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## The Influence of Work Discipline and Work Motivation on Employee Performance in The Medical Rehabilitation Installation of Level II Hospital 03.05.01 Dustira Cimahi City

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**Abstract:** The aim of this research is to determine and analyze: (1) Work Discipline (2) Work Motivation; (3) performance; and (4) The influence of work discipline and work motivation on the performance of Level II Hospital Medical Rehabilitation employees 03.05.01. Dustira Cimahi City, both simultaneously and partially. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this research is the employees of the Medical Rehabilitation Hospital Level II 03.05.01. Dustira Cimahi City with a sample of 30 people. The type of investigation is causality, and the time horizon in this research is cross-sectional. Based on the research results, it was found that Work Discipline for Level II Hospital Medical Rehabilitation employees 03.05.01. Dustira Cimahi City, apparently employees gave good responses, Work Motivation for Level II Hospital Medical Rehabilitation employees 03.05.01. Dustira Cimahi City can generally be said to be good, employee performance at Level II Hospital Medical Rehabilitation employees 03.05.01. Cimahi City's Dustira is currently considered good. Work Discipline and Work Motivation simultaneously influence the performance of Level II Hospital Medical Rehabilitation employees 03.05.01. Dustira Cimahi City. However, work discipline partially influences employee performance more than work motivation. Because work discipline predominantly influences performance, it is the first priority in improving employee performance. then the Level II Hospital Medical Rehabilitation employee 03.05.01. Cimahi City Dustira are advised to consistently maintain existing work discipline, so that they are able to work more professionally.

**Keywords:** Work Discipline, Work Motivation, and performance.

### INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity involved. Organizations are social units that are consciously coordinated with identifiable reactive boundaries, working continuously to achieve goals (Robbins, 2006). All actions taken in each activity are initiated and determined by the humans who are

members of the company. Companies need potential human resource factors, both leaders and employees, in the pattern of tasks and supervision which determine the achievement of company goals.

Hospital management, both private and government, always develops following the demands of the environment, both external and internal environments (Norpatiwi, 2018). Demands from the external environment are demands originating from stakeholders who want hospitals to provide quality health services at affordable costs, while demands from the internal environment are demands that revolve around controlling costs by taking into account factors such as market mechanisms, economic behavior, professional resources, and technological developments (Norpatiwi, 2018).

In general, Law Number 44 of 2009 concerning Hospitals (UU RS) differentiates hospitals based on the type of service and management (UU No. 44 of 2009; Article 18). Based on the type of service, hospitals are divided into 2 (two) hospitals, namely General Hospitals (RSU) and Special Hospitals (RSK) (UU No. 44 of 2009; Article 19 paragraph 1). Based on their management, hospitals are divided into houses. government hospitals and private hospitals (Law No. 44 of 2009; Article 20 paragraph 1).

Human resources are central figures in organizations and companies. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. According to Budi Setiyawan and Waridin (2006) employee performance is the result or performance of employee work which is assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of goals. organization. A good organization is an organization that tries to improve the capabilities of its human resources, because this is a key factor in improving employee performance.

Increasing employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving company goals and survival depends on the quality of performance of the human resources within it.

In this study, the respondents were employees at the Level II Hospital Medical Rehabilitation Installation 03.05.01.

Based on the results of preliminary observations (2020), it appears that there are problems regarding employee performance at Dustira Cimahi Hospital, especially in the Medical Rehabilitation Installation, namely as follows:

1. Employees tend to often arrive late for work shifts so that many patients pile up because operations are hampered
2. Employees tend to be less motivated, as can be seen from service that is less friendly and comfortable for patients
3. Employees tend to have a decreased level of performance evaluation since the pandemic due to fear of coming to the hospital

High employee performance is expected by the Level II Hospital Medical Rehabilitation Installation 03.05.01. Dustira Cimahi City. The more employees who have high performance, the higher the productivity of the Level II Hospital Medical Rehabilitation Installation 03.05.01. Cimahi City Dustira as a whole will increase so that the Level II Hospital Medical Rehabilitation Installation 03.05.01. Dustira Cimahi City can make a definite contribution to the Cimahi City Dustira Hospital.

There are negative factors that can reduce employee performance, including a decrease in the employee's desire to achieve work performance, a lack of punctuality in completing work resulting in less compliance with regulations, influences originating from the environment, co-workers whose enthusiasm also decreases and there are no examples that

should be used as a reference. in achieving good work performance. All of this is due to the decline in employee performance at work. Factors that can be used to improve performance include work discipline and work motivation.

