



The Influence of Motivation, Discipline and Work Environment on Employee Performance in the Directorate of Planning, Organization and General Affairs our Hope Heart and Blood Vessel Hospital

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Abstract: Globalization in the world of the health industry continues to develop every time and every year, this causes competition in the business world, especially in the health service sector to increase. Then, with the implementation of the MEA (Asean Economic Community) agreement, the impact of which will lead to competition in the economy in the ASEAN region, the quality of business products and human resources will be more required to be competent. On this basis, the authors conducted a study entitled "The Influence of Motivation, Discipline and Work Environment on Employee Performance at the Directorate of Planning, Organization and General Affairs at Harapan Kita Heart and Blood Vessel Hospital. The results showed that there was a significant influence between Motivation, Discipline and Work Environment with Employee Performance This can be seen based on the t-test on the work motivation variable showing that there is a significant effect on employee performance with a t-count value (4.756) > t table. (1.641) and a significant value of 0.000 < 0.05. The results of the t-test on the Work Discipline variable show that there is a significant effect on employee performance with a t-count value (0.689) < t table (1.641) and a significant value of 0.495 > 0.05. The results of the t-test on the work environment variable showed that there was an effect but not significant on employee performance with a t-count value (1.412) < t table (1.641) and a significant value of 0.166 > 0.05. The results of the analysis output from the calculated F value of 34.852 > 2.750 with a significant value of 0.000 < 0.05 so it can be concluded that Work Motivation, Discipline and Work Environment have a significant positive influence simultaneously on Employee Performance.

Keywords: Motivation, Discipline and Work Environment and Employee Performance

INTRODUCTION

In today's world era, globalization in the health industry continues to develop every moment and every year, this causes competition in the business world, especially in the health service sector, to increase. Therefore, every country is required to apply the latest or more

modern technology so that the level of health and welfare of its people will be better and more evenly distributed. The more the business world develops in health services, the competition between one company and another is increasing and getting tighter to offer superior products in the health service sector.

Since the era of globalization has hit, many countries in the world today, in addition to offering tourism visits in their countries, they also offer health tourism services through hospitals in the country. They offer cheap health service prices using modern technology products and also quality human resources, so that people from other countries, especially from developing countries, will be very interested in using their services. This problem is a challenge for hospitals in every country with standard technology levels and low-quality human resources. Some factors of lack of competitiveness in developing countries are due to the quality of education and welfare of their people which are still low.

Likewise with what happened in Indonesia, the large number of human resources is not accompanied by adequate education, so that competitiveness with other countries is still not good. Several ASEAN countries, such as Singapore and Malaysia offers excellent health services, this is because the quality of human resources in Indonesia is not good and evenly distributed. Then with the implementation of the MEA (Asean Economic Community) agreement, the impact of which is to create competition in the economic sector in the ASEAN region, the quality of business products and human resources will be more required to be competent. For big cities in Indonesia, human resources (HR) are already quite good and qualified, but if seen in areas far from big cities, they are still very lacking. This is a challenge for some companies engaged in health services, in order to improve the quality of their HR.

Human resources or employees are the pillars of a company, where the development and progress of a company depends on the ability and quality of its employees, so that the return on the company's progress affects employee performance. In relation to this, human resources have potential such as technical skills, management skills and others in a government or private company that can be utilized and maximized properly to achieve common goals. Likewise with the Hospital which is a company that is part of the health service system that serves patients with various types of services, therefore by using good human resources, it is hoped that the hospital can produce maximum output in the form of products and services to improve the quality of public health and of course have an impact on the progress of the company. The more people who need health services, the Hospital will improve the quality of professional and competent services of its employees in their fields. Because health has a major role in improving the standard of living of the community, in providing optimal health services in hospitals, quality human resources are needed and have qualified skills and expertise.

Since the era of globalization has hit, many countries in the world today, in addition to offering tourism visits to their countries, they also offer health tourism services through hospitals in the country. They offer cheap health service prices using modern technology products and also quality human resources, so that people from other countries, especially from developing countries, will be very interested in using their services. This problem is a challenge for hospitals in every country with standard technology levels and low-quality human resources. Several factors of lack of competitiveness in developing countries are due to the quality of education and welfare of their people which are still low. Harapan Kita Heart and Blood Vessel Hospital is one of the special hospitals that is the National Referral Center for handling heart and blood vessel (cardiovascular) diseases. This hospital is a government hospital under the auspices of the Indonesian Ministry of Health as a Technical Implementation Unit by implementing the Public Service Agency Financial Management Pattern (PPK-BLU). Based on Government Regulation (PP) No. 23 of 2005 which regulates financial management in Public Service Agencies (BLU), thus becoming a legal basis for Government Agencies to be more autonomous in the financial sector, meaning that Harapan Kita Heart and Blood Vessel

Hospital can independently manage its finances in order to improve services to the community and also increase the welfare of its employees.

