

# The Influence Of Job Promotion, Work Culture, Work Facilities, Work Satisfaction On Employee Performance In The Hj Bunda Halimah Hospital Batam

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## Abstract

*In this study, researchers used respondent data, such as gender, age and duration of work of respondents to be able to provide information about the characteristics of respondents. The study population was employees in the Hj. Bunda Halimah hospital, which consists of doctors and health workers such as nurses, midwives and administrative staff. The sample is determined by the number of sample members (sample size) 55 people with proportional random sampling technique. 15 doctors and 40 health employees. This research is the result of a field study to obtain questionnaire answer data that measures five main variables in this study, namely Transformational Leadership, Work Culture, Work Facilities, Job Satisfaction towards Performance in The Hj Bunda Halimah Hospital. The instrument was developed based on theoretical studies, then defined in conceptual definitions, operational definitions, and developed through lattice instruments and technical techniques. Knitted data analysis uses descriptive statistics and statistical analysis to test the significance of path coefficients, descriptive statistics to present data in the form of frequency distribution tables, histograms, and the number of statistics such as media, modes, averages, variants, and foreign standards. exchange. Statistical tests are used to test the significance of path coefficients using Partial Least Square (PLS) which is a Multivariate Analysis in the second generation using structural equation modeling (SEM). PLS can be used for a small number of samples, and of course with a large number of samples will be better able to improve the accuracy of estimates. PLS does not require the assumption that data distribution must be normal or not. The construct form can use a reflective or formative model in which from the results of statistical analysis, the relationship between variables formulated in the formulation of a problem as many as 7 pieces obtained significant results.*

**Keywords:** Job Promotion, Work Culture, Work Facilities, Job Satisfaction, Performance

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## 1. Introduction

Each organization in carrying out its duties and functions is largely determined by the quality of its human resources and supporting infrastructure. Human resources and equipment are elements in moving the wheels of the organization, as well as internal factors that influence the progress of the organization. To achieve organizational goals there are many factors that support, one of which is the promotion of position. One encouragement of someone working at a company or organization is the opportunity to advance. It is human nature in general to be more advanced, better than their current state, that's why they want progress. Promotion has a very important meaning for every company or organization because promotion means company stability and employee morale will be more guaranteed [1].

Promotion is a move that increases the employee's authority and responsibilities, rights, status, and a large amount of income. Promotion is also expected to have a broader purpose, namely to fill vacant positions, because basically positions will one day be abandoned. Every employee craves promotion because it is seen as a tribute to someone's success showing high work performance in fulfilling obligations in the jobs and positions he holds now, as well as recognition of the ability and achievement concerned to occupy a higher position in the organization. Work Culture is a philosophy based on a view of life as values that become the nature, habits and also the driving force cultivated in a group and reflected in attitudes into behavior, ideals, opinions, views and actions that manifest as work or work [2].

Work Culture is a system of meanings, values and beliefs shared in an organization that is a reference for action and distinguishes one organization from another organization. Work culture is important for every employee to get high job satisfaction. Employee facilities are a supporting factor for the smoothness of the tasks they do, so the work can be done as expected. work facility is something that must be provided by the organization, both facilities provided directly and supporting facilities for ease and comfort for employees in performing work. With adequate work facilities that can create a sense of security, comfort and make it easy for employees to do work. Recognizing the importance of work facilities for employees, the organization is required to provide and provide work facilities for the success of an organization that is never independent of the provision of work facilities [3].

by having good work facilities, every employee has high job satisfaction. Job satisfaction is one's feeling towards his work by considering the aspects that exist in his work so that arises in him a feeling of pleasure or displeasure with the work situation and his coworkers. Job satisfaction is an emotional attitude that is fun and loves work. With job satisfaction that can be obtained by every employee, it will improve employee performance towards the organization. Performance is a set of results achieved in accordance with the achievement and implementation of work that has been requested previously. then the organization must have good employee performance, namely by having employees who can carry out their duties with full responsibility and in a reliable manner [4].

