



## THE INFLUENCE OF WORK ENVIRONMENT AND SALARY ON EMPLOYEES' JOB SATISFACTION AT AROFAH ISLAMIC HOSPITAL IN MOJOSARI, MOJOKERTO

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### Abstract

This research aims to determine and analyze the influence of the work environment and salary on employee job satisfaction at the Arofah Islamic Hospital in Mojokerto. Using a quantitative approach with a causal research design, this research involved 43 employees as the population and sample. The data used consists of primary and secondary data. The data analysis technique applied is Partial Least Square (PLS). The research results show that both the work environment and salary have a positive and significant influence on employee job satisfaction at Arofah Islamic Hospital. These findings emphasize the importance of work environment factors and compensation in increasing employee job satisfaction in the health sector. Thus, hospital management is advised to continue to improve working environment conditions and salary structures in order to increase employee satisfaction and productivity. This research provides important insights for human resource management in health institutions.

**Keywords:** Work Environment, Salary, and Employee Job Satisfaction

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### INTRODUCTION

Human resources play a very important role in hospitals. The quality of a hospital's human resources depends on how the hospital directs or manages them. If the hospital succeeds in managing human resources well, the effects can be positive.

Job satisfaction is the feeling that employees have when doing a job. It is normal for hospital employees because whether they are comfortable or not depends on their job satisfaction. Several factors, such as work environment and salary, can be used to motivate employees to obtain job satisfaction. With successful job satisfaction, the work carried out by employees can run smoothly.

The work environment is one of the reasons that influences employee job satisfaction. If the work environment is good, comfortable, and safe for hospital patients, employees can be motivated to be enthusiastic about doing their work and providing the best for the hospital. Furthermore, salary also supports one of the factors of job satisfaction for employees. The hospital must provide salaries in a timely and appropriate manner to employees so that they can pay for the hard work of employees who work and receive salary compensation according to the agreement between each party.

To find out how many nursing employees are at the hospital, the hospital has a list of absenteeism for nursing employees. Nursing employee absenteeism data is useful for how many employees are absent and late while in the hospital. If the number listed is small or large, it can be concluded that the working conditions of employees at the hospital can be said to be satisfied or dissatisfied. The following is the absenteeism data for nursing employees obtained by researchers in 2021-2023:

Table 1 List of Absences and Tardiness of Nursing Department Hospital Employees

Year	Absence			Lateness	Amount
	Sick	Permission	Alpha		
2021	4	5	1	6	16
2022	5	6	1	12	24
2023	6	7	2	16	31

Source: Arofah Islamic Hospital in 2024

Table 1.1 above shows that in 2021, the number of absenteeism and late attendance was 16 times. In 2022, the number of absences and late attendance will be 24 times. In 2023, the number of absences and late attendance will be 31 times.

From the several explanations above, this research aims to determine the influence of the work environment and salary on employee job satisfaction at the Arofah Islamic Hospital in Mojokerto.

## LITERATURE REVIEW

### Work environment

According to Sunyoto (2013), the work environment is something that exists around workers and can influence them to carry out their assigned tasks. Then, according to Sedarmayanti (2017:25), the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, their work methods, and their work arrangements both as an individual and as a group.

The following are several indicators of the work environment, according to Sedarmayanti (2019:22):

1. Lighting, including sufficient light entering each employee's work space, which affects the working conditions of each employee
2. Air Temperature: The air temperature here is related to the air temperature level in each employee's workspace. Properly setting the air temperature in the workspace provides comfort for employees while they carry out their work.
3. Noise is how sensitive employees are to sounds in the workplace, which can affect their activities.

### Wages

According to Mulyadi (2016: 309), salaries are generally payments for the delivery of services carried out by employees who have manager-level positions. Generally, salaries are paid monthly. Then, according to Andrew F. Sikula (2007: 119), salary is remuneration in the form of money that employees receive as a consequence of their status as employees who contribute to achieving company goals.

According to Siagian (2008:262), salary variables are measured by several indicators:

1. Being able to meet needs, with the salary received by employees, is a basic personal need.
2. Create a sense of enthusiasm for work, with the salary received being able to encourage each

employee.

3. Welfare, security in old age, and welfare can also be provided through insurance or health insurance for employees.

### **Job satisfaction**

Hasibuan (2008:202) believes that job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline, and work performance. According to Strauss and Sayles in Umar (2004:217), job satisfaction is important for self-actualization. Employees who do not obtain job satisfaction will never reach physiological maturity, and this will result in frustration, low work morale, fatigue and boredom, and emotional instability.

