

## The Impacts of Work Motivation, Work Environment, and Competence on Performance of Administration Staff of dr. Soebandi Hospital Jember East Java Indonesia

Artiantyo Wirjo Utomo, Nurul Qomariah\*, Nursaid

Universitas Muhammadiyah Jember

Email: [nurulqomariah@unmuhjember.ac.id](mailto:nurulqomariah@unmuhjember.ac.id)\*, [nursaid@unmuhjember.ac.id](mailto:nursaid@unmuhjember.ac.id)

\*Nurul Qomariah: Coresponding Author

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*ABSTRACT: This study aimed to determine the impacts of work motivation, work environment, and competence on the performance of the administration staff of Dr. Soebandi hospital Jember. This research was conducted to all employees of the hospital administration section totaling 226 people. This is a quantitative research. The research used data analysis techniques using structural equation modeling with PLS Warp software that tests the outer model (validity and reliability test) and inner model test (model fit test and path analysis test). The results showed is a positive and significant influence of work motivation variables on employee performance, a positive and significant influence of work environment variables on employee performance, and no positive and significant influence on the competency variable on employee performance.*

*Keywords: work motivation; work environment; competence; performance; hospital.*

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### I. INTRODUCTION

The ideals of the Indonesian people as stated in the Preamble to the 1945 Constitution of the Republic of Indonesia are to protect all Indonesians and all Indonesian blood and to advance public welfare, educate the nation's life, and participate in carrying out world order based on independence, eternal peace, and social justice. Health as an element of general welfare must be realized through various health efforts in a series of comprehensive and integrated health development supported by a national health system. In line with the mandate of Article 28 H paragraph (1) of the 1945 Constitution of the Republic of Indonesia it has been affirmed that everyone has the right to receive health services, then in Article 34 paragraph (3) the state is declared responsible for providing health care facilities and public service facilities worthy. Mandated in Act Number 4 of 2009 concerning Hospitals, that the Hospital as one of the health service facilities is part of the health resources that are indispensable in supporting the implementation of health efforts. The delivery of health services in hospitals has very complex characteristics and organizations.

The government launched health development in the 2015-2019 period with the Healthy Indonesia Program aiming to improve health and nutritional status of the community through health efforts and community empowerment supported by financial protection and health service delivery. The main targets of the 2015-2019 RPJMN include (1) improving the health and nutrition status of mothers and children; (2) improving disease control; (3) increasing access and quality of basic and referral health services especially in remote, underdeveloped and border areas; (4) increasing coverage of universal health services through the Indonesia Healthy Card and the quality of Health SJSN management, (5) meeting the needs of health workers, medicines and vaccines; and (6) increasing the responsiveness of the health system.

Recently, the number of hospitals and facilities is increasing in line with governmental efforts in improving health. An increase also occurred at the General Hospital (RSU) and Special Hospitals (RSK) and its Beds (TT). In 2009, 1,202 public hospitals were recorded having 141,603 TT. This amount then increased to 1,725 hospitals with 245,340 TT in 2013. In 2013, most (53%) public hospitals were private (profit and non-profit), followed by 30.4 % District government hospitals. Special Hospitals are also growing rapidly, from 321 SSR with 22,877 TT in 2009 to 503 SSR with 33,110 TT in 2013. In 2013, more than half (51.3%) of these SSR were Maternity Hospital and Mother and Child Hospital. The data in October 2014 notes 2,368 hospitals, and it was predicted to increase to 2,809 in 2017, with an average growth rate of 147 hospitals per year.