#### Formulation of the problem

1. Does Job Promotion directly determine Job Satisfaction?
2. Does Work Culture directly determine Job Satisfaction?
3. Does Work Environment directly determine Job Satisfaction?
4. Does Job Promotion directly determine Performance?
5. Does Work Culture directly determine Performance?
6. Does Position Promotion directly determine Performance?
7. Does Job Satisfaction directly determine Performance?

The theoretical framework of this research was developed from the synthesis of theories based on facts, observations and literature review, therefore this theoretical framework contains the relationship or influence between the variables involved in research based on supporting theories, and clearly explains the interrelationships between the intertwined variables, in addition to that can be used as a basis for answering problems and the logic flow of relationships between variables that are intertwined so that it will be very relevant to the problem studied as follows. According to Bass (1985) in Yukl's book explains that transformational leadership is a situation where the followers of a transformational leader feel the existence of trust, admiration, loyalty, and respect for these leaders, and they are motivated to do more than those initially expected them [5].

According to organizational culture as values, principles, traditions, and ways of working are shared by members of the organization and influence the way they act. According Sedarmayanti (2013: 23) work environment is a place where there are a number of groups in which there are several supporting facilities to achieve the goals of the company or organization in accordance with the vision and mission of the company or organization. According to Robbins (Donni, 2016: 291) argues, that job satisfaction is a general attitude of an individual towards his work. According to Mangkunegara (2013) Performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to them [6].

## 2. Research Method

In this study, researchers used respondent data, such as gender, age and length of work of the respondent to provide information about the characteristics of the respondents. Where from the questionnaire questionnaire distributed as many as 55. The discussion in this chapter is the result of a field study to obtain questionnaire answers that measure five main variables in this study, namely Job Promotion, Work Culture, Work Facilities, Job Satisfaction and Performance. Data analysis uses parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument testing, normality testing, hypothesis testing, and discussion of the results of hypothesis testing and Path Analysis Path [7].

This study uses path analysis to examine patterns of relationships that reveal the effect of a variable or set of variables on other variables, both directly and indirectly. The calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To determine the direct and indirect effects between variables, this can be seen from the calculation of the path coefficient, while to determine significance. The study population is the Hj. Bunda Halimah hospital, consisting of 15 doctors and 40 health employees using proportional random sampling techniques [8].

### 3. Results and Discussion

#### 3.1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria of a variable said to be reliable if the composite reliability value  $> 0.600$  [9].

**Table 1 :** Internal Consistency Analysis. Source Data Processing (2020)

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.874	0.894	0.903	0.574
X2	0.720	0.732	0.805	0.375
X3	0.826	0.854	0.868	0.490
X4	0.839	0.854	0.879	0.514
Y	0.921	0.925	0.937	0.681

Based on internal consistency analysis data in the above table, the results show that the variables X1, X2, X3, X4, Y have a composite reliability  $> 0.600$ , so all questions developed on the 5 variables are reliable meaning cross-item questions developed on the questionnaire of all variables in the test the same has consistency [10].

#### 3.2 Convergent Validity

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measurements of the same construct. To see an indicator of a construct variable is valid or not, it is seen from the outer loading value. If the outer loading value is greater than (0.4) then an indicator is valid [11].

**Table 2.** Convergent Validity. Source Data Processing (2020)

Variabel	X1	X2	X3	X4	Y
X1.1	0.776				
X1.2	0.622				
X1.3	0.767				
X1.4	0.840				
X1.5	0.863				
X1.6	0.773				
X1.7	0.629				
X2.1		0.632			
X2.2		0.609			
X2.3		0.685			
X2.4		0.423			
X2.5		0.676			
X2.6		0.639			
X2.7		0.582			

