


# The effect of work environment, work stress, remuneration, work motivation on employee performance at Puskesmas X Padang City

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i></p> <p>Received Jan 6, 2025 Revised Jan 9, 2025 Accepted Jan 15, 2025</p> <hr/> <p><i>Keywords:</i></p> <p>Employee Performance Remuneration Work Environment Work Motivation Work Stress</p>	<p>The problems that are the focus of this study are the problems of work environment variables, work stress and remuneration. The purpose of this study is to analyze the influence of work environment, work stress, remuneration, and work motivation on employee performance at Puskesmas X Padang City. This research method uses a quantitative approach, with a population of 96 employees of UPTD Puskesmas X Padang City. Sampling technique with a saturated sampling approach. The data analysis techniques used in this study were validity and reliability instrument tests, multiple linear regression tests, classical assumption tests and partial hypothesis tests tested with the t test while simultaneous hypotheses were tested with the F test. This can be seen from the significant value of t of <math>0.642 &gt; 0.05</math>. Work stress has a partially significant effect on employee performance at UPTD Puskesmas X Padang City, this can be seen from the significant value t of <math>0.000 &lt; 0.05</math>. Remuneration did not have a significant partial effect on employee performance at UPTD Puskesmas X Padang City, this can be seen from a significant value of t of <math>0.928 &gt; 0.05</math>, and work motivation did not have a significant effect on employee performance at Puskesmas X Padang City as seen from the t result of <math>0.878 &gt; 0.005</math>. Simultaneously the work environment, work stress, remuneration and work motivation have a significant influence on employee performance at UPTD Puskesmas X Padang City, this can be seen from the significant value of F of <math>0.005 &lt; 0.05</math>.</p> <p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license.</p> 

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## INTRODUCTION

In the era of globalization, Human Resources (HR) is the most critical component in an organization. Employees are valuable assets to the company, acting as effective thinkers, controllers, controllers, and designers (Mukherjee, 2018). Therefore, good human resource management is essential to improve their quality and abilities, so that they can make a significant contribution to the progress of the organization (Chams & García-Blandón, 2019).

Superior human resources will produce optimal performance, while poor performance will hinder the progress of the organization. Therefore, having good and professional human resources is the key to achieving maximum results. Performance improvement is the primary goal for an organization to achieve survival (Nugraha et al., 2022).

Factors such as work stress, motivation, job satisfaction, compensation, work environment, and work discipline can affect employee performance. A good and comfortable work environment has a direct influence on employee performance, so organizations must provide adequate work environment facilities to improve employee performance. If the work environment is inadequate, then employee performance will decrease (Chams & García-Blandón, 2019). Work stress is one of the factors that affect employee performance. Excessive stress can lead to work stress, and if not handled properly, can have a serious impact on employee well-being. Employees who experience work stress will lose motivation and cannot work optimally, so their performance will decrease (Memarzia et al., 2021).

Work motivation also plays an important role in improving employee performance. Motivation can encourage employees to perform better and be more active at work. However, motivating employees is not easy because each individual has different wants and needs. Therefore, management must understand the issue of motivation in order to get optimal employee performance (Alén et al., 2017). Employee performance largely determines whether an organization can achieve its goals or not. Performance is the quality and quantity that has been done by employees in accordance with their work with a sense of responsibility for their work (Buil et al., 2019).

Puskesmas X Padang City is a health service facility that provides health services for the people of Padang City, especially District X. However, employees who serve so many patients complain about the environmental conditions of Puskesmas X. The existing problem regarding the work environment at Puskesmas X is the limited space for movement, such as places and land that are still minimal. When Puskesmas X accommodates many patients, the small queue area causes air circulation in Puskesmas X to become a buffer and limit the movement space of employees, and the relationship between employees and other employees is not good.

