

# IMPLEMENTATION OF WORK ENVIRONMENT IN SUPPORTING EMPLOYEE PERFORMANCE IN SOUTHEAST PROVINCE MENTAL HOSPITAL

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## Abstract

*The purpose of this study was to determine the application of the work environment and employee performance at the Mental Hospital of Southeast Sulawesi Province. The method used is descriptive qualitative. Data were analyzed using an interactive model according to Miles, Huberman & Saldaña (2014) in (Elwan et al., 2022). The results of the study show that the implementation of the work environment for employees of the Mental Hospital in Southeast Sulawesi Province, both physical and non-physical work environment, has made a positive contribution to achieving success in carrying out a job for all employees. Likewise with the condition of the non-physical work environment supports a harmonious working relationship through good communication between employees in the Mental Hospital of the Province of Southeast Sulawesi. Employee performance at the Mental Hospital of the Province of Southeast Sulawesi can already be stated as good according to employee performance indicators, namely timeliness of work, compliance with work rules and systems, satisfactory quantity and quality of work, completion of work, and good morale, effective relations and communication, able to contribute and added value as well as responsibility for organizational assets.*

**Keywords: employee performance; implementation; psychiatric hospital; work environment**

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## INTRODUCTION

Regulation of the Minister of Manpower of the Republic of Indonesia Number 5 of 2018 Concerning Occupational Health and Safety Work Environment, the work environment is an aspect of hygiene in the workplace which includes physical, chemical, biological, ergonomic, and psychological factors whose existence in the workplace can affect the safety and health of workers. Therefore the organization must provide an adequate work environment such as the physical environment (comfortable office layout, clean environment, good air exchange, adequate lighting colors, and melodious music). As well as the non-physical environment (employee work atmosphere, employee welfare, relations between fellow employees, relations between employees and leaders, and places of worship). A good work environment can support the implementation of work so that employees have morale and improve employee performance.

According to Nitisemito (2002), the work environment is something that exists around workers who can influence themselves in carrying out assigned tasks. The work environment is



an important factor in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A working environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. Therefore, determining and creating a good work environment will greatly determine the success of achieving organizational goals. To create high performance, it is necessary to increase optimal work and be able to empower the potential of human resources owned by employees to create organizational goals, so that they will make a positive contribution to the development of the institution. Furthermore, Wirawan said that performance has dimensions including 1) work output, which is the output of employee work that can be calculated and measured in terms of quality and quantity; 2) Work behavior, which is the behavior of an employee at work. With certain behaviors, employees can carry out their work properly and produce the performance expected by the organization. This can be measured by looking at the leadership and thoroughness of the employees; 3) personal characteristics that have to do with work, are personal characteristics that are needed in carrying out tasks, for example: initiative and honesty. the same conceptualization, Sedarmayanti (2017:26) says that the work environment can affect an employee's performance because a human being will be able to carry out his activities properly so that optimal results are achieved if supported by an appropriate environmental condition.

Employee performance is a result and ability achieved in carrying out its duties and functions optimally as a member of an organization. In other words, if the employee's performance is good, it is likely that the organization's performance will also be good. Therefore the organization must really pay attention to the human resource factor. The important thing in managing human resources is the performance of its employees. According to Mangkunegara (2003), employee performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. In addition, employee performance is not only influenced by the work environment but can also be influenced by work discipline. This is because work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan 2017: 163).

Based on the results of preliminary observations, the physical condition of the Southeast Sulawesi Provincial Mental Hospital can be said to be good, where each section has its own room. However, there are still several buildings that are vacated due to inadequate beds and nurses. In addition, many documents and archives are piled up around the desk, this condition makes working employees feel uncomfortable. The same thing was said by an employee at the Southeast Sulawesi Provincial Mental Hospital, he said:

"The Mental Hospital of the Province of Southeast Sulawesi has a ratio of nurses whose needs have not been met, so there are several buildings that are vacated due to insufficient nurses. On several tables, there are also piles of documents and archives piled up, especially in the Subsection. Finance and Sub. Recording and program section. (Interview, May 27, 2022).

