

Original Research Article

# Improving Members' Performance Through Work Discipline, Motivation and Work Environment

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**Abstract:** This research aims to study work discipline, work motivation, work environment, and performance and analyze the level of significance simultaneously, partially, and dominantly on the influence of work discipline, work motivation, and work environment on the performance of Air Force Central Hospital (RSPAU) members Dr. Suhardi Hardjolukito Yogyakarta, analyzed the level of significance of the influence of work discipline, work motivation and work environment partially on the performance of RSPAU members Dr. Suhardi Hardjolukito Yogyakarta. Location: This research was conducted at RSPAU by Dr. Suhardi Hardjolukito Yogyakarta, whose address is JL. Janti Yogyakarta, Adisutjipto Air Base, Jl. East Ringroad, Karang Janbe, Banguntapan, Kec. Banguntapan, Bantul Regency, Special Region of Yogyakarta 55198. The population and sample for this study were all specialist doctors at the Dr. Air Force Central Hospital (RSPAU). Suhardi Hardjolukito Yogyakarta has 72 members. Data analysis in this research was carried out using descriptive analysis techniques and multiple linear regression analysis. The research results show that work discipline, work motivation, and work environment significantly affect the performance of RSPAU members Dr. Suhardi Hardjolukito Yogyakarta. In this way, the performance of RSPAU member Dr. Suhardi Hardjolukito Yogyakarta is greatly influenced by the quality, quantity, motivation, discipline, and work environment. It is hoped that the contribution of this research can be a practical and theoretical reference for the RSPAU so that it can find out how members' attitudes towards work discipline, work motivation, and work environment variables affect performance and can also be used as a reference in carrying out strategic steps in order to improve member performance.

**Keywords:** Work Discipline, Motivation and Work Environment, and Performance.

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## INTRODUCTION

Hospitals were formed to serve consumers in the health sector. To achieve success requires a strong foundation, namely an organization that can strengthen and maximize the performance of its members. Hospitals are companies operating in the service sector. Hospitals are required to have reliable and professional medical personnel, for example, members, in order to provide good and quality service to their patients. Therefore, members must continuously improve their performance so that the patients they serve feel satisfied with the hospital members' service. Members who have good performance will influence the achievement of the hospital's goals because members whose performance is good will make the hospital become what the community wants. If the member's performance is not good, it will

make it difficult for the hospital to achieve its goals and disappoint society/patients. Decreased and poor performance of members can be caused by several factors, for example, work motivation, work discipline, and work environment.

The success of health services in hospitals cannot be separated from various factors of nursing services, usually called nursing care. Therefore, to continue to develop itself and for the organization's survival, hospital management needs to improve members' performance. In this case, the expected increase in member performance is to improve their performance as much as possible to provide satisfactory service. The performance of its members dramatically influences the success of an organization. Every

organization or agency will always try to improve the performance of its members in the hope that the agency's goals will be achieved. To achieve these results, factors that influence performance achievement are needed, including work motivation, work discipline, and work environment.

Work motivation refers to the internal desire that employees possess to execute their responsibilities in alignment with the expectations of their superiors. Work motivation contributes to the overall quality of a job (Afandi, 2018). Theoretically, discipline influences member performance in addition to motivation. A condition of discipline that supports the execution of tasks in accordance with the rules in order to optimize work is ideal in this context. In order to cultivate discipline within a work environment, it is essential that tasks be thoroughly delineated, even to the most junior employees or officers. This ensures that all individuals are cognizant of their specific responsibilities, including the manner in which they are to be executed, the designated start and end times, the expected work outcomes, and the individuals accountable for the work's outcomes (Setiyawan & Waridin, 2006). The members of the organization in question must exhibit proper work discipline in order to accomplish the hospital's organizational objectives.

A physical work environment and a non-physical work environment comprise the work environment. The physical work environment comprises temperature, humidity, air circulation, and illumination. According to Wursanto (2009), the non-physical work environment concerns the psychological aspects of the work environment, for example, the work atmosphere, giving rewards, and relationships with superiors, colleagues, and subordinates. A non-physical work environment that is less comfortable will affect burnout, namely the emotional/mental dimension of fatigue. A poor work environment will also affect member performance because someone who is not comfortable with their work environment will not be enthusiastic about working, so their performance will decrease.

