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# Relationships between Physical Working Environment, Employee Well-being, and Employee Commitment in Hospital Management

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**Abstract.** The purpose of this article is to analyze relationships between physical conditions of the working environment and employee well-being as well as to analyze relationships between employee well-being with employee commitment in a profession that deals intensively with high level of job stress. The study uses a quantitative approach and involves 72 respondents of medical employee in Brawijaya Women & Children Hospital at South Jakarta, taking into account its recent operational establishment and a business specialty in women and children healthcare. Data was collected through a survey in 2012 by using questionnaire as a research instrument. We adopt Likert scaling with data analysis technique uses Rank Spearman method. The hypothesis is tested using Z-test. Exploratory factor analysis confirms that the measurement scales used in this study met the acceptable standards of validity and reliability analysis. Furthermore, the Rank Spearman correlation analysis shows two important findings: first, physical condition of working environment is significantly correlated with employee well-being; second, employee well-being is significantly correlated with employee commitment.

**Keywords:** working environment, employee well-being, employee commitment, human resource management, hospital management

**Abstrak.** Tujuan artikel ini adalah untuk menganalisis hubungan antara kondisi fisik lingkungan kerja dan kesejahteraan karyawan juga menganalisis hubungan antara kesejahteraan karyawan dan komitmen kerja karyawan dalam sebuah profesi yang berurusan erat dengan tekanan pekerjaan yang tinggi. Studi menggunakan pendekatan kuantitatif dan melibatkan 72 responden yang merupakan pekerja medis di Rumah Sakit Ibu dan Anak Brawijaya di Jakarta Selatan, memperhitungkan masa operasinya yang relatif baru dimulai dan kekhususan bisnisnya dalam penanganan kesehatan ibu dan anak. Data dikumpulkan melalui survei pada 2012 dengan kuesioner sebagai instrumennya. Kami menggunakan skala pengukuran Likert dengan data analisis menggunakan metode Rank Spearman. Hipotesis diuji dengan Z-test. Analisis faktor-faktor penjas mengkonfirmasi bahwa skala pengukuran dalam kajian memenuhi standar yang dapat diterima dalam analisis validitas dan reliabilitas. Lebih lanjut, hasil analisis korelasi Rank Spearman menunjukkan dua temuan penting: pertama, kondisi fisik lingkungan kerja berkorelasi positif secara signifikan dengan kesejahteraan karyawan; kedua, kesejahteraan karyawan berkorelasi positif secara signifikan dengan komitmen kerja karyawan.

**Kata kunci:** lingkungan kerja, kesejahteraan karyawan, komitmen kerja karyawan, manajemen sumber daya manusia, manajemen rumah sakit.

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## INTRODUCTION

The existence of quality human resources is an important thing to support the development of hospitals in the face of global competition. Management should be able to create an atmosphere of work where employees feel their involvement in the organization, for example is to feel safe in the work environment. A good working atmosphere can lead to a good quality of work life (Cascio, 2003).

There is a clear relationship between the work environment and the well-being of the individual both physically and psychologically so that a comfortable working environment can increase the sense of employee well-being. Employee well-being is one of the important issues for the organization, which deals with

the mental health (stress) that appears in the workplace (McGuire & McLaren, 2009).

Medical workers are professionals who intensively experience with job stress. Medical workers who work as doctors, nurses, therapists and others have to deal with complaints of patients, families of patients and illnesses so that they are very susceptible to depression. A stressful work environment can lead to several health symptoms that include physical health (such as cardiovascular and gastro-intestinal problems), mental health (such as blood pressure, anxiety, and depression), and low job satisfaction (McGuire & McLaren, 2009).

To provide maximum service to the patient, one important factor is the physical condition of an adequate working environment so that it can help the work become easier, productivity becomes higher and

increase employee well-being. Therefore in this research tries to analyze the relationship between physical condition of work environment with employee well-being and relation between employee well-being with employee commitment at Brawijaya Women & Children Hospital at South Jakarta.