At Puskesmas X Padang City, another problem faced is work stress, which is an important factor that affects employee performance. Health workers at Puskesmas X face a very challenging job, because they have to deal with a wide variety of patients with different disease diagnoses and different responses (Kintu et al., 2021). In addition, they are not allowed to refuse patients, even though the number of patients treated in one day is very large. Situations like this can cause work stress, especially due to high work demands and assignments that are not in accordance with the employee's field (Boroumand et al., 2018).

Some employees also experience overtime because they have to complete tasks on time. In addition to work stress, work motivation is also a problem at Puskesmas X, because there are complaints about receiving salaries and remuneration that are not in accordance with the work they do. Inadequate working conditions, such as damaged equipment, are also one of the factors that affect employee performance (Vipraprastha et al., 2018). Based on this background, the researcher will take the title of the study to find out more about this problem.

## RESEARCH METHOD

This study uses a quantitative method, which allows researchers to explain the relationship between variables, test theories, and generalize the number of research objects. The population of this study is all employees at UPTD Puskesmas X Padang City. The sample of this study amounted to 96 people, who were all employees of UPTD Puskesmas X Padang City. The sampling technique used is saturated sampling, which is a sampling technique that uses all members of the population as a sample (Gedefaw et al., 2015).

Data collection techniques are a way or process to obtain the data needed to support research. In this study, data will be collected through several ways, namely: Observation, Interviews, Questionnaires/Questionnaires, Literature Studies, and Documentation. By using the right data collection techniques, researchers can obtain accurate and reliable data to answer research questions. Data analysis techniques the data analysis techniques that will be used in this study are Multiple Regression Hypothesis Test, Descriptive Statistics, Data Normality Test, Direct Relationship Test (T-Test), Statistical Test F (Anova Test), Determinant Coefficient (R2) (Elhawwa, 2022).

## RESULTS AND DISCUSSIONS

### Hipotesis Regersi Berganda

In this case, the researcher wants to see the relationship between free variables (democracy, freedom, and work stress) to employee performance in hospitals. The conceptual framework and research hypothesis are as follows:



Figure 1. Conceptual Framework

Hypothesis:

H1 = Work environment variable has a significant positive effect on employee performance

H2 = Work Stress Variable has a significant positive effect on employee performance

H3 = Remuneration variable has a significant positive effect on employee performance

H4 = Work Motivation Variable has a significant positive effect on employee performance

H5 = Work environment variables, work stress and remuneration, work motivation simultaneously affect employee performance

### SPSS Test Results

#### 1. Descriptive Results

Table 1. Descriptive statistics

	Descriptive Statistics		N
	Mean	Std. Deviation	
Performance	36.5313	4.10892	96
Work Environment	20.9271	4.46800	96
Work Stress	35.6979	4.14505	96
Remuneration	36.7813	9.91671	96
Work Motivation	63.5938	16.79008	96

The results of the descriptive statistical output provided information about the mean, standard deviation, and number of data (N) for each observed variable, with 96 observations: a) The average performance is around 36.53, with a standard deviation of around 4.11. This indicates a degree of variation around the mean, with 96 data observed; b) The average working environment is about 20.93, with a standard deviation of about 4.47. This shows a degree of

variation around the mean, with 96 data observed; c) The average tendency to work stress is around 35.70, with a standard deviation of around 4.15. This shows a degree of variation around the mean, with 96 data observed; d) The average remuneration is around 36.78, with a standard deviation of around 9.92. A higher standard deviation may indicate greater variation in the data, with 96 data observed; e) The average level of work motivation is around 63.59, with a standard deviation of around 16.79. The relatively high standard deviation showed considerable variation in stress levels among respondents, with 96 data observed.