Whereas based on Indonesia Health Profile Data and Information 2018 published by the Ministry of Health in 2019, there was a very significant growth in the number of public hospitals and beds nationally compared to 2017 where there were 2198 hospitals with a capacity of 271,902 beds. In 2018, there were 2,269 hospitals consisting of 933 government hospitals and as many as 1336 Hospitals managed by private parties. Further,

With a capacity of beds in 2018 there were recorded as many as 281,082 beds consisting of 151,941 beds in government hospitals and as many as 129,141 beds in hospitals managed by private parties. On a regional scale in East Java Province in 2018 according to Indonesia Health Profile Information Sources there are 381 Hospitals consisting of 293 public hospitals and 88 private hospitals which overall manage 42,266 beds. There appears to be an increase in the number of hospitals and the available beds that can serve the population of East Java with an estimated number based on 2018 data of 39,500,851 inhabitants with a ratio of the population to the number of beds is 1.07.

The development of the hospital service industry must be balanced with maximum health services from both public and private hospitals. In accordance with Act Number 40 of 2004 concerning the National Guarantee System, hospitals managed by the private sector are also given a large opportunity to provide health facilities, health workers and accesses to health facilities for the community.

Optimal health services can only be performed by well-trained health workers. Improving employee performance in health services, including in hospitals and other health facilities, is a priority to improve health services. Employee performance is efforts made by employees during a certain period of time by individuals by putting a certain amount of energy into work (Robbins, 2011). Another definition states that employee performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2009). Employees are human resources as one of the most important components of the organization due to their vital role in implementing policies and operational activities of the organization. The results of implementing operational activities are referred to as performance. Employee performance is the result of the thought and energy of an employee on the work done, can be tangible, seen, countable, but in many cases the results of thought and energy are uncountable and unseen, such as ideas for solving a problem, and discovery of more efficient work procedures (Ruky, 2006).

To improve employee performance, many factors are found to be influential, including work motivation. Work motivation is an encouragement that makes a person work better (Azhad, Anwar, & Qomariah, 2015). Motivation is a condition that encourages or becomes the cause of someone doing an action or activity, which takes place consciously (Nawawi, 2008). In this context, motivation is needed in an effort to improve employee performance (Hariandja, 2007). Work motivation depends on fulfilling the hierarchy of needs. These needs determine how people behave and motivate themselves. Applying appropriate motivation can encourage them to do their job as best as they can, thereby increasing the performance of the employee concerned.

The role of leadership in providing motivation to employees is very important. This means that in motivating employees leaders have to be aware of the needs of employees. Providing the right motivation according to the needs will provide opportunities for the organization to support the achievement of organizational goals. Motivation becomes a driving force that creates the excitement of one's work so they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction (Samsudin, 2006). Employees will be motivated to do a good job if they receive material stimuli such as compensation and overtime pay; and non-material stimuli such as awards and promotions and promotions (Hariandja, 2007). Research conducted by (Harin, 2014), (Rozzaid, Herlambang, & Devi, 2015), (Lopes, 2016), (Solikah, Setyowati, & Sanosra, 2016), (Komaling, Adolfini, & Untu, 2016), (Firdaus, Widyanti, & Khuzaini, 2017), (Bentar, Purbangoro, & Prihartini, 2017), (Sumowo, 2017), (Sya'roni, Herlambang, & Cahyono, 2018) argue that there is an influence of work motivation on employee performance. On the other hand, research by (Adha, Qomariah, & Hafidzi, 2019), (Hanafi & Abadi, 2018) differently find that work motivation has no impact on employee performance.

The next factor that can improve employee performance is a comfortable work environment. Work environment is all related tools and materials, surrounding environment in which a person works, method of work, and regulator of work both as individuals and as a group (Sedarmayati, 2011). It is everything around workers which may affect themselves in carrying out the tasks assigned (Hariandja, 2007). While physical work environment is a pleasant or unpleasant job that has an impact on employee performance. Factors affecting the work environment include lighting in the workplace, air temperature, job security, and relations with employees (Sarwono, 2005). Supporting tools and safety level, ventilation space, lighting level, not only increase work motivation but also encourage employee performance (Manullang, 2007). The second factor that influences employee performance is the work environment. Work environment is one of the important factors in creating employee performance. It is a strong predictor to the continuity of company activities, so both directly and indirectly will have affect company performance (Tohardi, 2006). By paying attention to a good work environment or creating working conditions that can provide motivation at work, will affect the of employees at work (Sunyoto, 2015). Studies by (Adha et al., 2019), (Bentar et al., 2017), (Feel, Herlambang, & Rozzaid, 2018), (Firdaus et al., 2017), (Harin, 2014), (Komaling et al., 2016), (Makkira, Gunawan, & Munir, 2016), (Abdi & Wahid, 2017), (Husnah, Setyowati, & Eko, 2018), (Suwondo & Sutanto, 2015) declare that a comfortable work environment can improve employee performance.

