

## Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance

(Study on CVBC Cardio Vascular and Brain Center Installation Employees RSUP Prof. Dr. R. D. Kandou Manado)

**Wiwin Nofnita Kalalo**

<sup>1</sup>Postgraduate Student of Management Program, Faculty of Economics and Business, Sam Ratulangi University Manado, Indonesia

**Silvia L Mandey,**

Departement of Management Program, Faculty of Economics and Business, Sam Ratulangi University Manado, Indonesia

**Irvan Trang**

Departement of Management Program, Faculty of Economics and Business, Sam Ratulangi University Manado, Indonesia

### Abstract

*This study was conducted to analyze the effect of work discipline, work motivation, and work environment on employee performance. Thus this research is an associative research. Associative research is: "Research that aims to determine the influence and relationship between two or more variables". The population in this study were all ASN (State Civil Apparatus) in the CVBC installation section of Prof. Dr. R. D. Kandou Manado Hospital, totaling 60 people, not including the head/leader of the organization that was the object of research. The sampling technique in this study is saturated sampling, where the entire population is the sample of this study. While the respondents who filled out the questionnaire completely totaled 48 people.*

*The results showed that the Work Discipline has a positive influence on employee performance in the CVBC installation section of Prof. Dr. R. D. Kandou Manado. Work Motivation has a positive influence on employee performance in the installation of CVBC RSUP Prof. Dr. R. D. Kandou Manado. The work environment has no significant effect on employee performance in the CVBC installation section of RSUP Prof. Dr. R. D. Kandou Manado partially. There is an influence of Work Discipline, Work Motivation and Work Environment on employee performance in the CVBC installation section of Prof. Dr. R. D. Kandou Manado*

**Keywords:** *project, design, interior, architecture, contemporary, color fusion.*

### INTRODUCTION

Reliable human resources is one that is needed in the current era of globalization. Every organization always expects resources that are able to work effectively and efficiently so that organizational goals can be achieved. That is why human resources are a central factor in an organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans and in carrying out its mission it is managed and managed by humans. So, humans are a strategic factor in all organizational activities. In addition, human resources are also a

driving factor and determining the course of an organization in achieving organizational success or goals. In addition, one of the goals of the company is to increase employee performance. According to Sedarmayanti (2017), employee performance is something that people actually do and can observe. Likewise with the hospital organization which is the object of this research. The success of a hospital is largely determined by the quality of its human resources. Based on Article 12 of Law Number 44 of 2009 concerning hospitals, human resources in hospitals consist of medical personnel, medical support, nursing staff, pharmaceutical personnel, hospital management personnel and non-health workers. Therefore, to be able to carry out their duties properly, coaching is directed to improve the quality of work so that they have attitudes and behaviors that have the core of devotion, honesty, responsibility, and discipline. We can see this from employee performance data based on the average value of the Individual Performance Indicators (IKI) in the CVBC installation section of Prof. DR.R.D. Kandou Manado, which in 2019 decreased employee performance due to the shift in attendance from manual (written) to finger print system, where finger print attendance system affects employee performance appraisals. It can be seen in Figure 1.1 below:

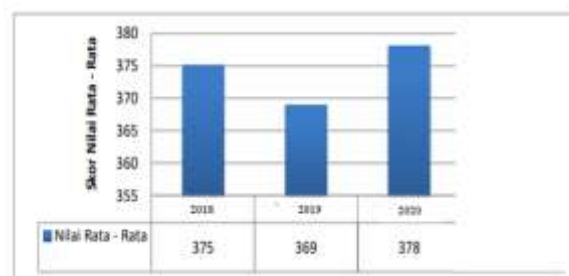


Figure 1.1

*Rating Data on Average Employee Performance Based on IKI CVBC Installation Section RSUP prof.DR.R.D.Kandou Manado*

Based on the data in Figure 1.1, it can be seen from the development of performance in 2018 with an average score of 375, but in 2019 it decreased by 0.06%, for 2020 it increased with an average score of 378. This shows that The performance of the employees in the CVBC installation section of Prof. Dr. Kandou Hospital Manado experienced Fructuations in performance appraisal. However, the interesting thing is that when the Covid-19 pandemic occurred in 2020, the performance of employees increased from the previous year. From the description of the background of the problem above, the researcher then conducted further research to examine in more depth the "Effect of Work Discipline, Work Motivation, and Work Environment, on Employee Performance in the CVBC Installation Section of RSUP Prof. Kandou Manado".

