

**THE INFLUENCE OF NON PHYSICAL WORK ENVIRONMENT AND QUALITY OF WORK
LIFE ON EMPLOYEE PERFORMANCE (STUDY AT COMMUNITY HEALTH CENTER/
PUSKESMAS BANJARMASIN INDAH**

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Abstract

The purpose of this research is to investigate the effect of non-physical work environment and quality of work life on employee performance at Community Health Center/Puskemas Banjarmasin Indah. The research method is quantitative using partial least square structural equation modelling analysis with data analysis using Smart PLS 3.0 software. The study involved 30 respondents is a Community Health Center employee. The type of variable scale used is the ordinal scale. The rating scale for each statement uses a rating scale technique with a likert scale type. Offline questionnaires are distributed, the data analysis stage is the outer model test, namely the validity and reliability test and the inner model test, namely the hypothesis test or significance test. The independent variable of this research is nonphysical work environment and quality of work life. The dependent variable is employee performance variable. Offline questionnaires based on the results of research data analysis it was found that nonphysical work environment had a positive and significant effect on employee performance. Quality of work life had a positive and significant effect on employee performance.

Keywords: nonphysical work environment, quality of work life, employee performance.

Introduction

Efforts to realize puskesmas (community health centers) as effective, efficient and accountable government agencies in the implementation of quality and sustainable first-level health services by paying attention to patient and community safety, optimal employee performance is needed. The performance of puskesmas employees not only covers technical aspects in providing health services, but also involves aspects of the work environment and quality of work life.

The increasing challenges of health services are accompanied by the use of various applications in reporting health service programs inside and outside the puskesmas building, so maintaining and improving the performance of puskesmas employees is a must. Optimal employee performance will improve the quality of health services to the community and patient safety as well as the maximum achievement of minimum service standards (SPM).

The improvement of the performance of puskesmas employees is closely related to internal and external factors that influence it. Internal factors such as motivation, skills, knowledge and attitudes of employees greatly affect the quality of health services provided to patients. External factors such as management support, infrastructure, and reward systems also play an important role in improving the performance of puskesmas employees.

Employee performance is an instrument to ensure the achievement of government goals and objectives. Employee performance management aims to provide motivation to employees in order to improve their performance more optimally by maximizing competence, expertise and / or skills so that in the end the results of employee performance management can be used as a basis for determining the follow-up results of appropriate employee performance evaluations.

Employee performance management is carried out to achieve organizational goals and objectives through improving employee quality and capacity, strengthening leadership roles, strengthening collaboration between leaders and employees, between employees, and between employees and other stakeholders. Employee performance appraisal at Banjarmasin Indah Health Center based on PermenpanRB No. 6 of 2022 by determining employee performance predicates by considering the contribution of employee performance to organizational performance, namely 1) above expectations, 2) according to expectations, 3) below expectations.

Puskesmas is a first-level health service facility that organizes and coordinates promotive, preventive, curative, rehabilitative, and/or palliative

health services by prioritizing promotion and prevention in its work area (House of Representatives of the Republic of Indonesia, 2023). Puskesmas is a government agency that is required to implement employee performance management in accordance with RB regulation number 6 of 2022. The results of the 2022 employee performance appraisal show 30 employees with values as expected. But no one has scored above expectations

Research by Karoso, et al, found that work environment, quality of work life and organizational commitment have a significant relationship with employee performance (Karoso et al., 2022).. Research by Handayani and Khairi shows that the quality of work life has a positive and significant effect on employee performance. The better the quality of work life and leadership will improve employee performance (Management et al., 2022). The results of research by Yusuf Lis et al, show that career development and employee work environment have a significant effect on work motivation and employee performance. In addition, career development and work environment also have a direct effect on performance. Work motivation partly mediates the influence of career development, work environment on performance (Yusuf Lis et al., 2022).. Research by Sari et al, shows that QWL has a positive and significant effect on employee performance mediated by job satisfaction and work motivation (Sari et al., 2019) .

Research on the performance of puskesmas employees is very important. Non-physical (mental) work environment related to employee work relationships with superiors, fellow colleagues and subordinates needs to be examined whether it affects employee performance. The quality of work life at Puskesmas Banjarmasin Indah is an issue that receives attention to be examined because it is considered capable of increasing employee participation in the organization. The data and findings in this study can be the basis for government policies and puskesmas management in developing strategies to improve the quality of health services provided to the community. This study is to determine the influence of non-physical work environment and quality of work life on the performance of Banjarmasin Indah Health Center employees.