The third factor that affects employee performance is the inherent competence in the organization's employees. Competence in this sense includes three things, namely the positive attributes of the incumbent, the position is carried out with effective or superior results and the behavior of the incumbent (Azhad et al., 2015). Competence is a basic characteristic of a person that influences the way of thinking and behaving, making generalizations about all situations encountered and enduring long enough in humans (Ruky, 2006). In other words, competence is the ability to carry out work based on human skills and knowledge. Increased employee competence is needed in supporting work skills while determining the level of performance produced by employees. The higher the competence, the higher the employee performance. A person's competence, unless supported by high motivation, will not optimally result satisfying performance, therefore expectations of an achievement can be achieved if within a person has high motivation. Studies have been conducted by (Abdi & Wahid, 2017), (Winanti, 2011), (Herawati & Mahfudnurnajamuddin, 2018), (Pujiarti, 2019), (Sholehatusya'diah, 2017) who state that employee competence can improve employee performance.

The development of the health services industry, especially hospitals in Jember Regency, showed a significant growth. Based on data in 2018 there were 11 hospitals consisting of 5 public or government-owned hospitals and 6 hospitals managed by private parties. The growth of private hospitals in Jember Regency showed quite significant data, where the public hospital did not show any changes, but the private hospitals did; since 2017 there was the addition of networked hospitals, that this could certainly correlate with the increasing competition in hospital services in Jember Regency to serve the people in Jember with a total of 2,430,185.

In the Regent Decree No. 188.45/111.4/012/2011 concerning Regional Hospital (RSD) dr. Soebandi Jember as a Public Service Agency with full status, the RSD dr. Soebandi Jember is a health service facility that not only functions socially, but has developed into a health service unit that must be able to optimize its income by improving the quality of services and developing types of services according to the needs and demands of the community. RSD dr. Soebandi as BLUD The local government carries out the task of government functions in the health sector by applying the BLUD Financial Management Pattern to implement a healthy business, prioritizing effectiveness, efficiency and quality of service to the community without prioritizing profit seeking. In addition to carrying out their duties as an organization serving the community in the health sector, RSD dr. Soebandi Jember is also a teaching hospital. Based on the Decree of the Minister of Health of the Republic of Indonesia Number 1097/Menkes/SK/IX/2002 dated September 5, 2002, RSD dr. Soebandi Jember was designated as a Class B Education hospital. Furthermore, the hospital was established as the main teaching hospital of the Faculty of Medicine, University of Jember based on the Decree of the Minister of Health of the Republic of Indonesia No. HK.03.05 / III / 121/12 concerning the Establishment of the Regional General Hospital dr. Soebandi Jember as the Main Educational Hospital of the Faculty of Medicine, University of Jember. This makes the hospital not only function as a public health service facility but also a hospital based on medical science and technology.

RSD dr. Soebandi Jember experienced several problems relating to human resource management, especially related to its employee performance. As a BLUD hospital, it has become a necessity for RSD dr. Soebandi Jember to report its performance in performance report documents. Bearing in mind the operational and development activities, RSD dr. Soebandi Jember uses not only hospital revenue but also uses public funds (APBD and APBN) which must be accountable for its management. To achieve the goal of service as a BLUD hospital, it requires the participation, support and cooperation of all hospital employees in an integrated and organized manner, so that employee performance can be achieved to support the achievement of institutional hospital service performance.