## 1.2 Problem Formulation

1. Is there any influence of work discipline on employee performance in the CVBC Installation Section of Prof. DR.R.D. Kandou Manado?
2. Is there an effect of work motivation on employee performance in the CVBC Installation Section of RSUP Prof. DR.R.D. Kandou Manado?
3. Is there any influence of the work environment on the performance of employees in the CVBC Installation Section of RSUP Prof. DR.R.D. Kandou Manado?
4. Is there a simultaneous influence of work discipline, work motivation, work environment on

employee performance in the CVBC Installation Section of Prof. DR.R.D. KandouB Manado?The objectives of this study are:

## RESEARCH METHODS

This study uses quantitative research methods that emphasize the analysis of numerical data (numbers) processed by statistical methods. Quantitative research works with numbers, the data of which are numbers (scores or scores, sets, or frequencies), which are analyzed using statistics to answer specific research questions or hypotheses and predict other variables. In other words, this research is an associative study which aims to determine the effect or relationship between two or more variables. This research can build a theory that can function to explain, predict and control a symptom and can be done to test hypotheses with inferential statistics.

### 2.1 Data Collection Techniques

There are two data collection methods used in this study where all the required data were collected

- a. Field research (field research method) is by distributing questionnaires to all respondents who are the object of research.
- b. Data collection is also carried out by the literature study method, namely data collection by conducting study studies of books, literature, notes, and reports that are related to the problem being solved.

According to Sugiyono (2018) population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to study and draw conclusions. The population in this study were all ASN (State Civil Apparatus) in the CVBC installation section of Prof.DR.R.D.Kandou Manado Hospital, totaling 60 people, not including the head/leader of the organization that was the object of research. The sampling technique in this study is saturated sampling, where the entire population is the sample of this study. While the respondents who filled out the questionnaire completely totaled 48 people.

## RESULTS AND DISCUSSION

### Validity test

Sugiyono (2010), the results of research are valid if there is a similarity between the collected data and the actual data that occurs on the object of research. Valid or not, an instrument can be determined by comparing the Pearson moment correlation index with a significant level of 5%. If the significance of the correlation results is less than 0.05 (5%) then it is declared valid and vice versa is declared invalid.

*Table 2.*

*Results of the Research Instrument Validity test*

| <i>Variabel</i>    | <i>Item</i> | <i>r hitung</i> | <i>r tabel</i> | <i>sig</i> | <i>Keterangan</i> |
|--------------------|-------------|-----------------|----------------|------------|-------------------|
| DisiplinKerja (X1) | X1.1        | 0.570           | 0.284          | 0.001      | Valid             |
|                    | X1.2        | 0.722           |                | 0.000      | Valid             |
|                    | X1.3        | 0.815           |                | 0.000      | Valid             |
|                    | X1.4        | 0.851           |                | 0.000      | Valid             |
|                    | X1.5        | 0.851           |                | 0.000      | Valid             |

|                              |      |       |       |       |              |
|------------------------------|------|-------|-------|-------|--------------|
| <i>Motivasi Kerja(X2)</i>    | X2.1 | 0.691 | 0.284 | 0.000 | <i>Valid</i> |
|                              | X2.2 | 0.712 |       | 0.000 | Valid        |
|                              | X2.3 | 0.439 |       | 0.015 | Valid        |
|                              | X2.4 | 0.780 |       | 0.000 | Valid        |
|                              | X2.5 | 0.713 |       | 0.000 | Valid        |
| <i>Lingkungan Kerja (X3)</i> | X3.1 | 0.512 | 0.284 | 0.004 | <i>Valid</i> |
|                              | X3.2 | 0.649 |       | 0.000 | Valid        |
|                              | X3.3 | 0.719 |       | 0.000 | Valid        |
|                              | X3.4 | 0.763 |       | 0.000 | Valid        |
|                              | X3.5 | 0.822 |       | 0.000 | Valid        |
| <i>Kinerja Pegawai (Y)</i>   | Y1.1 | 0.763 | 0.284 | 0.000 | <i>Valid</i> |
|                              | Y1.2 | 0.567 |       | 0.001 | Valid        |
|                              | Y1.3 | 0.798 |       | 0.000 | Valid        |
|                              | Y1.4 | 0.646 |       | 0.000 | Valid        |
|                              | Y1.5 | 0.741 |       | 0.000 | Valid        |

