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The Influence of Work Discipline and Motivation Work on Employee Performance (Study in the Field of Infrastructure and Human Resources Development Cililin Regional Hospital, West Bandung Regency)

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Abstract : The purpose of this research is to know and analyze: (1) Work Discipline (2) Work Motivation; (3) performance; and (4) Effect of Work Discipline and Work Motivation on the performance of employees in the Field of Infrastructure and HR Development at Cililin Hospital, West Bandung Regency, either simultaneously or partially. The research method used in this study was a descriptive survey and an explanatory survey. The unit of analysis in this study were employees of the Infrastructure and HR Development Sector of Cililin Hospital, West Bandung Regency, with a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that Work Discipline for employees in the Infrastructure and HR Development Sector of Cililin Hospital, West Bandung Regency, it turned out that employees gave good responses. Work Discipline and Work Motivation simultaneously affect the performance of employees in the Field of Infrastructure and HR Development at Cililin Hospital, West Bandung Regency. But partially Work Discipline dominantly influences employee performance rather than Work Motivation. Because Work Discipline is more dominant in influencing performance, it becomes the first priority in improving employee performance. then employees of the Infrastructure and Human Resources Development Sector of Cililin Hospital in West Bandung Regency are advised to remain consistent with maintaining 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 in it. An organization is a social unit that is consciously coordinated with a reactive boundary that can be identified, working continuously to achieve goals (Robbins, 2016). All actions which is taken in every activity initiated and determined by humans who are

members of the company. The company requires potential human resource factors, both leaders and employees, in the task and supervision patterns that are determinants of achieving 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 that come from stakeholders who want hospitals to provide quality health services at affordable costs, while demands from the internal environment are demands that revolve around cost control by considering 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 (Law No. 44 of 2009; Article 18). Based on the type of service, hospitals are divided into 2 (two) categories, namely General Hospitals (RSU) and Special Hospitals (RSK) (Law No. 44 of 2009; Article 19 paragraph 1) Based on their management, hospitals are divided into 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, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. According to Budi Setiyawan and Waridin (2016) employee performance is the result or achievement 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 is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that strives to improve the capabilities of its human resources, because this is a key factor in improving employee performance.

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

In this study, the respondents were employees in the Facilities and Infrastructure Division of Cililin Regional Hospital, West Bandung Regency.

Based on the results of preliminary observations (2022), it appears that there are problems regarding employee performance at Cililin Regional Hospital, especially in the field of facilities and infrastructure and HR development, namely as follows:

1. Employees tend to be late for work shifts, so many patients pile up because operations are hampered.
2. Employees tend to be less motivated, as seen from the less friendly and comfortable service provided to patients.
3. Employees tend to have lower levels of performance evaluation since the pandemic due to fear of coming to the hospital.

High employee performance is highly expected by the Facilities and Infrastructure Division of Cililin Hospital, West Bandung Regency. The more employees who have high performance, the productivity of the Facilities and Infrastructure Division of Cililin Hospital, West Bandung Regency as a whole will increase so that the Facilities and Infrastructure Division of Cililin Hospital, West Bandung Regency can provide a definite contribution to Cililin Hospital, West Bandung Regency .

Table 1. Performance Evaluation of Employees in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency, First Quarter of 2022

No.	Kegiatan	Sangat Baik	Baik	Cukup	Kurang Baik	Sangat Tidak Baik	Keterangan
1	Keterampilan			v			
2	Ketepatan waktu				v		
3	Disiplin			v			
4	Kecepatan Kerja				v		
5	Tanggung Jawab				v		

Data Source: Cililin Regional Hospital, West Bandung Regency.

There are negative factors that can reduce employee performance, including a decrease in employee desire to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, influences from their environment, co-workers who also have decreased enthusiasm and no examples that must be used as references in achieving good work performance. All of that is the cause of decreased employee performance at work. Factors that can be used to improve performance include work discipline and work motivation.

Motivation is the drive, effort and desire that exists within a person that activates, empowers and directs behavior to carry out tasks well within the scope of their work (Hakim, 2016). Robbins (2016) defines motivation as a process that helps determine the intensity, direction and persistence of individuals in efforts to achieve goals. Motivation as a process that begins with physiological and psychological strengths or needs that result in behavior or drives aimed at a goal or incentive (Moekijat, in Hakim, 2016). Several researchers have tested the relationship between motivation and employee performance, including Suharto and Cahyono (2015), Hakim (2016). The influence 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 (2016), discipline is an ideal condition in supporting the implementation of tasks according to the rules in order to support work optimization. One of the requirements for discipline to be developed in the work environment is the existence of a complete division of labor down to the lowest level employees or officers, so that everyone knows consciously what work results are required, and to whom they are responsible for the results of the work (Budi Setiyawan and Waridin, 2006). For this reason, discipline must be developed so that order and efficiency can also grow. Without good discipline, do not expect to be able to realize the ideal leader or employee figure that is expected by society and entities. According to Budi Setiyawan and Waridin (2016) and Aritonang (2015), employee work discipline is part of the performance factor. The results of their 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 for certain purposes and uses".

