

## **The Influence of Work Discipline, Motivation and Job Satisfaction on Employee Performance in the Directorate of Human Resources, Education and General Affairs**

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### ***Abstract***

*A company in carrying out its activities, will try to achieve the goals that have been set. One thing that must be considered together is that the success of various activities within the company in achieving its goals, not only depends on technological superiority, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources. No matter how advanced technology, development, information, available capital and adequate materials, without human resources it is difficult for organizations to achieve their goals. Sutrisno (2016). The purpose of this study was to determine the effect of work discipline, motivation and job satisfaction on employee performance in the Directorate of HR, Education and General Affairs (Study at Prof.Dr.RDKandou Hospital Manado)*

*This research uses quantitative methods. Multiple linear regression analysis was used in this study, using a sample of 75 respondents with a sampling technique using a saturated sample. The results showed that . The work discipline variable has a significant effect on the performance of the staff of Dr. Prof. Kandou Hospital Manado. The motivation variable has a significant effect on the performance of the staff of Dr. Prof. Kandou Hospital Manado. The variable job satisfaction has a significant effect on the performance of the employees of Dr Prof Kandou Hospital Manado.*

**Keywords:** *Work Discipline, Motivation, Job Satisfaction, Performance.*

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## **INTRODUCTION**

### **Background of the problem**

Hospitals are an integral part of the overall health care system that serves patients with various types of services. Health has a major role in improving the standard of living of the community in providing optimal health services in hospitals. Hospitals can produce a maximum output in the form of products or services to improve services. For these problems, it must be realized that the hospital's success is partly due to human resources, so that human resources are seen as hospital assets, even hospital investments if the personnel are skilled workers.

Based on the description above, the researcher focused on the performance of the employees of the Directorate of Human Resources, Education and General Affairs, Prof. Dr. RD Kandou Manado. Interviews that have been conducted by researchers have problems. regarding employee performance that has not been maximally achieved, other problems felt by employees are regarding work discipline, the level of discipline in the employees of the Directorate of Human Resources, Education and General Prof. RSUP. Dr. RD Kandou Manado, still needs to be improved, it can also be seen that there are still employees who have not obeyed work discipline. For example, there are still employees who arrive late so that the work that should be done can be delayed, and there are also some employees who do not attend the briefing that is held every morning before the employees carry out their work. Therefore, employees of the Directorate of Human Resources, Education and General RSUP Prof. Dr. RD Kandou Manado does not have a high awareness of obeying the rules that apply to the organization.

Giving motivation to employees is an obligation of organizational leaders. Organizational leaders must always generate high work motivation for employees to carry out their duties. For that, a leader must be able to see the skills possessed by employees, create a conducive work climate, give awards and praise, and set an example for employees. The work motivation of the employees of the Central General Hospital Prof. Dr. Kandou Manado still needs to be improved, the lack of communication between employees and leaders causes employees to not be able to improve the quality of work better for the organization and an employee is not maximal in completing the tasks that have been given,

From the description of the background above, the title of this research is the Influence of Work Discipline, Work Motivation and Job Satisfaction on the Performance of Employees of the Directorate of Human Resources, Education and General Prof. RSUP. Dr. RD Kandou Manado

## **THEORETICAL BASIS**

### **Human Resource Management**

Human resource management is a procedure for managing human beings in an organization so that they can play an effective and efficient role. Management consists of six (6M) elements, namely: Men, Monet Method, Material, Machine, and Market. The human element (Men) developed into a field of management science called human resource management. Human resource management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society, Hasibuan (2014). The view of Rivai and Sagala (2013) states that human resource management is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling, human resources in an organization.

**Work Discipline**

Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him, Singodimedjo (2002). Meanwhile Simamora (2006) states that: " Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Order is the main characteristic of an organization and discipline is one of the methods to maintain that order. The main goal of discipline is to increase efficiency as much as possible by preventing wastage of time and energy.

