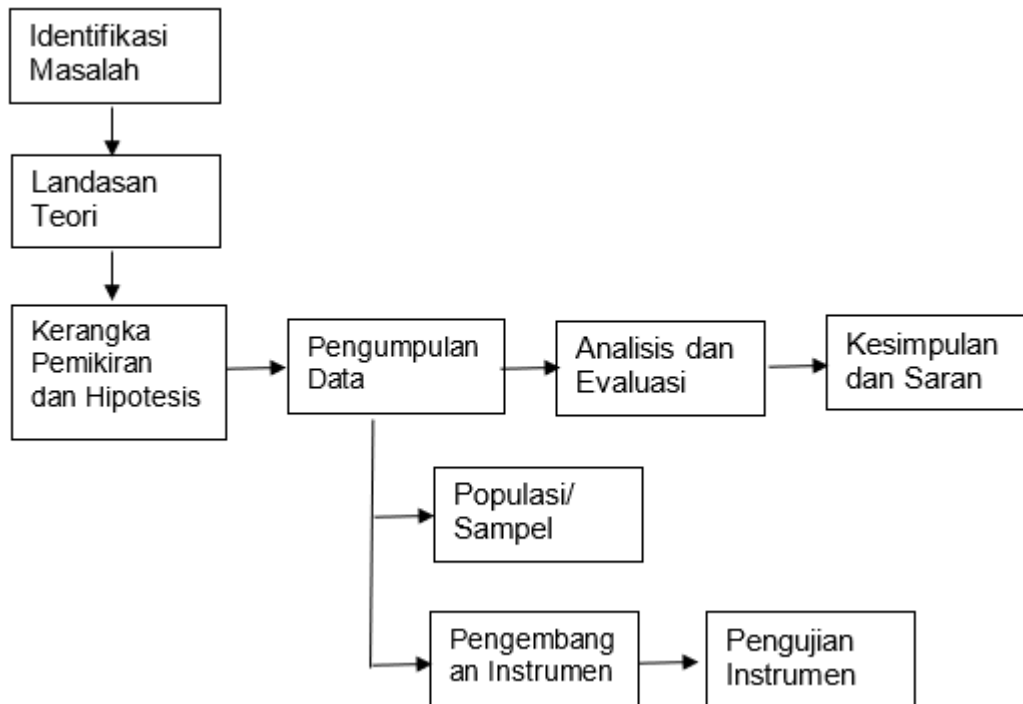


**Gambar 1. Kerangka Berpikir**

## **METODE PENELITIAN**

Desain penelitian yang digunakan dalam penulisan penelitian ini adalah penelitian lapangan (*field research*) dan penelitian kepustakaan (*library research*). Waktu penelitian ini selama 7 bulan dari bulan November 2024 sampai dengan Mei 2025. Adapun yang menjadi tempat dilakukannya penelitian ini adalah pada Rumah Sakit Harapan Pematangsiantar, yang beralamat di Jalan Farel Pasaribu No. 21, Kelurahan Suka Makmur, Kecamatan Siantar Marihat, Kota Pematangsiantar, Sumatera Utara.

Populasi yang digunakan dalam penelitian ini adalah seluruh karyawan bagian administrasi pada Rumah Sakit Harapan Pematangsiantar yang berjumlah 33 orang. Teknik penarikan sampel pada penelitian ini menggunakan. Dalam pengujian ini, penulis menggunakan uji normalitas, analisis kualitatif dan analisis kuantitatif. Proses pelaksanaan penelitian ini dapat dilihat dalam alur berikut :



**Gambar 2. Alur Pelaksanaan Penelitian**

## HASIL PENELITIAN DAN PEMBAHASAN

### 1. Uji Normalitas

**Tabel 1**  
**Hasil Uji Normalitas**  
**One-Sample Kolmogorov-Smirnov Test**

		Fasilitas.Kerja	Kepuasan.Kerja	Kinerja.Karyawan	Total
<i>N</i>		33	33	33	33
<i>Normal Parameters<sup>a,b</sup></i>	<i>Mean</i>	36.1212	44.9697	58.0606	139.1515
	<i>Std. Deviation</i>	4.17401	4.00379	5.67307	12.59246
	<i>Absolute</i>	.149	.133	.129	.175
<i>Most Extreme Differences</i>	<i>Positive</i>	.149	.133	.129	.175
	<i>Negative</i>	-.110	-.085	-.081	-.100
	<i>Kolmogorov-Smirnov Z</i>	.855	.766	.744	1.003
<b><i>Asymp. Sig. (2-tailed)</i></b>		<b>.457</b>	<b>.600</b>	<b>.638</b>	<b>.267</b>

a. Test distribution is Normal.

b. Calculated from data.

Berdasarkan tabel 1 di atas diperoleh hasil *asymp. Sig. (2-tailed)* fasilitas kerja sebesar 0,457, kepuasan kerja sebesar 0,600, kinerja karyawan sebesar 0,638 serta jumlah seluruhnya sebesar 0,267. Hal ini menunjukkan bahwa masing- masing data variabel tersebut berdistribusi normal

### 2. Analisis Deskriptif Kualitatif

#### 1) Gambaran Fasilitas Kerja pada Rumah Sakit Harapan Pematangsiantar

Untuk mencapai keberhasilan usaha, salah satu yang dibutuhkan adalah dukungan organisasi berupa penyediaan fasilitas kerja. Fasilitas kerja merupakan faktor pendukung bagi kelancaran

tugas yang dikerjakan, meningkatkan efektivitas dan efisiensi kerja karyawan baik secara personil maupun kerja tim, sehingga pekerjaan dapat dikerjakan sesuai dengan harapan. Fasilitas yang digunakan bermacam-macam bentuk, jenis maupun manfaatnya serta disesuaikan dengan kebutuhan dan kemampuan organisasi (Pangarso, Firdaus and Moeliono, 2016; Temesvari and Subakti, 2020; Djibran, Asi and Podungge, 2023; Berutu, Cindy and Agus, 2024). Berikut ini disajikan tabel dari jawaban responden tentang fasilitas kerja pada Rumah Sakit Harapan Pematangsiantar :

**Tabel 2**  
**Rekapitulasi Jawaban Responden Mengenai Fasilitas Kerja**

No	Dimensi	Nilai Rata-rata Jawaban	Kriteria Jawaban
1.	Fasilitas Alat Kerja	3,82	Baik
2.	Fasilitas Perlengkapan Kerja	4,17	Baik
3.	Fasilitas Sosial	4,05	Baik

Sumber: hasil pengolahan kuesioner (2025)

Dari tabel di atas ditunjukkan hasil jawaban responden terkait fasilitas kerja berdasarkan beberapa dimensi. Pada dimensi fasilitas alat kerja, diperoleh rata-rata jawaban 3,82 dengan kriteria jawaban baik. Hal ini disebabkan Rumah Sakit Harapan menyediakan alat kerja untuk mendukung pekerjaan karyawan seperti, meja dan kursi, komputer, printer, jaringan internet, dan lain-lain. Namun dalam wawancara, masih ditemukan kendala khususnya terkait aplikasi dan software yang sering mengalami gangguan dan mempengaruhi pengerjaan administrasi.

Pada dimensi fasilitas alat kerja diperoleh rata-rata jawaban sebesar 4,17 dengan kriteria jawaban baik. Hal ini karena pihak rumah sakit menyediakan perlengkapan kerja seperti alat tulis kantor, lemari arsip, *file box* yang tertata rapi sehingga memudahkan saat penggunaan berkas. Kemudian pada fasilitas sosial diperoleh nilai rata-rata 4,05 dengan jawaban baik. Hal ini ditunjukkan karena rumah Sakit Harapan menyediakan mobil dinas, ambulance, tempat ibadah dan asrama. Asrama yang dimaksud diperuntukkan bagi karyawan, akan tetapi jumlahnya terbatas beberapa unit saja dan belum semua karyawan yang memiliki jarak tempuh cukup jauh dari rumah sakit sering tidak dapat mengunakannya.

## **2) Gambaran Kepuasan Kerja pada Rumah Sakit Harapan Pematangsiantar**

Kepuasan kerja merupakan perasaan puas atau rasa pencapaian yang diperoleh seorang karyawan dari pekerjaannya. Kepuasan kerja sering dinyatakan sebagai ungkapan atau respon atas penyelesaian suatu pekerjaan sehingga tidak terjadi tuntutan dari karyawan atau karyawan ke sebuah instansi maupun perusahaan. Respon ini dapat dipengaruhi oleh banyak faktor baik dari internal maupun eksternal karyawan dan organisasi. Organisasi menginginkan karyawannya puas dengan aspek-aspek pekerjaan yang ada dan dirasakan individu sehingga mereka mampu memberi kontribusi maksimal terhadap pekerjaannya. Berbagai referensi juga menyatakan hal serupa terkait pentingnya kepuasan kerja karyawan (Pangarso, Firdaus and Moeliono, 2016; Hamid and Hazriyanto, 2019; Hakim, Hidayat and Fanani, 2021). Berikut ini disajikan tabel dari jawaban responden tentang Kepuasan kerja pada Rumah Sakit Harapan Pematangsiantar :

**Tabel 3**  
**Rekapitulasi Jawaban Responden Mengenai Kepuasan Kerja**

No	Dimensi	Nilai Rata-rata Jawaban	Kriteria Jawaban
1.	Pekerjaan yang menantang	3,61	Puas
2.	Reward yang memadai	3,61	Puas
3.	Kondisi kerja yang mendukung	3,97	Puas
4.	Kolega yang mendukung	3,81	Puas

Sumber: hasil pengolahan kuesioner (2025)

Dari tabel 2 di atas tentang kepuasan kerja yang diukur dari dimensi pekerjaan yang menantang, *reward* yang memadai, kondisi kerja yang mendukung, dan kolega yang mendukung. Pada dimensi pekerjaan yang menantang diperoleh nilai rata-rata jawaban 3,61 dengan kriteria jawaban puas. Hal ini disebabkan rumah sakit memberikan kesempatan karyawan untuk menggunakan dan mengembangkan keterampilan dan kreatifitasnya dalam bekerja. Terkait beberapa hal, karyawan sering merasa bosan sifat pekerjaan yang monoton dan berdampak pada minimnya tantangan untuk mengembangkan kreatifitas kerja itu sendiri.

Pada dimensi *reward* yang menantang, diperoleh rata-rata jawaban 3,61 dengan kriteria jawaban puas. Hal ini dilihat pada gaji, promosi dan pelatihan yang diberikan pihak Rumah Sakit Harapan Pematangsiantar kepada karyawan. Perusahaan telah memberikan gaji yang sesuai serta pelatihan untuk mengembangkan kemampuan SDMnya. Pada aspek promosi menjadi elemen yang sulit dikomentari karena proses promosi membutuhkan waktu yang cukup panjang sekitar lebih dari 5 tahun.

Untuk dimensi kondisi kerja, diperoleh jawaban rata-rata sebesar 3,97 dengan kriteria jawaban puas. Hal ini disebabkan rumah sakit Harapan Pematangsiantar menyediakan ruang kerja yang nyaman dan bersih serta tenang sehingga membantu karyawan untuk fokus saat bekerja. Sedangkan pada dimensi kolega yang mendukung, diperoleh jawaban 3,81 dengan kriteria jawaban puas. Hal ini disebabkan hubungan yang baik terjadi dalam lingkungan kerja dan interaksi. Selain itu adanya kecenderungan terbentuknya *circle* pertemanan dalam kelompok yang lebih kecil mampu mempengaruhi dukungan yang lebih personal dalam diri karyawan.

### **3) Gambaran Kinerja Karyawan pada Rumah Sakit Harapan Pematangsiantar**

Kinerja mempunyai arti yang sangat luas dan bukan hasil kerjanya tapi termasuk bagaimana pekerjaan itu dapat berjalan dengan baik. Di dalam (Surat Keterangan Direktur Rumah Sakit Harapan, 2019; Anandita, Indriyani and Mahendri, 2021; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021), kinerja merupakan suatu proses atau hasil kerja yang dihasilkan oleh pegawai melalui beberapa aspek yang harus dilalui serta memiliki tahapan-tahapan untuk mencapainya dan bertujuan untuk meningkatkan kinerja pegawai itu sendiri. kinerja adalah hasil dicapai oleh seseorang terkait penyelesaian tugasnya sesuai dengan tanggung jawab yang diberikan dan ketentuan tempatnya bekerja. Berikut ini disajikan tabel dari jawaban responden tentang kinerja karyawan pada Rumah Sakit Harapan Pematangsiantar :

**Tabel 4**

## Rekapitulasi Jawaban Responden Mengenai Kinerja Karyawan

No	Dimensi	Nilai Rata-rata Jawaban	Kriteria Jawaban
1.	Disiplin	4,06	Baik
2.	Ketepatan waktu	4,00	Baik
3.	Kemampuan untuk berkembang	3,90	Baik
4.	Kerjasama	3,80	Baik
5.	Inisiatif	3,60	Baik

Sumber: hasil pengolahan kuesioner (2025)

Berdasarkan hasil rekapitulasi jawaban tersebut, dapat dilihat bahwa secara pada dimensi disiplin diperoleh nilai jawaban rata-rata 4,06 dengan kriteria jawaban baik. Hal ini dikarenakan karyawan menunjukkan perilaku patuh terhadap aturan kerja seperti kehadiran, memakai seragam kerja sesuai ketentuan dan bekerja sesuai dengan Standar Operasional Prosedur. Selain itu, pada dimensi ketepatan waktu, diperoleh jawaban rata-rata 4,00 dengan kriteria jawaban baik. Hal ini ditunjukkan karyawan dalam hal ketepatan waktu penyelesaian pekerjaan dan pelaporan hasil kerja serta kualitas kerja yang baik.

Pada dimensi kemampuan untuk berkembang diperoleh nilai jawaban rata-rata 3,90 dengan kriteria baik. Hal ini disebabkan karyawan dapat menyelesaikan pekerjaan yang dibebankan kepadanya, memeriksa hasil pekerjaan dan berupaya mempelajari hal-hal baru, khususnya terkait pekerjaan dan *update* terhadap info terbaru seputar peraturan pemerintah tentang kesehatan.

Pada dimensi kerjasama diperoleh jawaban rata-rata 3,80 dengan kriteria dengan jawab baik. Hal ini disebabkan kecenderungan karyawan yang membentuk *circle* pertemanan dalam kelompok yang lebih kecil, interaksi yang lebih tinggi dalam kelompok. Kondisi ini sering kali mempengaruhi komunikasi dan efektifitas organisasi. Sedangkan untuk inisiatif diperoleh jawaban 3,60 dengan kriteria jawaban baik. Hal ini disebabkan sifat kerja yang monoton karyawan sehingga karyawan terbiasa dengan pekerjaan rutin dan menjadikan enggan untuk menfeluarkan ide-ide.

