



Influence Of Work Environment And Social Support On Nurse Performance At Tzu Chi Hospital With Organizational Culture As An Intervening Variable

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Abstract. Human resources have an important position for an organization or company. Human resources play a dominant role in carrying out company operations and achieving predetermined goals. Therefore, organizations need to respect all aspects of employees in order to create quality human resources and superior performance. Superior performance can be achieved through a quality work environment, social support and organizational culture. The aim of this research is to analyze the simultaneous influence of the work environment and social support on the performance of nurses at Tzu Chi Hospital with work organizational culture as an intervening variable. The research method used is data analysis. The population of this study was 142 nurses (full time) who had worked for more than 1 year at Tzu Chi Hospital. The sample in this study was all nurses (full time) who had worked for more than 1 year at Tzu Chi Hospital totaling 142 people. Research results: There is a significant influence between the work environment on organizational culture with an influence of 0.373 or 37.3%, there is a significant influence of social support on organizational culture with a large influence of 0.511 or 51.1%, there is a significant influence of the work environment on employee performance with an influence of 0.475 or 47.5%, there is no significant influence of social support and organizational culture on employee performance.

Keywords: work environment, social support, organizational culture and employee performance

INTRODUCTION

Quality health services at a hospital can be reflected in the performance of health workers and employees, one of the most important of which is the services provided by nurses at the hospital. This is because the number of nursing staff dominates the overall health workforce and has longer contact with patients. For this reason, it is necessary to pay attention to the performance of nurses in carrying out their duties and functions in providing health services to patients.

Performance is the work results achieved by a person in carrying out assigned tasks based on ability and experience at work. Employee performance greatly influences the quality of an organization. If employee performance is good, it will have a good impact on the organization and the organization will also benefit. However, on the other hand, if employee performance is poor, it will cause an organization's performance to decline and it will experience losses (Hasibuan, 2017:23).

A conducive and enjoyable work environment will lead to increased work motivation which is expected to influence employee performance. This statement is in line with the results of Rahmat's (2019) research, namely that the work environment plays a role in increasing employee motivation. Apart from that, Suyono et al (2021) in their research also concluded the same thing, namely that the work environment influences work motivation.

Apart from the work environment that influences performance is workplace social support, also known as organizational social support, is the employee's perception of their organization's attitude regarding employee contribution and welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Klein & Colauto, 2020; Liu , Cui, Su, & Du, 2019). Social support mainly comes from supervisors or coworkers. This is considered to have a positive effect on health problems for employees (Arnold & Dupre, 2012). Grant-Vallone and Ensher (2001) found that employees who perceived higher levels of social support reported lower levels of depression, anxiety, and health problems. It also leads to productive work-related emotions, resulting in positive work attitudes, performance, and commitment to the organization.

Apart from social support, the third factor that influences performance is organizational culture. Organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization (Ardianto, 2010). The organizational culture applied to an organization is very different and employees must adapt to the existing organizational culture. The organizational culture that is developed will influence employee performance.

Tzu Chi Hospital is a hospital established under the auspices of the Indonesian Buddhist Tzu Chi Medika Foundation. Tzu Chi Hospital is a hospital built based on the principles of respecting the soul, prioritizing life, love and is the only hospital that involves volunteers in its operations. Nurses at this hospital are also involved in social work outside the hospital. This hospital started operating on October 1 2021 starting from the ER, outpatient floors 1, 2 and 3. Then for inpatient treatment starting with 200 beds on October 25 2021, followed by the opening of intensive care, operating rooms, medical check-ups , and other supporting services. Tzu Chi Hospital currently has 576 total treatment beds but currently has only opened 200 treatment beds, with 796 permanent employees, both medical and non-medical, 300 of whom are nurses.

From a preliminary study conducted at Tzu Chi Hospital regarding the performance of nurses, data was obtained from the HRD section at Tzu Chi Hospital, recapping the results of the 2021 nurse performance assessment: 7.2% of nurses with a very good title, 69 nurses or 74.4% with good predicate and there are still 22 people or 18.4% with quite good predicate.

Apart from that, based on information obtained from Tzu Chi Hospital's customer relations department, complaints from patients related to nurses' performance include the following: nurses often provide unclear information, nurses pay less attention to patients, lack skills towards patients.