This condition can affect employee performance in achieving organizational goals. so that in this position, performance does not only involve the obedience of an employee to the organization but also concerns the enthusiasm and excitement of work. Every employee should ideally be able to work with full responsibility, sincerity, not coercion or fear of being penalized.

Based on the previous description, the authors are interested and state that it is important to conduct research on employee performance through the study "Implementation of the Work Environment in Supporting Employee Performance at the Mental Hospital of Southeast Sulawesi Province.

To limit the scope of this research study, the authors use work environment indicators according to Sedarmayanti (2001: 31) non-physical work environments are all conditions that occur related to work relationships, both with superiors and with fellow co-workers (Sedarmayanti, 2001). This non-physical work environment is no less important than the physical work environment. Employee morale is greatly influenced by the state of the non-physical work environment, for example, the relationship with fellow employees and with their leaders. If the relationship with another employee and with the leadership is going very well, it will be able to make employees feel more comfortable in their work environment. So with the limitations of employee performance studies, using Levine's opinion (1990:146) through employee performance indicators, namely 1). timeliness of work; 2). Compliance with work rules and systems; 3). Satisfactory quantity and quality of work; 4). Good work completion and morale; 5). Effective relationships and communication; 6). Able to contribute and add value; and 7). Responsibility for organizational assets.

## METHOD

The research method used in this research is a qualitative approach. The qualitative method is a term related to a series of ways or techniques that involve observation, participation, and interviews with both individuals and groups. Based on the characteristics of the problem, the research method that will be used is qualitative with a descriptive approach. The descriptive approach examines the context as a whole, interactions with participants and collects data directly on participants, and relies on descriptive data. Data collection techniques are based on in-depth interviews, participant observation, and documentation studies. The data



obtained is then analyzed qualitatively with an interactive model and continues continuously until the data is saturated, starting from data collection, data reduction, data presentation, and conclusions Miles, Huberman & Saldaña (2014) in (Elwan et al., 2022). Data condensation refers to the selection process, study focus, simplification, summary, and transformation of data for the Implementation of the Work Environment in Supporting Employee Performance at the Mental Hospital of Southeast Sulawesi Province.

## RESULTS AND DISCUSSION

Conditions of Employees Based on Rank/Room Group Based on employee data at the Mental Hospital of the Province of Southeast Sulawesi according to rank can be seen in Table 1.

**Table 1.** Condition of Employees at the Mental Hospital in Southeast Sulawesi Province by Rank/Group Level

No	Job Type	Room Group	Amount	%
1.	Juru	I / c	0	0
2.	Pengatur Muda	II/a	7	3,21
3.	Pengatur Muda Tk. I	II/b	8	3,66
4.	Pengatur	II/c	19	8,71
5.	Pengatur Tk. I	II/d	10	4,58
6.	Penata Muda	III/a	38	17,43
7.	Penata Muda Tk. I	III/b	55	25,22
8.	Penata	III/c	32	14,67
9.	Penata Tk. I	III/d	28	12,84
10.	Pembina	IV/a	14	6,42
11.	Pembina Tk. I	IV/b	4	1,83
12.	Pembina Utama Muda	IV/c	3	1,37
<b>TOTAL</b>			<b>218</b>	<b>100</b>

Source: Data from the Mental Hospital of Southeast Sulawesi Province, 2022

Table 1 explains the employees of the Provincial Mental Hospital. Southeast Sulawesi is mostly in class III/b with the rank of Junior Administrator Tk I. Then followed by civil servants class III/a as Junior Administrator, group III/c with the rank of Administrator, group II/c with the rank of Regulator, then group IV/ a with the rank of Trustee, group II/d with the rank of Kindergarten Manager. I, group II/b with the rank of Kindergarten Junior Administrator. I, group II/a with the rank of Junior Administrator, followed by group IV/b with the rank of Kindergarten Supervisor. I, then the lowest is group IV/c with the rank of Junior Principal Advisor.