**Work motivation**

Sedarmayanti (2017) argues that motivation is a willingness to expend a high level of effort towards organizational goals conditioned by the ability of that effort to meet individual needs. The element of effort is an element of intensity. If someone is motivated, then that person will try to be strong. From the limits that have been stated in simple terms, it can be said that motivation is the emergence of behavior that leads to certain goals with full commitment until the goal is achieved. Motivation is a process in which needs encourage a person to carry out a series of activities that lead to the achievement of certain goals. Goals that, if successfully achieved, will satisfy or fulfill these needs. The ongoing motivation can be seen in the following picture (Munandar, 2015)

**Job satisfaction**

According to Handoko (2012) job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen from the attitude they show towards work and challenges in various working conditions. To find out the emotional state of a person, we cannot see it directly but will only be able to feel it, therefore whether or not an employee is satisfied can be seen from how he behaves, does work and the person's mindset in solving problems. always increases from time to time and humans always try with all their abilities to satisfy these needs (Rivai and Sagala, 2009).

**Performance**

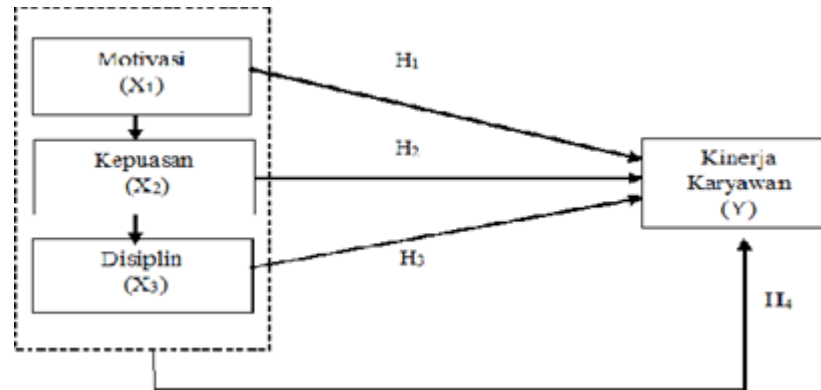
Employee performance is an effort to manage employee competencies carried out by the organization systematically and continuously so that these employees have the level of performance expected by the organization, which is able to provide optimal contributions, so as to achieve organizational goals (Hasibuan, 2017). According to Tangkilisan (2013) states that there are two main ways for organizations to achieve high performance, namely:

- (1) Focusing on a commitment-oriented mission and
- (2) Ensure that all employees are fully involved in managing the work.

**Framework of thinking**

*Figure 1.1*

*Research Concept Framework*



**Research Hypothesis**

1. Allegedlypartial work discipline on the performance of RSUP Prof. Dr. RD Kandou Manado?
2. Allegedlypartially work motivation on the performance of the staff of Prof. RSUP. Dr. RD Kandou Manado?
3. Allegedlypartially job satisfaction on the performance of the staff of Prof. RSUP. Dr. RD Kandou Manado?
4. Allegedlysimultaneously work discipline, motivation and job satisfaction on the performance of the staff of Prof. RSUP. Dr. RD Kandou Manado?

**RESEARCH METHODS**

This research uses the quantitative method because it can help more in identifying and analyzing the information we want. Another reason for choosing this method is that it is ordinal and is a number-based research discipline so that it can be statistically carried out. The data is taken from a questionnaire that has been run on 75 respondents. The place where this research was carried out was at Prof. RSUP. dr. RD Kandou Manado. And for the object of research on the employees of the Directorate of Human Resources, Education and General Hospital Prof. Dr. RD Kandou Manado. The scale used in this study is a Likert scale. According to Sugiyono (2015) the Likert Scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With the calculation of the score as follows: Strongly Agree (SS) = 4 points, Agree (S) = 3 points, Neutral (N) = 3 points, Disagree (TS) = 2 points, and Strongly Disagree (STS) = 1 point. Multiple linear regression analysis technique is used in this study because there are 2 or more independent variables.