			0.835		
X3.2			0.694		
X3.3			0.691		
X3.4			0.713		
X3.5			0.757		
X3.6			0.666		
X3.7			0.496		
X4.1				0.647	
X4.2				0.652	
X4.3				0.791	
X4.4				0.812	
X4.5				0.703	
X4.7				0.558	
Y1					0.893
Y2					0.763
Y3					0.877
Y4					0.858
Y5					0.852
Y6					0.758
Y7					0.762

Based on the above table, it can be seen that the outer loading value for variables X1, X2, X3, X4, Y where the value of all item items in the 5 variables tested is greater than 0.4, then all items developed for all variables are declared valid, meaning that the measurement is positively correlated with alternative measurements of the same construct thus the indicators of all construct variables are valid [12].

### 3.3. Validity Of Diskriminan

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio Of Correlation (HTMT) <0.90, then the variable has a good discriminant validity (valid) [13].

**Table 3.** Validity of Diskriminan. Source Data Processing (2020)

Variabel	X1	X2	X3	X4	Y
X1					
X2	0.494				
X3	0.423	0.350			
X4	0.651	0.625	0.513		
Y	0.691	0.690	0.540	0.809	

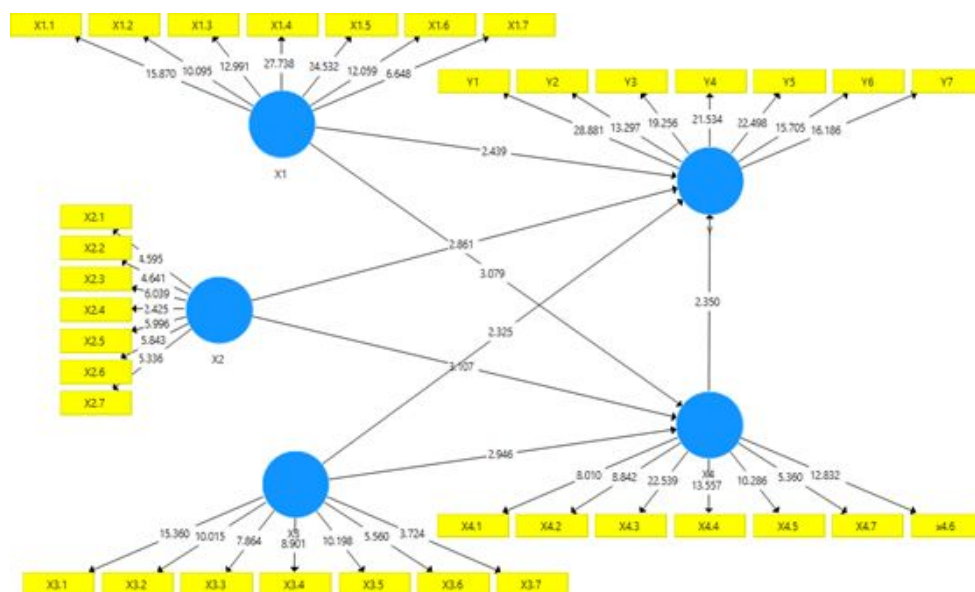
Based on the above table, the correlation results obtained variables X1 with X2, X3, X4, Y and X3 with X2, X4 with X2, Y with X2 and X4 with X3, Y with X3 and Y with X4 have a correlation value <0.900, thus the value the correlation of all variables is declared valid. Analysis of structural models or (inner models) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis. Collinearity testing is to prove the correlation between latent / construct variables is strong or not. If there is a strong correlation it means that the model contains problems if viewed from a methodological point of view, because it has an impact on the estimation of statistical significance [14].

This problem is called colinearity. The value used to analyze it is by looking at the value of Variance Inflation Factor (VIF). (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00 then it means there is a colinearity problem, and in contrast there is no colinearity problem if the VIF value  $<5.00$  [15].