From the perceptions of nurses regarding the work environment at Tzu Chi Hospital, it can be seen that 10% of nurses think their work environment is not good, with the largest percentage related to the work space being quite spacious at 53%, followed by 27% of nurses who feel that their working relationships with colleagues are not good. well established and 13% stated that the work system was still unclear. Nurses' perceptions regarding organizational culture at Tzu Chi Hospital are 16% of nurses who assess that the organizational culture in their environment is not good, with the largest percentage related to providing solutions and assistance from leaders and management, followed by 27% of directions and communication that are less clear and detailed.

RESEARCH METHODS

This research has a cross sectional study design with a quantitative approach. The unit of analysis in this study was nurses, totaling 142 personnel. The sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. The sample used in this research was all nurses (full time) who had worked for more than 1 year at Tzu Chi Hospital totaling 142 people. The technique for distributing the questionnaire was carried out using a simple random sampling technique.

This type of research uses hypothesis testing with causality or cause and effect techniques. The variables in this research include two independent variables (X), namely work environment (X1), social support (X2) and intervening variables, namely organizational culture (Y). Meanwhile, the dependent variable is Employee Performance (Z).

Each of these variables adopts the indicators proposed by; (1) The environment proposed by Serdamayanti (2013) consists of indicators of the physical work environment and non-physical work environment. (2) Social support adopts theory from Smets (1994) with indicators of emotional support, appreciation support, instrumental support and informative support. (3) Organizational culture adopts the theory of Robbin and Judge (2012) with indicators of innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation and aggressiveness. (4) Nurse performance adopts TR Michell's

theory of indicators consisting of Quality of Work, Pomptness, Initiative, Capability, and Communication.

In collecting the data needed for analysis of the four variables, a questionnaire was used which was formed in accordance with the operational definition and indicators of each variable using a Linkert scale of 1 - 5 points and as a test tool used descriptive statistical analysis with a three box method approach which was divided into on three scale ranges, namely T (High), S (Medium) and R (Low). To reveal the research hypothesis that has been formulated, path analysis is used which will measure direct and indirect effects, so that the total effect is found which will answer the role of intervening variables in mediating the increase in the influence of the independent variable on the dependent variable. Below is a research paradigm that connects the analysis of the influence. independent variable to dependent variable:

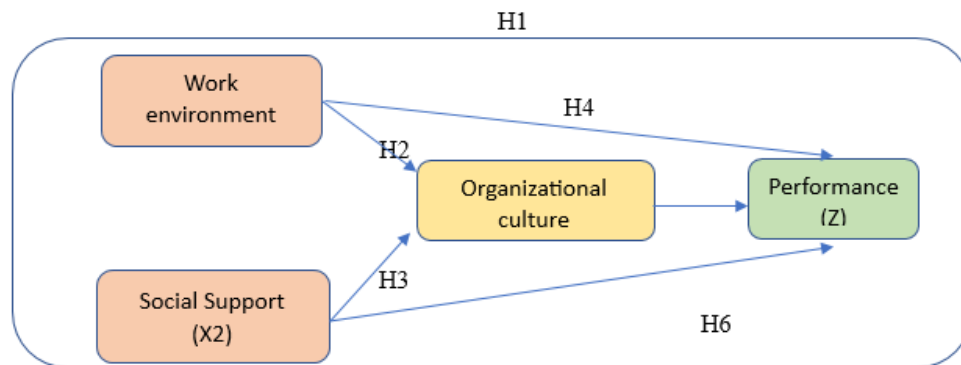


Figure 1. Research Contellation

RESULTS AND DISCUSSION

A. Respondent:

The total respondents in this study were 142 people. From this data, there were more female respondents than male respondents, namely 109 respondents or 67.8%. Meanwhile, there were 33 male respondents or 23.2%.

Most of the respondents were aged between 26-30 years, namely 65 respondents or 45.8%, then aged between 31-35 years were 32 respondents or 22.5%. Then, aged between 20-25 years there were 30 respondents or 21.1%, and aged ≥ 40 years there were 10 respondents or 7% and aged 36-40 years there were 5 respondents or 3.5%.