RSD dr. Soebandi Jember has an obligation to provide excellent health service performance to the public. The performance of community services is supported by the performance of human resources in this case the performance of all employees of the hospital dr. Soebandi Jember. Related to the performance of employees, the hospital has 226 employees, this number is currently calculated based on the SKP index. The SKP index for employee performance on the administration has averaged 85%. The achievement of the SKP index of 85% can already be considered good, but related to the performance of employees in the RSD dr. Soebandi Jember must continue to be improved so as to improve health services to the community. From the description in the background, the question in this study is how to improve employee performance at RSD dr. Soebandi Jember if it is associated with work motivation, work environment and employee competence. Thus, the purpose of this study was to determine the impact of work motivation, work environment and employee competence on employee performance at RSD dr. Soebandi Jember.

## **II. RESEARCH METHODS**

This research is a quantitative study that will analyze the effect of independent variables (work motivation, work environment and competence) on the dependent variable (employee performance). The

population in this study were all staff of RSD dr. Soebandi Jember; 226 employees. The entire population in this study was used as a sample, so this study is called a census study (Ghozali, 2005).

Indicators of work motivation variables use indicators from Herzberg's theory which include: modeling, supervision, facilities and infrastructure, as well as recognition of employee capabilities. Indicators of work environment variables include: cleanliness, work facilities, air circulation and lighting, employee relations, work safety and safety. Indicators of competency variables are knowledge, skills, attitudes. Indicators for employee performance variables include: ability to complete work, the amount of work that can be completed, responsibility for work, collaboration with colleagues, completing work on target.

Validity in this research was tested using PLS SEM analysis containing convergent validity and discriminant validity. Convergent validity means that a set of indicators represents one latent variable and which underlies the latent variable. The representation can be demonstrated through unidimensionality that can be expressed using the average value of the extracted variant (Average Variance Extracted / AVE). The AVE value is at least 0.5. This value represents adequate convergent validity which means that a latent variable is able to explain more than half the variants of the indicators in the average. While discriminant validity is an additional concept which means that two conceptually different concepts must show adequate differentiation. .

The measurement of discriminant validity uses the criteria submitted by Fornell - Larcker and 'crossloadings'. Fornell-Larcker's postulate states that a latent variable shares more variants with the underlying indicator than with other latent variables. This is interpreted statistically, then the value of AVE for each latent variable must be greater than the highest value of  $r^2$  with the value of other latent variables. The second criterion for discriminant validity is the 'loading' for each indicator is expected to be higher than the respective 'cross-loading'. If the Fornell-Larcker criterion evaluates the validity of the discriminant at the construct level, then 'cross - loading' is possible at the indicator level.

A reliability test is an instrument that, if used several times to measure the same object, will produce the same data. Instruments that are reliable or can be trusted, will be able to produce data that can be trusted as well. To find out the level of validity and reliability of a research instrument that is relatively easy is to use the Alpha Cronbach analysis tool (Ferdinand, 2006).

Structural Equation Modeling Analysis is an evolution of the multiple equation model developed from the principles of econometrics and combined with the governing principles of psychology and sociology. SEM has emerged as an integral part of academic managerial research. SEM consists of 2 parts, namely the latent variable model and the measurement model (Ghozali, 2005). The first part is the latent variable model that adapts the simultaneous equation model to econometrics. If in econometrics all variables are measured / observed variables, then in this model some variables are latent variables.

### **III.RESULTS AND DISCUSSION**

#### **Descriptive Statistics Analysis Results**

The results of the descriptive statistical analysis by sex revealed that 226 respondents (146% (64%) are male respondents and 80 (36%) are female respondents. Referring to the age distribution, it can be concluded that, respondents in this study were dominated by male respondents.