According to Robbins and Judge (2015), several indicators of job satisfaction are as follows:

1. The work itself
2. Salary
3. Coworkers

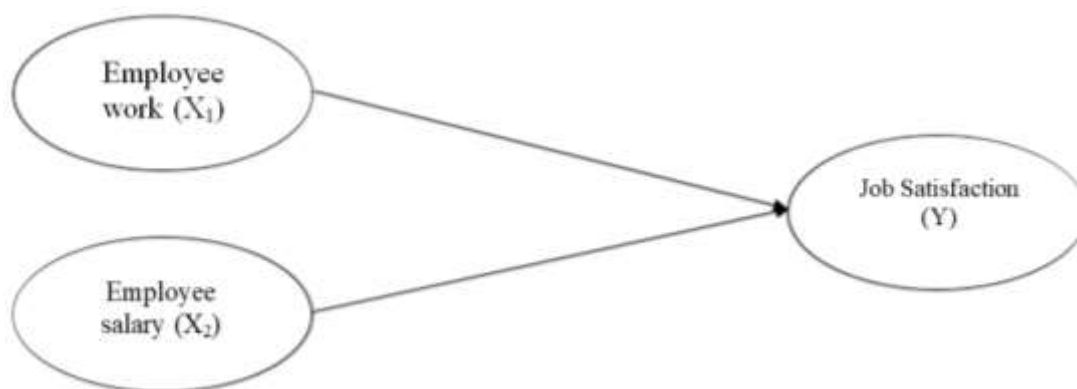
### **The Influence of the Work Environment on Job Satisfaction**

To maximize the work of company employees, they must maintain the work environment. A healthy work environment can have a significant influence on employee job satisfaction. According to Nitisemito (2000:183), the definition of the work environment is everything that is around the worker, which can influence a worker in carrying out the tasks given. Increasing job satisfaction can be done by creating a good and comfortable work environment. These conditions will be able to make employees happy, comfortable and at home in the organization. A good work environment can reduce employee burnout and stress levels so that employee performance will increase. Based on research conducted by Handaru et al (2013), it is stated that a conducive work environment can provide employee job satisfaction. And conversely, an inadequate work environment will reduce employee job satisfaction.

### **The Influence of Salary on Job Satisfaction**

Employee salaries are a form of employee management by the company in order to obtain job satisfaction. According to Rivai (2005:379), salary is remuneration in the form of money received by an employee or employees as a consequence of their status as an employee who contributes to achieving the goals of the company or organization. In general, the salary amount is determined monthly or annually. The salary set by the company is a source of satisfaction for employees. Employees who work in companies have a series of needs that must be met. The salary received every month can be used to meet daily primary needs. Employees generally expect salaries to be set fairly and adequately to cover.

### **Conceptual Framework and Hypothesis**



Based on the problem formulation, objectives, and benefits of the research, and linked to the theoretical basis, the following hypotheses can be concluded:

1. The employee work environment can have a positive influence on employee job satisfaction at Arofah Islamic Hospital.
2. Employee salaries can have a positive influence on employee job satisfaction at Arofah Islamic Hospital.

## METHOD

This research uses a quantitative approach and is included in the type of causal research. In this research, the population and sample used were all 43 employees of the Arofah Islamic Hospital. The data sources in this research consist of primary and secondary data. Primary data was obtained directly from respondents through interviews and distributing questionnaires. The questionnaire was designed to collect information about employees' perceptions of the work environment and salary, as well as their level of job satisfaction. In addition, secondary data was obtained from official hospital documentation, such as personnel reports and financial data.

Interview techniques were used to explore the answers to the questionnaire further so that researchers could obtain a more complete and in-depth picture of the factors that influence employee job satisfaction. The questionnaires distributed cover various aspects related to the work environment, salary, and job satisfaction. The data collected was then analyzed using the Partial Least Square (PLS) technique, which allows researchers to see causal relationships between the variables studied.

Through this quantitative approach, research provides empirical evidence regarding the influence of the work environment and salary on employee job satisfaction at Arofah Islamic Hospital. The results of this research can be a reference for hospital management in improving working conditions and payroll systems to increase employee satisfaction and productivity.

## RESULTS AND DISCUSSION

### Outer Model

Based on the outer loading table, all reflective indicators on the Work Environment ( $X_1$ ), Employee Salary ( $X_2$ ), and Job Satisfaction ( $Y$ ) variables show factor loadings (original sample) greater than 0.50 and significant (T-value). The statistics are more than the Z value  $\alpha = 0.05$  (5%) = 1.96); thus, the estimation results for all indicators have met convergent validity or good validity.