Robbins (2006) defines motivation as a process that determines an individual's intensity, direction and persistence in efforts to achieve goals. Motivation is a process that originates from physiological and psychological forces or needs which result in behavior or encouragement aimed at a goal or incentive (Moekijat, in Hakim, 2006). Several researchers have tested the relationship between motivation and employee performance, including Suharto and Cahyono (2005), Hakim (2006). The effect of work motivation on performance shows the same results that the relationship between motivation and employee performance shows a positive and significant relationship.

According to Budi Setiyawan and Waridin (2006), discipline is an ideal condition in supporting the implementation of tasks according to the rules in order to support work optimization. One of the conditions so that discipline can be fostered in the work environment is that there is a complete division of work down to the lowest employees or officers, so that everyone knows consciously what work results are required, and to whom they are accountable for the results of that work (Budi Setiyawan and Waridin, 2006). For this reason, discipline must be developed so that order and efficiency can also grow. Without good discipline, don't expect that the ideal leader or employee that society and the entity expect will be realized. According to Budi Setiyawan and Waridin (2006) and Aritonang (2005) employee work discipline is part of the performance factor. The results of his research show that work discipline has a positive influence on employee performance.

## **METHOD**

According to Sugiyono (2011: 2), the research method is "a scientific way to obtain data with a specific purpose and use".

Based on the variables studied, this research was designed using a causal associative method, namely research that looks for the relationship between one variable and another variable that has a cause and effect relationship (Sugiyono, 2011: 37).

Meanwhile, quantitative research methods are defined by Sugiyono (2011: 8) as follows:

"Quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses."

## **RESULTS AND DISCUSSION**

Work Discipline in Medical Rehabilitation Hospital Level II 03.05.01. Dustira Cimahi City. Discipline is a form of obedience to rules, both written and unwritten, that have been established. Basically, work discipline is always expected to be a characteristic of every human resource in an organization, because with organizational discipline it will run well and can achieve its goals well (Setyawana and Waridin, 2006: 189). Work Discipline in Medical Rehabilitation Hospital Level II 03.05.01. Dustira Cimahi City is classified as good, in terms of Work Discipline at Level II Hospital Medical Rehabilitation 03.05.01. Dustira Cimahi City still needs to be improved and improved in the future, because Work Discipline is one of the factors that influences employee performance.

Work Motivation of Level II Hospital Medical Rehabilitation Employees 05.03.01. Dustira Cimahi City. According to Mathis (2003) motivation is a desire within a person that causes that person to take action. Meanwhile, Rivai (2004) believes that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Motivation is the willingness to make a high level of effort to achieve organizational goals which is conditioned by the ability of the effort to satisfy the

needs of a number of individuals (Robbins and Mary, 2005). The total cumulative score of the employee work motivation variable reached 550. With the highest total score being  $5 \times 5 \times 30 = 750$ , and the lowest total score being  $1 \times 5 \times 30 = 150$ . It turns out that motivation at Level II Hospital Medical Rehabilitation 03.05.01. Dustira, Cimahi City, is classified as good, in terms of the work motivation of employees at Level II Hospital Medical Rehabilitation 03.05.01. Dustira Cimahi City still needs to be improved and improved in the future, because work motivation is one of the factors that influences employee performance.

Performance of Level II Hospital Medical Rehabilitation Employees 03.05.01. Dustira Cimahi City. Performance is the quality and quantity of work performance presented by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance can be seen in terms of skills, skills, knowledge and seriousness of the respondent concerned. Because the survival of an organization depends, among other things, on the performance of its employees in carrying out their work, because employees are an important element that must receive attention. Achieving organizational goals will be less effective if employee performance is not optimal and this will cause waste for the organization itself. Therefore, work performance or employee performance must really be considered.

Level II Hospital Medical Rehabilitation Employee 03.05.01. Dustira Cimahi City has high performance and even some employees have very high performance, but there are several things that leaders need to pay attention to regarding lack of innovation in work, monotonous creativity, invisible innovation, and lack of innovation in creating competitive and comparative advantages in completing tasks and lack of cooperation with fellow co-workers to complete the work as well as the frequency of maintenance of work equipment which is currently carried out is very lacking, according to the opinion of Mangkunegara (2005: 67) who stated that what is called performance is the result of work in terms of quality and quantity achieved by an employee in carry out his duties in accordance with the responsibilities given to him.

