

# **The Effect of Work Ability, Self Efficacy, and Organizational Justice on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study of RSU Islam Harapan Anda Tegal)**

Maharyo Tri Hatmojo, Tabrani, Joko Mariyono  
{Maharyotri3@gmail.com}

Magister Management, Universitas Pancasakti Tegal, Indonesia

**Abstract.** The purpose of this study was 1) to analyze the effect of work ability on the performance of employees at Harapan Anda Tegal Islamic General Hospital. 2) analyze the effect of job satisfaction on the relationship between work ability and employee performance at Harapan Anda Tegal Islamic General Hospital. 3) analyze the effect of Self Efficacy on the performance of the employees of Harapan Anda Tegal Islamic General Hospital. 4) analyze the effect of job satisfaction on the relationship between Self Efficacy and employee performance at Harapan Anda Tegal Islamic General Hospital. 5) analyze the influence of Organizational Justice on the performance of the employees of Harapan Anda Tegal Islamic General Hospital. 6) analyzing job satisfaction to the relationship between Organizational Justice and employee performance at Harapan Anda Tegal Islamic General Hospital. This research is a quantitative study with a survey approach and a sampling technique using a saturated sample approach. Methods of data analysis using validity and reliability tests, descriptive statistics and Partial Least Square quantitative analysis.

**Keywords:** Work Ability, Self Efficacy, Organizational Justice, Employee Performance, Job Satisfaction.

## **1. Introduction**

The economy often experiences growth that is so fast every time, so this is the cause of intense competition in every company that exists. This impact requires companies to have a competitive advantage in order to compete with competing companies. In responding to this phenomenon, companies are required to be able to formulate various strategies or new ideas in every competition against other companies.

New strategies and ideas created by the company will be meaningless if they do not pay attention to their human resources. Of the many various available resources, human resources are part of the main resources with the most important assets that are absolutely owned in every organization or company in carrying out management in order to facilitate the achievement of the goals of an organization or company in the future. Many new companies have sprung up, demanding every company to have good performance. The company will see that the level of employee performance is a determining factor for the success of every company in the future.

One of the factors that influence employee performance is work ability. Ability is a trait that is innate/learned that allows a person to complete his task. Ability shows the potential of people to carry out tasks / jobs. The ability of employees in carrying out their duties is a manifestation of the knowledge and skills possessed. The success of an organization is the existence of employees who are capable and skilled and have high morale, so that satisfactory work results can be expected. In fact, not all employees have the ability and skills and work enthusiasm in accordance with organizational expectations. An employee who has abilities in accordance with organizational expectations, sometimes does not have high morale so that his performance is not as expected.

Work ability greatly determines the performance of employees in a company or organization. The success and skill of carrying out work in an organization is highly dependent on the performance of its employees. So that the ability to work is important for an employee to be able to complete the job well. In the operational function, work capability management is a development function, because in this function the development of employee work ability is of utmost concern. Work ability is basically very influential on the quality and weight of work achieved by an employee. It is likely that higher employee work is achieved when management has ensured ability and then guarantees that employees have the ability to work.

Based on the data and problems that have been described, it can be strengthened by the existence of a research gap or Research Gap of each variable. The phenomenon in the research that has been explained, is in line with the research conducted by [1] that work ability has a significant effect on performance, and it can be concluded that the higher the ability to work so that employee performance will increase. While research by [2] that the work ability variable has no effect on employee performance.

Especially during the Covid-19 pandemic like this, employees, especially employees at Harapan Anda Tegal Islamic General Hospital, are required to have a high attitude of self-efficacy to face and carry out their duties as educators who have a tough task by adjusting existing conditions. In connection with self-efficacy on this performance, there have been several studies that have been conducted to conduct research on this variable. The results of research conducted by [3] show that self-efficacy has a positive and significant effect on employee performance." Contrary to research by [4] revealed that self-efficacy has no significant effect on employee performance. From the results of this previous research, a research gap was found on the variable self-efficacy on performance.

The presence of employees in the company is something that must be considered by the industry to achieve the target of the company. The industry is obliged to manage the assets of its human resources optimally. Due to the important role of human resources, the company strives to have superior and quality employees who can fully contribute to the company's success. Because employees are the main factor in a company, the success or failure of a company depends on the employees it has. So it is necessary to manage the workforce optimally and do it properly and correctly. Employees are the most important aspect related to determining the excellence and progress of an industry. That employees are the most important factor besides other factors, such as raw materials and work tools explain that there are Fauzan Ali, Dewie Tri Wijayati Wardoyo. The Effect of Self-efficacy on Employee Performance with Job Satisfaction as an Intervening Variable (Study of the Islamic General Hospital Harapan Anda Tegal) four aspects of performance coaching are mentoring, confrontation, workers, and career coaching. According to Ary and Sriathi (2019), self-efficacy influences employee performance in a significantly positive way.