Based on the variables studied, this research was designed with

"The causal associative method is a study that seeks a relationship between one variable and another variable that has a causal 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 based on the philosophy of positivism, used to research certain populations or samples, data collection using

research instruments, data analysis is quantitative/statistical, with the aim of testing established hypotheses."

RESULT AND DISCUSSION

Work Discipline in the Field of Facilities and Infrastructure and Human Resource Development of Cililin Regional Public Hospital, West Bandung Regency. Siagian (2002:305) stated that employee discipline in human resource management is based on the view that no human is perfect, free from mistakes and errors. So employee discipline is a form of employee training that tries to improve and shape employee knowledge, attitudes and behavior so that employee behavior voluntarily tries to work cooperatively with other employees and improve work performance. There are four perspectives concerning work discipline according to Siagian (2002:306), namely retributive discipline (Retributive Discipline) which tries to punish people who do wrong; Corrective Discipline (Corrective Discipline) which tries to help employees correct their inappropriate behavior; Individual Rights Perspective (Individual Right Perspective) which tries to protect the basic rights of individuals during disciplinary actions; and the Utilitarian Perspective, which focuses on the use of discipline only when the consequences of disciplinary action outweigh its negative impacts.

Work discipline can be influenced by several factors, namely the amount of compensation given, the existence or absence of exemplary leadership in the company, the existence or absence of definite rules that can be used as a guide, the courage of the leadership in taking action, the existence or absence of leadership supervision, the existence or absence of attention to employees, the creation of habits that support the establishment of discipline. (Singodemejo in Sutrisno, 2009:89-92).

Work Discipline in the Field of Facilities and Infrastructure and Human Resource Development of Cililin Regional Hospital, West Bandung Regency is already considered good, in the sense that Work Discipline in the Field of Facilities and Infrastructure and Human Resource Development of Cililin Regional Hospital, West Bandung Regency still needs to be improved and repaired in the future, because Work Discipline is one of the factors that influences employee performance.

Work Motivation of Employees in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency. Motivation is a psychological factor that shows an individual's interest in work, a sense of satisfaction and being responsible for the activities or work carried out (Masrukhin and Waridin, 2004). Meanwhile, Hasibuan (2006) argues that motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is something that makes one act or behave in certain ways (Armstrong. 2000).

Motivation in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency, is already considered good, in the sense that the work motivation of employees in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency still needs to be improved and repaired in the future, because work motivation is one of the factors that influences employee performance.

Employee Performance in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency. Performance is the appearance of work in terms of quality and quantity 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 competence, skills, knowledge and sincerity of the respondents concerned. Because the survival of an organization depends on one of its employees' performance in carrying out their work, because employees are an important element that must receive attention. Achieving organizational goals becomes less effective if employee performance is not optimal and this

will cause waste for the organization itself. Therefore, employee work achievement or performance must be really considered.

Employees in the Infrastructure and Human Resources Development Division of Cililin Regional Hospital, West Bandung Regency have high performance, even some employees have very high performance, but there are several things that need to be considered by the leadership regarding the lack of innovation in work, monotonous creativity, innovation is not visible, and lack of innovation in creating competitive and comparative advantages in completing tasks and lack of cooperation with fellow co-workers to complete work and the frequency of maintenance of work equipment currently carried out is very lacking, according to the opinion of Mangkunegara (2005: 67) who stated that what is called performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The Influence of Work Discipline and Work Motivation on the performance of employees in the Infrastructure and Human Resources Development Division of Cililin Regional Hospital, West Bandung Regency. Based on the theoretical framework that there is a positive influence between the Influence of work discipline and work motivation on employee performance in the Infrastructure and Human Resources Development Division of Cililin Regional Hospital, West Bandung Regency, the next step is to test the overall hypothesis in the following form, that the F count value is 44.194 with a sig. Level of 0.00 is smaller than 0.05, so it can be concluded that the results of simultaneous testing are proven or significant, so that it can be continued to further analysis with partial testing.

