

## **The Influence of Work Culture and Discipline on The Performance of Employee Implementing Health Services at Kramat Jati Hospital**

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### **ABSTRACT**

This study aims to determine the effect of work culture and discipline on the performance of health service staff at Kramat Jati Hospital. This research uses a quantitative method, this research was conducted at Kramat Jati Hospital using 72 sample respondents from health service implementing employees as the main instrument in obtaining data. This analysis uses Structural Equation Modeling (SEM). The results showed that: Work culture (X1) has a positive and significant effect on performance (Y) with an original sample value of 0.838. Second; Discipline (X2) has a positive and significant effect on performance (Y) with the original sample value of 0.528. Third; Work Culture (X1) has a positive and significant effect on Discipline (X2) with an original sample value of 0.378.

**Keywords:** Work Culture, Discipline, Performance

## INTRODUCTION

The hospital is an organization whose main purpose is to provide services in the form of examinations, treatment, medical procedures and other diagnostic measures needed by each hospital. According to the Regulation of the Minister of Health of the Republic Indonesia No. 340/MENKES/PER/III/2010 regarding the classification of the Hospital is divided into; a) Class A General Hospital, b) Class B General Hospital, c) Class C General Hospital, d) Class D General Hospital. The Kramat Jati Regional General Hospital was a type D hospital initially but as time went on the hospital the hospital has developed into type C, by moving up the class it is hoped that the employees will be able to develop even better in the performance. Technological and industrial developments require competent human resources

every business organization. The role of a human resource is very important for the company. The ability to develop human resources is one of the success factors for companies or organizations to continuously improve employee performance. Along with the development of the times, every human resource is required to be able to work with full responsibility in order to produce good performance. One of the factors that deep affected company development is discipline. The development of the quality of Human Resources (HR) is inseparable from the discipline within a company as well as the existing work culture and will result in good employee performance. For this reason, discipline is an important factor in developing human resources so that they can demonstrate the performance of employees in a company. Many factors can be assessed from the discipline of a

employees, for example, from how to use attributes at work can be one of the assessments of the employee's performance. Work culture and discipline are interrelated in the success improve employee performance in an organization. Work culture can be used as an important element for employees in carrying out the values within a company. As quoted from Mangkunegara(2005) conclude understanding of work culture as "a set of assumptions or a system of beliefs, values and norms developed within the company which is used as a guideline of behavior for its members for addressing issues of external adaptation and internal integration. Work culture is also an important component in the progress of a business organization where values are applied every day.

Referring to Governor Regulation No. 54 of 2020, namely Work Culture is the attitudes and behavior of individual groups that are based on shared values

believed to be true and has become a trait and habit in carrying out their respective duties and jobs. In Governor Regulation No. 54 of 2020 it is explained that the work culture itself has values which contain values that need to be implemented every day in an organization. The values contained in the Work Culture itself according to Governor Regulation No. 54 of 2020 namely; (1) with integrity (2), collaborative (3) accountable (4) innovative and (5) fair. The work culture itself is a broad commitment in an effort to build good human resources, work processes and results. With the governor's regulation regarding work culture, Kramat Hospital is expected Jatisejajar in develop employees.

Employee performance is one of the important roles in the progress of an organization or company. Employee performance has a big aspect in the progress of the company because it can be wrong

one benchmark in human resources is whether they are able to compete or cooperate well and participate optimally in helping develop something company. According to Mangkunegara (2000) performance is the result of work in quantity and quality that has been achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance includes quality, quantity, timeliness, effectiveness and independence. In this case related to absenteeism is also one of the benchmarks in performance. Seeing this, at Kramat Jati Hospital there are still some employee negligences in terms of attendance, for example negligence forgetting to check attendance and return attendance so that sometimes at the time of monthly attendance recapitulation, absenteeism is found to go home quickly or come quickly where it is identified that the employee may have forgotten attendance or not to record into the attendance machine.