The Influence of Work Discipline and Work Motivation on the performance of Level II Hospital Medical Rehabilitation employees 03.05.01. Dustira Cimahi City. From the test results it can be seen that work discipline and work motivation influence employee performance at Level II Hospital Medical Rehabilitation 03.05.01. Cimahi City Dustira is 71.5%, while the remaining 28.5% is influenced by other factors not researched by the author, namely work climate, commitment, work culture, work environment. However, if seen partially, work discipline predominantly influences employee performance rather than work motivation. From the results of hypothesis testing, a diagram of the causal relationship between variables X1, X2 and Y can be depicted as follows. That Work Discipline dominantly influences employee performance with a path coefficient of 0.688 with a tcount of 6.817 with a ttable value at a significance level of  $\alpha(0.05) = 1.67$ , rather than Work Motivation of 0.322 with a tcount of 2.241 with a ttable value at a significance level of  $\alpha(0, 05) = 1.67$ , and these two variables are proven to influence employee performance, as seen in Table 1 below.

**Table 1. Partial Path Coefficient Testing**

Path Coefficient Symbol		Tcount	Table	Conclusion
PYX1	0.688	6,817	1.67	Ho refused There is a positive influence of work discipline on employee performance
PYX2	0.322	2,241	1.67	Ho refused There is a positive influence of work motivation on employee performance

Source: calculation results

Based on the results of the calculations above, it can be revealed that work discipline affects employee performance both directly and indirectly at Level II Hospital Medical Rehabilitation 03.05.01. The contribution of work discipline to employee performance directly is 47.33% with a t-count coefficient of 6,817, while for the t-table value at the significance level  $\alpha(0.05) = 1.67$ , because the t-count > t-table value, and indirectly through the work motivation variable is 6.89%. While the contribution of work discipline to employee performance as a whole reached 54.22%, it can be concluded that work discipline has a significant direct effect on performance. This empirical evidence provides an indication that in an effort to improve employee performance, it is necessary to improve the work discipline paradigm factors, because work discipline factors are closely related with increased performance. The path coefficient shows a positive and significant value, meaning that the better the work discipline carried out, the employee performance will increase.

Likewise, from the results of the calculations above, it can be revealed that the influence of work motivation on employee performance at Level II Hospital Medical Rehabilitation 03.05.01. The contribution of work motivation to employee performance directly is 10.37% with a t-count coefficient of 2,241, while for the t-table value at the significance level  $\alpha(0.05) = 1.67$ , because the t-count > t-table value, and indirectly through the work discipline variable is 6.89%. While the contribution of work motivation to employee performance as a whole reached 17.26%, it can be concluded that work motivation has a significant direct effect on employee performance. This empirical evidence provides an indication that in an effort to improve employee performance, it is necessary to improve work motivation factors, because work motivation factors are closely related with increased employee performance. The path coefficient shows a positive and significant value, meaning that the better the work motivation that occurs, the higher the employee performance will be.

## CONCLUSION

Based on the results of research that has been carried out to determine the influence of work discipline and work motivation on employee performance in medical rehabilitation at level II hospitals 03.05.01. Dustira Cimahi City, the following conclusions can be drawn:

1. Work Discipline in Medical Rehabilitation Hospital Level II 03.05.01. Dustira Cimahi City is considered good. This can be seen from several respondents who chose the answer agree and the final result was on the agree continuum line. However, there are several indicators whose final scores are low, this needs to be used as material for further improvement
2. Employee work motivation at Medical Rehabilitation Hospital Level II 03.05.01. Dustira Cimahi City is generally assessed according to the state of the organization. Several indicators of work motivation such as getting adequate needs, feeling safe in doing work, having good relationships with other employees, frequently and always wanting to receive appreciation for the work done have quite high values. However, the indicator of always carrying out challenging tasks tends to get low scores.
3. Level II Hospital Medical Rehabilitation Employee 03.05.01. Dustira Cimahi City has high performance and even some employees have high performance, from several existing indicators, overall show good and high scores.
4. Work Discipline and Work Motivation simultaneously influence employee performance at Level II Hospital Medical Rehabilitation 03.05.01. Dustira Cimahi City and its positive influence. However, work discipline partially influences employee performance more than work motivation. And partially, the influence of Work Discipline and Work Motivation on performance is as follows:
  - a. Work discipline influences employee performance, so that if work discipline is appropriate, employee performance will also increase.

- b. Work Motivation influences employee performance, so that if the employee's work motivation is in accordance with their competence, the employee's performance will also increase.

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