Most of them had Diploma degrees, namely 87 respondents or 61.3%, Bachelor (S1) as many as 54 respondents or 38.0%, and Postgraduate (S2) as many as 1 respondent or 0.7%.

Most of the respondents' work period was 2 years, namely 86 respondents or 60.6%, then 3 years, 33 respondents or 23.2%, 19 respondents or 13.4% of 1 year, then 4 years, 3 respondents or 2.1 % and 5 years was 1 respondent or 0.7%.

Table 1 Respondent Characteristics

Respondent Characteristics	n	%
Gender		
Man	33	23.2
Woman	109	76.8
Age		
20-25 Years	30	21.1
26-30 Years	65	45.8
31-35 Years	32	22.5
36-40 Years	5	3.5
≥ 40 Years	10	7.0
Education		
Diploma	87	61.3
Bachelor	54	38.0
Postgraduate	1	0.7
Years of service		
1 year	19	13.4
2 years	86	60.6
3 years	33	23.2
4 years	3	2.1
5 years	1	0.7
Total	142	100

B. Validity and Reliability Test:

The p-value for all variable statements in the research instrument is <0.05 , which means that all statements in the variable questionnaire are declared valid and can be used to measure employee performance in accordance with the research objectives.

In the reliability test, all variables have a Cronbach's Alpha value > 0.600 , which means that all research variables have strong reliability as research instruments. The higher the Cronbach's Alpha value obtained, the stronger the research instrument, the more reliable the research instrument is for measuring a phenomenon with the same results.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha value	Information
Work environment	0.770	Reliable
Social Support	0.768	Reliable
Organizational culture	0.769	Reliable
Employee Performance	0.778	Reliable

C. Normality Test and Correlation Test:

The results of the normality test show that the significance value is $0.315 > 0.05$, which means that all the variables tested in this study are normal

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		142
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.28190159
Most Extreme Differences	Absolute	.148
	Positive	.148
	Negative	-.140
Test Statistic		.448
Asymp. Sig. (2-tailed)		.315 ^c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

In the correlation test of the work environment, social support and organizational culture variables on employee performance, each has a significance value of $p\text{-value} = 0.000 < 0.05$, which means that there is a correlation between the work environment, social support and organizational culture variables and employee performance. with medium relationship strength. Apart from that, the variables work environment and social support for organizational culture also show a significant $p\text{-value} < 0.05$ which shows that it means that there is a correlation between the variables work environment and social support on work quality with the strength of the relationship between each variable, namely a strong relationship. .

Table 3 Correlation Test

Variable	p-value	T-count	The Power of Relationships
Work environment → Employee Performance	0,000	0.590	Currently
Social Support → Employee Performance	0,000	0.463	Currently
Organizational culture → Employee Performance	0,000	0.485	Currently
Work environment → Organizational culture	0,000	0.712	Strong
Social Support → Organizational culture	0,000	0.758	Strong

D. Three Box Method:

The response matrix from respondents is based on the three box method, where the work environment (X1), organizational culture (Z) and employee performance (Y) variables have respondents' responses in the high category, while the Social Support variable (X2) is in the medium category.

Table 4 Respondent Response Matrix based on the three box method

No	Variable	Respondent Response Position			
		Low	Currently	Tall	Behavior
1	Work Environment (X1)			*	Conducive
2	Social Support (X2)		*		Supportive
3	Organizational Culture (Z)			*	Harmonious
4	Employee Performance (Y)			*	Work method

E. Hypothesis Test:

Table 5 Model I Path Analysis

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808a	.653	.648	5.82154

a. Predictors: (Constant), Social Support, Work Environment
 a. Dependent Variable: Organizational Culture

Coefficientsa

Model		Unstandardized Coefficients		Standardize d Coefficients Beta	t	Sig.	Hipotesis
		B	Std. Error				
1	(Constant)	-1,581	3,761		-0,421	.675	
	Lingkungan Kerja	.469	.084	.373	5,596	.000	H1 Di terima
	Dukungan Sosial	.541	.071	.511	7,654	.000	H2 Di terima

a. Dependent Variable: Organizational Culture

Table 6 Path Analysis Model II

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600a	.360	.346	7.36063

a. Predictors: (Constant), Organizational Culture, Work Environment, Social Support
 b. Dependent Variable: Employee Performance