### 3. Analisis Deskriptif Kuantitatif

#### 1) PENGARUH FASILITAS TERHADAP KEPUASAN KERJA

##### (1) Analisis Korelasi dan Determinasi

Pada tahap ini dihitung korelasi berupa derajat atau kedalaman hubungan antar perubahan, disebut dengan koefisien yang disimbolkan dengan  $r$ . Pada pengujian ini dihitung hubungan variabel bebas (fasilitas kerja) dengan variabel terikat  $Y$  (kepuasan kerja). Dengan menggunakan koefisien determinasi (*Adjusted R Square*). Berikut ini adalah hasil uji koefisien korelasi dan koefisien determinasi dengan bantuan program SPSS versi 21 sebagai berikut:

**Tabel 5**  
**Analisis Koefisien Korelasi dan Koefisien Determinasi**  
**Fasilitas Kerja dengan Kepuasan Kerja**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.563	.548	2.69031

a. Predictors: (Constant), Fasilitas.Kerja

b. Dependent Variable: Kepuasan.Kerja

Sumber: hasil pengolahan kuesioner dengan SPSS versi 21 (2025)

Dari tabel di atas diperoleh korelasi nilai  $r = 0,750$  artinya terdapat hubungan yang kuat (*moderately high correlation*) antara fasilitas kerja dengan kepuasan kerja pada Rumah Sakit Harapan Pematangsiantar pada bagian administrasi. Hasil nilai koefisien determinasinya 0,563 artinya tinggi rendahnya kepuasan kerja pada Rumah Sakit Harapan Pematangsiantar di bagian administrasi sebesar 56,3% dapat dijelaskan oleh kepuasan kerja, sedangkan sisanya 43,7% dijelaskan oleh variabel lain yang seperti komitmen, pelatihan, kepemimpinan dan faktor lain yang tidak dibahas dalam penelitian ini.

**(2) Analisis Regresi Linear Berganda**

Penelitian ini bertujuan untuk menganalisis seberapa besar fasilitas kerja mampu mempengaruhi kepuasan kerja karyawan unit administrasi pada Rumah Sakit Harapan Pematangsiantar. Analisis data yang dipakai ialah analisis regresi linier. Analisis dilakukan dengan menggunakan tabulasi responden pada kuesioner yang telah dijalankan.

**Tabel 6**  
**Regresi Linear Berganda**  
**Pengaruh Fasilitas Kerja terhadap Kepuasan Kerja**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	18.981	4.142		4.582	.000
	Fasilitas.Kerja	.719	.114	.750	6.315	.000

a. Dependent Variable: Kepuasan.Kerja

Sumber: hasil pengolahan kuesioner dengan SPSS versi 21 (2025)

Berdasarkan hasil pengolahan kuesioner dengan SPSS versi 21 pada tabel di atas diperoleh persamaan regresi sebagai berikut  $\hat{Y} = 18,981 + 0,719X$ , artinya jika terjadi peningkatan fasilitas kerja maka kepuasan kerja akan mengalami kenaikan sebesar 0,719. Berdasarkan tabel di atas juga diketahui nilai signifikansi yaitu, nilai  $t_{hitung}$  pada variabel fasilitas kerja sebesar  $6,315 > t_{tabel}$  dengan taraf  $df = n-k-1$  ( $33-1-1=31$ ) sebesar 2,0395 atau dengan taraf signifikansi  $0,000 < 0,05$  maka  $H_0$  ditolak, artinya fasilitas kerja berpengaruh secara signifikan terhadap kepuasan kerja karyawan unit administrasi pada Rumah Sakit Harapan Pematangsiantar. Hal ini sejalan dengan penelitian terdahulu (Pangarso, Firdaus and Moeliono, 2016; Maulana, Tahura and Fahlevi, 2023; Rianti, 2023).

**2) PENGARUH FASILITAS TERHADAP KINERJA KARYAWAN**

**(1) Analisis Korelasi dan Determinasi**

Penghitungan korelasi dilakukan untuk mengukur derajat atau kedalaman hubungan antar perubahan, disebut dengan koefisien yang disimbolkan dengan r. Pengujian ini dilakukan untuk menghitung hubungan variabel bebas (fasilitas kerja) dengan variabel terikat Y (kinerja karyawan). Dengan menggunakan koefisien determinasi (*Adjusted R Square*). Berikut ini adalah hasil uji koefisien korelasi dan koefisien determinasi dengan bantuan program SPSS versi 21 sebagai berikut:

**Tabel 7**  
**Analisis Koefisien Korelasi dan Koefisien Determinasi**  
**Fasilitas Kerja dengan Kinerja Karyawan**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 <sup>a</sup>	.485	.468	4.13596

a. Predictors: (Constant), Fasilitas.Kerja

b. Dependent Variable: Kinerja.Karyawan

Sumber: hasil pengolahan kuesioner dengan SPSS versi 21 (2025)

Dari tabel di atas diperoleh korelasi nilai  $r = 0,696$  artinya terdapat hubungan yang kuat (*moderately high correlation*) antara fasilitas kerja dengan kinerja karyawan unit administrasi pada Rumah Sakit Harapan Pematangsiantar. Hasil nilai koefisien determinasinya 0,485 artinya tinggi rendahnya kinerja karyawan 48,5% dapat dijelaskan oleh fasilitas kerja, sedangkan sisanya 52,5% dijelaskan oleh variabel lain yang tidak dibahas dalam penelitian ini seperti penempatan, pelatihan, komitmen, kepemimpinan dan variabel lainnya.

### (2) Analisis Regresi Linear Berganda

Penelitian ini bertujuan untuk menganalisis seberapa besar pengaruh fasilitas kerja terhadap kinerja karyawan bagian administrasi Rumah Sakit Harapan Pematangsiantar. Teknik analisis data yang dipakai ialah analisis regresi linier berganda dengan menggunakan tabulasi responden pada kuesioner yang telah dijalankan.

**Tabel Hasil 8**  
**Regresi Linear Berganda**  
**Pengaruh Fasilitas Kerja terhadap Kinerja Karyawan**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.867	6.368		3.748	.001
	Fasilitas.Kerja	.947	.175	.696	5.404	.000

a. Dependent Variable: Kinerja.Karyawan

Sumber: hasil pengolahan kuesioner dengan SPSS versi 21 (2025)

Berdasarkan hasil pengolahan kuesioner dengan SPSS versi 21 pada tabel di atas diperoleh persamaan regresi sebagai berikut  $\hat{Y} = 23,867 + 0,947X$ , artinya jika terjadi peningkatan fasilitas kerja maka kinerja karyawan akan mengalami kenaikan sebesar 0,947. Berdasarkan tabel di atas juga diketahui nilai signifikansi yaitu, nilai  $t_{hitung}$  pada variabel fasilitas kerja sebesar  $5,404 > t_{tabel}$  dengan taraf  $df = n-k-1$  ( $33-1-1=31$ )

sebesar 2,0395 atau dengan taraf signifikansi  $0,000 < 0,05$  maka  $H_0$  ditolak, artinya fasilitas kerja berpengaruh secara signifikan terhadap kinerja karyawan unit administrasi pada Rumah Sakit Harapan Pematangsiantar. Hal ini sejalan dengan penelitian terdahulu (Djibran, Asi and Podungge, 2023; Napitu, Waty and Pintauli, 2025)

## **KESIMPULAN DAN SARAN**

### **Kesimpulan**

Berdasarkan uraian yang telah dikemukakan dalam bab sebelumnya, maka penulis menarik kesimpulan bahwa hasil analisis deskriptif kualitatif menunjukkan fasilitas kerja sudah baik, kepuasan kerja sudah puas dan kinerja karyawan sudah baik. Hasil analisis deskriptif kuantitatif diperoleh hasil regresi linier menyatakan bahwa adanya fasilitas kerja berpengaruh positif dan signifikan terhadap kepuasan kerja dan kinerja karyawan. Selain itu dari hasil analisis koefisien korelasi menyatakan bahwa terdapat hubungan yang kuat antara fasilitas kerja dengan kepuasan kerja dan fasilitas kerja dengan kinerja karyawan. Dalam hal ini menunjukkan bahwa fasilitas kerja lebih besar mempengaruhi kepuasan kerja dibandingkan terhadap kinerja. Hal ini disebabkan pada bagian administrasi memiliki sifat kerja yang rutin, monoton dan fleksibel dalam waktu penyelesaiannya, sehingga jika terjadi gangguan kerja akan mempengaruhi kenyamanan pekerjaan namun tidak terlalu mengganggu dalam penyelesaian pekerjaan. Hal ini dibuktikan dengan masih terselesaikannya pekerjaan secara tepat waktu. Secara teoritis pengukuran kinerja merujuk pada pengukuran hasil pekerjaan dan perilaku kerja seperti kualitas, kuantitas, waktu, kerjasama, disiplin, inisiatif, produktifitas, komitmen, sedangkan kepuasan kerja mencatatkan tentang respon dan perasaan yang dimiliki karyawan terhadap pekerjaan yang dimilikinya termasuk faktor-faktor yang mempengaruhi pekerjaan tersebut (Adamy, 2016; Wijaya and Rifa'i, 2016; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021),

### **Saran**

Dari kesimpulan di atas, maka perlu dikemukakan beberapa saran yang dapat berguna bagi Rumah Sakit Harapan Pematangsiantar untuk meningkatkan kepuasan kerja dan kinerja melalui fasilitas kerja. Pada fasilitas kerja sebaiknya pihak Rumah sakit dapat mempertimbangkan untuk mengevaluasi sistem yang digunakan serta melakukan *maintenace* (pemeliharaan rutin) untuk menghindari terjadinya gangguan bekerja. Untuk meningkatkan kepuasan kerja sebaiknya pihak rumah sakit juga dapat memperhatikan pemberian promosi melalui prestasi kerja dan atau masa kerja. Dan untuk mendorong kinerja sebaiknya perusahaan dapat mempertimbangkan rotasi kerja atau pembentukan tim kerja sehingga karyawan secara tidak langsung diarahkan untuk menyeimbangkan hubungan pertemanan dan profesionalisme dalam bekerja.

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**Bukti konfirmasi review dan hasil review  
artikel (Round 1)  
(25 Agustus 2025)**

Jurnal Ilmiah Manajemen Kesatuan

4008 / Julyanthry et al. / The Influence of Work Facilities on Job Satisfaction and Employee Performance in the Hospital Administrative [Library](#)

Workflow **Publication**

Submission **Review** Copyediting Production

Round 1 **Round 2** Round 3

**Round 1 Status**  
All reviewers have responded and a decision is needed.

Jurnal Ilmiah Manajemen Kesatuan

Reviewer's Attachments [Search](#)

17361	4008-Editorial Screening.docx	August 25, 2025
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## REVIEW REPORT [ROUND 1]

### JURNAL ILMIAH MANAJEMEN KESATUAN 1<sup>st</sup> round review- Editorial Screening

**Judul Naskah** : ANALISIS PENGARUH FASILITAS KERJA TERHADAP KEPUASAN KERJA DAN KINERJA KARYAWAN UNIT ADMINISTRASI RUMAH SAKIT HARAPAN KOTA PEMATANGSIANTAR

**ID Naskah** : 4008

No	Kategori	Ketentuan	Perbaikan oleh Penulis	Halaman
1.	Judul	Judul naskah maksimal 20 kata dan tidak boleh lebih dari dua baris.		
		Judul harus mencerminkan substansi isi artikel secara jelas dan spesifik.		
2.	Identitas Penulis	Nama penulis, afiliasi institusi, dan email korespondensi tidak boleh dicantumkan dalam naskah utama (blind). Identitas hanya dimasukkan melalui metadata submission di OJS.		
		Jika naskah masih mencantumkan identitas penulis, mohon dihapus terlebih dahulu untuk menjaga prinsip blind review.		
3.	Abstrak	Abstrak wajib disajikan dalam Bahasa Inggris.		
		Abstrak tersebut harus dalam 1 halaman, di halaman judul saja.		
		Panjang maksimal 200 kata disertai 4-6 keywords		
4.	Struktur Artikel	Artikel harus terdiri dari bagian: <ul style="list-style-type: none"><li>- <b>Introduction</b></li><li>- <b>Literature Review and Hypothesis Development</b></li><li>- <b>Research Method</b></li><li>- <b>Results</b></li><li>- <b>Discussion</b></li><li>- <b>Conclusions and Suggestions</b></li></ul>		
		Minimalisir penggunaan subheading yang berlebihan. Pastikan bahwa setiap subheading disertai dengan pembahasan yang memadai dan proporsional.		
5.	Tabel dan Gambar	Tabel dan gambar harus diberi nomor urut (Table 1, Figure 1, etc.), serta dilengkapi judul dalam Inggris.		
		Pastikan setiap tabel dan gambar yang disertakan dalam naskah dikutip atau dirujuk secara eksplisit di dalam teks.		
		Gunakan standar internasional untuk penulisan angka (koma untuk ribuan, dan titik untuk desimal)		
6.	Gaya Kutipan	Gaya kutipan dan daftar pustaka wajib mengikuti format APA Style edisi ke-6.		
		Pastikan seluruh kutipan yang digunakan		

No	Kategori	Ketentuan	Perbaikan oleh Penulis	Halaman
		tercantum dalam daftar pustaka, dan sebaliknya.		
		Disarankan menggunakan reference manager seperti Mendeley atau Zotero untuk konsistensi kutipan.		
7.	Referensi dan Kutipan	Minimal terdapat 30 referensi ilmiah yang relevan dan berkualitas (jurnal, prosiding, buku referensi) dari sumber bereputasi internasional dan berbahasa Inggris.		
		Sebanyak 80% referensi sebaiknya berasal dari jurnal terbitan 5 tahun terakhir.		
		Penulis diwajibkan mengutip artikel-artikel yang relevan dari jurnal terbitan IBI Kesatuan ( <b>JIMKES</b> , <b>JIAKES</b> dan <b>RISSET</b> ), dan menandainya di dalam naskah revisi.		