Table 2. Outer Loadings (Mean, STEDV, T-Values)

	<b>Factor Loading (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>Standard Error (STERR)</b>	<b>T Statistics ((O/STERR))</b>
$X_{1.1}$ <- Work environment ( $X_1$ )	0,885202	0,878879	0,030653	0,030653	28,878033
$X_{1.2}$ <- Work environment ( $X_1$ )	0,950582	0,949456	0,015119	0,015119	62,875142
$X_{1.3}$ <- Work environment ( $X_1$ )	0,966439	0,964517	0,010382	0,010382	93,092313
$X_{2.1}$ <- Employee salary ( $X_2$ )	0,949856	0,950411	0,014706	0,014706	64,590980
$X_{2.2}$ <- Employee salary ( $X_2$ )	0,927810	0,926212	0,031679	0,031679	29,288054
$X_{2.3}$ <- Employee salary ( $X_2$ )	0,959300	0,960448	0,012286	0,012286	78,083356
$Y_{1.1}$ <- Job satisfaction ( $Y$ )	0,987177	0,987923	0,008241	0,008241	119,785411
$Y_{1.2}$ <- Work Employees ( $Y$ )	0,989120	0,990230	0,005848	0,005848	169,140723

Source: results of researcher data processing, 2024

The results of cross-loading data processing showed that all loading factor values for each indicator, including the Work Environment ( $X_1$ ), Employee Salary ( $X_2$ ), and Job Satisfaction ( $Y$ ) variables, were greater than the indicator loading factors. From other variables, it can be said that all indicators in this research have met their validity or have good validity.

Table 3. Cross Loading

Indikator	Employee Salary (X <sub>2</sub> )	Job Satisfaction (Y)	Work Environment (X <sub>1</sub> )
X 1.1	0,411028	0,697773	0,885202
X 1.2	0,270619	0,697773	0,950582
X 1.3	0,286198	0,645990	0,966439
X 2.1	0,949856	0,466638	0,513061
X 2.2	0,927810	0,348611	0,332283
X 2.3	0,959300	0,485416	0,340539
Y 1.1	0,435148	0,987177	0,693255
Y1.2	0,484838	0,989120	0,747524

Source: results of researcher data processing, 2024

The next measurement model is the Average Variance Extracted (AVE) value, namely the value indicating the magnitude of the indicator variance contained by the latent variable. Convergent AVE value greater than 0.5 indicates good validity for the latent variable. The AVE test results for the Work Environment variable (X<sub>1</sub>) are 0.873731, the Employee Salary variable (X<sub>2</sub>) is 0.894438, and Job Satisfaction (Y) is 0.976438; these three variables show a value of more than 0.5, so overall All variables in this research can be said to have good validity.

Table 4. Average Variance Extracted (AVE)

	AVE
Employee Salary (X <sub>2</sub> )	0,894438
Job Satisfaction (Y)	0,976438
Work Environment (X <sub>1</sub> )	0,873731

Source: results of researcher data processing, 2024

### Readability Test

Composite Reliability is an index that shows the extent to which a measuring instrument can be trusted to be relied upon. If a tool is used twice to measure the same symptom and the measurement results obtained are relatively consistent, then the tool is reliable. In other words, reliability shows the consistency of the measuring instrument in the same phenomenon.

Table 5 Composite Reliability

	Composite Reliability
Employee Salary (X <sub>2</sub> )	0,962142
Job Satisfaction (Y)	0,988079
Work Environment (X <sub>1</sub> )	0,953979

Source: results of researcher data processing, 2024

The Composite Reliability test results show that the Work Environment variable (X<sub>1</sub>) is 0.953979, the Employee Salary variable (X<sub>2</sub>) is 0.962142, and Job Satisfaction (Y) is 0.988079; these three variables show a Composite Reliability value above 0, 70, so it can be said that all variables in this study are reliable.

### Correlation Test

From the correlation test table below, the average correlation value between one variable and

another shows a moderate average correlation value. The highest correlation value is between the Work Environment variable ( $X_1$ ) and Job Satisfaction (Y) of 0.730121. It can also be stated that among the variables in the research model, the relationship between the Work Environment variable ( $X_1$ ) and Job Satisfaction (Y) shows a stronger relationship than the relationship between other variables; this can also be interpreted that in this research model, the level of Job Satisfaction is more influenced by the Work Environment variable than the Employee Salary variable.