Descriptive statistical analysis results based on the age found that 30 people (13%) aged 20-30 years, 120 people (53%) aged 31-40 years, 50 people or 22% aged 41-50 years, and the rest aged over 50 years as many as 26 people (12%). Based on the results of the age distribution, it can be concluded that the respondents of this study were dominated by respondents who were aged 31-40 years, which was 53%.

The results of the descriptive statistical analysis based on the length of service of the respondents showed that, out of 226 respondents, 37 people (16%) of them had worked less than 5 years; 100 people (44%) of them had tenure of 5-10 years, and 43 people or 19% had 11-20 years of service 46 people (21%) with 21-30 years of service. Referring to the age distribution of the respondents above, it can be concluded that, the respondents of this study were dominated by respondents whose tenure was between 5-10 years.

Descriptive statistical analysis results based on the age distribution of respondents note that, of 226 respondents, 50 people (22%) were high school graduates, 55 people (24%) had Diploma 3 certificate, 101 people (50%) held Bachelor's degree and 2 people (9 %) held Master's degree. Referring to the education distribution of the respondents above, it can be concluded that, respondents in this study were dominated by respondents whose education was a Bachelor's Degree (101 people).

#### **Validity Test**

Evaluation of the measurement model is used to evaluate the relationship between constructs and indicators, divided into two (2), namely convergent validity and discriminant validity. Convergent validity can be evaluated through three (3) stages, namely: validity indicators, construct reliability, and average VIF (AVVIF) values. On the other hand, discriminant validity can be passed to see the value of cross loading. The



convergence validity analysis shows that the correlation of each construct and indicator variable had a cross loading value above 0.5, this can be seen from the overall SE value greater than 0.5 and the p value <0.001. So the constructs meet the discriminant validity criteria, where all latent constructs predict their indicators to be greater than 0.5 and p value <0.01.

**Reliability Test**

Reliability test using the Warp PLS 5.0 software is shown by the value of composite reliability and Cronbach's alpha (Ferdinand, 2006). The results of the reliability test analysis showed satisfactory composite reliability of each variable, such as work motivation (0.920), work environment (0.858), competence (0.753), compensation (0.732), job satisfaction (0.878), employee performance (0.935). The results of Cronbach's alpha also show good results, that work motivation (0.883), work environment (0.788), competence (0.807), compensation (0.826), job satisfaction (0.723) and employee performance (0.913). From the results of the analysis it can be concluded that each construct has a high reliability whose value of the composite reliability and Cronbach's alpha were found greater than 0.70.

**Path Analysis Results**

The results of path analysis for work motivation variables have a coefficient of 0.304 with a p value <0.01. The results of the calculation of the path analysis for the coefficient of work environment variables are 0.468 with a p value <0.01. While the results of calculations for the coefficient of competency variables 0.001 with p = 0.494.

Table 1. Path Analysis Result

Criteria	Variable	X1	X2	X3	Y
Path coefficients	X1				
	X2				
	X3				
	Y	0.304	0.468	0.001	
p-values	X1				
	X2				
	X3				
	Y	<0.005	<0.005	>0.005	

Source: Data processed 2019

**IV.DISCUSSION**

**Discussion**

**Effect of Work Motivation on Employee Performance**

The results showed that the regression coefficient for the work motivation variable was 0.304 with a significance value of 0.001. It means that the hypothesis which states that there is an influence of work motivation on employee performance is acceptable. Employees who have high work motivation can improve their performance. Therefore, RSD dr. Soebandi Jember must continue to provide motivation to its employees so that their employees' performance improves. Work motivation is an encouragement that makes workers work even harder (Mangkunegara, 2010). Performance is the result of achievements made by employees at certain levels (Tohardi, 2006).The relationship between work motivation and employee performance is very close. Usually employees who have high motivation to work will get a good achievement in their work. Some studies by (Harin, 2014), (Rozzaid et al., 2015), (Lopes, 2016), (Solikah et al., 2016), (Komaling et al., 2016), (Firdaus et al., 2017), (Bentar et al., 2017), (Sumowo, 2017), (Sya'roni et al., 2018) argue that there is an influence of work motivation on employee performance. However, other studies (Adha et al., 2019), (Hanafi & Abadi, 2018) found that work motivation has no impact on employee performance.