\*Seluruh perbaikan wajib ditandai/highlight dengan warna kuning baik untuk perbaikan editorial atau substansi dari reviewer

**Bukti konfirmasi revisi paper (Round 1)  
dan file yang direvisi  
(09 September 2025)**

**Jurnal Ilmiah Manajemen Kesatuan** 🔔 👤

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4008 / [Julyanthy et al.](#) / [The Influence of Work Facilities on Job Satisfaction and Employee Performance in the Hospital Administrative](#) Library

Workflow: **Publication**

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Round 1 | **Round 2** | Round 3

**Round 1 Status**  
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## REVISI ROUND 1

### JURNAL ILMIAH MANAJEMEN KESATUAN 1<sup>st</sup> round review- Editorial Screening

Judul Naskah : ANALYSIS OF THE INFLUENCE OF WORK FACILITIES ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF THE ADMINISTRATIVE UNIT OF HARAPAN HOSPITAL IN PEMATANGSIANTAR CITY

ID Naskah : 4008

No	Kategori	Ketentuan	Perbaikan oleh Penulis	Halaman
8.	Judul	Judul naskah maksimal 20 kata dan tidak boleh lebih dari dua baris.	Done	1
		Judul harus mencerminkan substansi isi artikel secara jelas dan spesifik.	Done	1
9.	Identitas Penulis	Nama penulis, afiliasi institusi, dan email korespondensi tidak boleh dicantumkan dalam naskah utama (blind). Identitas hanya dimasukkan melalui metadata submission di OJS.	Deleted	1
		Jika naskah masih mencantumkan identitas penulis, mohon dihapus terlebih dahulu untuk menjaga prinsip blind review.	Deleted	1
10.	Abstrak	Abstrak wajib disajikan dalam dua bahasa: Bahasa Indonesia dan Bahasa Inggris.	Adjusted	1
		Abstrak dalam kedua Bahasa tersebut harus dalam 1 halaman, di halaman judul saja.	Adjusted	1
		Panjang maksimal 200 kata disertai 4-6 keywords	Done 158, 150	1
11.	Struktur Artikel	Artikel harus terdiri dari bagian: <ul style="list-style-type: none"> <li>- <b>Introduction (615)</b></li> <li>- <b>Literature Review and Hypothesis Development</b></li> <li>- <b>Research Method</b></li> <li>- <b>Results</b></li> <li>- <b>Discussion</b></li> <li>- <b>Conclusions and Suggestions</b></li> </ul>	Adjusted	2-13
		Minimalisir penggunaan subheading yang berlebihan. Pastikan bahwa setiap subheading disertai dengan pembahasan yang memadai dan proporsional.	Adjusted	2-13
12.	Tabel dan Gambar	Tabel dan gambar harus diberi nomor urut (Table 1, Figure 1, etc.), serta dilengkapi judul dalam Inggris.	Adjusted	4-11
		Pastikan setiap tabel dan gambar yang disertakan dalam naskah dikutip atau dirujuk secara eksplisit di dalam teks.	Adjusted	4-11
		Gunakan standar internasional untuk penulisan angka (koma untuk ribuan, dan titik untuk desimal)	Adjusted	2-13

No	Kategori	Ketentuan	Perbaikan oleh Penulis	Halaman
13.	Gaya Kutipan	Gaya kutipan dan daftar pustaka wajib mengikuti format APA Style edisi ke-6.	Adjusted	2-13
		Pastikan seluruh kutipan yang digunakan tercantum dalam daftar pustaka, dan sebaliknya.	Adjusted	2-13
		Disarankan menggunakan reference manager seperti Mendeley atau Zotero untuk konsistensi kutipan.	Adjusted	2-13
14.	Referensi dan Kutipan	Minimal terdapat 30 referensi ilmiah yang relevan dan berkualitas (jurnal, prosiding, buku referensi) dari sumber bereputasi internasional dan berbahasa Inggris.	40	
		Sebanyak 80% referensi sebaiknya berasal dari jurnal terbitan 5 tahun terakhir.	Adjusted	
		Penulis diwajibkan mengutip artikel-artikel yang relevan dari jurnal terbitan IBI Kesatuan ( <b>JIMKES</b> , <b>JIKES</b> dan <b>RISSET</b> ), dan menandainya di dalam naskah revisi.		
15.	Plagiarisme dan Orisinalitas	Kirimkan hasil pengecekan plagiarisme dengan skor maksimal 20% (menggunakan Turnitin atau alat sejenis).	Adjusted,	

\*Seluruh perbaikan wajib ditandai/highlight dengan **warna kuning** baik untuk perbaikan editorial atau substansi dari reviewer

# **ANALYSIS OF THE INFLUENCE OF WORK FACILITIES ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF THE ADMINISTRATIVE UNIT OF HARAPAN HOSPITAL IN PEMATANGSIANTAR CITY**

## **ABSTRACT**

This study aims to analyze the influence of workplace facilities on job satisfaction and employee performance in the administrative unit of Harapan Hospital, Pematangsiantar. The research was conducted over seven months (November 2024–May 2025) using 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—such as work tools, administrative equipment, and social facilities—were rated as good. However, issues remain, particularly with frequently malfunctioning software and limited staff housing. Overall, 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 ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). 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 ( $p < 0.05$ ). These findings highlight the critical role of workplace facilities in enhancing human resource quality within hospital administrative environments.

Keywords: workplace facilities, job satisfaction, employee performance, hospital administration, multiple linear regression

## **ABSTRACT**

This study aims to analyze the influence of work facilities on job satisfaction and performance of employees of administrative units at Harapan Pematangsiantar Hospital. The research was conducted for seven months (November 2024–May 2025) using field research and library research methods. The research population is all administrative employees as many as 33 people. Data analysis techniques include normality tests, qualitative analysis, and multiple linear regression. The results of the study showed that the available work facilities such as work tools, administrative equipment, and social facilities were in the good category, although obstacles were found in the software aspect and limitations of employee dormitories. Employee job satisfaction is generally considered satisfied, but some dimensions such as rewards and work challenges still need to be improved. Employee performance is also in the good category, especially in terms of discipline and punctuality, although limitations are still found in the initiative aspect. Quantitative analysis showed that work facilities had a strong relationship with job satisfaction ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). Work facilities contribute 56.3% to job satisfaction and 48.5% to employee performance. The results of the regression test showed that the work facility had a significant effect on both variables ( $p < 0.05$ ). These findings underscore the importance of the management of work facilities as a strategy to improve the quality of human resources in the hospital environment.

Keywords: work facilities, job satisfaction, employee performance, hospital administration, linear regression

## INTRODUCTION

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.

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, Asi and Podungge, 2023; Rianti, 2023; Rony et al., 2024; Napitu, Waty and Pintauli, 2025).

Based on the results of interviews with employees of the administrative department of Harapan Pematangsiantar Hospital, it is known that the work facilities are still not optimal. In the dimension of work equipment facilities, lack of archival equipment, some computer facilities are often problematic so that when there is a lot of work, employees have difficulty working quickly. In the dimension of social facilities, it can be seen from the limited employee dormitories, while there are still employees who live far from the hospital and take a long time to get to the office.

From the description above, this study is intended to conduct further testing related to the influence of work facilities on employee satisfaction and performance in the administrative department of Harapan Pematangsiantar Hospital.

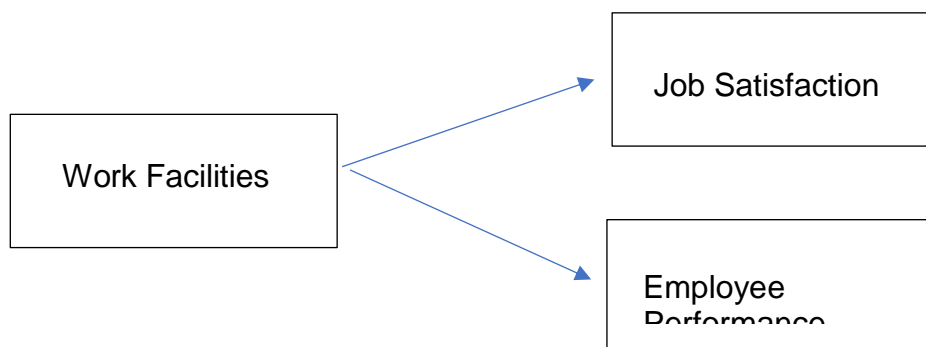
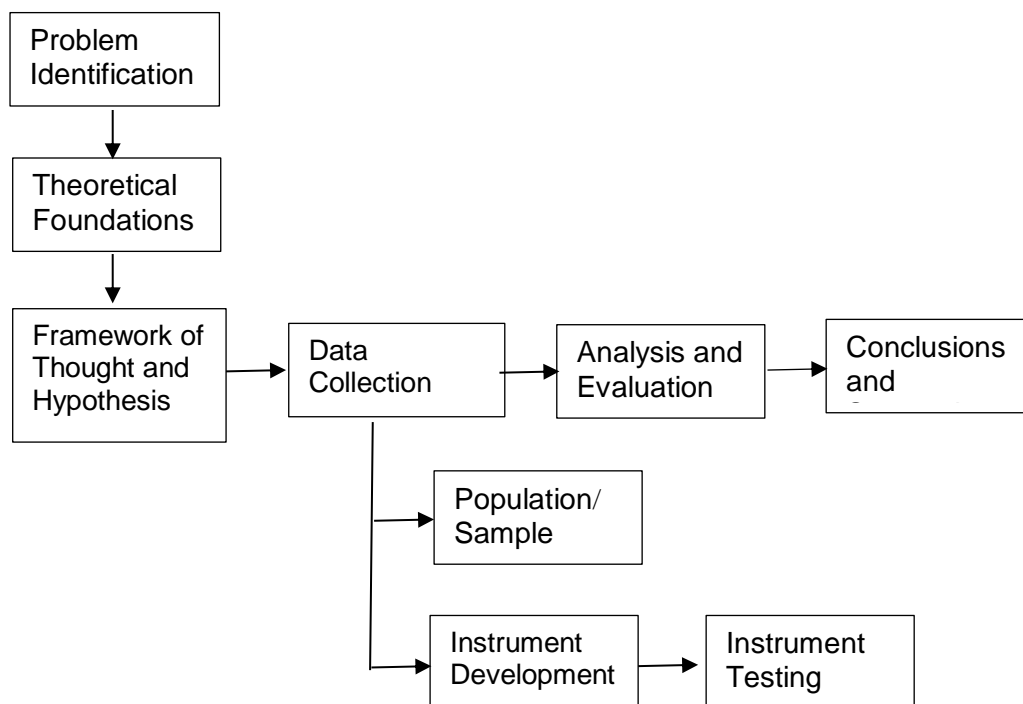


Figure 1. Frame of Mind

## RESEARCH METHODS

The research design used in writing this research is field research (*field research*) and literature research (*library 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, which is located at Jalan Farel Pasaribu No. 21, Suka Makmur Village, Siantar Marihat District, 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. In this test, the author used normality tests, qualitative analysis and quantitative analysis. The process of implementing this research can be seen in the following flow:



**Figure 2.**  
**Research Implementation Flow**

## RESULTS OF RESEARCH AND DISCUSSION

### 4. Normality Test

**Table 1**  
**Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Facilities.Work	Satisfaction.Wo rk	Performance.Emp loyee	Total
<i>N</i>		33	33	33	33
<i>Normal Parameters, b</i>	<i>Mean</i>	36.1212	44.9697	58.0606	139.1515
	<i>Std. Deviation</i>	4.17401	4.00379	5.67307	12.59246
<i>Most Extreme Differences</i>	<i>Absolute</i>	.149	.133	.129	.175
	<i>Positive</i>	.149	.133	.129	.175
	<i>Negative</i>	-.110	-.085	-.081	-.100
<i>Kolmogorov-Smirnov Z</i>		.855	.766	.744	1.003
<b><i>Asymp. Sig. (2-tailed)</i></b>		<b>.457</b>	<b>.600</b>	<b>.638</b>	<b>.267</b>

a. Test distribution is Normal.

b. Calculated from data.

Based on table 1 above, *the results of asymp. 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 variable data is normally distributed

## 5. Qualitative Descriptive Analysis

### 4) Overview of Work Facilities at Harapan Pematangsiantar Hospital

To achieve business success, one of the things needed is organizational support in the form of providing work facilities. Work facilities are a supporting factor for the smooth running of the tasks being done, increasing the effectiveness and efficiency of employees' work both in terms of personnel and teamwork, so that work can be done according to expectations. The facilities used are of various forms, types and benefits and are adjusted to the needs and capabilities of the organization (Pangarso, Firdaus and Moeliono, 2016; Temesvari and Subakti, 2020; Djibran, Asi and Podungge, 2023; Berutu, Cindy and Agus, 2024). The following is a table of respondents' answers about the work facilities at Harapan Pematangsiantar Hospital:

**Table 2**  
**Recapitulation of Respondents' Answers Regarding Work Facilities**

Yes	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

Source: questionnaire processing results (2025)

From the table above, 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. This is because Harapan Hospital provides work tools to support employee work such as desks and chairs, computers, printers, internet networks, and others. However, in the interview, obstacles were still found, especially related to applications and software that often experienced disruptions and affected administrative work.

In the dimension of work tool facilities, an average answer of 4.17 was obtained with good answer criteria. This is because the hospital provides work equipment such as office stationery, filing cabinets, *and file boxes* that are neatly arranged so that it is easier to use files. Then in social facilities, an average score of 4.05 was obtained with a good answer. This is shown because Harapan Hospital provides official cars, ambulances, places of worship and dormitories. The dormitory in question is intended for employees, but the number is limited to only a few units and not all employees who have a long distance from the hospital are often unable to use it.

### 5) Overview of Job Satisfaction at Harapan Pematangsiantar Hospital

Job satisfaction is the feeling of satisfaction or sense of achievement that an employee gets from his or her work. Job satisfaction is often expressed as an expression or response to the completion of a job so that there are no demands from employees or employees to an agency or company. This response can be influenced by many factors both internal and external to employees and organizations. Organizations want their employees to be satisfied with the aspects of work that exist and are felt by individuals so that they are able to contribute maximally to their work. Various references also state the same thing regarding the importance of employee job satisfaction (Pangarso, Firdaus and Moeliono, 2016; Hamid and Hazriyanto, 2019; Hakim, Hidayat and Fanani, 2021). The following is a table of respondents' answers about job satisfaction at Harapan Pematangsiantar Hospital:

**Table 3**  
**Recapitulation of Respondents' Answers Regarding Job Satisfaction**

Yes	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

Source: questionnaire processing results (2025)

From table 2 above, job satisfaction is measured from challenging work dimensions, adequate *rewards*, supportive working conditions, and supportive colleagues. In the challenging work dimension, an average answer score of 3.61 was obtained with satisfactory answer criteria. This is because hospitals provide opportunities for employees to use and develop their skills and creativity at work. Related to several things, employees often feel bored with the monotonous nature of work and have an impact on the lack of challenges to develop work creativity itself.

In the challenging *reward* dimension, an average answer of 3.61 was obtained with satisfactory answer criteria. This is seen in the salary, promotions and training provided by the Pematangsiantar Harapan Hospital to employees. The company has provided appropriate salaries and training to develop its human resource capabilities. The promotion aspect is an element that is difficult to comment on because the promotion process takes quite a long time, about more than 5 years.

For the dimension of working conditions, an average answer of 3.97 was obtained with satisfactory answer criteria. This is because Harapan Pematangsiantar hospital provides a comfortable, clean and quiet workspace that helps employees to focus while working. Meanwhile, in the dimension of supportive colleagues, 3.81 answers were obtained with satisfactory answer criteria. This is because good relationships occur in the work environment and interactions. In addition, there is a tendency to form a circle of friends in smaller groups that can influence more personalized support in employees.