The phenomenon regarding self-efficacy at the Harapan Anda Tegal Islamic General Hospital is known that there are still some employees who feel that they do not care enough about fulfilling their targets, because they think that if they can achieve this month's target, the hospital will increase their target in the following month, even though if overtime work can reach the target then they will get incentives on the 10th of each month.

Employee performance can be influenced by organizational justice [1]. Organizational justice is the perception that employees have of fairness in a company, such as whether employees in the company feel valued and treated fairly for the rewards they receive for the contributions or work they have given to the company [1]. In addition there are several other variables that can affect employee performance as mentioned by [5] including individual characteristics, workload, work ability, providing incentives, Organizational Fairness, Self Efficacy, organizational culture, organizational commitment, and work motivation.

Harapan Anda Tegal Islamic General Hospital continues to show good development in terms of service, besides that the company is always trying to improve human resources, especially focusing on performance and increasing employee satisfaction. Not only that, this hospital continues to provide organizational justice to employees. The company also increases the ability to work for employees, creates good Organizational Justice and always provides motivation or encouragement to employees. This is expected to increase employee job satisfaction. The phenomenon that exists at the Harapan Anda Tegal Islamic General Hospital, especially in terms of Organizational Fairness, is also lacking, for example the problem of dust and dirt generated in the textile and garment production process. Although not in the short term, this can cause employees to feel uncomfortable at work and can interfere with employee health.

Organizations or companies, especially educational units, must pay attention to employee performance during the Covid-19 pandemic. As mentioned above performance is influenced by various factors. According to [2] in his research stated, "if employee performance is low, it will impact the employee's productivity. Low employee productivity indicates a low level of job satisfaction as well. Job satisfaction is closely related to employee attitudes toward work, the greater the level of job satisfaction will encourage employee attitudes in a positive direction.

Thus the aims of this study were 1) to analyze the effect of work ability on the performance of the employees of Harapan Anda Tegal Islamic General Hospital. 2) analyze the effect of job satisfaction on the relationship between work ability and employee performance at Harapan Anda Tegal Islamic General Hospital. 3) analyze the effect of Self Efficacy on the performance of the employees of Harapan Anda Tegal Islamic General Hospital. 4) analyze the effect of job satisfaction on the relationship between Self Efficacy and employee performance at Harapan Anda Tegal Islamic General Hospital. 5) analyze the influence of Organizational Justice on the performance of the employees of Harapan Anda Tegal Islamic General Hospital. 6) analyzing job satisfaction to the relationship between Organizational Justice and employee performance at Harapan Anda Tegal Islamic General Hospital.

## **2. Literature Review**

### **2.1 Employee Performance**

It states that performance is something that is visible, that is, individuals are relevant to organizational goals. [6] state that employee performance is a crucial aspect for the company's future. According to [2], employee performance is a work performance produced by employees based on the responsibilities that have been implemented by the company in order to create good results in good quality and quantity. Employee performance is the result of an employee's work on the duties and responsibilities given to him. In the business world, companies are required to be able to create high employee performance so that company goals can be achieved. High performance can be created from high employee motivation, high employee work discipline and a good work environment.

[7] explains performance is the result of work in quality and quantity that a person gets for carrying out the work he has according to the responsibilities assigned to him. Employees carry out their duties in accordance with the responsibilities given to them. In addition, performance can also be defined as work results that can be obtained by a group or individual in an agency according to their responsibilities and authorities in fulfilling organizational goals legally and not based on legal provisions. Based on some of these opinions, the authors conclude that performance is the result of employee achievements both individually and in groups in terms of quality and quantity produced while carrying out their roles and duties according to standards, procedures and responsibilities provided by the company.

### **2.2 Work ability**

Ability is a very important factor in increasing work productivity, ability relates to the knowledge and skills possessed by a person [8]. According to Blanchard and Harsey, work ability is a condition that exists in workers who are truly efficient and effective in working according to their field of work [9] Work ability is creative ability with different levels [8] All abilities of an individual are essentially composed of two sets of factors, namely intellectual abilities and physical abilities. Intellectual ability is the ability required for mental activity, for example an IQ test, designed to determine a person's general intellectual ability. Employee work ability is also influenced by the physical and mental health of the individual concerned, education, accumulation of workers, and work experience. Individual physical and mental health makes people capable and enduring hard work. Conversely, workers who are malnourished will quickly become weak and tired, and unable to do heavy work. Likewise with psychiatric disorders due to frustration and socio-economic problems that make the person concerned inconsistent and not concentrated in completing his work

### **2.3 Self Efficacy**

According to [10] self-efficacy is a person's belief in taking action. Self-efficacy is the belief of each individual in completing tasks in certain situations and conditions to achieve the goals that have been set. Student self-efficacy is the belief that students must have in order to be successful in the learning process. According to [11] math self-efficacy is self-assessment of his ability to solve mathematical problems.