Coefficientsa

Model		Unstandardized Coefficients		Standardize d Coefficients Beta	t	Sig.	Hipotesis
		B	Std. Error				
1	(Constant)	19.535	4.758		4.106	.000	
	Lingkungan Kerja	.553	.117	.475	4.720	.000	H3 Di terima
	Dukungan Sosial	.085	.107	.087	.800	.425	H4 Di tolak
	Budaya Organisasi	.075	.107	.080	.696	.488	H5 Di tolak

a. Dependent Variable: Employee Performance

Table 7 Simultaneous influence of work environment, social support, organizational culture on employee performance

F value	Significance Value	Information
25,864	0,000	Regression Model Fit

Table 8 Intervening Test Results

Variable	Direct Influencer	Indirect Influence	Total Influence	Information
Work environment → Organizational culture → Performance	0.475	0.03	0.505	Organizational Culture is not an intervening variable
Social Support → Organizational culture → Performance	0.087	0.041	0.128	Organizational Culture is not an intervening variable

Discussion:

H1. The Influence of Work Environment, Social Support and Organizational Culture on Nurse Performance Simultaneously.

The results show a significance value of p.value of $0.000 < 0.05$, which means that the work environment, social support, organizational culture are accepted simultaneously on employee performance at Tzu Chi Hospital.

This research is in line with previous research conducted by Inuh (2016) on Tambaloka Airport employees. This research concluded that the work environment had a positive and significant effect on performance, organizational culture had a positive and significant effect on performance, the work environment and organizational culture had a positive and significant effect on performance. employee performance.

The work environment is the conditions in which employees work. Environmental factors greatly influence employee performance. If the work environment is comfortable, it can make employees more focused and easier to achieve maximum performance. Work environment can also be interpreted as a work atmosphere. A supportive atmosphere will make employee productivity higher than an unsupportive work atmosphere.

H2. Influence of the Work Environment on Organizational Culture

The research results showed that the significance value was $0.000 < 0.05$, which means that the work environment has a significant effect on organizational culture with an influence of 0.373 or 37.3%.

The researcher's findings are that a comfortable environment will influence the implementation of organizational culture in a company. Even though there are several rules and procedures that must be implemented as a form of organizational culture at Tzu Chi Hospital, with a work environment that supports their activities, this can be a positive influence for employees in improving their performance.

The work environment is the physical environment where employees work which influences their performance, safety and quality of work life (Barry Render & Jay Heizer,

2001). Working environment conditions depend more on and are created by the leadership. The work environment in a company can be in the form of: Task structure, job design, leadership patterns, cooperation patterns, availability of work facilities, and rewards (reward system). Saidi et al (2019) stated that a pleasant work environment for employees through harmonious relationships with superiors, co-workers and subordinates, and supported by adequate workplace facilities and infrastructure will have a positive impact on employees so that work performance can increase.

H3. The influence of social support on organizational culture

The results of the research showed that the significance value was $0.000 < 0.05$, meaning that social support had a significant effect on organizational culture with a large influence of 0.511 or 51.1%.

The researcher's assumption from the research results is that there is a significant influence of social support on organizational culture at Tzu Chi Hospital. It can be seen from the results of the questionnaire, the majority of respondents answered that social support given from superiors, friends and the surrounding environment has an impact on the implementation of organizational culture, such as the presence of awards. given from superiors if they show work performance, in showing work performance they continue to carry out the procedures that have been established at Tzu Chi Hospital.

Rhoades & Eisenberger (2002) also stated that organizational support can create a sense of responsibility in employees to help the organization achieve its goals. Social (organizational) support has an influence on employee commitment to the organization and job satisfaction. This is supported by organizational support theory regarding the psychological processes underlying the consequences of organizational support. Social (organizational) support must strengthen employees' beliefs that the organization recognizes and rewards improved performance. This process must have beneficial outcomes for both the employee and the organization.

H4. The influence of the work environment on employee performance

The research results show that the significance value is $0.000 < 0.05$, which means that the work environment has a significant effect on employee performance with an influence of 0.475 or 47.5%.