Improving employee commitment is an important factor for job success. Commitment can be interpreted as an introduction to employees with values, norms, and organizational traditions. High levels of employee commitment result in lower employee's absenteeism in work, improved employee performance and reduced employee turnover (McGuire & McLaren, 2009). Employee commitment to the organization is the recipient of the goals and values of the organization embodied in dedicating themselves to the values and goals of the organization (Reicher, 1986). There are three models of commitment developed by Meyer & Allen (1990). 1)The affective component deals with the emotional involvement of employees within an organization. Employees who remain members of the organization for a long time have a high affective value. This means that the individual has the motivation and desire to contribute maximally to the organization. 2)The continuance component deals with is the employee's perception of the disadvantage he will face if leaving the organization. Employees persist in an organization because it requires salary and other benefits, or because the employee does not find another job. Employees will avoid financial losses, and other losses so that employees work less than the maximum. The employee can not be expected to contribute optimally to the organization. 3)The normative component is the employee's sense of the obligation that must be given to the organization arising from the values in the employee. Employees survive as members of the organization because of the realization that commitment to the organization is the right thing to do. Normative components are derived from the experience of socializing and emerging from the existence of the obligations of employees to the organization. The normative component generates a feeling of an employee's obligation to reward what he or she has received from the organization. Employees with high normative commitment will remain in the organization because they feel a duty or task that is properly done for the benefits that have been given by the organization.

Employee well-being is an important issue for the organization, which deals with mental health (stress) that appears in the workplace. Well-being is highly dependent on the balance between physical, emotional, intellectual, and human spiritual aspects. Employee well-being is measured from six components: workloads that can be arranged; personal control over work; support provided by co-workers and supervisors; positive relationships in the workplace; clear role; and involvement in changes that occur in the workplace (McGuire & McLaren, 2009).

Support to employees in the workplace can have a positive impact on employee well-being. Organizational

support for employees can raise employee well-being in three ways: first, assisting employees in the face of stressful situations; second, helping employees develop new perspectives on stressful situations; third, reducing emotional anger associated with problem situations. Employee well-being can mediate the relationship between the physical environment and employee commitment. The physical environment affects employees' commitment through increased employee well-being. Through satisfaction with the work environment, employee well-being can increase. Research shows that employees who are satisfied with their physical work environment have higher job satisfaction, work performance, and psychological well-being (McGuire & McLaren, 2009).

Employee satisfaction with the physical environment can be influenced by a variety of ways, first, a comfortable workplace and equipment that suits their work. Setting the condition of desk surfaces, chairs, and computer equipment used by individuals in the workplace affects the employees' psychological well-being. It also facilitates the comfort and safety of individuals in the workplace. Of course, unbalanced environmental factors will disrupt employees in their work and potentially affect some factors such as employee's cognitive skills and ability. Secondly, by encouraging greater involvement in the design of the workplace, employees will better recognize their workplace and work system. Job satisfaction and well-being employees can increase as supervisors provide a supportive environment in which employees are encouraged to interact and provide opinions on issues that arise at work. Employee satisfaction can increase when they are involved in the design of the renovation workspace. Third, by personalizing the physical environment that will promote employee well-being through the creation of a comfortable workplace can increase employee commitment to work. Individuals increase their sense of control over the environment by personalizing their workplace. Attractive working environments can increase employee well-being, and the presence of plants in it can increase comfort and interest in the work environment (McGuire & McLaren, 2009).

Individual perceptions of the work environment are important because they impact the ability of individuals to take control of their work and their stress levels in the workplace. The physical environment, design and outward appearance of an organization can affect employee behavior in the workplace. The physical design of a comfortable and attractive workplace can increase 5-10% of employee productivity. The physical outlook of an organization is designed based on the needs of employees with the aim to maximize productivity and employee satisfaction in work. Innovative workplaces are developed to encourage the creation of information and network sharing regardless of job limits and provide access to communications that are connected and spontaneously between the parts of the organization (McGuire & McLaren, 2009).