Source: primary data (processed), Mei 2021

From the results of the validity test in the table above, it can be seen that all items are valid because they have a significance value below 0.05 and the calculated r value is greater than the r table value.

### Reliability test

Arikunto 2010, an instrument can be said to be reliable (reliable) if it has a reliability coefficient of 0.6 or more. The reliability coefficient is obtained using the Alpha Cronbach formula. If negligence is less than 0.6 then it is declared unreliable and vice versa.

**Table 3.**  
**Results of the Research Instrument Reliability Test**

| Item-Total Statistics |                            |                                |                                  |                                  |
|-----------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| X1.1                  | 77.63                      | 30.033                         | .423                             | .742                             |
| X1.2                  | 77.63                      | 30.033                         | .356                             | .744                             |
| X1.3                  | 77.73                      | 27.306                         | .569                             | .725                             |
| X1.4                  | 77.83                      | 27.454                         | .479                             | .731                             |
| X1.5                  | 77.70                      | 27.114                         | .684                             | .718                             |
| X2.1                  | 78.10                      | 30.369                         | .201                             | .755                             |
| X2.2                  | 77.90                      | 32.093                         | -.017                            | .770                             |
| X2.3                  | 78.03                      | 31.482                         | .102                             | .759                             |
| X2.4                  | 77.93                      | 30.754                         | .201                             | .754                             |
| X2.5                  | 77.80                      | 30.372                         | .237                             | .752                             |
| X3.1                  | 78.20                      | 30.855                         | .161                             | .757                             |
| X3.2                  | 77.93                      | 29.109                         | .401                             | .740                             |
| X3.3                  | 78.03                      | 31.344                         | .085                             | .762                             |
| X3.4                  | 78.03                      | 31.757                         | .001                             | .773                             |
| X3.5                  | 78.33                      | 29.747                         | .225                             | .755                             |
| Y1.1                  | 77.43                      | 28.806                         | .533                             | .733                             |
| Y1.2                  | 77.27                      | 29.789                         | .457                             | .740                             |
| Y1.3                  | 77.57                      | 27.357                         | .658                             | .720                             |
| Y1.4                  | 77.70                      | 29.321                         | .297                             | .748                             |
| Y1.5                  | 78.03                      | 27.413                         | .484                             | .731                             |

Source: primary data (processed), Mei 2021

From the results of the reliability test in the table above, it can be seen that all variables have a Cronbach Alpha value above 0.6. Thus, all variable items are realistic.

### Multiple Linear Regression Analysis

The results of multiple linear regression analysis are shown in the table below:

| Variabel                  |                       | B     | t     | Sig t | Keterangan              |
|---------------------------|-----------------------|-------|-------|-------|-------------------------|
| (Y)<br>Kinerja<br>Pegawai | Disiplin Kerja (X1)   | 0.542 | 6.037 | 0.000 | <b>Signifikan</b>       |
|                           | Motivasi Kerja (X2)   | 0.254 | 2.328 | 0.025 | <b>Signifikan</b>       |
|                           | Lingkungan Kerja (X3) | 0.015 | 0.165 | 0.870 | <b>Tidak Signifikan</b> |
| <b>Konstanta</b> = 4.808  |                       |       |       |       |                         |