**Table 2.** Conditions of Mental Hospital Employees in Southeast Sulawesi Province by Profession

Description	Amount A	Description	Amount B
<b>Medical personnel</b>		<b>Community Health Workers</b>	
General practitioners	8	Epideomolog Kesehatan	2
Psychiatrist	2	Health Counselor	1
Neurologist	0	Health Administration	13
<b>Nursing Staff</b>		Sanitarian	
Ners	2	<b>Nutritional Power</b>	

D-III nursing	67	Nutrisi and Dietisien	15
Midwife	1	<b>Physical Therapist</b>	
<b>Pharmaceutical Staff</b>		Fisioterapis	1
Pharmacist	5	Okupasiterapis	0
pharmacist assistant	6	Speech Therapist	0
<b>Medical Technicians</b>		D 3 Dental Nurse	3
Radiographer	3	Psikolog	5
Health Analysis	2	Non Profession	55
Medical check-up	1		
<b>TOTAL A &amp; B</b>		<b>208</b>	

Source: Data from the Mental Hospital of Southeast Sulawesi Province, 2022

Based on Table 2, it is explained that the employees at the Mental Hospital of the Province of Southeast Sulawesi are quite adequate in supporting the quality of service performance at the Mental Hospital of the Province of Southeast Sulawesi.

### **Work Environment and Employee Performance at the Mental Hospital of Southeast Sulawesi Province**

The Mental Hospital of Southeast Sulawesi Province is one of the government agencies which is a service center for the community. In providing services to the community, employees show performance as one of the responsibilities given to them. The work environment is one of the causes of success in carrying out a job because it can cause a failure in the implementation of a job because the work environment can affect employees in carrying out their duties. In increasing employee morale, it is inseparable from a supportive work environment such as the quality of the work environment that occurs at the Mental Hospital of Southeast Sulawesi Province. Because to carry out a job will not be carried out effectively if it is not supported by a satisfactory work environment within the agency. Everything provided by the agency will be meaningless if the employee cannot work properly because it is caused by work environment factors that do not meet the specified requirements.

Even though the work environment is not in accordance with what is expected, it can affect the work environment. However, when compared to the previous work environment, the current working environment is quite good. Because whether or not the work environment in an agency depends on the leaders and employees. The work environment is divided into two, namely:

#### **1. Physical Work Environment**

The physical work environment is one of the elements that must be utilized by organizations/agencies so as to create a sense of comfort, and peace, and can improve good work results. The physical work environment is all physical conditions that exist in the environment around the workplace that can affect employees either directly or indirectly.

Based on the results of observations made by researchers at the research location, it was

seen that the facilities and infrastructure at the agency were still insufficient for employees. This is according to the results of my interview with one of the informants, namely the Head of the Sub. Hospital Facility Maintenance Sector:

"A work environment that is equipped with adequate facilities and infrastructure is very important. Because with the availability of adequate facilities, the employees at this Mental Hospital have done their jobs well and the services provided are also optimal." (Interview Wednesday, 02 November 2022)"

it can be concluded from the results of the interview above that the employees at the Mental Hospital of the Province of Southeast Sulawesi in the provision of facilities and infrastructure have been sufficient but need to be increased again so that employees can do their job to the fullest. Because infrastructure is very influential, it is important to provide infrastructure that is in accordance with work standards and can function in carrying out the duties and work of employees, both in the form of office buildings and work tools such as computers, stationery, internet networks, and others.

This is in accordance with the opinion of Sedarmayanti (2001) which states that the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly.

#### **Direct Physical Work Environment**

The direct physical work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them, for example in the form of workspace, chairs, tables, and so on. From the results of the author's observations, employees at the Mental Hospital of the Province of Southeast Sulawesi in the work room, chairs, and tables for each employee are sufficient.

Based on the results of the observations that the researchers made at the research location, it was seen that there were still several employee rooms that did not have document cupboards so the documents were still seen piled up on the table with these piles making employees feel uncomfortable at work. To find out the responses of informants regarding the direct physical work environment at the Mental Hospital of the Province of Southeast Sulawesi regarding the workspace, tables, chairs, and others.