**Effect of Work Environment on Employee Performance**

The results of statistical calculations show that the magnitude of the regression coefficient for the work environment variable is 0.468 with a significance value of 0.001 which is smaller than the required significance value. It declares that the hypothesis, which states that there is an influence of the work environment on employees, is accepted. In other words, the study confirms that the work environment influences the performance of employees at the RSD dr. Soebandi Jember. The work environment is a place where employees work such as workplace situations, coloring rooms, relationships with coworkers, etc. that are still related to the atmosphere at work (Sedarmayati, 2011). Work environment consisting of physical and non-physical environment must be able to make employees comfortable at work. Employees who are comfortable in working

will increase performance. Employees who feel comfortable at work will be happy to stay at work thus carry out their duties well, too. Thus if the work environment is made in such a way that makes employees happy at work, employee performance can improve. Related studies conducted by (Adha et al., 2019), (Bentar et al., 2017), (Feel et al., 2018), (Firdaus et al., 2017), (Harin, 2014), (Komaling et al., 2016), (Makkira et al., 2016), (Abdi & Wahid, 2017), (Husnah et al., 2018), (Suwondo & Sutanto, 2015) state that a comfortable work environment can improve employee performance.

### **Effect of Competence on Employee Performance**

The calculation results show that the regression coefficient for the competency variable is 0.001 with a significance value of 0.494 which is greater than the p value of 0.05. This result indicates that the hypothesis which says there is an influence of competence on employee performance is rejected. Thus it can be concluded that employee competence does not affect the performance of employees at the RSD dr. Soebandi Jember. Competence has a very important role, because competence generally involves a person's basic ability to do a job (Sunyoto, 2015). Without competence, someone will find it difficult to complete the work in accordance with the required standards. However, previous studies by (Abdi & Wahid, 2017), (Winanti, 2011), (Herawati & Mahfudnurnajamuddin, 2018), (Pujiarti, 2019), (Sholehatusya'diah, 2017) state that employee competencies can improve employee performance.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

There is a positive and significant influence of work motivation variables on employee performance at RSD dr. Soebandi Jember. It indicates the better work motivation in employees, the likelier the employee performance to improve. Another finding is a positive and significant influence of work environment variables on employee performance. This shows that the more comfortable the work environment, the more it will improve the performance of the hospital employees. Yet, there is no positive and significant influence on the competence variable on employee performance. This shows the competence possessed by employees may not improve the performance of employees at the RSD dr. Soebandi Jember.

### **Suggestion**

It is recommended that RSD dr. Soebandi should increase the recognition of the capabilities possessed by employees by motivating employees through awarding them for their performance. It should also concern about improving work safety and safety for employees in the work environment of the RSD dr. Soebandi Jember in order to create a conducive and comfortable work environment for all the employees of RSD dr. Soebandi Jember. Improving employee skills through education and training is also important to encourage smooth completion of work so that optimal employee performance is achieved. Furthermore, the hospital should increase appreciation for the achievement of the goals of work done by employees to make them feel their efforts are valued and to increase self-motivation to work better. Besides, the hospital could add more recognition to employee work results and employee performance for the employee professional development and the betterment of the hospital. Additionally, it is necessary that the hospital encourage and direct employees to complete the amount of work target to employees so that it can be completed on time and in accordance with the work standards and general objectives of the hospital.

Further, it is suggested to other prospective researchers can use the same research variables with a broader scope of research objects or compare one organization to another organization, or use other research models such as using moderating variables or adding other variables such as: work ethic, work culture, and also leadership.

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