Literature Review

Non physical work environment

Sedarmayanti (2011: 26) states that, Non-physical work environments are all conditions that occur related to relationships between colleagues, or relationships with subordinates. The results showed that the non-physical work environment had a positive effect to employee performance. This shows that the more conducive the non-physical work environment, the better the performance of employees of the Central Java Provincial Industry and Trade Office. The

existence of a non-physical work environment or harmonious relationship between colleagues and superiors and subordinates will improve performance for employees and the company. (Anam & Rahardja, 2017).

Quality work of life

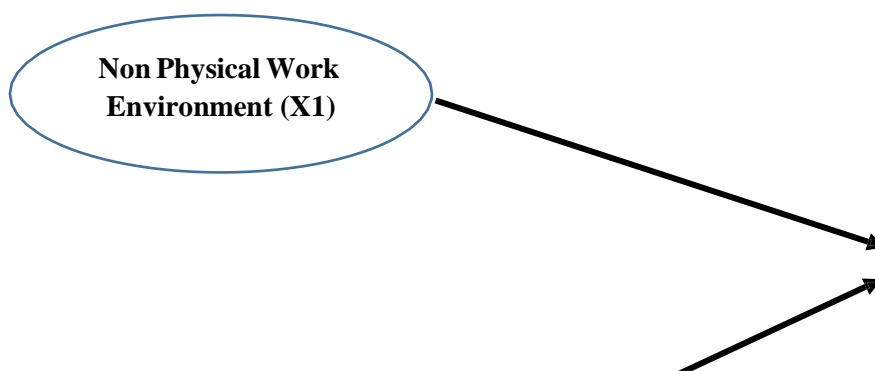
According to Cascio (1995), the quality of work life is the perception of employees such as that employees feel safe, relatively satisfied and get the opportunity to grow and develop as they deserve (Soetjipto, 2017). Based on the results of research that growth and development, participation, Work Environment affect Employee Performance, while Work Environment Variables have a dominant effect, this shows that the work environment must receive full attention so that employee performance increases (Irawati, 2015).

Employee Performance

Performance is a person's work performance based on the quantity and quality that have been mutually agreed upon (Chairunnisah et al., 2021).. In Indonesian large dictionary, performance is defined as something to be achieved, achievements shown and one's abilities. Many limitations are given by experts regarding the term performance, although different in the pressure of the formulation, but in principle performance is about the process of achieving results. Performance evaluation or performance appraisal is a process by which organizations assess the work performance of their employees (Tsauri, 2014).

Methods

The research method is quantitative using partial least square structural equation modelling analysis with data analysis using Smart PLS 3.0 software. The study involved 30 respondents is a Community Health Center employee. Teknik pengambilaan sampel dengan menggunakan metode sensus yaitu semua populasi dijadikan sebagai sampel. The type of variable scale used is the ordinal scale. The rating scale for each statement uses a rating scale technique with a likert scale type. Offline questionnaires are distributed, the data analysis stage is the outer model test, namely the validity and reliability test and the inner model test, namely the hypothesis test or significance test. The independent variable of this research is nonphysical work environment and quality of work life. The dependent variable is employee performance variable.



**Employee Performance
(Y)**

Figure 1 Theoritical Framework

Source:

H1: (Anam & Rahardja, 2017).

H2: (Irawati, 2015).

Result and Discussion

The study involved 30 respondents is a Community Health Center employee.

Table 1. Characteristics of Respondents

No	Characteristic	Sum	Percentage (%)
1	Age		
	20 to 30 years	12	40
	31 to 40 years old	8	27
	41 to 50 years old	4	13
	51 to 58 years	6	20
2	Gender		
	Man	8	27
	Woman	22	73
3	Marital Status		
	Unmarried	3	10
	Marry	22	73
	Divorced/Widowed/Widower	5	7
4	Length of Work		
	0 to 10 years	17	56
	11 to 20 years	6	20
	21 to 30 years old	5	17
	more than 30 years	2	7

Based on the characteristic of respondents, the majority age of 20 to 30 years is 40%. The majority gender is female as much as 73%. The majority maritas status is married as much as 73%. The majority of working period is less than 10 years as much as 56%.

SEM-PLS Results

Based on the calculation results using SEM-PLS, the model of the influence of non-physical work environment and quality of work life on employee performance is as follows.