## THEORITICAL REVIEW

### **WORK CULTURE**

Work culture is the values applied in a company or organization. In Governor Regulation No. 54 of 2020 Work Culture is the attitude and behavior of individuals and groups that are based on values that are believed to be true and have become the nature and habits of carrying out their respective duties and jobs.(Sakti, 2016) According to Governor Regulation No. 54 of 2020 work culture is the attitudes and behavior of individuals and groups that are based on values that are believed to be true and have become the nature and habits of carrying out their respective duties and jobs.

Work culture values or Work culture

indicators are divided into:

1. Integrity that is meaning exists harmony between words and deeds by upholding the principles, rules and norms that apply.
2. Collaborative that is means working with all stakeholders interests for achieve common goals by assembling teams and building effective partnerships.
3. Accountable is meaningful carry out work thoroughly and responsibly in accordance with the target performance.
4. Innovative, that is meaning create idea renewal for increase quality service evaluation, continuous troubleshooting and improvement.
5. Fair that is means concern/sensitivity to ensure the rights of various parties can be accommodated.

## **DISCIPLINE**

According to Hasibuan (2018) Discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Discipline that reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This will encourage work passion, morale, and realization objective companies, employees and public. According to Hasibuan (2019), "Discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms." Latainer in Sutrisno (2019) defines "discipline as a force that develops within the employee's body and causes

employees can conform voluntarily to decisions, rules, and high values of work and behavior.

According to Fathoni in Hartatik (2018), there are indicators that affect the level of discipline of employees of an organization, as follows:

1. Goals and abilities
2. Leadership exemplary
3. Justice
4. Supervision attached
5. Punishment
6. Firmness
7. Human relations

## **PERFORMANCE**

According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and does not conflict with morals and ethics.

According to Mangkunegara (2017) "Performance is the result of work achieved in quality and quantity by an employee in carry out their duties accordingly assigned responsibility to him Performance comes from performance.

There are also which gives an understanding of performance as a result of work or work performance. (Asim, 2018) However, actually performance has a broader meaning, not only the result of work, but including how the work process takes place. (Nurminingsih, 2021).

According to Bastian (2001) suggests that, performance is a picture of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, vision and mission of the organization. Performance is a work result achieved by someone in carrying out the tasks assigned to him.

According to Robbins (2006) employee performance has six indicators, namely:

- a) Quality.
- b) Quantity.
- c) Punctuality.
- d) Effectiveness.
- e) independence.
- f) work commitment.

#### **RESEARCH METHODS**

The method used in this study is a survey method in which the authors distribute questionnaires for data collection. The approach used in this research is a quantitative approach.

The sample is part of the number and characteristics possessed by the population, or a small part of the population taken according to certain procedures so that it can represent the population. As for determining the sample when all members of the population are used as samples.

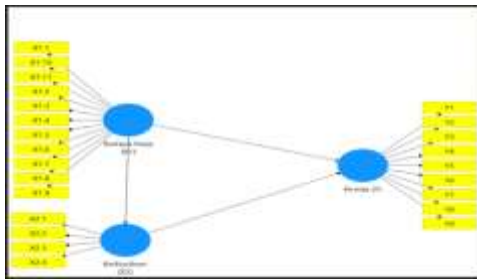
Another term for a sample taken based on a random stratum sampling technique is using the slovin formula. In this study, researchers will use a sample of 72 employees of RSUD Kramat Jati.

#### **RESULTS AND DISCUSSION**

Hypothesis testing in this study uses the Partial Least Square (PLS) method. PLS is an alternative method analysis with structural Modeling (SEM) based on variance. The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples. The tool used is the SmartPLS version 3 program, which is specifically designed to estimate structural equations on a variance basis. Structural models in research

This is shown in Figure 5.1 below.