The following is the interview with the Head of the Sub. Facility Maintenance Sector, states that:

"Thank God, the facilities and infrastructure at this hospital are sufficient, although there are several rooms that are not sufficient and each employee also has his own room, even tables and chairs have also been prepared in their respective rooms, other facilities are also available. such as computers, electricity, wifi are already available because if we don't have these facilities it will be difficult for us to provide services" (Interview Tuesday, January 24, 2023).

Based on the results of research, interviews, and observations, it can be concluded that

employees at the Mental Hospital of the Province of Southeast Sulawesi workspace which is equipped with a computer, electricity, wifi, desks, and chairs sufficient in each employee room and there are also employees whose workroom the facilities are sufficient but they always maintain the cleanliness of the room so that they feel comfortable in a clean environment. Even though there are also several rooms that do not have cupboards for documents so there are still documents piled up on the table, this makes employees feel a little disturbed in doing their work. It can be seen from these facilities that employees who have complete facilities in the workroom are more productive at work. Apart from the fact that the workspace is where employees spend time every day so they must be comfortable, a clean work environment must guarantee their health. With a healthy work environment, employees can work comfortably and be free from disease

This is in accordance with the opinion of Sedarmayanti (2001) which states that everything around the employee's workplace focuses more on objects and workplace situations so that it can influence employees in carrying out their duties.

### **Indirect Physical Work Environment**

The environment does not directly affect the human condition. Examples are lighting, air circulation, noise, and others.

#### **1) Lighting/lighting**

Illumination is the amount of irradiation required to carry out activities effectively and efficiently in a work area. Good room lighting standards are useful for getting lighting that suits the needs of a room. Lighting in the workplace cannot be taken for granted. The reason is, bad lighting can cause lazy work, headaches, stress, and work accidents.

Based on the results of research, interviews, and observations, it can be concluded that the lighting in the Mental Hospital of the Province of Southeast Sulawesi is quite good. But only in certain places where the lighting is still lacking, namely in the warehouse. If the lighting in the workroom is lacking, it will result in being lazy to work, thus making the work done not optimal. So lighting in the workspace is needed because with adequate light daily operational activities can be carried out properly. Lack of light can have a negative impact, both from the side of the worker, as well as output from work.

This is in accordance with the opinion of Sedarmayanti (2009) which states that lighting/light in the workplace is very beneficial for employees to get safe and smooth work, therefore it is necessary to pay attention to the lighting that is bright but not dazzling. Insufficient light (inadequate) results in less clear vision, so that work will be slow, many errors occur, and ultimately causes less efficiency in carrying out work, so organizational goals are difficult to achieve.

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## **2) Air circulation**

Good air circulation is also needed in the workplace. Because most of the time we spend in the office. Therefore, air quality in mental hospitals also has an important role in health, comfort, and productivity. Ventilation is one of the most important engineering controls in the workplace environment, and good ventilation can save energy while improving indoor air quality.

Based on the results of the research, interviews with informants, and the author's observations, it was concluded that employees at the Mental Hospital of the Province of Southeast Sulawesi attach great importance to air circulation such as ventilation so that air can circulate properly to reduce viruses and bacteria even with air circulation making employees feel comfortable in the room. It works because there is air coming in from outside. Good air quality and ventilation support concentration, decision-making skills, job satisfaction, stamina, energy, and more. Besides providing comfort, higher levels of fresh air and oxygen help the brain work more optimally. Poor air quality has also been linked to situations where employees experience different symptoms when in the workplace but do not spend time away from it. Therefore, air ventilation is very important.

This is in accordance with the opinion of Sedarmayanti (2009) that adequate air circulation will improve the physical fitness of employees because if ventilation is sufficient, the health of employees will be guaranteed.

## **3) Bad smell in the workplace**

The presence of an uncomfortable odor around the workplace can be considered as pollution, because it can interfere with concentration at work, and smells that occur continuously can affect olfactory sensitivity.

Based on research results, interviews with informants and observations, it can be concluded that employees at the Mental Hospital of the Province of Southeast Sulawesi do not smell any unpleasant odors so the work they are doing goes on as usual without any interruptions. Therefore, the hospital because they always maintain the cleanliness of the hospital to avoid unpleasant odors that can interfere with work concentration.