#### 6) Overview of Employee Performance at Harapan Pematangsiantar Hospital

Performance has a very broad meaning and is not the result of the work but includes how the work can run well. Inside (Certificate of Director of Harapan Hospital, 2019; Anandita, Indriyani and Mahendri, 2021; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021), performance is a process or work output 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. Performance is the result achieved by a person regarding the completion of his duties in accordance with the responsibilities given and the conditions of his place of work. The following is a table of respondents' answers about employee performance at Harapan Pematangsiantar Hospital:

**Table 4**  
**Recapitulation of Respondents' Answers Regarding Employee Performance**

Yes	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

Source: questionnaire processing results (2025)

Based on the results of the recapitulation of the answers, it can be seen that in the discipline dimension, an average answer score of 4.06 was obtained with good answer criteria. This is because employees show behavior that complies with work rules such as attendance, wearing work uniforms according to the provisions and working in accordance with Standard Operating Procedures. In addition, in the timeliness dimension, an average answer of 4.00 was obtained with good answer criteria. This is shown by employees in terms of timeliness of work completion and delivery of work results as well as good work quality.

In the dimension of the ability to develop, an average answer score of 3.90 was obtained with good criteria. This is because employees can complete the work assigned to them, check the results of the work and try to learn new things, especially related to work and *updates* on the latest information about government regulations on health.

In the cooperation dimension, an average answer of 3.80 was obtained with the criteria of good answers. This is due to the tendency of employees to form *a circle* of friends in smaller groups, higher interactions in the group. This condition often affects communication and organizational effectiveness. As for the initiative, 3.60 answers were obtained with good answer criteria. This is due to the monotonous nature of employees' work so that employees are used to routine work and are reluctant to release ideas.

## 6. Quantitative Descriptive Analysis

### 3) THE EFFECT OF FACILITIES ON JOB SATISFACTION

#### (3) Correlation and Determination Analysis

At this stage, the correlation is calculated in the form of the degree or depth of the relationship between changes, called the coefficient symbolized by *r*. In this test, the relationship between the independent variable (work facility) and the bound variable *Y* (job satisfaction) 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 of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Job Satisfaction**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.563	.548	2.69031

a. Predictors: (Constant), Facilities.Work

b. Dependent Variable: Job Satisfaction.

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.750$  is obtained, 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.

#### (4) Multiple Linear Regression Analysis

This study aims to analyze how much work facilities are able to affect the job satisfaction of employees of the administrative unit at Harapan Pematangsiantar

Hospital. The data analysis used is linear regression analysis The analysis is carried out using tabulation of respondents on the questionnaire that has been conducted.

**Table 6**  
**Multiple Linear Regression**  
**The Effect of Work Facilities on Job Satisfaction**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.981	4.142		4.582	.000
Facilities.Work	.719	.114	.750	6.315	.000

a. Dependent Variable: Job Satisfaction.

Source: results of questionnaire management with SPSS version 21 (2025)

Based on the results of the questionnaire processing with SPSS version 21 in the table above, 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  $6.315 > t_{table}$  with the level  $df = n-k-1$  ( $33-1-1=31$ ) 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. This is in line with previous research (Pangarso, Firdaus and Moeliono, 2016; Maulana, Tahura and Fahlevi, 2023; Rianti, 2023).

#### 4) THE EFFECT OF FACILITIES ON EMPLOYEE PERFORMANCE

##### (3) Correlation and Determination Analysis

Correlation calculation is carried out to measure the degree or depth of the relationship between changes, called the coefficient symbolized by  $r$ . This test is carried out to calculate the relationship between the independent variable (work facility) and the bound variable  $Y$  (employee performance). 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 7**  
**Analysis of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Employee Performance**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696a	.485	.468	4.13596

a. Predictors: (Constant), Facilities.Work

b. Dependent Variable: Performance.Employee

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.696$  was obtained, 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.

#### (4) Multiple Linear Regression Analysis

This study aims to analyze how much the influence of work facilities on the performance of employees in the administrative department of Harapan Pematangsiantar Hospital. The data analysis technique used was multiple linear regression analysis using tabulation of respondents on questionnaires that had been conducted.

**Table of Results 8**  
**Multiple Linear Regression**  
**The Influence of Work Facilities on Employee Performance**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.867	6.368		3.748	.001
Facilities.Work	.947	.175	.696	5.404	.000

a. Dependent Variable: Performance.Employee

Source: results of questionnaire management with SPSS version 21 (2025)

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 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 5.404 > ttable with the level df = n-k-1 (33-1-1=31) of 2.0395 or with a significance level of 0.000 < 0.05, then H0 is rejected, meaning that the work facility has a significant effect on the performance of employees of the administrative unit at Harapan Pematangsiantar Hospital. This is in line with previous research (Djibran, Asi and Podungge, 2023; Napitu, Waty and Pintauli, 2025)

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the description that has been presented in the previous chapter, the author draws the conclusion that the results of qualitative descriptive analysis show that work facilities are good, job satisfaction is satisfied and employee performance is good. The results of quantitative descriptive analysis obtained from linear regression results indicate that the existence of Work facilities have a positive and significant effect on job satisfaction and employee performance. In addition, the results of the correlation coefficient analysis stated that there was a strong relationship between work facilities with job satisfaction and work facilities with employee performance. In this case, it shows that work facilities affect job satisfaction more than performance. This is because the administration department has a routine, monotonous and flexible work nature in its completion time, so that if there is a work interruption, it will affect the comfort of work but is not too disruptive in the completion of the work. This is evidenced by the fact that the work is still completed on time. Theoretically, performance measurement refers to the measurement of work results and work behaviors such as quality, quantity, time, cooperation, discipline, initiative, productivity, commitment, while job satisfaction records the response and feelings that employees have towards the work they have including the factors that affect the work (Adamy, 2016; Wijaya and Rifa'i, 2016; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021),

### Suggestion

From the above conclusion, it is necessary to put forward some suggestions that can

be useful for Harapan Pematangsiantar Hospital to improve job satisfaction and performance through work facilities. In work facilities, the hospital should consider evaluating the system used and carrying out *maintenance* (routine maintenance) to avoid work interruptions. To increase job satisfaction, hospitals should also pay attention to the provision of promotions through work performance and/or working period. And to encourage performance, companies should consider work rotation or the formation of work teams so that employees are indirectly directed to balance friendships and professionalism at work.

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8 **ANALYSIS OF THE INFLUENCE OF WORK FACILITIES ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF THE ADMINISTRATIVE UNIT OF HARAPAN HOSPITAL IN PEMATANGSIANTAR CITY**

17 **ABSTRACT**

5 This study aims to analyze the influence of workplace facilities on job satisfaction and employee performance in the administrative unit of Harapan Hospital, Pematangsiantar. The research was conducted over seven months (November 2024–May 2025) using 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—such as work tools, administrative equipment, and social facilities—were rated as good. However, issues remain, particularly with frequently malfunctioning software and limited staff housing. Overall, 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 ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). 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 ( $p < 0.05$ ). These findings highlight the critical role of workplace facilities in enhancing human resource quality within hospital administrative environments. Keywords: workplace facilities, job satisfaction, employee performance, hospital administration, multiple linear regression

21 **ABSTRACT**

8 This study aims to analyze the influence of work facilities on job satisfaction and performance of employees of administrative units at Harapan Pematangsiantar Hospital. The research was conducted for seven months (November 2024–May 2025) using field research and library research methods. The research population is all administrative employees as many as 33 people. Data analysis techniques include normality tests, qualitative analysis, and multiple linear regression. The results of the study showed that the available work facilities such as work tools, administrative equipment, and social facilities were in the good category, although obstacles were found in the software aspect and limitations of employee dormitories. Employee job satisfaction is generally considered satisfied, but some dimensions such as rewards and work challenges still need to be improved. Employee performance is also in the good category, especially in terms of discipline and punctuality, although limitations are still found in the initiative aspect. Quantitative analysis showed that work facilities had a strong relationship with job satisfaction ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). Work facilities contribute 56.3% to job satisfaction and 48.5% to employee performance. The results of the regression test showed that the work facility had a significant effect on both variables ( $p < 0.05$ ). These findings underscore the

20

- 28 importance of the management of work facilities as a strategy to improve the quality of human resources in the hospital environment.  
Keywords: work facilities, job satisfaction, employee performance, hospital administration, linear regression

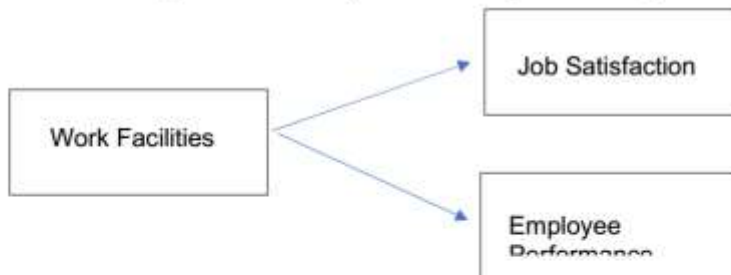
**INTRODUCTION**

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.

- 11 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, Asi and Podungge, 2023; Rianti, 2023; Rony et al., 2024; Napitu, Waty and Pintauli, 2025).

- 2 Based on the results of interviews with employees of the administrative department of Harapan Pematangsiantar Hospital, it is known that the work facilities are still not optimal. In the dimension of work equipment facilities, lack of archival equipment, some computer facilities are often problematic so that when there is a lot of work, employees have difficulty working quickly. In the dimension of social facilities, it can be seen from the limited employee dormitories, while there are still employees who live far from the hospital and take a long time to get to the office.

- 23 From the description above, this study is intended to conduct further testing related to the influence of work facilities on employee satisfaction and performance in the administrative department of Harapan Pematangsiantar Hospital.



**Figure 1**  
**Frame of Mind**

## RESEARCH METHODS

The research design used in writing this research is field research (*field research*) and literature research (*library 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, which is located at Jalan Farel Pasaribu No. 21, Suka Makmur Village, Siantar Marihat District, 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. In this test, the author used **normality tests, qualitative analysis and quantitative analysis.** The process of implementing this research can be seen in the following flow:

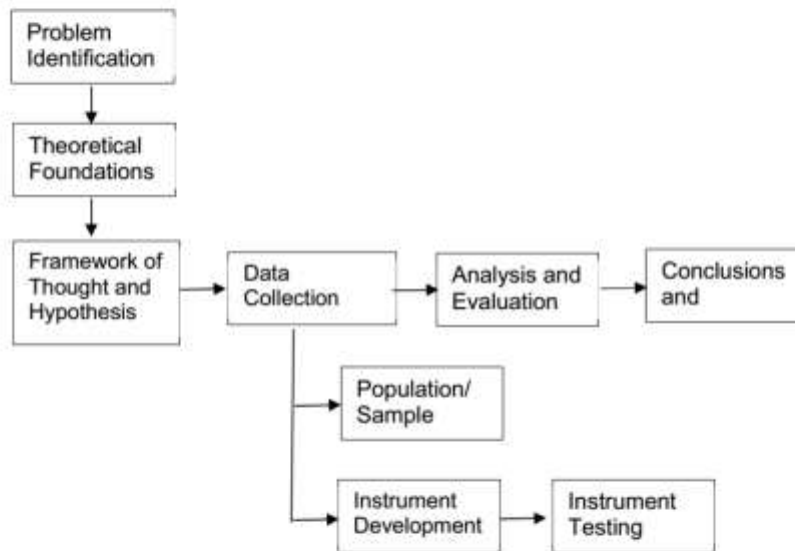


Figure 2. Research Implementation Flow

## RESULTS OF RESEARCH AND DISCUSSION

### 1. Normality Test

Table 1  
Normality Test Results  
**One-Sample Kolmogorov-Smirnov Test**

	Facilities.Work	Satisfaction.Wo rk	Performance.Emp loyee	Total	
<b>N</b>	33	33	33	33	
<b>Normal Parameters, b</b>	Mean	36.1212	44.9697	58.0606	139.1515
	Std. Deviation	4.17401	4.00379	5.67307	12.59246
<b>Most Extreme Differences</b>	Absolute	.149	.133	.129	.175
	Positive	.149	.133	.129	.175
	Negative	-.110	-.085	-.081	-.100

Kolmogorov-Smirnov Z	.855	.766	.744	1.003
Asymp. Sig. (2-tailed)	.457	.600	.638	.267
a. Test distribution is Normal				
b. Calculated from data.				

Based on table 1 above, the results of asymp. 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 variable data is normally distributed

2. Qualitative Descriptive Analysis

1) Overview of Work Facilities at Harapan Pematangsiantar Hospital

To achieve business success, one of the things needed is organizational support in the form of providing work facilities. Work facilities are a supporting factor for the smooth running of the tasks being done, increasing the effectiveness and efficiency of employees' work both in terms of personnel and teamwork, so that work can be done according to expectations. The facilities used are of various forms, types and benefits and are adjusted to the needs and capabilities of the organization (Pangarso, Firdaus and Moeliono, 2016; Temesvari and Subakti, 2020; Djibran, Asi and Podungge, 2023; Berutu, Cindy and Agus, 2024). The following is a table of respondents' answers about the work facilities at Harapan Pematangsiantar Hospital:

Table 2  
Recapitulation of Respondents' Answers Regarding Work Facilities

Yes	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

Source: questionnaire processing results (2025)

From the table above, 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. This is because Harapan Hospital provides work tools to support employee work such as desks and chairs, computers, printers, internet networks, and others. However, in the interview, obstacles were still found, especially related to applications and software that often experienced disruptions and affected administrative work.

In the dimension of work tool facilities, an average answer of 4.17 was obtained with good answer criteria. This is because the hospital provides work equipment such as office stationery, filing cabinets, and file boxes that are neatly arranged so that it is easier to use files. Then in social facilities, an average score of 4.05 was obtained with a good answer. This is shown because Harapan Hospital provides official cars, ambulances, places of worship and dormitories. The dormitory in question is intended for employees, but the number is limited to only a few units and not all employees who have a long distance from the hospital are often unable to use it.

2) Overview of Job Satisfaction at Harapan Pematangsiantar Hospital

Job satisfaction is the feeling of satisfaction or sense of achievement that an employee gets from his or her work. Job satisfaction is often expressed as an expression or response to the completion of a job so that there are no demands from employees or employees to an agency or company. This response can be influenced by many factors both internal and external to employees and organizations. Organizations want

their employees to be satisfied with the aspects of work that exist and are felt by individuals so that they are able to contribute maximally to their work. Various references also state the same thing regarding the importance of employee job satisfaction (Pangarso, Firdaus and Moeliono, 2016; Hamid and Hazriyanto, 2019; Hakim, Hidayat and Fanani, 2021). The following is a table of respondents' answers about job satisfaction at Harapan Pematangsiantar Hospital:

**Table 3**  
**Recapitulation of Respondents' Answers Regarding Job Satisfaction**

Yes	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

Source: questionnaire processing results (2025)

19 From table 2 above, job satisfaction is measured from challenging work dimensions, adequate rewards, supportive working conditions, and supportive colleagues. In the challenging work dimension, an average answer score of 3.61 was obtained with satisfactory answer criteria. This is because hospitals provide opportunities for employees to use and develop their skills and creativity at work. Related to several things, employees often feel bored with the monotonous nature of work and have an impact on the lack of challenges to develop work creativity itself.