Meanwhile, the results of the causal relationship or direct influence of X1 and X2 on Y, it can be seen that work discipline and work motivation have an effect on employee performance in the Infrastructure and Human Resource Development Sector of Cililin Regional Hospital, West Bandung Regency, which is 71.5%, while the remaining 28.5% is influenced by other factors not studied by the author, namely work climate, commitment, work culture, work environment. However, when viewed partially, work discipline predominantly influences employee performance rather than Work Motivation, that Work Discipline predominantly influences employee performance with a path coefficient of 0.688 with a t count of 6.817 with a t table value at a significance level of $\alpha (0.05) = 1.67$, than Work Motivation of 0.322 with a t count of 2.241 with a t table value at a significance level of $\alpha (0.05) = 1.67$, and both variables are proven to influence employee performance, as seen in Table 2. below.

Table 2. Partial Path Coefficient Testing

Symbol Path Coefficient		count	table	Conclusion
PYX1	0.688	6,817	1.67	Ho refuses There is a positive influence on work discipline on employee performance
PYX2	0.322	2.241	1.67	Ho refuses There is a positive influence of work motivation on employee performance

Source: calculation results

Based on the calculation results above, it can be revealed that work discipline on employee performance, both directly and indirectly, in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency can be seen in table 3 below:

Table 4. Direct and Indirect Effects of Work Discipline on Employee Performance

Interpretasi Analisis Jalur			
Ket		Pengaruh	%
X1	Pengaruh langsung ke Y	0.4733	47.33
	Pengaruh tidak langsung melalui X2 ke Y	0.0689	6.89
Jumlah		0.5442	54.42

Source: Results of Statistical Processing of SPSS Program

From the table above, it can be seen that the contribution of work discipline to employee performance directly is 47.33% with a t-test coefficient of 6.817, while for the t-table value at the significance level $\alpha (0.05) = 1.67$, because the t-test value $>$ t-table, and indirectly through the work motivation variable of 6.89%. While the contribution of work discipline to employee performance as a whole reaches 54.22%, it can be concluded that work discipline has a significant direct effect on performance, this empirical evidence indicates that in an effort to improve employee performance, it is necessary to improve the work discipline paradigm factor, because the work discipline factor is closely related to increased performance. The path coefficient shows a positive and significant value, meaning that the better the work discipline is carried out, the employee performance will increase.

Likewise, the results of the calculations above, it can be revealed that the influence of work motivation on employee performance in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency, both directly and indirectly, can be seen in table 4.36 below:

Table 5. Direct and Indirect Effects of Work Motivation on Employee Performance

Interpretasi Analisis Jalur			
Ket		Pengaruh	%
X2	Pengaruh langsung ke Y	0.1037	10.37
	Pengaruh tidak langsung melalui X1 ke Y	0.0689	6.89
Jumlah		0.1726	17.26

Source: Results of Statistical Processing of SPSS Program

From the table above, it can be seen that the contribution of work motivation to employee performance directly is 10.37% with a t-test coefficient of 2.241, while for the t-table value at the significance level $\alpha (0.05) = 1.67$, because the t-test value $>$ t-table, and indirectly through the work discipline variable of 6.89%. While the contribution of work motivation to employee performance as a whole reaches 17.26%, it can be concluded that work motivation has a significant direct effect on employee performance, this empirical evidence indicates that in an effort to improve employee performance, it is necessary to improve work motivation factors, because work motivation factors are closely related to improving employee performance. The path coefficient shows a positive and significant value, meaning that the better the work motivation that occurs, the better the employee performance will be.

CONCLUSION

Based on the results of the research that has been conducted to determine the Influence of Work Discipline and Work Motivation on Employee Performance in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency, the following conclusions can be drawn:

1. Work Discipline in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency is already quite good. This can be

seen from several respondents who chose the answer agree and the final result is on the agree continuum line. However, there are several indicators whose final score is low, this must be a problem for improvement in the future.

2. The work motivation of employees in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency is generally assessed according to the state of the organization. Several indicators of work motivation such as getting decent needs, feeling safe in doing work, having good relationships with other employees, often and always wanting to get appreciation for the work done have quite high values. However, the indicator of always carrying out challenging tasks tends to get a low value.
3. Employees in the Infrastructure and Human Resources Development Division of Cililin Regional Hospital, West Bandung Regency have high performance, even some employees have high performance, from several existing indicators, all show good and high values.
4. Work Discipline and Work Motivation simultaneously influence employee performance in the Infrastructure and Human Resources Development Sector of Cililin Regional Hospital, West Bandung Regency and its influence is positive. However, partially, Work Discipline predominantly influences employee performance rather 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 if the employee's work motivation is in accordance with their competence, then employee performance will also increase.

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