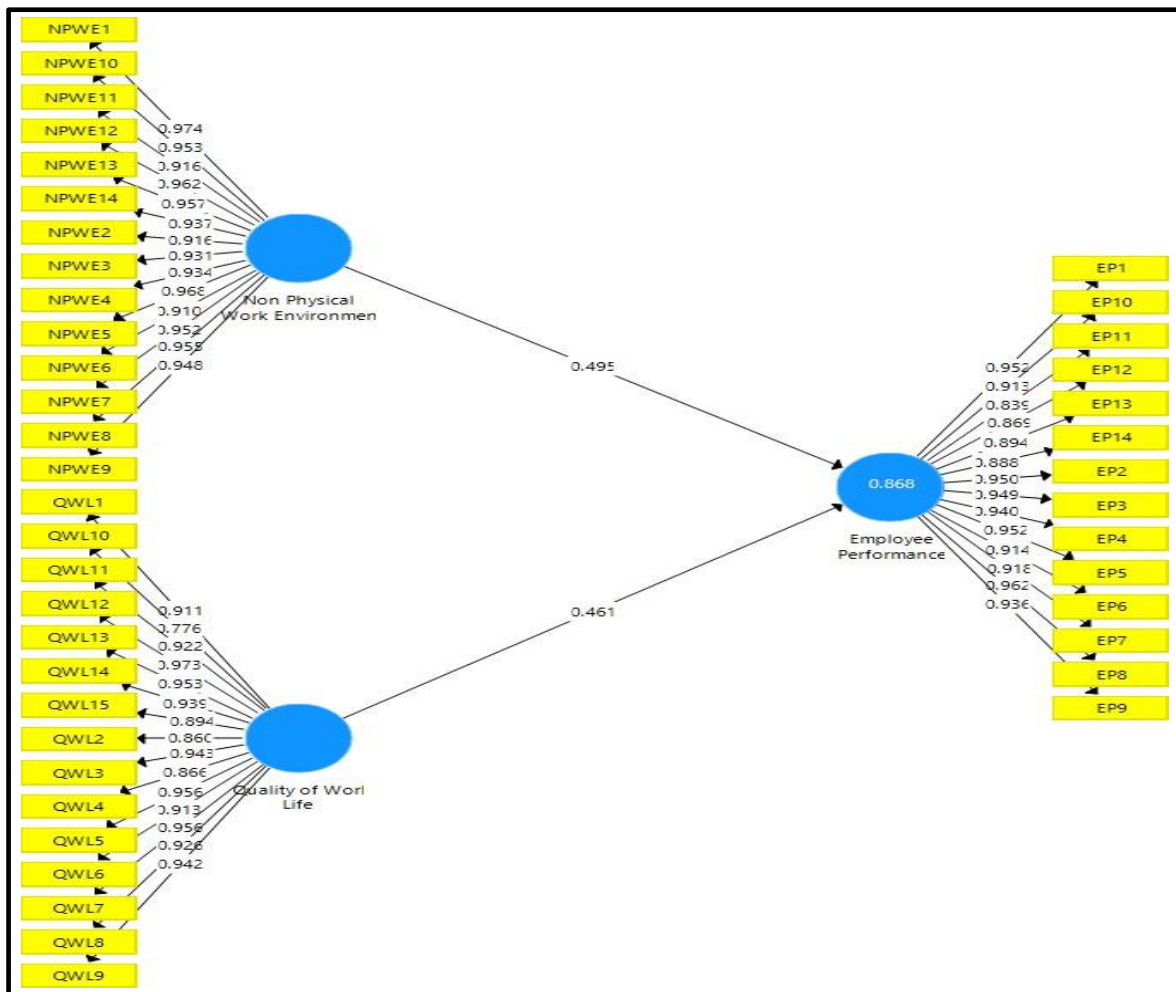


Figure 1. The Influence of Non Physical Work Environment and Quality of Work Life on Employee Performance

After obtaining the model of the influence of non-physical work environment and quality of work life on employee performance, then testing will be carried out outer model which includes convergent validity (loading factor), average variance extracted (AVE), composite reliability and cronbach

alpha. From the calculation results, it is known that all *loading factor* values that show the relationship between the observed variable (*manifest*) with the variable above 0.7. So it can be concluded that based on each construct in the study has good validity. Furthermore, AVE testing will be carried out to further strengthen the results of *convergent validity* with criteria if the AVE value ≥ 0.5 (Hair et al, 2019), then the construct used in the study is valid. *Cronbach's alpha* and *composite reliability* to determine whether construct reliability is good or not. Each construct is said to be reliable if it has *Cronbach's alpha* and *composite reliability* greater than 0.70 (Hair et al, 2017) can be said to be reliable. The following are presented AVE test results and *reliability* on the model.