24 In the challenging reward dimension, an average answer of 3.61 was obtained with satisfactory answer criteria. This is seen in the salary, promotions and training provided by the Pematangsiantar Harapan Hospital to employees. The company has provided appropriate salaries and training to develop its human resource capabilities. The promotion aspect is an element that is difficult to comment on because the promotion process takes quite a long time, about more than 5 years.

For the dimension of working conditions, an average answer of 3.97 was obtained with satisfactory answer criteria. This is because Harapan Pematangsiantar hospital provides a comfortable, clean and quiet workspace that helps employees to focus while working. Meanwhile, in the dimension of supportive colleagues, 3.81 answers were obtained with satisfactory answer criteria. This is because good relationships occur in the work environment and interactions. In addition, there is a tendency to form a circle of friends in smaller groups that can influence more personalized support in employees.

**3) Overview of Employee Performance at Harapan Pematangsiantar Hospital**

Performance has a very broad meaning and is not the result of the work but includes how the work can run well. Inside (Certificate of Director of Harapan Hospital, 2019; Anandita, Indriyani and Mahendri, 2021; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021), performance is a process or work output 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. Performance is the result achieved by a person regarding the completion of his duties in accordance with the responsibilities given and the conditions of his place of work. The following is a table of respondents' answers about employee performance at Harapan Pematangsiantar Hospital:

**Table 4**

**Recapitulation of Respondents' Answers Regarding Employee Performance**

Yes	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

Source: questionnaire processing results (2025)

4 Based on the results of the recapitulation of the answers, it can be seen that in the discipline dimension, an average answer score of 4.06 was obtained with good answer criteria. This is because employees show behavior that complies with work rules such as attendance, wearing work uniforms according to the provisions and working in accordance with Standard Operating Procedures. In addition, in the timeliness dimension, an average answer of 4.00 was obtained with good answer criteria. This is shown by employees in terms of timeliness of work completion and delivery of work results as well as good work quality.

1 In the dimension of the ability to develop, an average answer score of 3.90 was obtained with good criteria. This is because employees can complete the work assigned to them, check the results of the work and try to learn new things, especially related to work and updates on the latest information about government regulations on health.

In the cooperation dimension, an average answer of 3.80 was obtained with the criteria of good answers. This is due to the tendency of employees to form a circle of friends in smaller groups, higher interactions in the group. This condition often affects communication and organizational effectiveness. As for the initiative, 3.60 answers were obtained with good answer criteria. This is due to the monotonous nature of employees' work so that employees are used to routine work and are reluctant to release ideas.

1 3. **Quantitative Descriptive Analysis**  
 1) **THE EFFECT OF FACILITIES ON JOB SATISFACTION**

(1) **Correlation and Determination Analysis**

1 At this stage, the correlation is calculated in the form of the degree or depth of the relationship between changes, called the coefficient symbolized by r. In this test, the relationship between the independent variable (work facility) and the bound variable Y (job satisfaction) 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:

3 **Table 5**  
**Analysis of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Job Satisfaction**

**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750a	.563	.548	2.69031

1 a. Predictors: (Constant), Facilities Work  
 b. Dependent Variable: Job Satisfaction.

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.750$  is obtained, 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.

**(2) Multiple Linear Regression Analysis**

This study aims to analyze how much work facilities are able to affect the job satisfaction of employees of the administrative unit at Harapan Pematangsiantar Hospital. The data analysis used is linear regression analysis. The analysis is carried out using tabulation of respondents on the questionnaire that has been conducted.

**Table 6**  
**Multiple Linear Regression**  
**The Effect of Work Facilities on Job Satisfaction**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.981	4.142		4.582	.000
Facilities.Work	.719	.114	.750	6.315	.000

a. Dependent Variable: Job Satisfaction.

Source: results of questionnaire management with SPSS version 21 (2025)

Based on the results of the questionnaire processing with SPSS version 21 in the table above, 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  $6.315 > t_{table}$  with the level  $df = n-k-1$  ( $33-1-1=31$ ) 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. This is in line with previous research (Pangarso, Firdaus and Moeliono, 2016; Maulana, Tahura and Fahlevi, 2023; Rianti, 2023).

**2) THE EFFECT OF FACILITIES ON EMPLOYEE PERFORMANCE**  
**(1) Correlation and Determination Analysis**

Correlation calculation is carried out to measure the degree or depth of the relationship between changes, called the coefficient symbolized by  $r$ . This test is carried out to calculate the relationship between the independent variable (work facility) and the bound variable  $Y$  (employee performance). 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 7**  
**Analysis of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Employee Performance**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696a	.485	.468	4.13596

a. Predictors: (Constant), Facilities.Work  
 b. Dependent Variable: Performance.Employee

Source: results of questionnaire processing with SPSS version 21 (2025)  
 From the table above, a correlation of  $r = 0.696$  was obtained, 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.

**(2) Multiple Linear Regression Analysis**

This study aims to analyze how much the influence of work facilities on the performance of employees in the administrative department of Harapan Pematangsiantar Hospital. The data analysis technique used was multiple linear regression analysis using tabulation of respondents on questionnaires that had been conducted.

**Table of Results 8**  
**Multiple Linear Regression**  
**The Influence of Work Facilities on Employee Performance**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	23.867	6.368		3.748	.001
Facilities.Work	.947	.175	.696	5.404	.000

a. Dependent Variable: Performance.Employee  
 Source: results of questionnaire management with SPSS version 21 (2025)  
 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 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  $5.404 >$  ttable with the level  $df = n-k-1 (33-1-1=31)$  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. This is in line with previous research (Djibran, Asi and Podungge, 2023; Napitu, Waty and Pintauli, 2025)

**CONCLUSIONS AND SUGGESTIONS**

**Conclusion**

Based on the description that has been presented in the previous chapter, the author draws the conclusion that the results of qualitative descriptive analysis show that work facilities are good, job satisfaction is satisfied and employee performance is good. The results of quantitative descriptive analysis obtained from linear regression results indicate that the existence of Work facilities have a positive and significant effect on job satisfaction and employee performance. In addition, the results of the correlation coefficient analysis stated that there was a strong relationship between work facilities with job satisfaction and work facilities with employee performance. In this case, it shows that work facilities affect job satisfaction more than performance. This is because the administration department has a routine, monotonous and flexible work

nature in its completion time, so that if there is a work interruption, it will affect the comfort of work but is not too disruptive in the completion of the work. This is evidenced by the fact that the work is still completed on time. Theoretically, performance measurement refers to the measurement of work results and work behaviors such as quality, quantity, time, cooperation, discipline, initiative, productivity, commitment, while job satisfaction records the response and feelings that employees have towards the work they have including the factors that affect the work (Adamy, 2016; Wijaya and Rifa'i, 2016; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021),

### Suggestion

From the above conclusion, it is necessary to put forward some suggestions that can be useful for Harapan Pematangsiantar Hospital to improve job satisfaction and performance through work facilities. In work facilities, the hospital should consider evaluating the system used and carrying out *maintenance* (routine maintenance) to avoid work interruptions. To increase job satisfaction, hospitals should also pay attention to the provision of promotions through work performance and/or working period. And to encourage performance, companies should consider work rotation or the formation of work teams so that employees are indirectly directed to balance friendships and professionalism at work.

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**Bukti konfirmasi Revisi Paper (Round 2)  
dan file yang direvisi  
(27 September 2025)**

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## REVISI ROUND 2

### ANALYSIS OF THE INFLUENCE OF WORK FACILITIES ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF THE ADMINISTRATIVE UNIT OF HARAPAN HOSPITAL IN PEMATANGSIANTAR CITY

#### ABSTRACT

This study aims to analyze the influence of workplace facilities on job satisfaction and employee performance in the administrative unit of Harapan Hospital, Pematangsiantar. The research was conducted over seven months (November 2024–May 2025) using 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—such as work tools, administrative equipment, and social facilities—were rated as good. However, issues remain, particularly with frequently malfunctioning software and limited staff housing. Overall, 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 ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). 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 ( $p < 0.05$ ). These findings highlight the critical role of workplace facilities in enhancing human resource quality within hospital administrative environments.

Keywords: workplace facilities, job satisfaction, employee performance, hospital administration, multiple linear regression

#### ABSTRACT

This study aims to analyze the influence of work facilities on job satisfaction and performance of employees of administrative units at Harapan Pematangsiantar Hospital. The research was conducted for seven months (November 2024–May 2025) using field research and library research methods. The research population is all administrative employees as many as 33 people. Data analysis techniques include normality tests, qualitative analysis, and multiple linear regression. The results of the study showed that the available work facilities such as work tools, administrative equipment, and social facilities were in the good category, although obstacles were found in the software aspect and limitations of employee dormitories. Employee job satisfaction is generally considered satisfied, but some dimensions such as rewards and work challenges still need to be improved. Employee performance is also in the good category, especially in terms of discipline and punctuality, although limitations are still found in the initiative aspect. Quantitative analysis showed that work facilities had a strong relationship with job satisfaction ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). Work facilities contribute 56.3% to job satisfaction and 48.5% to employee

performance. The results of the regression test showed that the work facility had a significant effect on both variables ( $p < 0.05$ ). These findings underscore the importance of the management of work facilities as a strategy to improve the quality of human resources in the hospital environment.

Keywords: work facilities, job satisfaction, employee performance, hospital administration, linear regression

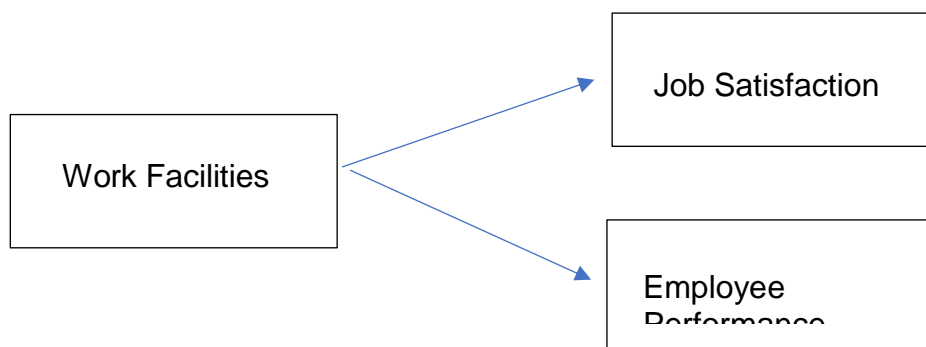
## INTRODUCTION

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.

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, Asi and Podungge, 2023; Rianti, 2023; Rony et al., 2024; Napitu, Waty and Pintauli, 2025).

Based on the results of interviews with employees of the administrative department of Harapan Pematangsiantar Hospital, it is known that the work facilities are still not optimal. In the dimension of work equipment facilities, lack of archival equipment, some computer facilities are often problematic so that when there is a lot of work, employees have difficulty working quickly. In the dimension of social facilities, it can be seen from the limited employee dormitories, while there are still employees who live far from the hospital and take a long time to get to the office.

From the description above, this study is intended to conduct further testing related to the influence of work facilities on employee satisfaction and performance in the administrative department of Harapan Pematangsiantar Hospital.

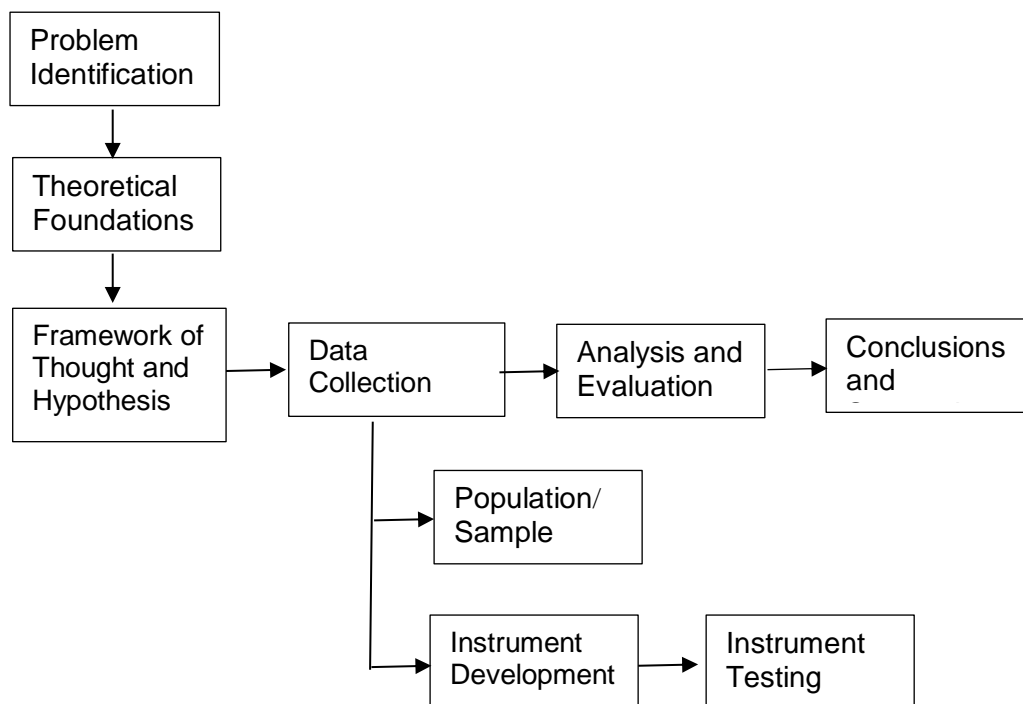


**Figure 1. Frame of Mind**

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**Figure 2.**  
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## RESULTS OF RESEARCH AND DISCUSSION

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	<i>Negative</i>	-.110	-.085	-.081	-.100
	<i>Kolmogorov-Smirnov Z</i>	.855	.766	.744	1.003
<b><i>Asymp. Sig. (2-tailed)</i></b>		<b>.457</b>	<b>.600</b>	<b>.638</b>	<b>.267</b>

- a. Test distribution is Normal.
- b. Calculated from data.

Based on table 1 above, the results of *asympt. 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 variable data is normally distributed

## 2. Qualitative Descriptive Analysis

### 1) Overview of Work Facilities at Harapan Pematangsiantar Hospital

To achieve business success, one of the things needed is organizational support in the form of providing work facilities. Work facilities are a supporting factor for the smooth running of the tasks being done, increasing the effectiveness and efficiency of employees' work both in terms of personnel and teamwork, so that work can be done according to expectations. The facilities used are of various forms, types and benefits and are adjusted to the needs and capabilities of the organization (Pangarso, Firdaus and Moeliono, 2016; Temesvari and Subakti, 2020; Djibran, Asi and Podungge, 2023; Berutu, Cindy and Agus, 2024). The following is a table of respondents' answers about the work facilities at Harapan Pematangsiantar Hospital:

**Table 2**  
**Recapitulation of Respondents' Answers Regarding Work Facilities**

Yes	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

Source: questionnaire processing results (2025)

From the table above, 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. This is because Harapan Hospital provides work tools to support employee work such as desks and chairs, computers, printers, internet networks, and others. However, in the interview, obstacles were still found, especially related to applications and software that often experienced disruptions and affected administrative work.