**Table 4.** Collinierity. Source Data Processing (2020)

Variabel	X1	X2	X3	X4	Y
X1				1.313	1.542
X2				1.186	1.405
X3				1.156	1.305
X4					1.979
Y					

From the above data it can be described as follows: The VIF value for the correlation of X1 with Y, X2 with Y, X3 with Y, X4 with Y is  $<5.00$  (there is no colinearity problem). Therefore, from the data above and the development of structural models in this case there is no problem. colinearity. In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect effect hypothesis. The coefficients of the hypothesis testing path are in the figure below: Test the significance of the structural coefficient of the path model (Structural Model Path Coefficient). This test is to determine the path coefficient of the structural model, the aim is to test the significance of all relationships or hypothesis testing [16].



**Figure 2.** Hypothesis Testing

Direct influence hypothesis testing aims to prove the hypotheses of the influence of a variable on other variables directly (without intermediaries). If the value of the path coefficient is positive indicates that an increase in the value of a variable is followed by an increase in the value of another variable. If the value of the path coefficient is negative indicates that an increase in a variable is followed by an decrease in the value of other variables. If the probability value (P-Value)  $< \text{Alpha}$  (0.05) then  $H_0$  is rejected (the effect of a variable with other variables is significant). If the value of probability (P-Value)  $> \text{Alpha}$  (0.05) then  $H_0$  is rejected (the effect of a variable with other variables is not significant) [18].

**Table 5.** Hypothesis of Direct Effect. Source Data Processing (2020)

Variable	Real Sample	Sample Average	Standard Deviation	t- Statistik	P Values
<b>X1 → X4</b>	0.340	0.338	0.111	3.079	<b>0.003</b>
<b>X1 → Y</b>	0.252	0.243	0.103	2.439	<b>0.018</b>
<b>X2 → X4</b>	0.333	0.366	0.107	3.107	<b>0.003</b>
<b>X2 → Y</b>	0.271	0.281	0.095	2.861	<b>0.006</b>
<b>X3 → X4</b>	0.275	0.283	0.093	2.946	<b>0.005</b>
<b>X3 → Y</b>	0.222	0.207	0.095	2.325	<b>0.024</b>
<b>X4 → Y</b>	0.337	0.345	0.144	2.350	<b>0.022</b>

1. The direct effect of variable X1 on variable X4 has a path coefficient of 3.079 (positive), then an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of the variable X1 on X4 has a P-Values value of  $0.003 < 0.05$ , so it can be stated that the influence between X1 on X4 is significant.
2. The direct effect of variable X1 on variable Y has a path coefficient of 2.439 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values value of  $0.018 < 0.05$ , so it can be stated that the influence between X1 on Y is significant.
3. The direct effect of variable X2 on variable X4 has a path coefficient of 3.107 (positive), then an increase in the value of variable X2 will be followed by an increase in variable X4. The effect of variable X2 on X4 has a P-Values value of  $0.003 < 0.05$ , so it can be stated that the influence between X2 on X4 is significant.
4. The direct effect of variable X2 on variable Y has a path coefficient of 2.861 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The influence of variable X2 to Y has a P-Values value of  $0.006 < 0.05$ , so it can be stated that the influence between X2 to Y is significant.
5. The direct effect of variable X3 on variable X4 has a path coefficient of 2.946 (positive), then an increase in the value of variable X3 will be followed by an increase in variable X4. The effect of variable X3 on X4 has a P-Values value of  $0.005 < 0.05$ , so it can be stated that the influence between X3 to X4 is significant.
6. The direct effect of variable X3 on variable Y has a path coefficient of 2.325 (positive), then an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values value of  $0.024 < 0.05$ , so it can be stated that the influence between X3 on Y is significant.
7. The direct effect of variable X4 on variable Y has a path coefficient of 2.350 (positive), then an increase in the value of variable X4 will be followed by an increase in variable Y. The effect of variable X4 on Y has a P-Values value of  $0.022 < 0.05$ , so it can be stated that the influence between X4 on Y is significant.