**Figure 5.1  
Structural Model**



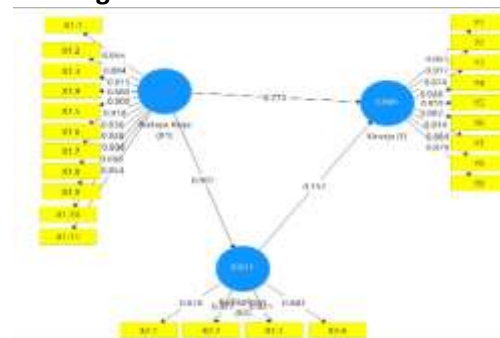
**a. Evaluation Measurements(Outer) Models**

**1. Validity test**

The results of data processing using SmartPLS. The results can be seen on the tab that the outer loading gives a value above the recommended value of 0.5. The validity test tests the effectiveness of reflection indicators from the outer loading value of each structural indicator (variant-based Ghozali Structural Equation Modeling (SEM); basic concepts and applications with the SmartPLS 3.2.8 program in business and equipment research, 2015). The rule of thumb for assessing convergent validity is that the factor loading value must be more than 0.5 for confirmatory research and between 0.6-0.7 for exploratory research, and the Average Variance Factor (AVE) value must be greater than 0.5

(Ghozali & Latan, 2015). It can be seen from table 5.3 above that the outer loading value of all indicators on the construct is greater than 0.5 indicating that all indicators X1, X2 and Y are effective in measuring the research variables so that no indicators are removed from the model at this stage.

**Figure 5.2  
Loading Factor Research Model**



An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs.

**2. Reliability Test**

Reliability test done by looking at the composite reliability value of the indicator block that measures the construct. Composite reliability results will show a value that



satisfactory if above 0.7. The following is the composite reliability value in the output:

**Table 5.9 Composite Reliability  
Composite Reality**

<b>Variable</b>	<b>Composite Reality</b>
<b>Work Culture (X1)</b>	<b>0.974</b>
<b>Discipline (X2)</b>	<b>0.954</b>
<b>Performance (Y)</b>	<b>0.971</b>

The table above shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model

<b>Variable</b>	<b>Composite Reality</b>
<b>Culture Work (X1)</b>	<b>0.974</b>
<b>Discipline (X2)</b>	<b>0.954</b>
<b>Performance (Y)</b>	<b>0.971</b>

**R-Square**

<b>Variable</b>	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Discipline (X2)</b>	<b>0.702</b>	<b>0.698</b>
<b>Performance (Y)</b>	<b>0.758</b>	<b>0.751</b>

value that suggested above

meet the criteria of discriminant validity.

The lowest composite reliability value is

0.971 in the performance Y construct.

The reliability test can also be strengthened

with Cronbach's Alpha where the output of

SmartPLS Version 3 gives the following

results:

**Table 5.10 Cronbach's Alpha**

0.6 and the table above shows that the Cronbach's Alpha value for all constructs is above 0.6. The lowest value is 0.698 on the variable X2 (Discipline).