Researcher's findings: If employees like the work environment where they work, then the employee will feel at home in their workplace to carry out activities so that working time is used effectively and they are optimistic that employee work performance will also be high. The work environment includes work relationships formed between fellow employees and

work relationships between subordinates and superiors as well as the physical environment where employees work. Therefore, the provision of good and safe working environment facilities must be maintained so that employees carry out their duties and responsibilities well. establishing a work environment that supports work performance will lead to job satisfaction for workers in an organization.

Several definitions of the work environment can be explained by several experts, namely: there is a positive relationship between the work environment and job satisfaction and the work environment influences the work performance of an organization. The formation of a work environment related to human abilities and work performance is influenced by physical, chemical, biological, physiological, mental and socio-economic factors.

Similar research results were obtained from research, there is a significant influence between the work environment on employee work performance at BAPPEDA Regency PT employees. Sucofindo Gatot Subroto Medan branch. From the results of this research it can be seen that the work environment has a positive and significant effect on employee performance.

H5. The effect of social support on employee performance

The research results showed that the significance value was $0.425 > 0.05$, meaning that social support did not have a significant effect on employee performance with an effect of 0.087 or 8.7%.

The researcher's analysis of the support provided can be in the form of emotional support, appreciation support, instrumental support, information support and group support. The better the support provided by a company, the more employee performance will improve. Apart from feeling cared for by friends, employees also get attention from superiors, but this does not make social support a variable that significantly influences employee performance, it is possible that there are other factors that have an influence such as the work environment and other factors that were not studied.

Lambert et al. (2016) stated that providing social support such as psychological support, assistance, feedback, and motivation to employees is very valuable for employees. Social support systems can provide innovation, which can result in quicker solutions to workplace problems, making work more productive and enjoyable

Maslihah (2011) stated that the factors that influence social support are empathy, norms and social exchange. Indicators according to Cyranowski et al. (2014), namely instrumental support, information support and emotional support.

H6. The influence of organizational culture on employee performance

The research results showed that the significance value was $0.488 > 0.05$, meaning that organizational culture did not significantly influence employee performance with an influence of 0.080 or 8%.

Researcher analysis of organizational culture has a role in changing the attitudes and behavior of existing human resources or employees in order to increase work productivity to face various challenges in carrying out work. If seen from the results of the questionnaire, the organizational culture that runs at Tzu Chi Hospital has received comfort and support from both superiors and management, however the results of a comprehensive analysis of the organizational culture variable turned out to be not a variable that has a significant influence on employee performance.

According to Robbins (1999) organizational culture is a system of shared values in an organization that determines the level of effort of members in carrying out activities to achieve organizational goals. From the definition above, it can be concluded that organizational culture is a collection of beliefs, hopes and values shared by members of an organization and passed on from one generation to the next.

The results of this research are not supported by research conducted by Rashid Saeed and Shirren (2013) on Factors Affecting the Performance of Employees at Work Places in the Banking Sector of Pakistan, which resulted in a positive influence between organizational culture and employee performance with a value of $\beta = 0.444$. However, supported by research conducted by Arianty (2014), the results showed that there is a significant influence between organizational culture and employee performance with a t value of 5.938.

CONCLUSION

1. The work environment has a significant influence on organizational culture at Tzu Chi Hospital. A comfortable work environment, support from colleagues and management as well as the positive influence of employees influence the implementation of organizational culture at Tzu Chi Hospital,
2. Social support has a significant influence on the organizational culture of du Tzu Chi Hospital. The social support provided by superiors, friends, and the surrounding environment has an impact on the implementation of organizational culture in this hospital, such as the awards given by superiors if nurses have work achievements.

3. The work environment has a positive effect on the performance of nurses at Tzu Chi Hospital. The provision of facilities, large rooms, luxurious buildings and a comfortable working environment greatly influences the performance of nurses at Tzu Chi Hospital.
4. There is no significant effect of social support on employee performance. This can be seen from the results of the questionnaire where nurses felt that social support at Tzu Chi Hospital was normal (moderate), especially in terms of financial support and emotional support.
5. There is no significant influence between organizational culture on employee performance. The humanist organizational culture and social activities outside the hospital involving nurses have not been fully embedded by nurses, because they feel it is additional work. This could happen because the hospital has just been established and the average length of work for nurses is just under 2-3 years.
6. Organizational culture is not proven to be an intervening mediator in nurse performance.

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