RSJPDHK Employee Satisfaction Level Table

KPI	Indikator Kinerja / Keberhasilan	Satuan	Target 2019	Realisasi		Naik/turun (%)	Capaian 2019
				2018	2019		
2	Tingkat kepuasan karyawan	%	85	83	83,86	1,04	Tidak Tercapai

Motivation is a state of mind and mental attitude of a human being that provides energy, encourages movement activities, directs, channels behavior towards achieving needs that provide satisfaction, reduces imbalance. According to Robbins and Counter in (Lox et al., 2019) stated that work motivation is the willingness to carry out high efforts to achieve organizational goals that are conditioned by the ability of efforts to meet certain individual needs "

Work discipline is a person's ability to work regularly, diligently, continuously and work in accordance with applicable rules without violating the established rules. According to (Anwar Prabu Mangkunegara, 2016) there are two types of work discipline, namely preventive discipline and corrective discipline.

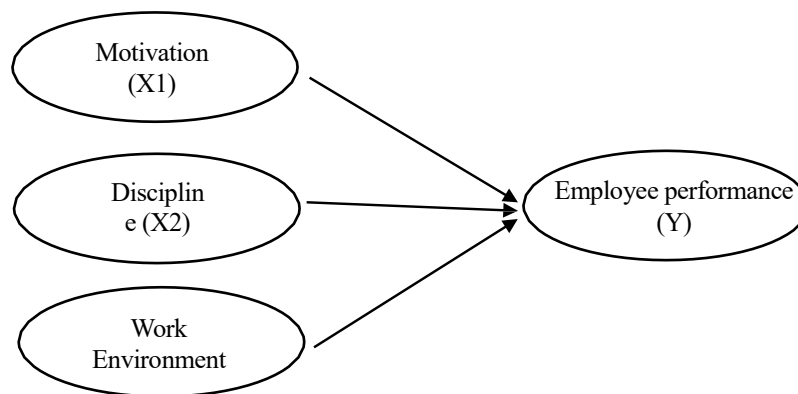
Work environment in a company is very important to be considered by management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on employees who carry out the production process. The work environment is an atmosphere where employees carry out their daily activities. A conducive work environment provides a sense of security and allows employees to work optimally.

Performance Human Resources or Work Performance is the result of work or work (output) both in quality and quantity achieved by human resources per period of time in carrying out their work duties in accordance with the responsibilities given. The success of a company in achieving its goals and meeting the company's needs is highly dependent on the performance of its employees in carrying out their responsibilities.

Model Theoretical

This study focuses on the relationship between motivation, work discipline, and work environment with performance. Effective motivation is expected to improve discipline in the work environment, which ultimately has an impact on performance. This model is in line with the findings of (Sutrisno et al., 2022) who highlighted the synergy of these variables in growing a productive organization. By integrating these factors, this model provides a comprehensive framework for understanding the dynamics of performance in the Harapan Kita Heart and Blood Vessel Hospital environment.

Framework of Thinking



Research Hypothesis

- H1: It is suspected that motivation has an effect on employee performance in the Planning, Organization and General Directorate of Harapan Kita Heart and Blood Vessel Hospital.
- H2: It is suspected that discipline has an effect on employee performance in the Planning, Organization and General Directorate of Harapan Kita Heart and Blood Vessel Hospital.
- H3: It is suspected that the work environment has an effect on employee performance at the Directorate of Planning, Organization and General Affairs of Harapan Kita Heart and Blood Vessel Hospital.
- H4: It is suspected that Motivation, Discipline, and Work Environment have an influence on Employee Performance in the Planning, Organization and General Directorate of Harapan Kita Heart and Blood Vessel Hospital.