- Regression Equation:  $Y = 4.808 + 0.542 (X1) + 0.254 (X2) + 0.015(X3) + e$  The constant value of the equation above is 4.808. This value indicates that if the Work Discipline Variable (X1), Work Motivation Variable (X2), and Work Environment Variable (X3) are constant or  $X=0$ , then the employee's performance will be worth = 4.808.
- The Work Discipline Variable (X1) shows a coefficient value of 0.542, this means that if there is an increase in work discipline by 1%, the employee's performance will also increase by 0.542 with the assumption that other independent variables are considered constant.
- The Work Motivation Variable (X2) shows a coefficient value of 0.254, this means that if there is an increase in work motivation of 1%, the employee's performance will also increase by 0.254 with the assumption that other independent variables are considered constant.
- The Work Environment Variable (X2) shows a coefficient value of 0.015, this means that if there is an increase in the work environment by 1%, the employee's performance will also increase by 0.015 assuming the other independent variables are considered constant.

#### Hypothesis Testing Simultaneous hypothesis testing (F test)

This simultaneous test (F test) is used to see whether the independent variables, namely Work Discipline (X1) and Work Motivation (X2) and Work Environment (X3) together have a positive and significant influence on the dependent variable, namely Employee Performance (Y).

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 99,710         | 3  | 33,237      | 14,344 | ,000 <sup>b</sup> |
|       | Residual   | 101,956        | 44 | 2,317       |        |                   |
|       | Total      | 201,667        | 47 |             |        |                   |

a. Dependent Variable: KINERJA PEGAWAI

b. Predictors: (Constant), LINGKUNGAN KERJA, DISIPLIN KERJA, MOTIVASI KERJA

above shows the magnitude of the probability or significance number in the ANOVA calculation used for the feasibility test of the regression model, provided that the probability as a reference is below 0.05. Furthermore, the ANOVA test produces an F number of 14,344 with a significance level (probability number) of 0.000. Because the probability number is  $< 0.05$ , this regression model is feasible to use in predicting the dependent variable in this study, namely Employee Performance.

### Partial Hypothesis Test (t Test)

To determine the effect of the independent variables partially on the dependent variable, the t test was used. If the value of  $t < t_{1-\alpha, (n-2)}$  or  $p > 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected. And vice versa. From the value of tcount shows that: - Work Discipline Variable (X1) tcount value of 6.037 with a probability of 0.000. Because the probability value (sig)  $t < 5\%$  ( $0.000 < 0.05$ ) then partially the Work Discipline variable (X1) has a positive and significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Work Discipline variable (X1) on the Employee Performance variable (Y) is accepted. - Work Motivation Variable (X2) has a tcount value of 2,328 with a probability of 0.025. Because the probability value (sig)  $t < 5\%$  ( $0.025 < 0.05$ ), partially the Work Motivation variable (X2) has a significant positive effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Work Motivation variable (X2) on the Employee Performance variable (Y) is accepted. - Work Environment Variable (X3) tcount value of 0.165. Because the probability value (sig)  $t > 5\%$  ( $0.870 > 0.05$ ) then partially the Work Environment variable (X3) has no significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant effect of the Work Environment variable (X3) on the Employee Performance variable (Y) is rejected.

### DISCUSSION

The results of this study indicate that there is a positive and significant effect of work discipline on employee performance. This means good discipline shown by employees of the CVBC installation section of RSUP Prof.DR.R.D.Kandou Manado has an awareness of regulations within the organization, employees understand the duties and responsibilities given, and there is leadership supervision in carrying out work. The results of this study can also explain that the installation of CVBC Prof.DR.R.D.Kandou Manado can maintain and maintain the loyalty and quality of its employees. Hasibuan (2012) states that discipline is the sixth most important operative function of human resource management because the better the employee discipline, the higher the work