## 2. Data Normality Test

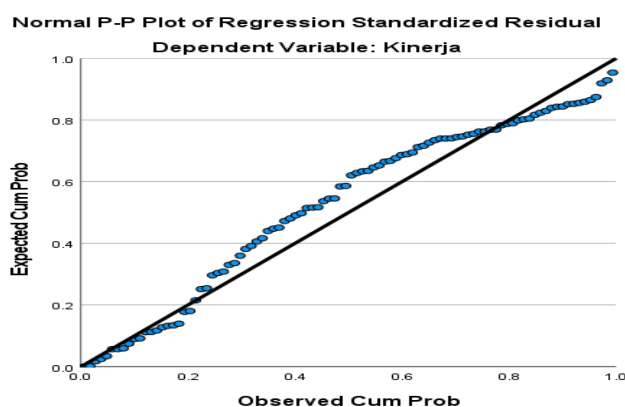


Figure 2. Data normality test

Based on the output of the "Chart" above, we can see that the plotting points contained in the image "Normal P-P Plot of Regression Standardized Residual" always follow and approach their diagonal lines. Therefore, as the basis or guideline for decision-making in the normality test of the probability plot technique, it can be concluded that the residual value is normally distributed. Thus, the assumption of normality for residual values in simple linear regression analysis in this study can be fulfilled (Gosdin et al., 2021).

## 3. Direct Contact Test (T-Test)

Table 2. Statistical coefficients

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				Beta
1	(Constant)	23.716	3.936	6.026	.000	
	Work environment	-.046	.099	-.467	.642	
	Work stress	.375	.100	.378	3.736	.000
	Remuneration	.004	.043	.009	.090	.928
	Work motivation	.004	.026	.016	.155	.878

Based on the statistical values in the table above, it can be concluded that: a) The t-count score for the work environment variable was -0.467 and the significance value for the work environment variable (X1) was 0.642. Because the significance value is greater than the p-value of 0.05, it can be concluded that the work environment variable (X1) does not have a significant effect on employee performance (Y). Based on these results, the H1 hypothesis is rejected; b) The t-count score for the work stress variable was 3.736 and the significance value for the liberal variable (X2) was 0.000. Because the significance value is less than the p-value of 0.05, it can be concluded that the work stress variable (X2) has a significant effect on employee performance (Y). Based on these

results the H2 hypothesis is accepted; c) The t-count score for the remuneration variable was 0.090 and the significance value for the remuneration variable (X3) was 0.928. Because the significance value is greater than the p-value of 0.05, it can be concluded that the remuneration variable (X3) does not have a significant effect on employee performance (Y). Based on these results, the H3 hypothesis is rejected; d) The t-count score for the work motivation variable was 0.155 and the significance value for the work motivation variable (X4) was 0.878. Because the significance value is greater than the p-value of 0.05, it can be concluded that the work motivation variable (X4) has no significant effect on employee performance (Y). Based on these results, the H4 hypothesis was rejected.

Based on the results of the test of the table above, the regression equation is obtained as follows:

$$Y = 23,716 - 0,046X1 + 0,375X2 + 0,004X3 + 0,004X4$$

The equation is interpreted as follows: a) A constant of 23.716 indicates that if the regression coefficient of the independent variables is considered zero; b) The regression coefficient of democracy has a negative value of 0.046, indicating that if democracy increases by one unit, the performance of employees will decrease by 0.046; c) The liberal coefficient has a positive value of 0.375, indicating that if the liberal variable increases by one unit, the performance of employees will increase by 0.375; d) The incentive coefficient has a positive value of 0.004, indicating that if the incentive variable increases by one unit, then the performance of employees will increase by 0.004; e) The stress coefficient has a positive value of 0.004 showing that if the stress variable increases by one unit, the employee's performance will increase by 0.004.