METHOD

Research Design

This study adopts a quantitative research design, which focuses on numerical data and statistical measurements to test the proposed hypothesis. Quantitative methods, as explained by (V. Wiratna Sujarweni, 2014), are very useful for examining causal relationships by collecting measurable data and using statistical tools. The quantitative approach is ideal for assessing the influence of motivation, work discipline, and work environment on employee performance, because these variables can be measured and analyzed quantitatively.

Research Location

The location of this research is at Harapan Kita Heart and Blood Vessel Hospital, Jalan Let.Jend S. Parman Kav. 87, Slipi, West Jakarta.

Research Population

The population of this study was employees of Harapan Kita Heart and Blood Vessel Hospital who were in the Directorate of Planning, Organization and General Affairs, totaling 155 employees.

Data collection technique

Purposive sampling technique is used to select samples from the population. Purposive sampling is appropriate when certain criteria must be met by participants. In this study, the main criterion was the involvement of respondents in the general organizational planning tasks of Harapan Kita Heart and Blood Vessel Hospital. The final sample consisted of 100 respondents, which was considered sufficient for statistical analysis.

Method of collecting data

Primary data were collected through a structured questionnaire distributed to respondents. The questionnaire was designed to measure employee motivation, work discipline, work environment, and performance using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of a structured questionnaire ensures consistency in providing answers, thus facilitating reliable data analysis.

Instrument Validity Test

The validity of the research instrument was tested to ensure that the instrument accurately measures the intended variables. Pearson correlation analysis was used to assess the validity of each item. As stated by (Abdillah & Rahmat, 2018), an item is considered valid if its correlation coefficient is significant at the 5% level ($p < 0.05$).

Instrument Reliability Test

Reliability is tested using Cronbach's Alpha and Composite Reliability. According to (Taherdoost & Hamta, 2017), a variable is considered reliable if Cronbach's Alpha and Composite Reliability exceed 0.70. High reliability indicates that the instrument consistently measures the variable on different items and respondents.

Data Analysis Methods

Data analysis was conducted using SPSS version 25, a statistical software widely used for quantitative research. The analysis involved several steps, including validity and reliability tests, classical assumption tests, coefficient of determination, and hypothesis tests.

Classical Assumption Test

Classical assumption tests are essential to ensure that the data meets the requirements for regression analysis. These tests include normality, multicollinearity, heteroscedasticity, and autocorrelation. Ensuring that the data meets these assumptions will increase the robustness and validity of the regression model.

Normality Test

The normality test is conducted to determine whether the data follows a normal distribution. As explained by (Widarjono, 2013), data is considered normally distributed if the Skewness and Kurtosis Critical Ratio (CR) values are in the range of -2.58 to 2.58 at a significance level of 5%.

Multicollinearity Test

Multicollinearity is tested using the Variance Inflation Factor (VIF). According to (Ghozali, 2018), multicollinearity does not exist if the VIF value is less than or equal to 5. Multicollinearity can distort the regression coefficients, so its absence ensures a more accurate estimate of the relationship between variables.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is calculated to assess the explanatory power of the independent variables. An R^2 value close to 1 indicates that most of the variance in the dependent variable (employee performance) can be explained by leadership, work discipline, and motivation.

Hypothesis Testing

The hypothesis is tested using the t-test at a significance level of 5%. The hypothesis is accepted if the t-statistic value is greater than 1.96, which ensures that the findings are statistically significant. The t-test provides insight into whether each independent variable significantly affects employee performance.

Regression Model

This study uses a multiple linear regression model to test the relationship between motivation, work discipline, work environment, and performance. The model is stated as:

$$Y = b_1X_1 + b_2X_2 + b_3X_3$$

Where:

1. X_1 represents Motivation
2. X_2 represents Work Discipline
3. X_3 represents Work Environment
4. Y represents Personnel Performance
5. b_1, b_2, b_3 are the regression coefficients.

Interpretation of Regression Coefficients

The regression coefficients (b_1, b_2, b_3) show the magnitude and direction of the influence of each independent variable on employee performance. A positive coefficient indicates a unidirectional relationship, while a negative coefficient indicates an opposite relationship.

RESULTS AND DISCUSSION

Validity and Reliability Test

Validity Test Results

The validity test aims to determine the validity of the questionnaire distributed to 100 participants. The results of the corrected item-total correlation for each statement item are above 0.300. Therefore, the responses given by the respondents for each statement item are considered valid. An indicator or question is declared valid if the calculated r-value is higher than the r-table value and shows a positive result.