**Results and Discussion**
**Validity test**
**Table 1.1. Validity test**

Variable	Question Items	r (correlation)	Significance	Information
Work Discipline (X1)	X1.1	0.711	0.000	Valid
	X1.2	0.498	0.000	Valid
	X1.3	0.534	0.000	Valid
	X1.4	0.647	0.000	Valid
	X1.5	0.699	0.000	Valid
Motivation (X2)	X2.1	0.894	0.000	Valid
	X2.2	0.710	0.000	Valid
	X2.3	0.555	0.000	Valid
	X2.4	0.623	0.000	Valid
	X2.5	0.825	0.000	Valid
Job satisfaction (X3)	X3.1	0.734	0.000	Valid
	X3.2	0.381	0.001	Valid
	X3.3	0.323	0.005	Valid
	X3.4	0.412	0.000	Valid
	X3.5	0.533	0.000	Valid
Employee Performance (Y)	Y1.1	0.734	0.000	Valid
	Y1.2	0.381	0.001	Valid
	Y1.3	0.323	0.005	Valid
	Y1.4	0.412	0.000	Valid
	Y1.5	0.533	0.000	Valid

Based on table 1.1 above, the results of all instrument items are valid because they have a probability value (sig) less than 0.05.

**Reliability Test**
**Table 1.2. Reliability Test**

No	Variable	Alpha Cronbach
1.	Work Discipline(X1)	0.745
2.	Motivation (X2)	0.789
3.	Job Satisfaction (X3)	0.689
4	Employee Performance (Y)	0.680

Based on table 1.2 above, it can be seen that all instrument items have Cronbach's Alpha values above 0.6. This means that all items are reliable. Thus the whole question (questionnaire) can be used for research.

**Multiple Linear Regression Test**
**Table 1.3. Multiple Linear Regression Test Table**

Variable		B	T	Sig	Information
Performance (Y)	Work Discipline (X1)	0.192	2.025	0.008	Significant
	Motivation (X2)	0.229	2,132	0.029	Significant
	Job Satisfaction (X3)	0.518	4,522	0.000	Significant
<b>Constant : 2.327 F Count : 28.337</b> <b>R :0.795a Sig : 0.000</b> <b>Adjusted R Square : 0.613 : 0.05</b> <b>R Square : 0.634</b>					

*The explanation of the table above is:*

From the results of the multiple regression analysis above, if it is included in the regression equation model, it is as follows:

$$Y = + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 2.327 + 0.192(X_1) + 0.229(X_2) + 0.518(X_3)$$

The above equation shows that the independent variables (X1, X2 and X3) have a positive influence on the dependent variable (Y). Based on the results of the recapitulation of multiple linear regression analysis above, it can be seen that the effect of the determinants of the R Square test is 0.634 or 63.4%, so the variables (X1, X2 and X3) have an effect on employee performance of 63.4%, while the rest is influenced by other variables. not researched.

**Hypothesis testing**

Below are the results of hypothesis testing, which will decide whether the hypothesis of this study is accepted or rejected.

**T Test (Partial Test)**

This test was conducted to determine how much influence the independent variables or independent variables (Work Discipline, Motivation and Job Satisfaction) partially have a significant effect on the dependent variable or the dependent variable (performance). This partial test or t test is carried out by comparing the significant value of t with a significant level or = 0.05

**Table 1.4. Partial Test Results (T Test)**
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.2327	2.225		.163	.857		
Work Discipline	.250	.118	.192	2.025	.008	.788	1,259
Motivation	.215	.103	.229	2,132	.029	.621	1,646
Job satisfaction	.517	-.124	.518	4,522	.000	.531	1,860

a. Dependent Variable: Performance

Based on the results above, it can be concluded that:

1. Work discipline variable (X1), the significance value is 0.008. Because the significance probability number is  $< 0.05$ ,  $H_0$  is rejected and  $H_a$  is accepted, thus work discipline has a significant effect on employee performance
2. Motivation variable (X2), the significance value is 0.029. Because the probability of significance  $< 0.05$ ,  $H_0$  is rejected and  $H_a$  is accepted, thus motivation has a significant effect on employee performance.
3. Job satisfaction variable (X3), the significance value is 0.000. Because the significance probability number is  $< 0.05$ ,  $H_0$  is rejected and  $H_a$  is accepted, thus job satisfaction has a significant effect on employee performance.