In the dimension of work tool facilities, an average answer of 4.17 was obtained with good answer criteria. This is because the hospital provides work equipment such as office stationery, filing cabinets, *and file boxes* that are neatly arranged so that it is easier to use files. Then in social facilities, an average score of 4.05 was obtained with a good answer. This is shown because Harapan Hospital provides official cars, ambulances, places of worship and dormitories. The dormitory in question is intended for employees, but the number is limited to only a few units and not all employees who have a long distance from the hospital are often unable to use it.

### 2) Overview of Job Satisfaction at Harapan Pematangsiantar Hospital

Job satisfaction is the feeling of satisfaction or sense of achievement that an employee gets from his or her work. Job satisfaction is often expressed as an expression or response to the completion of a job so that there are no demands from employees or employees to an agency or company. This response can be influenced by many factors both internal and external to employees and organizations. Organizations want their employees to be satisfied with the aspects of work that exist and are felt by individuals so that they are able to contribute maximally to their work. Various references also state the same thing regarding the importance of employee job satisfaction (Pangarso, Firdaus and Moeliono, 2016; Hamid and Hazriyanto, 2019; Hakim, Hidayat and Fanani, 2021). The following is a table of respondents' answers about job satisfaction at

**Table 3**  
**Recapitulation of Respondents' Answers Regarding Job Satisfaction**

Yes	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

Source: questionnaire processing results (2025)

From table 2 above, job satisfaction is measured from challenging work dimensions, adequate *rewards*, supportive working conditions, and supportive colleagues. In the challenging work dimension, an average answer score of 3.61 was obtained with satisfactory answer criteria. This is because hospitals provide opportunities for employees to use and develop their skills and creativity at work. Related to several things, employees often feel bored with the monotonous nature of work and have an impact on the lack of challenges to develop work creativity itself.

In the challenging *reward* dimension, an average answer of 3.61 was obtained with satisfactory answer criteria. This is seen in the salary, promotions and training provided by the Pematangsiantar Harapan Hospital to employees. The company has provided appropriate salaries and training to develop its human resource capabilities. The promotion aspect is an element that is difficult to comment on because the promotion process takes quite a long time, about more than 5 years.

For the dimension of working conditions, an average answer of 3.97 was obtained with satisfactory answer criteria. This is because Harapan Pematangsiantar hospital provides a comfortable, clean and quiet workspace that helps employees to focus while working. Meanwhile, in the dimension of supportive colleagues, 3.81 answers were obtained with satisfactory answer criteria. This is because good relationships occur in the work environment and interactions. In addition, there is a tendency to form a circle of friends in smaller groups that can influence more personalized support in employees.

### 3) Overview of Employee Performance at Harapan Pematangsiantar Hospital

Performance has a very broad meaning and is not the result of the work but includes how the work can run well. Inside (Certificate of Director of Harapan Hospital, 2019; Anandita, Indriyani and Mahendri, 2021; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021), performance is a process or work output 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. Performance is the result achieved by a person regarding the completion of his duties in accordance with the responsibilities given and the conditions of his place of work. The following is a table of respondents' answers about employee performance at Harapan Pematangsiantar Hospital:

**Table 4**  
**Recapitulation of Respondents' Answers Regarding Employee Performance**

Yes	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

Source: questionnaire processing results (2025)

Based on the results of the recapitulation of the answers, it can be seen that in the discipline dimension, an average answer score of 4.06 was obtained with good answer criteria. This is because employees show behavior that complies with work rules such as attendance, wearing work uniforms according to the provisions and working in accordance with Standard Operating Procedures. In addition, in the timeliness dimension, an average answer of 4.00 was obtained with good answer criteria. This is shown by employees in terms of timeliness of work completion and delivery of work results as well as good work quality.

In the dimension of the ability to develop, an average answer score of 3.90 was obtained with good criteria. This is because employees can complete the work assigned to them, check the results of the work and try to learn new things, especially related to work and *updates* on the latest information about government regulations on health.

In the cooperation dimension, an average answer of 3.80 was obtained with the criteria of good answers. This is due to the tendency of employees to form *a circle* of friends in smaller groups, higher interactions in the group. This condition often affects communication and organizational effectiveness. As for the initiative, 3.60 answers were obtained with good answer criteria. This is due to the monotonous nature of employees' work so that employees are used to routine work and are reluctant to release ideas.

### 3. Quantitative Descriptive Analysis

#### 1) THE EFFECT OF FACILITIES ON JOB SATISFACTION

##### (1) Correlation and Determination Analysis

At this stage, the correlation is calculated in the form of the degree or depth of the relationship between changes, called the coefficient symbolized by *r*. In this test, the relationship between the independent variable (work facility) and the bound variable *Y* (job satisfaction) 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 of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Job Satisfaction**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.563	.548	2.69031

a. Predictors: (Constant), Facilities.Work

b. Dependent Variable: Job Satisfaction.

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.750$  is obtained, 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.

## (2) Multiple Linear Regression Analysis

This study aims to analyze how much work facilities are able to affect the job satisfaction of employees of the administrative unit at Harapan Pematangsiantar Hospital. The data analysis used is linear regression analysis. The analysis is carried out using tabulation of respondents on the questionnaire that has been conducted.

**Table 6**  
**Multiple Linear Regression**  
**The Effect of Work Facilities on Job Satisfaction**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.981	4.142		4.582	.000
Facilities.Work	.719	.114	.750	6.315	.000

a. Dependent Variable: Job Satisfaction.

Source: results of questionnaire management with SPSS version 21 (2025)

Based on the results of the questionnaire processing with SPSS version 21 in the table above, 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  $6.315 > t_{table}$  with the level  $df = n - k - 1$  ( $33 - 1 - 1 = 31$ ) 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. This is in line with previous research (Pangarso, Firdaus and Moeliono, 2016; Maulana, Tahura and Fahlevi, 2023; Rianti, 2023).

## 2) THE EFFECT OF FACILITIES ON EMPLOYEE PERFORMANCE

### (1) Correlation and Determination Analysis

Correlation calculation is carried out to measure the degree or depth of the relationship between changes, called the coefficient symbolized by  $r$ . This test is carried out to calculate the relationship between the independent variable (work facility) and the bound variable  $Y$  (employee performance). 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 7**  
**Analysis of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Employee Performance**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696a	.485	.468	4.13596

a. Predictors: (Constant), Facilities.Work

b. Dependent Variable: Performance.Employee

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.696$  was obtained, 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.

## (2) Multiple Linear Regression Analysis

This study aims to analyze how much the influence of work facilities on the performance of employees in the administrative department of Harapan Pematangsiantar Hospital. The data analysis technique used was multiple linear regression analysis using tabulation of respondents on questionnaires that had been conducted.

**Table of Results 8**  
**Multiple Linear Regression**  
**The Influence of Work Facilities on Employee Performance**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.867	6.368		3.748	.001
Facilities.Work	.947	.175	.696	5.404	.000

a. Dependent Variable: Performance.Employee

Source: results of questionnaire management with SPSS version 21 (2025)

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 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  $5.404 > t_{table}$  with the level  $df = n - k - 1$  ( $33 - 1 - 1 = 31$ ) 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. This is in line with previous research (Djibran, Asi and Podungge, 2023; Napitu, Waty and Pintauli, 2025)

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the description that has been presented in the previous chapter, the author draws the conclusion that the results of qualitative descriptive analysis show that work facilities are good, job satisfaction is satisfied and employee performance is good. The results of quantitative descriptive analysis obtained from linear regression results indicate that the existence of Work facilities have a positive and significant effect on job satisfaction and employee performance. In addition, the results of the correlation coefficient analysis stated that there was a strong relationship between work facilities with job satisfaction and work facilities with employee performance. In this case, it shows that work facilities affect job satisfaction more than performance. This is because the administration department has a routine, monotonous and flexible work

nature in its completion time, so that if there is a work interruption, it will affect the comfort of work but is not too disruptive in the completion of the work. This is evidenced by the fact that the work is still completed on time. Theoretically, performance measurement refers to the measurement of work results and work behaviors such as quality, quantity, time, cooperation, discipline, initiative, productivity, commitment, while job satisfaction records the response and feelings that employees have towards the work they have including the factors that affect the work (Adamy, 2016; Wijaya and Rifa'i, 2016; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021),

### **Suggestion**

From the above conclusion, it is necessary to put forward some suggestions that can be useful for Harapan Pematangsiantar Hospital to improve job satisfaction and performance through work facilities. In work facilities, the hospital should consider evaluating the system used and carrying out *maintenance* (routine maintenance) to avoid work interruptions. To increase job satisfaction, hospitals should also pay attention to the provision of promotions through work performance and/or working period. And to encourage performance, companies should consider work rotation or the formation of work teams so that employees are indirectly directed to balance friendships and professionalism at work.

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**Bukti konfirmasi Review Paper dan hasil  
Review (Round 3)  
(08 Nopember 2025)**

Jurnal Ilmiah Manajemen Kesatuan

— Back to Submissions

0008 / Julyanthry et al. / The Influence of Work Facilities on job Satisfaction and Employee Performance in the Hospital Administrative Library

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Round 1 **Round 2** **Round 3**

**Round 3 Status**  
Submission accepted.

Jurnal Ilmiah Manajemen Kesatuan

— Back to Submissions

**Reviewer's Attachments** Q Search

19358	4008_JIMKES-Review Result C.docx	November 8, 2025
21879	Review Results- 4008.docx	November 8, 2025

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**Revisions** Q Search Upload File

22415	4008-R3.docx	November 22, 2025	Article Text
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**Review Discussions** Add discussion

## REVIEW RESULT [ROUND 3]

**ID #4008**

### Manuscript Evaluation Summary

Section	Assessment (1–5)	Evaluation	Comments / Suggestions
Title	3	Moderate	Title is understandable; could be shorter and more focused on key variables.
Abstract	3	Moderate	Include research gap and clearly state study aim; briefly note practical implications.
Keywords	3	Moderate	Keywords are relevant; consider adding “quantitative study,” “hypothesis testing,” and “hospital administration.”
Introduction	2	Needs improvement	This section is too short and fragmented. Must clearly present background, research gaps, problem formulation, aims and research questions.
Literature Review	1	Missing	Literature review is missing; include hypotheses under each subheading with a conceptual framework figure.
Methodology	2	Needs improvement	Revise to clearly explain quantitative design, sample, data collection, measurement of variables and scale, and statistical analysis tools.
Findings / Results	4	Good	Results are clear; ensure they are aligned with research questions and hypotheses.
Discussion	1	Missing	Discussion is missing; interpret findings, connect to theory, and discuss practical implications.
Conclusion	2	Needs improvement	Revise to summarize key findings, contributions, implications, and suggest future research.
References	2	Moderate	Add references to reach about 40; ensure at least 80% are from reputable sources.
Language & Style	3	Moderate	Writing is understandable; minor grammar and flow improvements needed.
Overall	2	Major Revision	Major Revision needed

<b>Section</b>	<b>Assessment (1-5)</b>	<b>Evaluation</b>	<b>Comments / Suggestions</b>
Evaluation			

# REVIEW RESULT [ROUND 3]: FILE REVIEW PAPER

## ANALYSIS OF THE INFLUENCE OF WORK FACILITIES ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF THE ADMINISTRATIVE UNIT OF HARAPAN HOSPITAL IN PEMATANGSIANTAR CITY

### ABSTRACT

This study aims to analyze the influence of workplace facilities on job satisfaction and employee performance in the administrative unit of Harapan Hospital, Pematangsiantar. The research was conducted over seven months (November 2024–May 2025) using 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—such as work tools, administrative equipment, and social facilities—were rated as good. However, issues remain, particularly with frequently malfunctioning software and limited staff housing. Overall, 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 ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). 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 ( $p < 0.05$ ). These findings highlight the critical role of workplace facilities in enhancing human resource quality within hospital administrative environments.

Keywords: workplace facilities, job satisfaction, employee performance, hospital administration, multiple linear regression

### ABSTRACT

This study aims to analyze the influence of work facilities on job satisfaction and performance of employees of administrative units at Harapan Pematangsiantar Hospital. The research was conducted for seven months (November 2024–May 2025) using field research and library research methods. The research population is all administrative employees as many as 33 people. Data analysis techniques include normality tests, qualitative analysis, and multiple linear regression. The results of the study showed that the available work facilities such as work tools, administrative equipment, and social facilities were in the good category, although obstacles were found in the software aspect and limitations of employee dormitories. Employee job satisfaction is generally considered satisfied, but some dimensions such as rewards and work challenges still need to be improved. Employee performance is also in the good category, especially in terms of discipline and punctuality, although limitations are still found in the initiative aspect. Quantitative analysis showed that work facilities had a strong relationship with job satisfaction ( $r = 0.750$ ) and employee performance ( $r = 0.696$ ). Work facilities contribute 56.3% to job satisfaction and 48.5% to employee performance. The results of the regression test showed that the work facility had a significant effect on both variables ( $p < 0.05$ ). These findings underscore the

**Commented [H1]:** The title of the manuscript must be a maximum of 20 words and must not be more than two lines.

The title must reflect the substance of the article's contents clearly and specifically

importance of the management of work facilities as a strategy to improve the quality of human resources in the hospital environment.

Keywords: work facilities, job satisfaction, employee performance, hospital administration, linear regression

## INTRODUCTION

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.

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, Asi and Podungge, 2023; Rianti, 2023; Rony et al., 2024; Napitu, Waty and Pintauli, 2025).

Based on the results of interviews with employees of the administrative department of Harapan Pematangsiantar Hospital, it is known that the work facilities are still not optimal. In the dimension of work equipment facilities, lack of archival equipment, some computer facilities are often problematic so that when there is a lot of work, employees have difficulty working quickly. In the dimension of social facilities, it can be seen from the limited employee dormitories, while there are still employees who live far from the hospital and take a long time to get to the office.

From the description above, this study is intended to conduct further testing related to the influence of work facilities on employee satisfaction and performance in the administrative department of Harapan Pematangsiantar Hospital.

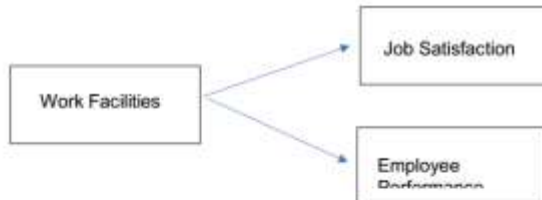


Figure 1  
Frame of Mind

Commented [H2]: Abstracts must be presented in two languages: Indonesian and English.