This is in accordance with the opinion of Sedarmayanti (2009) that odors in the workplace. Odors around the workplace can be considered as pollution, because they can interfere with concentration at work, and odors that occur continuously can affect olfactory sensitivity.

## **2. Non-Physical Work Environment**

The non-physical work environment is the state of the employee's workplace environment in the form of a harmonious work environment where there is a relationship or communication between subordinates and superiors (vertical relationship) as well as relationships between fellow employees (horizontal relationship).



### **1) Relations with fellow employees and with their leaders**

If the relationship with another employee and with the leader goes very well, it will make the employee feel more comfortable in his work environment. That way the morale of employees will increase and performance will also increase.

In the research and observations conducted by researchers, it can be concluded from the results of the interviews that the employees at this Mental Hospital have established harmonious relationships because of good communication between superiors and subordinates and fellow employees so that the employees are so enthusiastic at work. Employees in this mental hospital also create a sense of comfort for fellow employees which is shown by the cooperation between employees even though there are some employees who are still not open to working together.

### **Employee Performance at the Mental Hospital in Southeast Sulawesi Province**

Employee performance is a result and ability achieved by officials in carrying out their duties and functions optimally as members of an organization. In practice, employee performance is influenced by several individual and group factors. To clearly see the discussion regarding the results of research on employee performance at the Mental Hospital of the Province of Southeast Sulawesi, it is described as follows:

#### **1) Determination of working time**

The fixed working time referred to in this study is the punctuality of work both when entering the office and when leaving the office and during working hours the employees do not leave the office during working hours. Based on the results of observations made by researchers at the Mental Hospital of the Province of Southeast Sulawesi, the punctuality of work there was that employees arrived according to working hours, but researchers also saw that there were some employees who arrived late.

Based on the results of the research, interviews with informants and observations, it can be concluded that the working hours of employees at the Mental Hospital of the Province of Southeast Sulawesi have been categorized as good where employees complete their work on time and when they enter and leave the office on time. Although there are some employees who have not complied with the rules. Employees with good performance can not only complete work within the agreed timeframe, but can carry out other activities as well but with equally good results. Timeliness can also talk about completing work at the start of a predetermined time. If all employees can complete tasks on time, then the goals set by the company can be achieved immediately. Any work that is delayed in its completion, even if only for one person or one work unit, can affect the overall performance of the institution. This condition is in accordance with the opinion of Levine (1990) which states that

for the fixed time of work, employees must remain in place during working hours regularly and correctly.

## **2) Compliance with Work Rules and Systems**

The purpose of creating a system of rules in carrying out work within an organization/agency is so that every member of an organization in carrying out their work obeys and obeys every rule and work system that has been determined to create maximum work results.

Based on the results of observations made by researchers at the Mental Hospital in the Province of Southeast Sulawesi, there are still some employees who are not yet responsible for the work they are given, some are still delaying their work.

In research and observations conducted by researchers, it can be concluded from the results of interviews that employees at the Mental Hospital of the Province of Southeast Sulawesi have tried to help the success of every agency process and are responsible for the tasks given. Mental hospital employees are also said to have complied with applicable regulations so as to provide good performance improvement to the employees themselves. A rule at work has an important role so that employees do not act out of bounds.

## **3) Satisfactory quantity and quality of work.**

Performance is a work achievement or the result of a person's work based on the quantity and quality achieved in carrying out its functions in accordance with the responsibilities received. Generally, every organization is very concerned about optimizing the performance of human resources. Quality of work is assessed by how well employees are able to carry out their duties in accordance with the responsibilities that have been given in serving the community. Working Quantity, namely the volume under normal conditions. It can be seen from the amount of workload and conditions that are obtained or experienced during work.

In the research and observations conducted by researchers, it can be concluded from the results of the interviews that the quality of work of employees at the Mental Hospital of the Province of Southeast Sulawesi is quite good although it is still being improved in addition to facilities and infrastructure in order to further improve services to the community so that they can generate responses. satisfactory both from the parties served and the hospital.

## **4) Job Completion and Good Work Morale**

Performance is not only about the obedience of an employee to the organization but also about enthusiasm and enthusiasm for work. Every employee should ideally be able to work with full responsibility, and sincerity, not compulsion or fear of being penalized or afraid of the leadership.