Reliability Test Results

A questionnaire is considered reliable if the Cronbach's Alpha value exceeds 0.60. The results of this study indicate that the Cronbach's Alpha value for the motivation variable is 0.847 (> 0.60), the discipline variable is 0.784 (> 0.60), the work environment variable is 0.866 (> 0.60), and the employee performance variable is 0.851 (> 0.60). Based on these results, all variables show that the Cronbach's Alpha values exceed 0.60. Thus, the reliability test instrument used in this study is considered reliable.

Normality Test Results

The results of the normality test conducted showed the significance value in this study that the asymp. Sig. (2-tailed) column or asymptotic significance for the two-tailed test was 0.200 or a probability above 0.05. ($0.200 > 0.05$)

Multicollinearity Test Results

Based on the results of the multicollinearity test, it is known that the tolerance value for work motivation (X_1) is 0.331, Discipline is 0.405, work environment is 0.666, each of which is more than 0.10. And the VIF figure for Work motivation is 3.025, Discipline is 2.468, work environment is 1.500. The VIF value of all independent variables is less than 10.00, so there

is no Multicollinearity problem found between the three independent variables. So it can be concluded that in the regression between the variables of work motivation (X1), discipline (X2) and work environment (X3) on employee performance (Y) there is no multicollinearity between the independent variables. Based on the table of autocorrelation test results with Durbin Watson, it can be seen that the Durbin-Watson value is 2.185. This value will be compared with the alpha table value of 5%, the number of samples (n) of 44 and the number of independent variables of 3 (k = 3), then the Durbin Watson table value is obtained, namely $dL = 1.422$ and $dU = 1.611$. From the following table data, the following conclusion can be drawn: $dU < dW < 4-dU = 1.611 < 2.185 < 2.389$, so there is no autocorrelation in the test.

Hypothesis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,135	3,130		1,641	0.109
	Work motivation	0.726	0.153	0.688	4,758	0,000
	Work Discipline	0.087	0.127	0.090	0.689	0.495
	Work Environment	0.159	0.112	0.144	1,412	0.166

The t-test aims to determine whether or not there is a partial (own) influence given by the independent variable (X) on the dependent variable (Y). Here is the formula for finding the t table: Where: N = Number of samples K = Number of independent variables

$$t \text{ table} = t (\alpha/2 ; n - k - 1) = t (0.05 ; 44 - 3 - 1) = t (0.05 ; 40) = 1.641$$

Simultaneous Test (F Test)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	287,542	3	95,847	34,852	.000b
	Residual	110,004	40	2,750		
	Total	397,545	43			

Based on the output above, it is known that the significant value for the influence of work motivation (X1), discipline (X2) and work environment (X3) simultaneously on employee performance (Y) is $0.000 < 0.05$ and the calculated F value is $34.852 > F \text{ table } 2.750$, so it can be concluded that H4 is accepted, which means that there is a significant influence on work motivation (X1), discipline (X2) and work environment (X3) on employee performance (Y).

Results of Determination Coefficient Value:

The coefficient of determination is used to determine the percentage of contribution (share) of the influence of work discipline, motivation and work environment on employee performance. The results of the calculation process carried out using SPSS version 24 obtained an R Square value of 0.723 or 72.3% of employee performance that occurs is caused simultaneously or together by work motivation, discipline, work environment. In other words, the independent variable causes the influence of the dependent variable, in this case employee

performance of 72.3%, while the remaining 27.7% is influenced by other variables that are not studied.

The Influence of Work Motivation on Employee Performance

One of the influences of Employee Performance at Harapan Kita Heart and Blood Vessel Hospital is Motivation. The work motivation in the Hospital environment that the author feels is in the form of welfare guarantees for its employees, namely salary or income and a good future. Opportunities for promotion or career levels are very open, because management opens job opportunities to employees openly, with appropriate competencies. Based on data from the motivation indicators used, namely Hard Work, Future Orientation, High Level of Ideals, Task/Target Orientation, Perseverance, Selected Co workers and Salary as a source of questionnaires, the data processing results from several indicators are t-tests on work motivation variables showing that there is a significant influence on employee performance with a calculated t value $(4.756) > t \text{ table } (1.641)$ and a significant value of $0.000 < 0.05$. So it can be concluded that H_0 is accepted and H_a is rejected, which means that there is a significant influence. Work motivation (X1) on Employee Performance (Y).