## 2.4 Justice Organisational

According to [10] Organizational justice is a form of general description of a person's perception or point of view regarding justice that occurs in an organization or at work. According to previous study Organizational Justice is a personal perception of how they are treated in the workplace or organization, because the attitudes and behaviors shown to employees have an important effect on the success of the organization. The conclusion of the definition of organizational justice is a perception in which employees feel that superiors in the work environment show a fair attitude.

## 2.5 Job Satisfaction

[12] job satisfaction means a series of employee feelings about whether something is pleasant or not for the work they face. Through this opinion, it can be concluded that job satisfaction is an individual's feelings towards his work as a whole or from various components of work

## 3. Research Methods

This research is a type of quantitative research with a survey approach. The research location is at the Harapan Anda Tegal Islamic General Hospital, which is located at Jl. Ababil, Randugunting, Tegal City. This study uses a saturated sample approach with a total sample of 30 employees. This research uses Partial Least Square (PLS) data analysis. PLS is a component or variant-based Structural Equation Modeling (SEM) equation model (Ghozali, 2018). SEM which is based on covariance generally tests causality/theory while PLS is more of a predictive model.

### 3.1 Definisi Operasional Variabel

Operational definition is an aspect of research that provides information about how to measure variables.

**Table 1.** Operasional Variabel

Variable	Indicator	A list of questions	Skala Interval
Performance (Y)	1. Quality 2. Quantity 3. Punctuality 4. Effectiveness 5. Independence 6. Work commitment	1. I rarely make mistakes at work 2. I am able to work according to the specified quality standards 3. I complete the workload with maximum results 4. I always meet the target of achieving work volume set by the company 5. I arrive and leave work on time 6. I am always on time in completing work 7. I always try to improve the quality of my work 8. I always try to improve my ability to complete more work	Likert 1-5

Variable	Indicator	A list of questions	Skala Interval
Work ability (X1)	1. Technical Capability 2. Conceptual Ability 3. Social Skills	1. I am able to carry out the tasks given by the company 2. I am able to work optimally 3. I can maintain my body condition so I don't get tired while working 4. I can recognize a wide variety of products 5. I can interact well with employees and customers 6. I am optimistic that with the experience I have I can solve the problems that arise	Likert 1-5
<i>Self Efficacy</i> (X2)	1. Have an optimistic outlook in solving work problems 2. Feel confident that you can solve work problems 3. Seeing Keja's difficult problems as a challenge 4. Able to plan work problem solving 5. Confident in his ability to solve work problems 6. Persistent in solving Work problems	1. I am sure that no matter how difficult the task given, I can do it 2. I am not sure that I can complete a difficult task correctly 3. I am not sure that I can complete a difficult task correctly 4. I am not sure that I can complete a difficult task correctly 5. I am confident that I can do the task according to the instructions. 6. Easy work discourages me, especially more difficult work. 7. The work program that my coach gives me always starts from light to heavy 8. Hard work makes it easy for me to give up 9. Hard work makes it easy for me to give up. 10. Whatever work program I always find it hard and lazy to practice	Likert 1-5
Organizational Justice (X3)	1. Resource allocation 2. Fairness of procedures 3. Personal relationships	1. Decisions made in the company are the same for every job 2. You are given the same opportunity as other employees 3. You feel that your boss needs you the same as other employees 4. Your boss does not hide information from you	Likert 1-5
Job satisfaction (Z)	1. Conformity between the skills possessed 2. In accordance with the workload 3. Career Path 4. Leader motivation 5. Good co-workers	1. There is a guarantee of old age from work 2. Comfortable working conditions where I work are adequate. 3. Supervisors demand target achievement from employees when working according to their duties 4. Clear regulations from the company regarding promotion 5. The salary I receive is balanced with the tasks I do every month. 6. Permanent employee status policy of the company	Likert 1-5

Variable	Indicator	A list of questions	Skala Interval
		7. It is clear what my co-workers have in completing their work.	
		8. Clear promotion time period rules that apply in the company.	
		9. The basic salary I receive is sufficient for my daily needs.	
		10. Opportunities I have to tell others what they should do	

#### 4. Result and Discussions

The conclusions obtained from this study using the variables of work ability, self-efficacy, and organizational justice on performance with job satisfaction as intervening variables include the following

- 1) Work ability has a negative influence on employee performance at the Harapan Anda Tegal Islamic General Hospital
- 2) Job Satisfaction can strengthen the negative effect of work ability on employee performance at the Harapan Anda Tegal Islamic General Hospital
- 3) Self-Efficacy has a negative influence on employee performance at the Harapan Anda Tegal Islamic General Hospital
- 4) Job Satisfaction can strengthen the negative effect of Self Efficacy on employee performance at the Harapan Anda Tegal Islamic General Hospital
- 5) Organizational Fairness has a negative influence on employee performance at the Harapan Anda Tegal Islamic General Hospital
- 6) Job Satisfaction can strengthen the negative effect of Organizational Justice on employee performance at the Harapan Anda Tegal Islamic General Hospital

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