## Discussion

### Work discipline on employee performance

The results showed that work discipline had a significant effect on employee performance. This means that work discipline is an important part of employee performance at Prof Dr.RD Kandou Hospital Manado. It can also be interpreted that if the level of work discipline increases or tends to be high, then employee performance will increase. Work Discipline Against Employee Performance. Hasibuan (2014) that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. What is meant by awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities, not because of an element of coercion.

According to researchers to support the creation of a work discipline that well, the staff of RSUP Prof. Dr. RD Kandou Manado should maintain the available working time and increase the sense of responsibility for the tasks they have. By increasing the awareness of each individual who is high on how important work discipline is to do. This can be done by using a disciplinary approach, which states that discipline is not a punishment but a form of behavior. The results of this study are in line with research conducted by Cahyani 2021. Workload, Work Motivation, Job Satisfaction and Work Discipline Affect the Performance of Nurses and Midwives at Bhayangkara Brimob Hospital Kelapa Dua

### **Motivation on Employee Performance**

The results showed that motivation had a significant effect on employee performance. This means that motivation is an important part of employee performance at Prof Dr.RD Kandou Hospital Manado. It can also be interpreted that when the motivation given to employees increases, the employee's performance will also increase, and vice versa. Drive or motivation in work is very important to start and finish a job. Motivation is a willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to meet several individual needs (RJ Robbins, 2003).Kasmir (2016) confirmed that work motivation is a factor that affects performance, employees will try to complete work or work well if they feel supported, both intrinsically and extrinsically. This is related to the self-confidence built by the encouragement received by employees, as stated by Ardi et al. (2017) that motivation, encouragement, direction, and guidance to employees can increase self-confidence so that employees have greater confidence in their abilities.

The results of this study are in line with research conducted by Hasan 2022. Effect of Rewards, Incentives and Motivation on Employee Performance at Siloam Meda Hospital, and Aristo 2022. Effect of Work Stress, Leadership Style, Motivation, and Organizational Culture on Employee Performance (Case Study on Home Nurses). Islamic Hospital Unisma Malang)

### **Job Satisfaction on Employee Performance**

The results showed that job satisfaction had a significant effect on employee performance. This means that job satisfaction is an important part of employee performance at Prof Dr. RD Kandou Hospital Manado. This is because if employees are satisfied with their work, then employees will gladly be more willing to give extra effort to work for the benefit of the entire hospital. Satisfied employees usually have high work motivation so that at work they are usually always enthusiastic, diligent, agile and always transmit positive things to their co-workers and patients. If employees do their jobs well, the performance of the organization will be better too.

Job satisfaction is one of the factorsdeterminant / success of a job. Therefore, companies must really pay attention to this job satisfaction factor. According to Hariadja (2002, p. 290), job satisfaction is the extent to which individuals feel positively or negatively various factors or dimensions of the tasks in their work. The results of the study are in line with research conducted by Giawa 2022. The influence of leadership style, job characteristics and job satisfaction on the performance of nurses at Mitra Sejati Hospital Medan, and Yusuf 2022. Effect of Placement and Job Satisfaction on Employee Performance at Madising Regional General Hospital, Pinrang Regency.

### **Conclusion**

1. The work discipline variable has a partial effect on the performance of the employees of the Directorate of Human Resources, Education and General Affairs at Prof. RSUP. Dr. RD Kandou Manado
2. Motivation variable has partial effect on the performance of employees of the Directorate of Human Resources, Education and General Affairs at Prof. RSUP. Dr. RD Kandou Manado
3. Job Satisfaction variable has a partial effect on the performance of the employees of the Directorate of Human Resources, Education and General Affairs at Prof. RSUP. Dr. RD Kandou Manado



4. Variables of work discipline, motivation and job satisfaction have a simultaneous effect on employee performance Directorate of Human Resources, Education and General Affairs at RSUP Prof. Dr. RD Kandou Manado

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