#### 4. Uji Statistik F (Uji Anova)

The F-test is used to determine whether independent variables have a joint or simultaneous influence on the dependent variable (Okunade & Osmani, 2020). The degree of significance used is usually 0.05. If the significance value is lower than this degree of confidence, then an alternative hypothesis is accepted, which states that the independent variables together affect the dependent variables (Antico et al., 2017). Here are the results of data processing:

**Table 3.** Anova test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Mr.
1	Regression	236.831	4	59.208	3.941	.005b
	Residual	1367.075	91	15.023		
	Total	1603.906	95			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), work motivation, work stress, remuneration, work environment

Based on the statistical values in the table, it can be seen that the F value is calculated at 3.941 with a significance value of 0.005. Because the significance value is less than 0.05, which is  $0.005 < 0.05$ , it can be concluded that the variables of democracy (X1), liberal (X2), incentive (X3), and stress (X4), simultaneously (together) affect the employee performance variable (Y). This means that the H4 hypothesis is accepted (Harbi, 2019).

#### 5. Determinant Coefficient

The Coefficient of Determination ( $R^2$ ), also known as the coefficient of compound determination, is used to measure how much an independent variable (X) affects a dependent variable (Y). The  $R^2$  value ranges from 0 to 1. If  $R^2 = 0$ , it means that there is no relationship between the independent variable and the dependent variable. Whereas if  $R^2 = 1$ , it indicates that the independent variable has a perfect relationship with the dependent variable. The following is the result of the calculation of the determination coefficient ( $R^2$ ).

**Table 4.** Determination test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384 <sup>a</sup>	.148	.110	3.87593

a. Predictors: (Constant), stress, Liberal, Insentif, Democracy

b. Dependent Variable: Kinerja

Based on the output of SPSS, a determination coefficient ( $R^2$ ) value of 14.8% was obtained. This shows that most of the influence of independent variables, namely (X1) work environment, (X2) work stress, (X3) remuneration, and (X4) work motivation offered on the dependent variable of employee performance (Y) can be explained by this equation model of 14.8%. The rest, 85.2%, may be influenced by other factors that were not included in the model (Wang et al., 2019).

### **The Influence of the Work Environment on Employee Performance**

The Influence of Work Environment on Employee Performance at UPTD Puskesmas X Padang City Based on the study of data analysis regarding the partial test (t-test), it can be explained that the work environment variable has a partial but insignificant effect  $t (0.642) > 0.05$ , then it can be concluded that the work environment variable (X1) does not have a significant effect on employee performance (Y). Based on these results, the H1 hypothesis was rejected at UPTD Puskesmas X Padang City.

The results of this study are also in line with the research of Cho & Han (2018), the results of the research that has been carried out show that the work environment does not have a significant effect on employee performance (Cho & Han, 2018).

### **The Effect of Work Stress on Employee Performance**

The Effect of Work Stress on Employee Performance at UPTD Puskesmas X Padang City from the results of the partial test (t-test) showed that the significance value was 0.000, which was smaller than 0.05 (Oberoi et al., 2017). Based on these results, the hypothesis is accepted. Thus, it can be concluded that work stress (X2) has a significant effect on employee performance at UPTD Puskesmas X Padang City.

This research is in line with the research of Ridwanto et al. (2020) on the Effect of Workload, Work Stress and Work Motivation on the Performance of Nurses at Ibnu Sina Islamic Hospital Pekanbaru (Doctoral dissertation, Riau University) and the results of the research stated that workload, work stress and work motivation simultaneously affect the performance of nurses at Ibnu Sina Islamic Hospital Pekanbaru. This is evidenced by  $f$  count (134,929)  $>$   $f$  table (2,012) and a significance of  $0.000 < 0.05$  (Ridwanto et al., 2020).

### **The Effect of Remuneration on Employee Performance**

The Effect of Remuneration on Employee Performance at Puskesmas X Padang City shows that the significance value for the remuneration variable (X3) is 0.928. Because the significance value is greater than the p-value of 0.05, it can be concluded that the remuneration variable (X3) does not have a significant effect on employee performance (Y). Based on these results, the H3 hypothesis is rejected (Motsumi et al., 2020).