In the research and observations conducted by researchers, it can be concluded from the results of the interviews above that employees at the Mental Hospital of the Province of Southeast Sulawesi have good morale so that they can produce a good performance in providing services to the community. It is the responsibility of an employee to

carry out a task. With the responsibilities given by the leadership, employees are encouraged to carry out the work, especially if employees feel they belong to the organization, they will try their best to be able to complete the work as well as possible so that the expected goals can be achieved. Employee morale development needs to be carried out continuously so that they become accustomed to having high and passionate work enthusiasm.

Under these conditions, employees can do their job properly and creatively. Therefore, the Mental Hospital of the Province of Southeast Sulawesi must strive to maintain employee morale by carrying out various methods and whichever combination is right for the company and the goals to be achieved.

### **5) Effective Relations and Communication**

The performance will not produce anything good without well-built relationships and communication between leaders and employees in an organization, be it a government organization or an organization.

Based on the results of the interviews above, it can be concluded that employees at the Mental Hospital of the Province of Southeast Sulawesi in the relationship between superiors and subordinates always try to support cooperation between superiors and subordinates so as to create a family atmosphere in the work environment, good communication so that it seems there is no distance limit between superiors and subordinates. Effective communication at work plays an important role in developing long-term work motivation. One of the many positive benefits derived from established organizational communication is improving relationships. Improving the relationship between superiors and employees is very important. Employees value good communication with superiors. This results in a healthy work environment. When employees are satisfied with their jobs, they can perform tasks efficiently with a positive attitude. This is in accordance with Levine's opinion (1990) that performance will not appear without effective relationships and communication between leaders and staff.

### **6) Able to contribute and added value.**

Good performance will be a motivation in working and valued as an added value for an employee.

Based on the results of observations at the Mental Hospital of the Province of Southeast Sulawesi, it appears that employees who do their job well are only given praise. Researchers know this because one of the employees informed, that:

"Giving awards to employees who do a good job is only given a compliment in order to keep motivating other employees to work even better. Giving praise to employees can encourage employees to have more positive behavior and attitudes at work which can increase work productivity. (Interview, Wednesday 02 November 2022).

Based on the results of the interviews, it can be concluded that employees who do their job well are only given a compliment to motivate themselves, even more, to work better. An employee who has leadership skills, the ability to work with various types of people has more value than other people. That added value is what is needed in order to remain competitive in today's world of work.

### **7) Responsibility for Organizational Assets**

Organizational assets are one of the work supporting facilities and infrastructure in producing good performance, therefore these facilities and infrastructure must always be cared for and utilized as best as possible. Employees who have good performance will always be properly responsible for any use or utilization of organizational assets.

Based on the results of the research, interviews with informants and the author's observations, it is concluded that employees at the Mental Hospital of the Province of Southeast Sulawesi always maintain and give full attention to the hospital's assets because responsible employees are able to maintain the existing facilities in the hospital. This is in accordance with Levine's opinion that organizational assets such as work support facilities and infrastructure must be cared for and utilized as best as possible. Employees who have good performance will always be responsible for each user or take advantage of organizational assets.

## **CONCLUSION**

Based on the results of research and discussion, it can be concluded that:

1. The application of the work environment for the employees of the Mental Hospital of the Province of Southeast Sulawesi, both physical and non-physical work environment, has made a positive contribution in achieving the success of carrying out a job by all employees. This is in accordance with the conditions of the physical work environment which are supported by the availability of facilities and infrastructure at the Mental Hospital of the Province of Southeast Sulawesi. Likewise with the conditions of the non-physical work environment support harmonious work relations through good communication between employees in the Mental Hospital of the Province of Southeast Sulawesi.
2. The performance of employees at the Mental Hospital of the Province of Southeast Sulawesi can already be stated as good according to employee performance indicators, namely work timeliness, compliance with work rules and systems, satisfactory quantity and quality of work, work completion and good morale, good relationships and communication effective, able to contribute and added value as well as responsibility for organizational assets.

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