This research aims to study work discipline, work motivation, work environment, and performance and analyze the level of significance simultaneously, partially and dominantly on the influence of work discipline, work motivation, and work environment on the performance of RSPAU members Dr. Suhardi Hardjolukito Yogyakarta, analyzed the level of significance of the influence of work discipline, work motivation and work environment partially on the performance of RSPAU members Dr. Suhardi Hardjolukito Yogyakarta. It is hoped that the contribution of this research will be theoretically and practically helpful for practitioners and the Central Air Force Hospital so that they can find out how members' attitudes towards work discipline, work motivation, and work environment variables affect performance and can

also be used as a reference in carrying out strategic steps in order to improve the performance of members of the Air Force Central Hospital (RSPAU) Dr. Suhardi Hardjo Lukito Yogyakarta.

## LITERATURE REVIEW

### Performance

Employee performance, as defined by Lijan Poltak Sinambela *et al.*, (2018:480), pertains to the capability of an individual to execute specific skill sets. As stated by Mangkunegara (2016:67), the term "performance" originates from either "job performance" or "actual performance" (an individual's accomplishments or work performance). An element of success in assessing individual task completion is employee performance, which can be applied to the evaluation of Rivai and Basri members' performance as described in the book Sinambela (2017:478). According to Mitchell (2016), in order to inspire and motivate employee performance, it is imperative to focus on five key aspects: communication, capability, promptness, initiative, and workmanship quality. According to Anwar Prabu Mangkunegara, performance indicators consist of the following: quantity, quality, responsibility, cooperation, and initiative (Lijan Poltak Sinambela 2018:527). Metrics utilized to assess performance Hersey, Blanchard, and Wibowo (2016, p.86) delineate seven performance indicators, namely objectives, benchmarks, instruments or methods, input, expertise, incentives, and prospects. When it comes to accomplishing objectives or producing work outcomes that must be completed within a specified timeframe, performance is a critical determinant of success, encompassing both the quantity and quality of completed tasks or outcomes.

### Work Discipline

Discipline at work is crucial for an organization or government agency to achieve its objectives. Hasibuan (2019: 193) defines discipline as "an individual's cognizance of and readiness to adhere to all organizational policies and relevant societal conventions." Sutrisno (2019:87) describes "discipline as a force that develops within an employee's body and causes employees to adapt voluntarily to decisions, regulations and high values of work and behavior." As stated by Singodimedjo in Sutrisno (2019: 89), employee discipline is impacted by a number of factors. These include the magnitude of compensation, the presence of exemplary leadership within the organization, the existence of clear and applicable guidelines, the leadership's courage in decision-making, the level of leadership supervision, the level of attention given to employees, and the formation of habits that reinforce adherence to discipline. In contrast, low employee work discipline is characterized by the following: decreased productivity, high absenteeism, negligence in work completion, frequent larceny of work materials, frequent conflicts among employees (Nitisemito 1996, p. 40), and a high level of carelessness or accidents.

**Work Motivation**

Work motivation, as defined by Robert Heller in Wibowo (2014: p.121), is the inclination to take action. An individual may be motivated by a variety of factors. In contrast, work motivation is defined by Hamzah Uno (2012: p.72) as an intrinsic quality that impacts the trajectory, intensity, and persistence of an individual's volitional labor. Motivation is significantly impacted by two types of factors: internal and external. Internal factors include the employee himself and include things like personal maturity, level of education, aspirations and desires, needs, fatigue, boredom, and job satisfaction (Saydam, 2000 pp. 370-371). External factors include the work environment, work aids, cleanliness, lighting, peace, and relations among employees. Indicators of work motivation, according to Herzberg as cited in Sedarmayanti (2017), include compensation, working conditions, benefits, and relationships with superiors.

**Work Environment**

In a general sense, Sedarmayanti (2011:21) delineates two distinct categories of work environments: physical and non-physical. The physical work environment comprises all external conditions that have the potential to impact employees, whether directly or indirectly. All conditions pertaining to work relationships within the physical work environment are included in the non-physical work environment. This includes the dynamics between superiors and subordinates, coworkers, and vice versa.

**RESEARCH METHODS**

**Research Design**

This study employs a quantitative research design, specifically one that is hypothesis-driven and requires statistical techniques to validate the hypothesis. This causal-comparative research design employs a single dependent variable and two independent variables. In order to render this form of research explanatory, the outcomes of the interrelation among the examined variables will be elaborated upon.