Table 6. Correlation Test

	Employee Salary ( $X_2$ )	Job Satisfaction (Y)	Work Environment ( $X_1$ )
Employee Salary ( $X_2$ )	1,000000		
Job Satisfaction (Y)	0,466517	1,000000	
Work Environment ( $X_1$ )	0,346679	0,730121	1,000000

Source: results of researcher data processing, 2024

### Structural Model

Testing of the structural model is carried out by looking at the R-Square value, which is a model goodness-fit test. The  $R^2$  value explains how much the exogenous (independent/free) variables in the model are able to explain the endogenous (dependent/dependent) variables.  $R^2$  value = 0.584838. The model is able to explain the phenomenon of Job Satisfaction, which is influenced by independent variables, including Work Environment and Employee Salary, with a variance of 58.48%. In comparison, the remaining 41.52% is explained by other variables outside this research (apart from Work Environment and Employee salary).

Table 7. R-Square

	R-Square
Employee Salary ( $X_2$ )	
Job Satisfaction (Y)	0,584838
Work Environment ( $X_1$ )	

Source: results of researcher data processing, 2024

### Hypothesis Testing

Hypothesis testing can be seen from the coefficient results and T-Statistic values from the inner model in the following table:

Hypothesis 1: The employee work environment can have a positive influence on employee job satisfaction at Arofah Islamic Hospital, which is acceptable, with path coefficients of 0.646034 and a T-statistic value of  $9.616404 > 1.96$  (from the table value  $Z\alpha = 0.05$ ) or P-Value  $0.000 < 0.05$ , with significant (positive) results.

Hypothesis 2: Employee salaries can have a positive influence on employee job satisfaction at Arofah Islamic Hospital, which is acceptable, with path coefficients of 0.242551 and a T-statistic value of  $4.218084 > 1.96$  (from the table value  $Z\alpha = 0.05$ ) or P-Value  $0.000 < 0.05$ , with significant

(positive) results.

Table 8. Path Coefficients (Mean, STEDV, T-Values, P-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P Values
Work Environment (X <sub>1</sub> ) → Job Satisfaction (Y)	0,646034	0,651389	0,067180	9,616404	0,000
Employee Salary (X <sub>2</sub> ) → Job Satisfaction (Y)	0,242551	0,247069	0,057503	4,218084	0,000

Sumber: hasil olah data peneliti, 2024

### Pengaruh Lingkungan Kerja (X<sub>1</sub>) Terhadap Kepuasan Kerja (Y)

The results of the tests that have been carried out show that the work environment has a positive and significant effect on job satisfaction, with a path coefficient of 0.646034 and a T-statistic value of 9.616404, which is greater than the Z value  $\alpha = 0.05$  (5%) = 1.96. It means that a good work environment can increase employee job satisfaction at Arofah Islamic Hospital.

This means that a good work environment can increase employee job satisfaction at Arofah Islamic Hospital. The work environment can have a positive impact on the level of employee job satisfaction. Conducive working environment conditions will help employees work optimally to achieve maximum results so that they are satisfied at work.

### Influence of Salary (X<sub>2</sub>) on Job Satisfaction (Y)

The results of the tests that have been carried out show that employee salaries have a positive and significant effect on job satisfaction, with a path coefficient of 0.242551 and a T-statistic value of 4.218084, which is greater than the Z value  $\alpha = 0.05$  (5%) = 1.96. It means that appropriate employee salaries can increase employee job satisfaction at Arofah Islamic Hospital.

Providing salaries to employees affects job satisfaction because employee salaries are an important aspect of employees' lives. Financial components can influence employee satisfaction. A suitable employee salary allows employees to meet their basic needs, such as food, shelter, and financial needs. When employees feel that they are getting a salary that meets their needs, they tend to be more satisfied with their jobs.

## CONCLUSION

Based on the results of the analysis and discussion in this research, the work environment and salary play an important role in creating employee job satisfaction at the Arofah Islamic Hospital in



Mojosari, Mojokerto. First, the work environment variable ( $X_1$ ) is proven to be able to support the creation of employee job satisfaction. A conducive work environment not only increases comfort and productivity but also contributes a significant margin to job satisfaction. It shows that good physical and psychological conditions in the workplace can increase employee morale and motivation.

Second, the salary variable ( $X_2$ ) also shows a positive and significant influence on employee job satisfaction. Competitive salaries that meet employee expectations can improve their financial well-being, which in turn contributes to job satisfaction. Providing salaries that are fair and appropriate to employees' workload and performance can increase their loyalty and commitment to the organization.

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