**b. Structural Model Testing (Inner Model)**

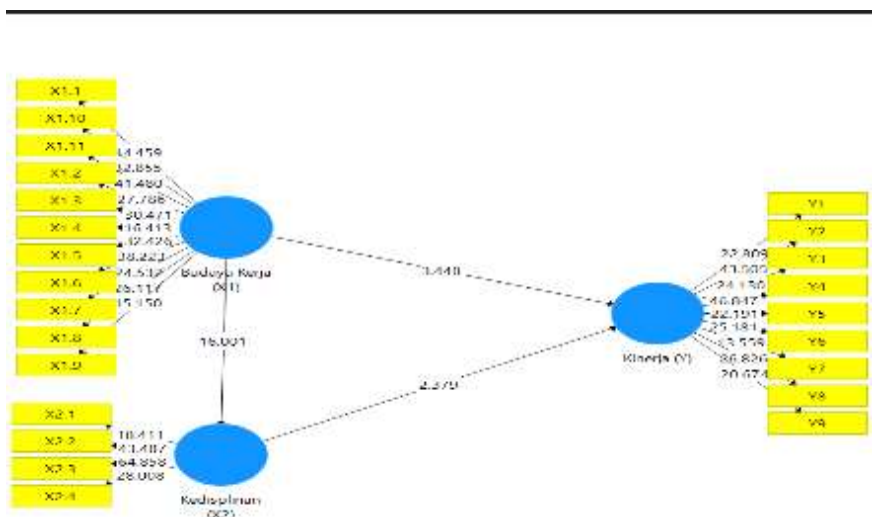


Table 5.12						
Hypothesis testing						
Variable	Original sample (O)	Sample mean (M)	Standard Deviation s (STDEV)	T Statistics (O/STDEV)	P VALUES	KET
<b>Work</b>	<b>0.838</b>	<b>0839</b>	<b>0.052</b>	<b>16,001</b>	<b>0.000</b>	
<b>Culture (X1)</b>						Significant
→ $\mu$ □ x □ □ ○ $\sigma$ ■ $\mu$						
<b>(Y)</b>						
<b>Work</b>	<b>0.528</b>	<b>0.547</b>	<b>0.153</b>	<b>3,448</b>	<b>0.001</b>	
<b>Culture (X1)</b>						Significant
→ $\mu$ □ x □ □ ○ $\sigma$ ■ $\mu$						
<b>(Y)</b>						
<b>Work</b>	<b>0.378</b>	<b>0.359</b>	<b>0.159</b>	<b>2,379</b>	<b>0.018</b>	
<b>culture (X1)</b>						Significant
→						
<b>Discipline (X2)</b>						

**1. Proof of Hypothesis 1: Work**

**Culture has a positive and significant effect on performance.**

The table above shows that relationship between work culture (X1)

with significant performance (Y) with a T-statistic of 16,001 (> 1.96) the original sample value was positive, namely 0,838 which shows the relationship between work culture (X1) and performance (Y) is positive. Thus the H1 hypothesis is deep

this study which states that Work Culture (X1) has an effect on Performance (Y) is accepted.

**2. Verification of Proof of Hypothesis 2: Discipline positive and significant effect on performance.**

The table above shows that the relationship between Discipline (X2) and performance (Y) is significant with a T-Statistic of 3,448 ( $> 1.96$ ) the value of the original sample is positive, namely 0.528 which shows the relationship between Discipline (X2) and Performance (Y) is positive. Thus the H2 hypothesis in this study which states that Discipline (X2) affects Performance (Y) is accepted.

**3. Proof of Hypothesis 3: Work Culture has a positive and significant effect on discipline**

The table above shows that the relationship between Work Culture (X1) and Discipline (x2) is significant with a T-Statistic of 2,379 ( $1 > 1.96$ ). positive. Thus the H3 hypothesis in this study which states that Work Culture (X1)

effect on Discipline(X2).

**CONCLUSION**

Based on the results of the SEM analysis and the discussion that has been carried out in this study, there are several conclusions as follows:

1. The results of the analysis show that work culture has a positive and significant direct effect on performance by 16,001. In this study it can be concluded that work culture is part of performance.
2. The results of the analysis show that Discipline positive and significant direct effect on performance of 3,448. In this study it can be concluded that Discipline is part of one of the assessment components in Performance.
3. The results of the analysis show that Work Culture has a positive and significant direct effect on Discipline of 2,379. In this research

it can be concluded that Work Culture is part of Discipline.

### **SUGGESTION**

Based on the research results obtained suggestions that can be given as follows:

1. Judging from the results of the study, there is a positive and significant influence between Work Culture on Performance at Kramat Jati Hospital. As for the advice for officers implementing health services, namely to continue to apply the culture of daily work at Kramat Jati Hospital.
2. Judging from the results of the study, there is a positive and significant influence between Discipline on Performance at Kramat Jati Hospital. As for suggestions for officers implementing health services, namely so that: Keep going increased discipline at Kramat Jati Hospital.
3. Judging from the results of the study, there is a positive influence between Working Crocodiles on Discipline and

significantly in RSUD Kramat Jati. As for suggestions for health service implementing officers, namely being able to apply the culture of daily work so that it becomes a culture and can influential for improve discipline in Kramat Jati Hospital.

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