**Research Scope and Location**

The scope of this research is in the field of Human Resources Management (HRM) with a focus on determining the influence of work discipline, work motivation, and work environment, both simultaneously and partially, which have a significant effect on the performance of RSPAU members Dr. Suhardi Hardjolukito Yogyakarta. Location: This research was conducted at RSPAU by Dr. Suhardi Hardjolukito Yogyakarta, whose address is JL. Janti Yogyakarta, Adisutjipto Air Base, Jl. East Ringroad, Karang Janbe, Banguntapan, Kec. Banguntapan, Bantul Regency, Yogyakarta Special Region 55198.

**Research Population and Sample**

In this study, the population referred to is all specialist doctors at the Dr. Air Force Central Hospital (RSPAU). Suhardi Hardjolukito Yogyakarta has 72 members. Considering that the population is not too large, census research was used, namely all specialist doctors at the Dr. Air Force Central Hospital (RSPAU). Suhardi Hardjolukito Yogyakarta totaled 72 members as respondents who will be researched as a whole. Thus, this research is census research.

**Data Collection and Analysis Techniques**

In this research, the author chose several techniques according to the research design used, namely (Sugiyono, 2009) using a questionnaire instrument. The method of analyzing data in this research was carried out using descriptive analysis techniques to provide descriptions of the variables analyzed based on the scores of respondents' answers to the distributed questionnaires and multiple linear regression analysis to determine the influence of the dependent variable (X) on the independent variable (Y).

**RESULTS AND DISCUSSION**

**Multicollinearity Test Results**

A regression equation is said to exhibit multicollinearity when the correlation between its independent variables is exceptionally high. One can ascertain the indications of multicollinearity by examining the VIF value. Multicollinearity without symptoms is characterized by a VIF value below 10.

**Table 1: Inflation Factor Variant Values**

Independent Variable		Collinearity Statistics	
		Tolerance	VIF
1	Work discipline (X1)	0.332	3,009
2	Work Motivation (X2)	0.193	5,174
3	Work Environment (X3)	0.160	6,267

Based on the VIF calculation above, it can be seen that all independent variables, namely work discipline, work motivation, and work environment, have VIF values below ten so that multicollinearity does not occur.

**Autocorrelation Test Results**

The Durbin-Watson value is determined to be 1.161 through computation, which indicates that it is greater than -2 and less than 2. Based on this, it can be deduced that the regression model does not exhibit any autocorrelation.

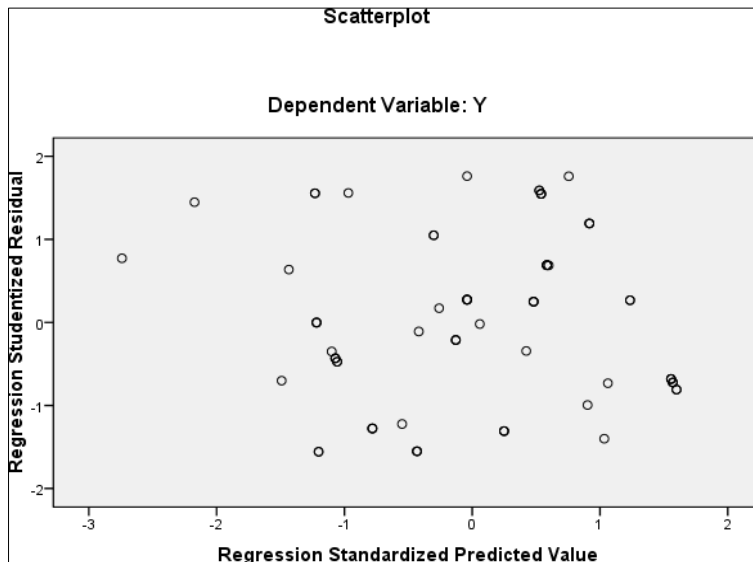
**Table 2: Autocorrelation Test Results**

Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	.947a	.897	.892	1,364	1,937

- a. Dependent Variable: ry
- b. Predictors: (Constant), rx3, rx1, rx2 Source: Data processed, 2023

**Heteroscedasticity Test Results**

The heteroscedasticity test can be illustrated through an examination of the scatterplot outcomes. The absence of heteroscedasticity in the regression equation is indicated by a dispersed scatterplot distribution.