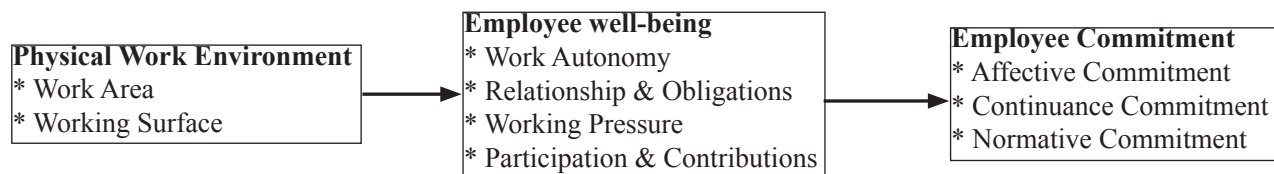
### RESEARCH METHOD

Based on the background of the problem then the main problem in this research is how the relationship between physical condition of work environment with employee well-being and how the relationship between employee well-being with employee commitment at Brawijaya Women & Children Hospital at South Jakarta, taking into account its recent operational establishment and a business specialty in women and children healthcare.

The research approach used in this research is quantitative approach. Quantitative approach makes the theory as a guide for researchers in planning research. The theory in this case provides guidance on the framework of thinking that researchers must have, what data should be collected by the researcher, to how to interpret data that has been collected from the field (Creswell, 1994). This research

uses explanative method. Explanative research is a type of research that tries to explain or describe the condition of research variables and see the relationship between these variables (Silalahi, 2009). In this study e attempt to explain the hypothesis about the relationship between the variables studied. These variables are the physical environment of work as independent variables, the commitment of employees of Brawijaya Women & Children Hospital at South Jakarta as dependent variable, and Employee well-being as intervening variable. The population in this study is the employees of the medical section at Brawijaya Women and Children Hospital at South Jakarta, amounting to 117 people. Questionnaires were distributed as many as 100 questionnaires, but returned only 72 questionnaires which then became sample in this study.

The analysis model is a visualized hypothesis, the analysis model used in this study is shown by Figure 1.



**Figure 1. Analysis Model**

Source: Mc Guire & McLaren, 2009

### RESULT AND DISCUSSION

Brawijaya Women & Children Hospital at South Jakarta is a unique designed hospital that focuses on serving women’s needs. The needs of women here are defined as medical services for female reproduction, female beauty, women and families. The respondents

used in this research were 72 medical employees of Brawijaya Women & Children Hospital at South Jakarta. The respondents who completed the questionnaire were then identified by age, sex, length of service, education level and marital status. This identification is done to know the general characteristics of the research respondents.

**Table 1. Correlation analysis between Physical Work Environment and Employee Well-Being**

			Physical Work Environment	Employee Well-Being
Spearman’s rho	Physical Work Environment	Correlation Coefficient	1.000	.511**
		Sig. (2-tailed)	.	.000
		N	72	72
Employee Well-Being	Employee Well-Being	Correlation Coefficient	.511**	1.000
		Sig. (2-tailed)	.000	.
		N	72	72

Source: Result of Data Processing

The correlation coefficient between the physical work environments to the employee well-being is positive value of 0.511 indicates that the close relationship between the physical condition of the working environment and the employee well-being is 51.1%. The correlation between the physical condition of the working environment and the employee well-being is positive, meaning the relationship is unidirectional. This indicates that there is a match between the physical condition of the working environment and the employee well-being. So if the physical condition of the working environment varies, the employee well-being variable will also increase. Vice versa if the physical

condition of the working environment variables decreased then the employee well-being variable will decrease. Guided by the terms according to the Champion scale, for Spearman’s rho (Correlation Coefficient) = 0.511 can be interpreted that both have a strong enough relationship.