The research is not in line with the research of Roykardo, B. A., & Nurani, N. (2024) on the effect of Employee Remuneration and Motivation on Performance at the Pasundan Health Center and the Talaga Bodas Health Center in Bandung City. The results of the linear regression test analysis in the first hypothesis show that H1 is accepted, which means that the remuneration variable has a significant influence on employee performance (Guo & Bai, 2019). This is evidenced by a calculated t-value of 2.971 and a  $g$ is value of 0.000, which is smaller than 0.05. In addition, the calculated t value is also greater than the table t of 2,000. Thus, it can be concluded that remuneration (X1) has a significant influence on performance (Y).

Remuneration is a system of remuneration received by workers for their achievements or services that they have provided to the organization. The objectives of remuneration include motivating workers to perform productively and improve their competence, attracting talents to join, retaining talents, encouraging healthy internal competition, and complying with applicable legal provisions. For workers, remuneration is important as a basis for planning a better quality of life, getting a work-life balance, and building a self-system (Sudarjat et al., 2015).

#### **The Effect of Work Motivation on Employee Performance**

The effect of work motivation on employee performance at UPTD Puskesmas X Padang City was obtained as a result of the t-count score on the work motivation variable was 0.155 and the significance value for the work motivation variable (X4) was 0.878. Because the significance value is greater than the p-value of 0.05, it can be concluded that the work motivation variable (X4) has no significant effect on employee performance (Y). Based on these results, the H4 hypothesis was rejected.

The results of this study are in line with the research of Zhu (2022) which found that work motivation has a positive and significant influence on employee performance. In addition, the results of this study are also consistent with the research of Nabilah Mokhtar et al., (2023) which shows that the variable of work motivation partially has a significant influence on employee performance.

The findings of this study provide mixed insights into the factors affecting employee performance at Puskesmas X Padang City. While work stress was found to significantly influence employee performance, other variables such as work environment, remuneration, and work motivation did not show a significant effect. The significant impact of work stress aligns with the findings of (Fekete & Deichert, 2022), which highlighted that work stress, coupled with workload and motivation, has a substantial impact on performance. This underscores the critical need for addressing stress management in healthcare settings, where high patient loads and challenging work conditions prevail.

In contrast, the lack of significant impact from the work environment and remuneration diverges from studies such as those by (Warren & Aloia, 2019). While these studies suggested that a supportive work environment and adequate remuneration positively influence employee performance, the results here indicate otherwise, likely due to unique contextual factors such as space constraints and resource limitations specific to Puskesmas X. The findings suggest that while a conducive work environment and fair remuneration are generally important, their influence might be overshadowed by more pressing issues like workload and stress in high-demand healthcare facilities.

Lastly, the lack of a significant effect of work motivation on performance contrasts with theoretical frameworks that highlight motivation as a key driver of employee performance (Belagra & Draoui, 2018). This anomaly may stem from the specific challenges faced by employees at Puskesmas X, such as dissatisfaction with salary structures and damaged equipment, which potentially dilute the impact of intrinsic motivation. These findings suggest the need for a more nuanced approach in understanding how various factors interact to influence performance, emphasizing tailored interventions that address the unique challenges of healthcare professionals in resource-limited settings.

## **CONCLUSION**

Based on the results of this study, it can be explained that the work environment does not have a significant partial effect on employee performance at UPTD Puskesmas X Padang City, this can be seen from the significant value t of  $0.642 > 0.05$ . Work stress has a partially significant effect on employee performance at UPTD Puskesmas X Padang City, this can be seen from the significant value t of  $0.000 < 0.05$ . Remuneration did not have a significant partial effect on employee

performance at UPTD Puskesmas X Padang City, this can be seen from a significant value of  $t$  of  $0.928 > 0.05$ , and work motivation did not have a significant effect on employee performance at Puskesmas X Padang City as seen from the  $t$  result of  $0.878 > 0.005$ . Simultaneously the work environment, work stress, remuneration and work motivation have a significant influence on employee performance at UPTD Puskesmas X Padang City, this can be seen from the significant value of  $F$  of  $0.005 < 0.05$ .

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