The Influence of Discipline on Employee Performance

In addition to Work Motivation, the level of employee discipline greatly influences employee performance. With the fairness of incentive rights or remuneration given every month, employees are always present on time. While the assessment of each individual makes employees do their work according to target and on time.

In the Work Discipline variable, the questionnaire indicators used are Goals and abilities, Justice, Punishment, Compliance with regulations, Effective at work, Punishment and Completion of work on time, then the results of the data processing listed in the form of t-test results on the Work Discipline variable show that there is a significant influence on employee performance with a calculated t value $(0.689) < t \text{ table } (1.641)$ and a significant value of $0.495 > 0.05$. So it can be concluded that H_0 is accepted and H_a is rejected, which means that there is an influence of the discipline variable (X2) but does not have a significant effect on Employee Performance (Y). At the level of discipline that is included in the category, there is a significant influence of discipline on employee performance (Y).

The Influence of Work Environment on Employee Performance

Then the influence of the work environment at Harapan Kita Heart and Blood Vessel Hospital makes employees feel calm in working, because security is guaranteed and all facilities are provided to support employee work, such as adequate space, lighting, noise to facilities for employee health. Within the ranks of the Directorate of Planning, Organization and General Affairs there are several Installations that differ in each function and task, but in general the work environment has been adjusted to the place and all its facilities.

In the Work Environment variable, the questionnaire indicators used are Lighting, Temperature / air temperature, Air Humidity in the workplace, Air circulation, Mechanical vibration, Decoration and Safety in the workplace, then the results of the data processing listed in the form of t-test results on the work environment variable show that there is an influence but not significant on employee performance with a calculated t value $(1.412) < t \text{ table } (1.641)$ and a significant value of $0.166 > 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted which means there is a positive but not significant influence on Y.

The Influence of Work Motivation, Discipline and Work Environment on Employee Performance

From the results of the explanation of the 3 previous variables which show that Work

Motivation, Discipline and Work Environment have an effect on Employee Performance in the Directorate of Planning, Organization and General at Harapan Kita Heart and Blood Vessel Hospital, this is related to the results of the determination coefficient analysis output where the influence of Work Motivation, Discipline and Work Environment simultaneously affect employee performance. The results of the calculated F value of $34.852 > 2.750$ with a significant value of $0.000 < 0.05$ so it can be concluded that Work Motivation, Discipline and Work Environment have a significant positive influence simultaneously on Employee Performance.

The results of the calculation process obtained an R^2 value of 0.723 or 72.3% of employee performance variability that occurs due to work motivation, discipline, work environment. In other words, the independent variable causes the influence of the dependent variable, in this case employee performance of 72.3%, while the remaining 27.7% is influenced by other variables not studied in this case.

CONCLUSION

Partially, Work Motivation (X1) of Employees in the Planning, Organization and General Directorate at Harapan Kita Heart and Blood Vessel Hospital does not have a significant effect on Employee Performance (Y) which is $0.000 < 0.05$ and the calculated t value (4.756) $>$ t table (1.641) so it can be concluded that H_0 is accepted and H_a is rejected which means there is a significant effect. Work motivation (X1) on Employee Performance (Y).

Partially, Work Discipline (X2) of Employees in the Planning, Organization and General Directorate at Harapan Kita Heart and Blood Vessel Hospital has a significant influence on Employee Performance (Y) of $0.495 > 0.05$ and the calculated t value (0.689) $<$ t table (1.641), so it can be concluded that H_0 is rejected and H_a is accepted, which means that there is an influence of Discipline (X2) but it is not significant on Employee Performance (Y).

Partially, the Work Environment (X3) in the Directorate of Planning, Organization and General Affairs at Harapan Kita Heart and Blood Vessel Hospital has a positive and significant effect on Employee Performance (Y) of $0.166 > 0.05$ and the calculated t value (1.412) $<$ t table (1.641). So it can be concluded that H_0 is rejected and H_a is accepted, which means there is a significant positive influence on Employee Performance (Y).

The results of the calculated F value of $34.852 > F$ table 2.75 with a significant value of $0.000 < 0.05$ so it can be concluded that Work Motivation (X1), Discipline (X2) and Work Environment (X3) have a significant positive influence simultaneously on Employee Performance (Y).

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