Correlation coefficient between employee well-being to employee commitment is positive value of 0.812 points indicates that the closeness of employee well-being relationship with employee commitment is 81.2%. The correlation between the well-being employee and the employee’s commitment is positive, meaning the relationship is unidirectional. This indicates that there

is a suitability of employee well-being with employee commitment. So, if the employee well-being variable is increased, employee commitment variable will also increase. Vice versa if the employee well-being variable decreased then the variable of employee commitment will decrease. Brawijaya Women & Children Hospital at South Jakarta should pay close attention to the well-being of its employees, such as giving job description

in accordance with the ability that is controlled by the employees, always maintain good relationships with colleagues and supervisors who should be ready to assist their subordinates if found difficulty in work because it can benefit employees' commitment. Guided by the terms according to the Champion scale, for Spearman's rho (Correlation Coefficient) = 0.812 can be interpreted that both have a very strong relationship.

**Table 2. Correlation Analysis between Employee well-being With Employee Commitment**

			Employee Well-Being	Employee Commitment
Spearman's rho	Employee Well-Being	Correlation Coefficient	1.000	.812**
		Sig. (2-tailed)	.	.000
		N	72	72
	Employee Commitment	Correlation Coefficient	.812**	1.000
		Sig. (2-tailed)	.000	.
		N	72	72

Source: Result of Data Processing

The results of the questionnaires distributed to medical employees at Brawijaya Women & Children Hospital at South Jakarta indicate that the workload is quite heavy they feel but employees in general still consider that their work is realistic, their profession as medical personnel demands for 24-hours standby and the employees are very Be aware of this in addition, support from colleagues and superiors is greatly felt by these employees, which increases the commitment of medical employees at Brawijaya Women & Children Hospital at South Jakarta.

The physical condition of an adequate working environment will support the daily work, the work will be easier to do and the employees will be more productive in performing the tasks assigned by superiors, but otherwise if the physical environment does not support work such as air temperature in the workplace that is too cool or overheating, dirty workspaces, copiers that do not work well that will make employee productivity decline. Individual perceptions about the work environment are important because it affects the ability of individuals to take control over their work and their level of stress in the workplace and it will increase employee well-being because the well-being employee depends heavily on the balance between physical, emotional, intellectual, and spiritual. Research shows a clear relationship between the individual work environment and their physical and psychological well-being experiences. Therefore, creating a comfortable and supportive working environment can increase employee well-being (McGuire & McLaren, 2009).

The findings imply that to increase employee commitment, the organization (in addition to addressing the physical work environment of the employee) needs to consider the size of the employee well-being. The organization needs to look at the workload model that matches the employee's working ability. Organizations need to consider work design by increasing employee participation and involvement aimed at reducing stress levels

and improving employee health. Developing an organizational culture that supports good relationships among staff is also necessary to equip well-being employees. This relationship can also help employees in the face of constant organizational change (McGuire & McLaren, 2009).

**CONCLUSION**

There is a positive and significant (strong enough) relationship between the physical condition of the working environment and the employee well-being of medical employees at Brawijaya Women & Children Hospital at South Jakarta. These findings strengthen and reinforce the importance of physical conditions of the working environment in increasing employee well-being. In addition, there is a positive and significant (very strong) relationship between employee well-being with the commitment of medical employees at Brawijaya Women & Children Hospital at South Jakarta. This finding underscores the importance of the position of employee well-being factors that serve to foster employees' commitment to the organization.

The physical condition of the actual work environment in terms of facilities and infrastructure available at Brawijaya Women & Children Hospital at South Jakarta is adequate. Medical equipment used is also quite sophisticated, may still need increased care from employees to maintain the surrounding physical environment. The management of Brawijaya Women & Children Hospital at South Jakarta should also pay more attention to the physical work environment in the hospital as this affects the well-being employee who will eventually increase employee commitment. In the employee well-being factor, the demands of work in Brawijaya Women & Children at South Jakarta are quite heavy, especially medical employees who work in shifts, so it needs encouragement from fellow co-workers and more

importantly the help of superiors with a harmonious relationship between colleagues and employers, employees will be more productive and motivated to do their jobs well and employees' commitment to the hospital will also increase.

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