Maximum length 200 words accompanied by 4-6 keywords

Commented [H3]: The article must consist of the following sections:

- Introduction
- Literature Review and Hypothesis Development
- Research Method
- Results
- Discussion
- Conclusions and Suggestions

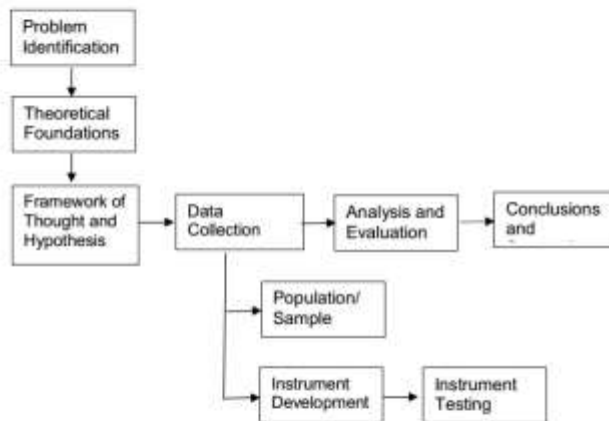
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Make sure every tables and figures included in script quoted or referred to in a way explicit in text.

## RESEARCH METHODS

The research design used in writing this research is field research (*field research*) and literature research (*library 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, which is located at Jalan Farel Pasaribu No. 21, Suka Makmur Village, Siantar Marihat District, 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. In this test, the author used normality tests, qualitative analysis and quantitative analysis. The process of implementing this research can be seen in the following flow:



**Figure 2.**  
**Research Implementation Flow**

## RESULTS OF RESEARCH AND DISCUSSION

### 1. Normality Test

**Table 1**  
**Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

	Facilities.Work	Satisfaction.Work	Performance.Employee	Total	
<i>N</i>	33	33	33	33	
<i>Normal Parameters, b</i>	Mean	44.9697	58.0606	139.1515	
	Std. Deviation	4.17401	4.00379	5.67307	12.58248
<i>Most Extreme Differences</i>	Absolute	.148	.133	.129	.175
	Positive	.148	.133	.129	.175
	Negative	-.110	-.085	-.081	-.100

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Make sure every tables and figures included in script quoted or referred to in a way explicit in text.

Kolmogorov-Smirnov Z	.855	.766	.744	1.003
Asymp. Sig. (2-tailed)	.457	.600	.638	.267

a. Test distribution is Normal.  
b. Calculated from data.

Based on table 1 above, the results of asymp. 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 variable data is normally distributed

## 2. Qualitative Descriptive Analysis

### 1) Overview of Work Facilities at Harapan Pematangsiantar Hospital

To achieve business success, one of the things needed is organizational support in the form of providing work facilities. Work facilities are a supporting factor for the smooth running of the tasks being done, increasing the effectiveness and efficiency of employees' work both in terms of personnel and teamwork, so that work can be done according to expectations. The facilities used are of various forms, types and benefits and are adjusted to the needs and capabilities of the organization (Pangarso, Firdaus and Moeliono, 2016; Temesvari and Subakti, 2020; Djibran, Asi and Podungge, 2023; Berutu, Cindy and Agus, 2024). The following is a table of respondents' answers about the work facilities at Harapan Pematangsiantar Hospital:

**Table 2**  
**Recapitulation of Respondents' Answers Regarding Work Facilities**

Yes	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

Source: questionnaire processing results (2025)

From the table above, 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. This is because Harapan Hospital provides work tools to support employee work such as desks and chairs, computers, printers, internet networks, and others. However, in the interview, obstacles were still found, especially related to applications and software that often experienced disruptions and affected administrative work.

In the dimension of work tool facilities, an average answer of 4.17 was obtained with good answer criteria. This is because the hospital provides work equipment such as office stationery, filing cabinets, and file boxes that are neatly arranged so that it is easier to use files. Then in social facilities, an average score of 4.05 was obtained with a good answer. This is shown because Harapan Hospital provides official cars, ambulances, places of worship and dormitories. The dormitory in question is intended for employees, but the number is limited to only a few units and not all employees who have a long distance from the hospital are often unable to use it.

### 2) Overview of Job Satisfaction at Harapan Pematangsiantar Hospital

Job satisfaction is the feeling of satisfaction or sense of achievement that an employee gets from his or her work. Job satisfaction is often expressed as an expression or response to the completion of a job so that there are no demands from employees or employees to an agency or company. This response can be influenced by many factors both internal and external to employees and organizations. Organizations want

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their employees to be satisfied with the aspects of work that exist and are felt by individuals so that they are able to contribute maximally to their work. Various references also state the same thing regarding the importance of employee job satisfaction (Pangarso, Firdaus and Moeliono, 2016; Hamid and Hazriyanto, 2019; Hakim, Hidayat and Fanani, 2021). The following is a table of respondents' answers about job satisfaction at Harapan Pematangsiantar Hospital:

**Table 3**  
**Recapitulation of Respondents' Answers Regarding Job Satisfaction**

Yes	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

Source: questionnaire processing results (2025)

From table 2 above, job satisfaction is measured from challenging work dimensions, adequate rewards, supportive working conditions, and supportive colleagues. In the challenging work dimension, an average answer score of 3.61 was obtained with satisfactory answer criteria. This is because hospitals provide opportunities for employees to use and develop their skills and creativity at work. Related to several things, employees often feel bored with the monotonous nature of work and have an impact on the lack of challenges to develop work creativity itself.

In the challenging reward dimension, an average answer of 3.61 was obtained with satisfactory answer criteria. This is seen in the salary, promotions and training provided by the Pematangsiantar Harapan Hospital to employees. The company has provided appropriate salaries and training to develop its human resource capabilities. The promotion aspect is an element that is difficult to comment on because the promotion process takes quite a long time, about more than 5 years.

For the dimension of working conditions, an average answer of 3.97 was obtained with satisfactory answer criteria. This is because Harapan Pematangsiantar hospital provides a comfortable, clean and quiet workspace that helps employees to focus while working. Meanwhile, in the dimension of supportive colleagues, 3.81 answers were obtained with satisfactory answer criteria. This is because good relationships occur in the work environment and interactions. In addition, there is a tendency to form a circle of friends in smaller groups that can influence more personalized support in employees.

### 3) Overview of Employee Performance at Harapan Pematangsiantar Hospital

Performance has a very broad meaning and is not the result of the work but includes how the work can run well. Inside (Certificate of Director of Harapan Hospital, 2019; Anandita, Indriyani and Mahendri, 2021; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021), performance is a process or work output 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. Performance is the result achieved by a person regarding the completion of his duties in accordance with the responsibilities given and the conditions of his place of work. The following is a table of respondents' answers about employee performance at Harapan Pematangsiantar Hospital:

**Table 4**  
**Recapitulation of Respondents' Answers Regarding Employee Performance**

Yes	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

Source: questionnaire processing results (2025)

Based on the results of the recapitulation of the answers, it can be seen that in the discipline dimension, an average answer score of 4.06 was obtained with good answer criteria. This is because employees show behavior that complies with work rules such as attendance, wearing work uniforms according to the provisions and working in accordance with Standard Operating Procedures. In addition, in the timeliness dimension, an average answer of 4.00 was obtained with good answer criteria. This is shown by employees in terms of timeliness of work completion and delivery of work results as well as good work quality.

In the dimension of the ability to develop, an average answer score of 3.90 was obtained with good criteria. This is because employees can complete the work assigned to them, check the results of the work and try to learn new things, especially related to work and updates on the latest information about government regulations on health.

In the cooperation dimension, an average answer of 3.80 was obtained with the criteria of good answers. This is due to the tendency of employees to form a circle of friends in smaller groups, higher interactions in the group. This condition often affects communication and organizational effectiveness. As for the initiative, 3.60 answers were obtained with good answer criteria. This is due to the monotonous nature of employees' work so that employees are used to routine work and are reluctant to release ideas.

### 3. Quantitative Descriptive Analysis

#### 1) THE EFFECT OF FACILITIES ON JOB SATISFACTION

##### (1) Correlation and Determination Analysis

At this stage, the correlation is calculated in the form of the degree or depth of the relationship between changes, called the coefficient symbolized by *r*. In this test, the relationship between the independent variable (work facility) and the bound variable *Y* (job satisfaction) 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 of Correlation Coefficients and Coefficients of Determination**  
**Work Facilities with Job Satisfaction**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.563	.548	2.69031

a. Predictors: (Constant), Facilities, Work  
b. Dependent Variable: Job Satisfaction.

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.750$  is obtained, 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.

## (2) Multiple Linear Regression Analysis

This study aims to analyze how much work facilities are able to affect the job satisfaction of employees of the administrative unit at Harapan Pematangsiantar Hospital. The data analysis used is linear regression analysis. The analysis is carried out using tabulation of respondents on the questionnaire that has been conducted.

**Table 6**  
Multiple Linear Regression  
The Effect of Work Facilities on Job Satisfaction  
Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1					
(Constant)	18.981	4.142		4.582	.000
Facilities,Work	.719	.114	.750	6.315	.000

a. Dependent Variable: Job Satisfaction.

Source: results of questionnaire management with SPSS version 21 (2025)

Based on the results of the questionnaire processing with SPSS version 21 in the table above, 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 > table with the level  $df = n-k-1$  ( $33-1-1=31$ ) 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. This is in line with previous research (Pangarso, Firdaus and Moellono, 2016; Maulana, Tahura and Fahlevi, 2023; Rianti, 2023).

## 2) THE EFFECT OF FACILITIES ON EMPLOYEE PERFORMANCE

### (1) Correlation and Determination Analysis

Correlation calculation is carried out to measure the degree or depth of the relationship between changes, called the coefficient symbolized by  $r$ . This test is carried out to calculate the relationship between the independent variable (work facility) and the bound variable  $Y$  (employee performance). 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 7**  
Analysis of Correlation Coefficients and Coefficients of Determination  
Work Facilities with Employee Performance  
Model Summary<sup>b</sup>

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696a	.485	.468	4.13596

a. Predictors: (Constant), Facilities.Work

b. Dependent Variable: Performance.Employee

Source: results of questionnaire processing with SPSS version 21 (2025)

From the table above, a correlation of  $r = 0.696$  was obtained, 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.

### (2) Multiple Linear Regression Analysis

This study aims to analyze how much the influence of work facilities on the performance of employees in the administrative department of Harapan Pematangsiantar Hospital. The data analysis technique used was multiple linear regression analysis using tabulation of respondents on questionnaires that had been conducted.

**Table of Results 8**  
**Multiple Linear Regression**  
**The Influence of Work Facilities on Employee Performance**  
**Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constant)	23.867	6.368		3.748	.001
Facilities.Work	.947	.175	.696	5.404	.000

a. Dependent Variable: Performance.Employee

Source: results of questionnaire management with SPSS version 21 (2025)

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 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 5.404 > ttable with the level  $df = n-k-1$  ( $33-1-1=31$ ) 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. This is in line with previous research (Djibran, Asi and Podungge, 2023; Napitu, Waty and Pintauli, 2025)

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the description that has been presented in the previous chapter, the author draws the conclusion that the results of qualitative descriptive analysis show that work facilities are good, job satisfaction is satisfied and employee performance is good. The results of quantitative descriptive analysis obtained from linear regression results indicate that the existence of Work facilities have a positive and significant effect on job satisfaction and employee performance. In addition, the results of the correlation coefficient analysis stated that there was a strong relationship between work facilities with job satisfaction and work facilities with employee performance. In this case, it

shows that work facilities affect job satisfaction more than performance. This is because the administration department has a routine, monotonous and flexible work nature in its completion time, so that if there is a work interruption, it will affect the comfort of work but is not too disruptive in the completion of the work. This is evidenced by the fact that the work is still completed on time. Theoretically, performance measurement refers to the measurement of work results and work behaviors such as quality, quantity, time, cooperation, discipline, initiative, productivity, commitment, while job satisfaction records the response and feelings that employees have towards the work they have including the factors that affect the work (Adamy, 2016; Wijaya and Rifa'i, 2016; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021),

#### Suggestion

From the above conclusion, it is necessary to put forward some suggestions that can be useful for Harapan Pematangsiantar Hospital to improve job satisfaction and performance through work facilities. In work facilities, the hospital should consider evaluating the system used and carrying out *maintenance* (routine maintenance) to avoid work interruptions. To increase job satisfaction, hospitals should also pay attention to the provision of promotions through work performance and/or working period. And to encourage performance, companies should consider work rotation or the formation of work teams so that employees are indirectly directed to balance friendships and professionalism at work.

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## **HASIL REVISI [ROUND 3]**

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

#### **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 of Harapan Hospital, Pematangsiantar. 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: workplace facilities, job satisfaction, employee performance, hospital administration, multiple linear regression

#### **ABSTRACT**

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 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 di Rumah Sakit Harapan Pematangsiantar. 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. 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.
- 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, Waty and Pintauli, 2025).
- Based on the results of interviews with employees of the administrative department of Harapan Pematangsiantar Hospital, it is known that the work facilities are still not optimal. In the dimension of work equipment facilities, lack of archival equipment, some computer facilities are often problematic so that when there is a lot of work, employees have difficulty working quickly. In the dimension of social facilities, it can be seen from the limited employee dormitories, while there are still employees who live far from the hospital and take a long time to get to the office.
- Previous studies have shown that work facilities significantly influence employee job satisfaction (Rachman et al., 2025) and have a positive and significant impact

on employee performance (Hartati et al., 2025; Prabowo, 2025). 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. Theoretically, 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 AND HYPOTHESIS DEVELOPMENT**