performance that can be achieved. Without good employee discipline, it is difficult for organizations to achieve optimal results. To get good work discipline, employees must have a high attendance rate, have vigilance, obey workplace regulations and have a work ethic. The positive and significant influence of work discipline on employee performance in this study has also been generated through research proposed by Maswani et.al (2021), Hidayati et.al (2020), Tentama et.al (2020), Isnaini et.al (2020), Jayanti et.al (2020), Priyandi (2020), Hidayat (2020), and Sukardi and Rahardjo (2020). The results of these studies and this study prove that work discipline is an important factor in improving employee performance, especially for employees of the CVBC Installation section of Prof.DR.R.D. Kandou Manado. With good work discipline such as arriving on time, carrying out work in accordance with what has been determined by the organization, obeying work regulations, it will be able to improve the performance of the employee. But all of that is also inseparable from the good cooperation between the leadership and the employees and also the high patience that must be possessed by employees so that the work discipline applied can be implemented properly. This applies to employees of the CVBC Installation section of RSUP Prof.DR.R.D. Kandou Manado, where employees know the goals and abilities given by the leadership so they can do their jobs well.

#### **1. The Effect of Work Motivation on Employee Performance**

The results of this study indicate that there is a positive and significant effect of work motivation on employee performance in the CVBC Installation of Prof.DR.R.D. Kandou Manado. The positive and significant influence of work discipline on employee performance in this study is also in line with the research proposed by Maswani et.al (2021), Isnaini et.al (2020), Jayanti et.al (2020), Hidayat (2020), and Sukardi and Rahardjo (2020). In a company a manager can improve performance in ways that encourage his employees to work hard at their jobs. The success or failure of a manager in motivating his employees can be seen by the behavior of his employees at work. Someone who is highly motivated will work hard to do work according to the expected target, someone who is not motivated does not want to do his job according to the expected target even doing his job in a perfunctory manner. Work motivation is a potential force that exists within a human being, which can affect a person's performance results positively or negatively. Here the role of motivation is very significant in guiding and directing a person towards his work behavior.

#### **2. Influence of Work Environment on Employee Performance**

The results of this study indicate that there is no significant effect of the work environment on the performance of employees in the CVBC Installation of Prof.DR.R.D. Kandou Manado. This is inversely proportional to the theory which states that the work environment is a very important component in employees doing work activities. Because the condition of a good and supportive work environment will produce a good result as well. Indeed, there are still many companies that do not pay attention to the work environment. Whereas in terms of work the work environment is very influential on the work of employees, especially affecting the work done by employees, if the work environment cannot support it. The work environment is not significant to the employee performance of the CVBC Installation Prof.DR.R.D. Kandou Manado is because according to them, whatever the conditions of the work environment they face, they are still required to have good performance. This means that they must continue to show motivation and discipline as well as high morale even if the work environment is not supportive. This is because the average employee states that their current job is in accordance with their interests and abilities and it is difficult to be accepted to work elsewhere. This

means that the work environment affects the performance of employees, but the effect is only slightly and does not have much impact on the performance of the employees of the CVBC Installation section of RSUP Prof.DR.R.D. Kandou Manado. The existence of this insignificant number indicates that the working environment is getting better or not in the CVBC Installation Prof.DR.R.D. Kandou Manado, it does not really improve the performance of its employees. The results of this study are also not the same as the results of research conducted by Maswani et.al (2021), Apriyanti et.al (2021), Hidayati et.al (2020), Jayanti et.al (2020), and Supriyanto (2020).

## CONCLUSION

From the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. Work Discipline has a positive influence on employee performance in the CVBC installation section of Prof.DR.R.D. Kandou Manado partially. This means that the higher the work discipline, the higher the employee's performance, and vice versa the lower the work discipline, the lower the employee's performance.
2. Work motivation has a positive influence on employee performance in the CVBC installation section of Prof.DR.R.D. Kandou Manado partially. This means that the higher the work motivation, the higher the employee's performance, and vice versa, the less/lower the work motivation, the lower the employee's performance.
3. The work environment has no significant effect on employee performance in the CVBC installation section of RSUP Prof.DR.R.D. Kandou Manado partially. This means that the ups and downs of employee performance are not caused by the work environment.
4. There is an influence of Work Discipline, Work Motivation and Work Environment on employee performance in the CVBC installation section of Prof.DR.R.D. Kandou Manado simultaneously. So it can be concluded that if the three variables are increased together, the employee's performance will also increase

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