Table 1. AVE, Cronbach's Alpha and Composite Reliability

Latent Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Non Physical Work Environment	0,991	0,991	0,891
Quality of Work Life	0,986	0,987	0,840
Employee Performance	0,986	0,987	0,847

Table 2. Cross Loadings

	Employee Performance	Non Physical Work Environment	Quality of Work Life
EP1	0,952	0,857	0,898
EP2	0,950	0,913	0,901
EP3	0,949	0,891	0,902
EP4	0,940	0,877	0,875
EP5	0,952	0,945	0,919
EP6	0,914	0,882	0,856
EP7	0,918	0,903	0,894
EP8	0,962	0,911	0,873
EP9	0,936	0,909	0,872
EP10	0,913	0,787	0,806
EP11	0,839	0,621	0,652
EP12	0,869	0,666	0,664

EP13	0,894	0,720	0,739
EP14	0,888	0,704	0,710
NPWE1	0,859	0,974	0,878
NPWE2	0,880	0,916	0,847
NPWE3	0,810	0,931	0,823
NPWE4	0,831	0,934	0,827
NPWE5	0,898	0,968	0,886
NPWE6	0,783	0,910	0,753
NPWE7	0,878	0,952	0,860
NPWE8	0,928	0,955	0,864
NPWE9	0,847	0,948	0,845
NPWE10	0,855	0,953	0,883
NPWE11	0,879	0,916	0,878
NPWE12	0,825	0,962	0,819
NPWE13	0,912	0,957	0,877
NPWE14	0,804	0,937	0,808
QWL1	0,857	0,850	0,911
QWL2	0,858	0,792	0,860
QWL3	0,840	0,860	0,943
QWL4	0,776	0,794	0,866
QWL5	0,902	0,874	0,956
QWL6	0,827	0,847	0,913
QWL7	0,846	0,863	0,956
QWL8	0,799	0,791	0,926
QWL9	0,824	0,829	0,942
QWL10	0,729	0,662	0,776
QWL11	0,748	0,822	0,922
QWL12	0,892	0,864	0,973
QWL13	0,849	0,870	0,953
QWL14	0,848	0,849	0,939
QWL15	0,826	0,753	0,894

Table 1 and Table 2 show that all latent variables have AVE values greater than 0.5. This indicates that the indicators that make up the latent construct have good *convergent validity*. Based on *discriminant validity* of the *cross loading* value shows that the indicator has a high correlation to its construct compared to other constructs. So it can be concluded that the research model has good *discriminant validity* in *discriminant cross loading validity*. In addition, each latent construct has a *Cronbach's alpha* value of more than 0.7, indicating that the

latent construct has good *reliability*. In addition, the *composite reliability* value of all latent constructs also has a value greater than 0.70. Based on *Cronbach's alpha* and *composite reliability* values obtained, it shows that the model has good reliability.

After testing the *outer model*, then testing *the inner model* consisting of R-square, f-square, Q-square and GoF. The value of r square obtained is as follows.

Table 3. R-square

Variable	R Square
Employee Performance	0,868

Based on Table 3 above, it is known that the r-square value of employee performance is 0.868, this shows that the variables of non-physical work environment and quality of work life are able to explain employee performance of 0.868 or 86.8%.

The value of f-square non physical work environment on employee performance is 0.360 where the effect is included in the large category. The value of f-square quality of work life on quality of work life is 0.313 where the effect is included in the moderate category. Furthermore, the Q-square value obtained is as follows.

Table 4. Q-square

	SSO	SSE	Q ² (=1- SSE/SSO)
Employee Performance	420.000	120.038	0.714
Non Physical Work Environment	420.000	420.000	
Quality of Work Life	450.000	450.000	

Based on the results of the calculation above, it is known that the *value of Q square* is greater than 0, this means that the observed values have been reconstructed well so that the structural model has predictive relevance. The GoF value in the structural model is 0.714. These results show that the structural model has GoF which is included in the good category.

Furthermore, hypothesis testing was carried out, by comparing the t-statistic value with the t-table, which is 1.96 or by using p-values compared to α

5% and 10% or 0.05 and 0.1. Here is a table of the results of testing the hypothesis of the structural model.

Table 5. Hasil Pengujian Hipotesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STD EV)	T Statistics (O/STD DEV)	P Values	Keputusan
Non Physical Work Environment -> Employee Performance	0,495	0,488	0,224	2,210	0,028	H ₀ ditolak
Quality of Work Life -> Employee Performance	0,461	0,470	0,226	2,039	0,042	H ₀ ditolak

Based on the results of hypothesis testing, it is known that the whole hypothesis is accepted. The two hypotheses are as follows.

- Non-physical work environment has a positive and significant effect on employee performance, where the p-value is smaller than alpha 5%, namely $0.028 < 0.05$.
- Quality of work life has a positive and significant effect on employee performance, where the p-value is smaller than alpha 5%, namely $0.042 < 0.05$.

Conclusion

Nonphysical work environment had a positive and significant effect on employee performance. This proves that indicators of the non-physical work

environment such as work relationships between leaders and subordinates, work relationships between colleagues, clearly structured division of labor, work responsibilities, smooth communication affect employee performance. Quality of work life had a positive and significant effect on employee performance. This proves that the quality of work life consisting of indicators such as growth and development, participation, work environment, supervision, social relationship, work integration affects employee performance.

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