### **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.

### **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.

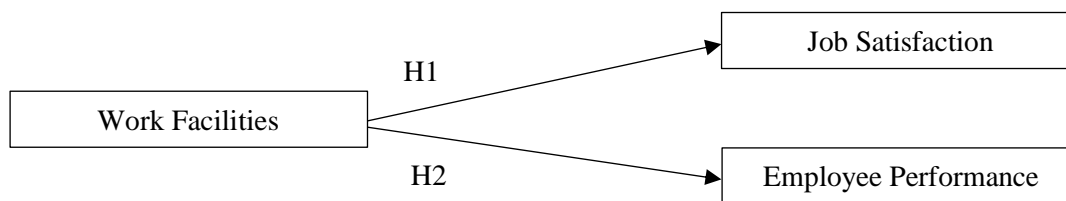


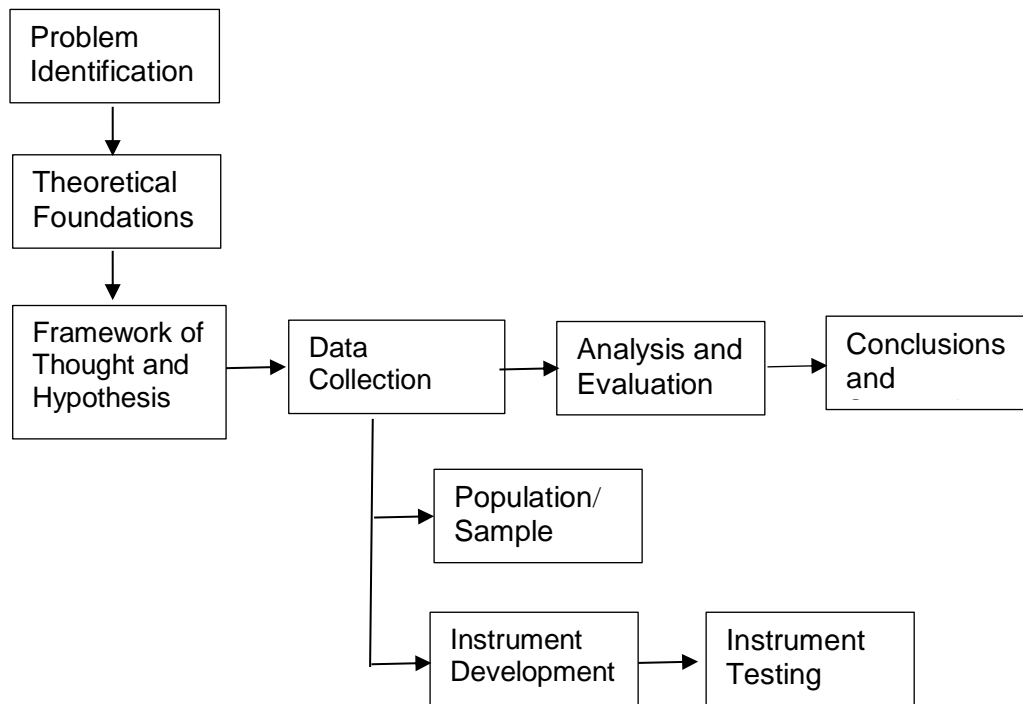
Figure 1. Research Framework

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 and qualitative 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 (*field research*) and literature research (*library 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 qualitative and quantitative. Linear regression tests are used to see the influence of work facilities on job satisfaction and employee performance. The analysis tool used in this study is SPSS. The process of implementing this research can be seen in the following flow:



**Figure 2.**  
**Research Implementation Flow**

Figure 2 shows the research implementation flow. Based on the research implementation flow chart in the image, the research process begins with the identification of the problem, which is then continued with the excavation of theoretical foundations to strengthen the conceptual framework. After that, a framework of thinking and hypotheses are prepared as the basis for analysis. The next stage is data collection, which includes determining the population or sample, as well as the process of developing research instruments which are then tested through instrument tests. The collected data then enters the analysis and evaluation stage, resulting in findings that end with the drawing of conclusions. This flow shows that each stage of research is carried out systematically and integrated, thereby supporting the achievement of valid and accountable results.

## RESULTS

## 7. Normality Test

**Table 1**

**Normality Test Results**

Variable	Facilities. Work	Satisfactio n. Work	Performance .Employee	Total
<i>N</i>	33	33	33	33
<i>Kolmogorov-Smirnov Z</i>	0.855	0.766	0.744	1.003
<i>Asymp. Sig. (2-tailed)</i>	<b>0.457</b>	<b>0.600</b>	<b>0.638</b>	<b>0.267</b>

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

Organizational support through adequate work facilities is essential for business success. Work facilities enhance effectiveness, efficiency, and teamwork, ensuring tasks are completed as expected, with their forms and benefits tailored to organizational needs and capacities (Pangarso et al., 2016; Temesvari & Subakti, 2020; Djibran et al., 2023; Berutu et al., 2024). The following is a table of respondents' answers about the work facilities at Harapan Pematangsiantar Hospital:

**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

Source: questionnaire processing results (2025)

From the Table 2 above, 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.

Job satisfaction is the sense of fulfillment employees gain from their work, influenced by internal and external factors, and plays a vital role in driving optimal contribution and organizational success (Pangarso et al., 2016; Hamid & Hazriyanto, 2019; Hakim et al., 2021). The following is a table of respondents' answers about job satisfaction at Harapan Pematangsiantar 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

Source: questionnaire processing results (2025)

Table 2 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.

Performance is not only the result of work but also how the work process runs effectively. It reflects the output produced by employees through several stages aimed at improving their own performance (Certificate of Director of Harapan Hospital, 2019; Anandita et al., 2021; Astuti et al., 2021; Hakim et al., 2021). In essence, performance is the achievement of duties in line with given responsibilities and workplace conditions. The following table presents respondents' answers on employee performance at Harapan Pematangsiantar Hospital:

**Table 4**  
**Recapitulation of Respondents' Answers Regarding Employee Performance**

Yes	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

The 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 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	0.750a	0.563	0.548	2.69031
Work Facilities-> Employee Performance	0.696a	0.485	0.468	4.13596

From Table 5, 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.

The data analysis used is linear regression analysis. The analysis is carried out using tabulation of respondents on the questionnaire that has been conducted.

**Table 6. Multiple Linear Regression**

Dependent Variable	Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Job Satisfaction	Constant	18.981	4.142		4.582	.000
	Work Facilities	.719	.114	.750	6.315	.000
Employee Performance	(Constant)	23.867	6.368		3.748	0.001
	Facilities Work	0.947	0.175	.696	5.404	0.000

Source: results of questionnaire management with SPSS version 21 (2025)

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. This is in line with previous research (Pangarso, Firdaus and Moeliono, 2016; Maulana, Tahura and Fahlevi, 2023; Rianti, 2023).

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 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  $5.404 > t_{table}$  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. This is in line with previous research (Djibran, Asi and Podungge, 2023; Napitu, Waty and Pintauli, 2025)

## DISCUSSION

- The results indicate that employee perceptions of work facilities, job satisfaction, and performance at Pematangsiantar Harapan Hospital are generally positive, although several areas require attention. In terms of work facilities, employees expressed satisfaction with the availability of tools and equipment (3.82), office supplies (4.17), and social facilities (4.05), which support daily activities. However, issues such as frequent disruptions in applications and limited availability of employee dormitories suggest that some aspects of facility provision still hinder optimal performance. Job satisfaction was also rated satisfactory across all dimensions, with scores for challenging work (3.61), rewards (3.61), working conditions (3.97), and supportive colleagues (3.81). While employees appreciate opportunities for skill development, adequate salaries, and supportive environments, monotonous tasks and lengthy promotion processes remain challenges that may reduce motivation and creativity (Asaari et al., 2019; Eke, 2023; Mdhlalose, 2024).
- Regarding employee performance, the findings show that discipline (4.06) and timeliness (4.00) were rated highly, indicating that employees comply with organizational rules and complete tasks as expected. Meanwhile, the ability to develop (3.90) and cooperation (3.80) were rated good, though the formation of small, exclusive groups appears to affect overall communication and effectiveness. Initiative received the lowest score (3.60), suggesting that routine and monotonous work discourages employees from generating new ideas. Taken together, these results imply that while the hospital has succeeded in providing supportive facilities, maintaining discipline, and creating a positive work environment, improvements are still needed in job variety, promotion systems, software reliability, and inclusive teamwork to further enhance employee satisfaction and performance (Michie & West, 2004; Taylor et al., 2-15)
- The results of this study confirm that work facilities play a crucial role in shaping both job satisfaction and employee performance at Harapan Pematangsiantar Hospital. First, the finding that work facilities significantly affect job satisfaction

aligns with previous studies which emphasize that adequate tools, supplies, and social support facilities can enhance employees' comfort and motivation in carrying out their duties (Pangarso et al., 2016; Maulana et al., 2023; Rianti, 2023). When employees feel supported by sufficient facilities, their level of satisfaction increases, even though certain challenges such as limited dormitory space and software disruptions still need improvement (Budie et al., 2019; Sari, 2025).

- Similarly, the significant effect of work facilities on employee performance supports the findings of Djibran et al. (2023) and Napitu et al. (2025). Access to reliable equipment and resources not only ensures task completion but also encourages discipline, timeliness, and cooperation, as reflected in the high ratings in these dimensions (Purwanto, 2025). However, performance is still constrained by issues such as monotonous tasks and the lack of inclusive teamwork, indicating that facility improvements should be complemented by better job design and communication strategies. Overall, strengthening both the quality and accessibility of work facilities can serve as a foundation for enhancing satisfaction and performance simultaneously.
- The implications of these findings highlight the importance of continuous investment in work facilities as a strategic approach to improving both job satisfaction and employee performance. Adequate and reliable facilities not only provide technical support for daily tasks but also create a positive work climate that fosters motivation, discipline, and collaboration. For hospital management, this means that addressing issues such as application reliability, limited dormitory space, and the monotony of tasks is essential to sustain employee engagement and creativity. Furthermore, integrating facility improvements with fair promotion systems and inclusive teamwork initiatives can enhance organizational effectiveness, ensuring that employees remain committed and productive in supporting the hospital's service quality.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the description that has been presented in the previous chapter, the author draws the conclusion that the results of qualitative descriptive analysis show that work facilities are good, job satisfaction is satisfied and employee performance is good. The results of quantitative descriptive analysis obtained from linear regression results indicate that the existence of Work facilities have a positive and significant effect on job satisfaction and employee performance. In addition, the results of the correlation coefficient analysis stated that there was a strong relationship between work facilities with job satisfaction and work facilities with employee performance. In this case, it shows that work facilities affect job satisfaction more than performance. This is because the administration department has a routine, monotonous and flexible work nature in its completion time, so that if there is a work interruption, it will affect the comfort of work but is not too disruptive in the completion of the work. This is evidenced by the fact that the work is still completed on time. Theoretically, performance measurement refers to the measurement of work results and work behaviors such as quality, quantity, time, cooperation, discipline, initiative, productivity, commitment, while job satisfaction records the response and feelings that employees have towards the work they have including the factors that affect the work (Adamy, 2016; Wijaya and Rifa'i, 2016; Astuti *et al.*, 2021; Hakim, Hidayat and Fanani, 2021),

## Suggestion

From the above conclusion, it is necessary to put forward some suggestions that can be useful for Harapan Pematangsiantar Hospital to improve job satisfaction and performance through work facilities. In work facilities, the hospital should consider evaluating the system used and carrying out *maintenance* (routine maintenance) to avoid work interruptions. To increase job satisfaction, hospitals should also pay attention to the provision of promotions through work performance and/or working period. And to encourage performance, companies should consider work rotation or the formation of work teams so that employees are indirectly directed to balance friendships and professionalism at work.

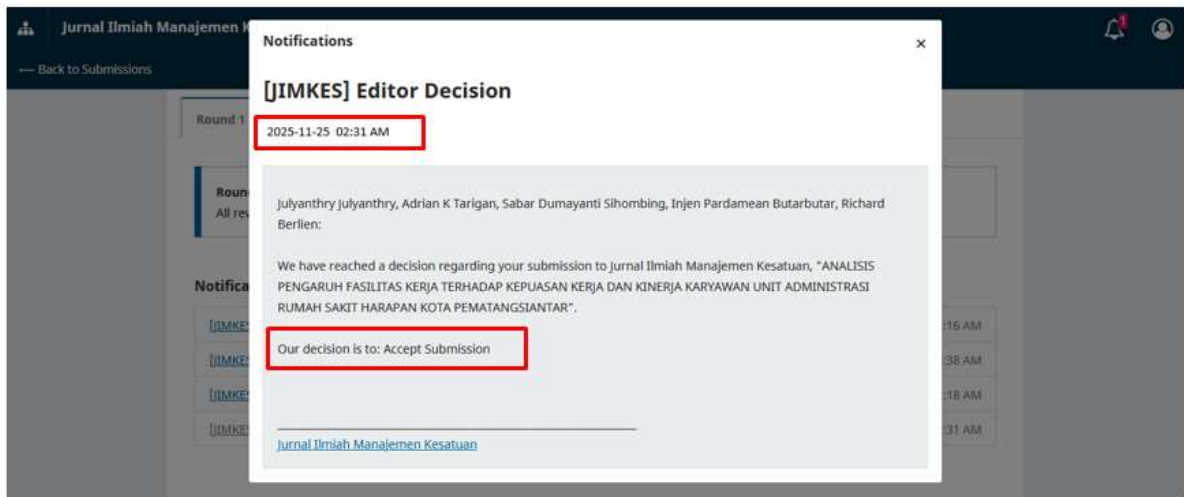
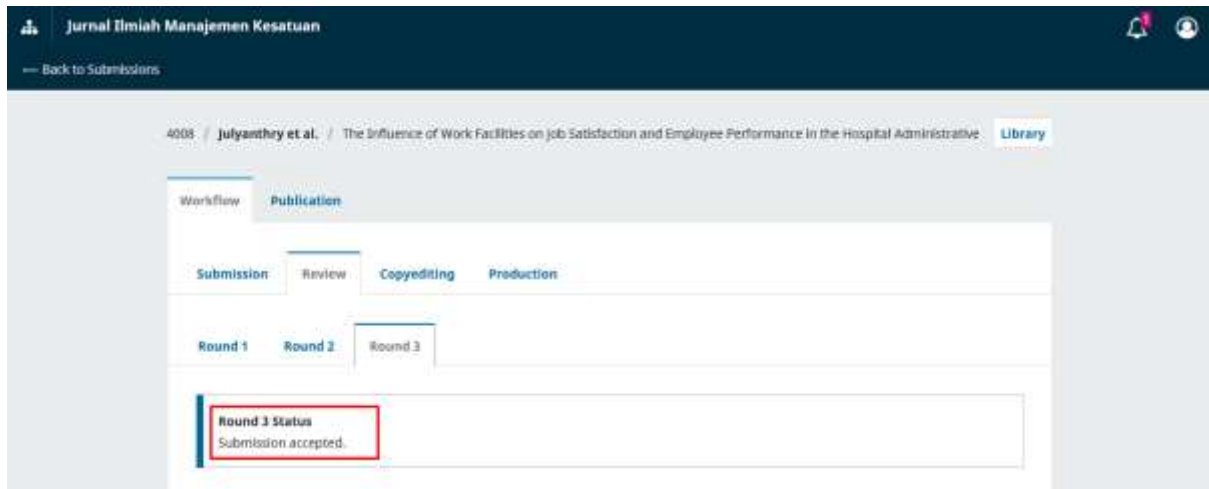
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# The Influence of Work Facilities on Job Satisfaction and Employee Performance in the Hospital Administrative Unit

*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.

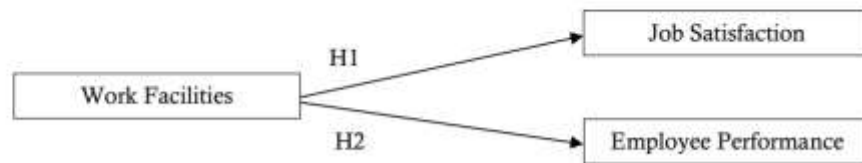


Figure 1. Research Framework

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	0.855	0.766	0.744	1.003
Z				
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

The 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. This is in line with previous research (Pangarso et al., 2016; Maulana et al., 2023; Rianti, 2023).

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. This is in line with previous research (Djibran et al., 2023; Napitu et al., 2025).

## **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) and Temesvari and Subakti (2020), 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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## The Influence of Work Facilities on Job Satisfaction and Employee Performance in the Hospital Administrative Unit

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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*



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