Testing the hypothesis of indirect effects aims to prove the hypotheses of the influence of a variable on other variables indirectly (through intermediaries). If the value of the indirect effect coefficient > direct effect coefficient, then the intervening variable is mediating the relationship between one variable with another variable. Conversely, if the value of the indirect effect coefficient < coefficient of direct effect, then the intervening variable does not mediate the relationship between one variable with another variable [19, 20].



**Table 6.** Hypothesis of Indirect Effect. Source Data Processing (2020)

Variabel	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik ( O/STDEV )	P Values
X1 → X4 → Y	0.115	0.119	0.078	1.471	0.147
X2 → X4 → Y	0.112	0.127	0.068	1.641	0.106
X3 → X4 → Y	0.093	0.099	0.050	1.856	0.069

1. Based on the table above, the coefficient of indirect effect X1 to Y is  $2.439 > 0,1.471$  (direct effect X1 to Y), thus it can be stated that X4 mediates the effect between X1 and Y.
2. Furthermore, the coefficient value of the indirect effect of the variable X2 on Y is  $2.861 > 1.641$  (the direct effect of X2 on Y) thus it can be stated that X4 mediates the effect of X2 on Y.
3. Then, the coefficient value of the indirect effect of the variable X3 on Y is  $2.325 > 1.856$  (the direct effect X3 on Y) so that it can be stated that X4 mediates the effect of X3 on Y.

The coefficient of determination (R Square) aims to evaluate the accuracy of the predictions of a variable. In other words, to evaluate how the variation of the value of the dependent variable is influenced by the variation of the value of the independent variable in a path model [21,22].

**Table 7.** Coefficient of Determination. Source Data Processing (2020)

Variabel	R Square	Adjusted R Square
X4	0.495	0.464
Y	0.679	0.653

In the table above the results obtained (e1) amounted to 0.495 or 49.5% , e2 is 0.676 or 67.6 %

#### 4. Conclusion

The results obtained in accordance with or in line with the theory developed on 5 variables associated with the object of this study illustrate, one of the impetus for someone working at a company or organization is the opportunity to advance. It is human nature in general to be more advanced, better than their current state, that's why they want progress. Promotion has a very important meaning for every company or organization because promotion means company stability and employee morale will be more guaranteed. Promotion is a move that increases the employee's authority and responsibilities, rights, status, and a large amount of income. Promotion is also expected to have a broader purpose, namely to fill vacant positions, because basically positions will one day be abandoned. Every employee craves promotion because it is seen as a tribute to someone's success showing high work performance in fulfilling obligations in the jobs and positions he holds now, as well as recognition of the ability and achievement concerned to occupy a higher position in the organization.

Work Culture is a philosophy based on a view of life as values that become the nature, habits and also the driving force cultivated in a group and reflected in attitudes into behavior, ideals, opinions, views and actions that manifest as work or work. Work Culture is a system of meaning, values and beliefs shared in an organization that is a reference for action and distinguishes one organization from another organization. Work culture is important for every employee to get high job satisfaction. Employee facilities are a supporting factor for the smoothness of the tasks they do, so the work can be done as expected. work facility is something that must be provided by the organization, both facilities provided directly and supporting facilities for ease and comfort for employees in performing work. With adequate work facilities that can create a sense of security, comfort and make it easy for employees to do work. Recognizing the importance of work facilities for employees, the organization is required to provide and provide work facilities for the success of an organization that is never independent of the provision of work facilities. by having good work facilities, every employee has high job satisfaction.

Job satisfaction is a person's feelings towards his work by considering the aspects that exist in his work so that arises in him a feeling of pleasure or displeasure with the work situation and co-workers. Job satisfaction is an emotional attitude that is fun and loves work. With job satisfaction that can be obtained by every employee, high employee commitment to the organization will be created. Organizational commitment is an attitude that shows loyalty, beliefs, interests and meaning of an organization for an employee, until he feels that he is part of the organization. Organizational commitment is an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their attention to the success and goodness of the organization.

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