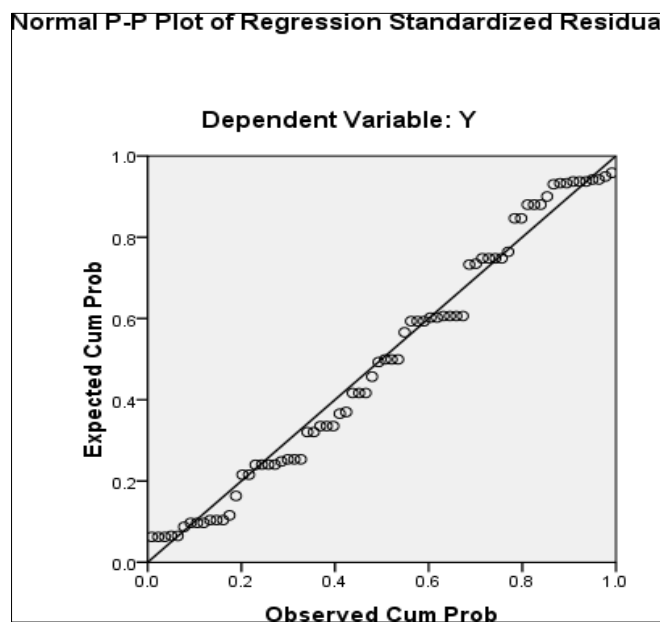


**Figure 1: Heteroscedasticity Test Results**

The image above is a scatterplot, which explains that the scattered dots do not form a pattern. According to the statistical analysis results, the pattern's irregularity above shows that there is no heteroscedasticity, meaning that the respondent's perception can be measured.

**Normality Test Results**

The normality test is intended to evaluate whether the independent and dependent variables in a regression model are normally distributed.



**Figure 2: Normality Test Results**

The dispersion of the data points around and near the diagonal line in Figure 2 indicates that the research data is, on average, distributed.

**Multiple Linear Regression Results**

Results of multiple linear regression analysis between the variables work discipline, work motivation, and work environment on the performance of RSPAU members Dr. Hardjolukito Yogyakarta is explained in Table 3 below:

**Table 3: Recapitulation of Multiple Linear Regression Analysis Results**

Variable	Information	Coefficient Regression (β)	count	Sig.
X1 X2 X3	Work discipline	,056	1,011	,000
	Work motivation	1,083	8,910	,000
	Work environment	,570	2,335	,000
Constant	,422			
R <sup>2</sup>	,897			
Adjusted R Square	,892			
F Count	196,346			
Sig. F	,000a			
N	72			
Dependent variable = Member Performance (Y)				

Based on the regression table above, a multiple linear regression equation can be prepared as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 0.422 + 0.056X_1 + 1.083 X_2 + 0.570 X_3 + e$$

Assuming the independent variables (work discipline, work motivation, and work environment) remain constant or have a value of zero, the regression constant value of 0.422 suggests that the performance of RSPAU members, including Dr. Hardjolukito Yogyakarta, remains or remains unchanged. The regression coefficient (β<sub>1</sub>) associated with the work discipline variable is 0.056, suggesting that Dr. Hardjolukito Yogyakarta, a member of the RSPAU, is positively impacted by work discipline on his performance. The t-test outcomes indicate that the probability value of variable X1 (0.000) is smaller than the 0.05 level of error (α = 0.05) established by the researcher. The regression coefficient (β<sub>2</sub>) associated with the work motivation variable is 1.083, suggesting that Dr. Hardjolukito Yogyakarta, a member of the RSPAU, experiences a positive impact on his performance due to work motivation. The t-test outcomes indicate that the probability value of X2 (0.000) is smaller than the 0.05 level of error (α = 0.05) established by the researcher. The regression coefficient (β<sub>3</sub>) associated with the work environment variable is 0.570, suggesting that Dr. Hardjolukito Yogyakarta and other RSPAU members are positively impacted in their performance. The t-test outcomes indicate that the probability value of variable X3 (0.000) is smaller than the 0.05 significance level (α = 0.05) established by the researcher.

**Hypothesis Test Results 1**

The F test is utilized in this study to examine the impact of work environment, work discipline, and work motivation on the performance of RSPAU member Dr. Hardjolukito Yogyakarta, as stated in hypothesis 1. The F test results indicate that the computed F value is 196,346, with a significance level of 0.000. In contrast, the F Table value (α:DF=nk-1) for α = 0.05 and DF = 72

is 0.229. Fcount is greater than Ftable based on the comparison value (Fcount (196,346) > Ftable (0.229)); the Sig. F value (0.000) is below the 0.05 or 5% error rate of the researcher. Thus, it can be concluded that the work environment, work motivation, and discipline variable work have a substantial impact on the performance of RSPAU Dr. Hardjolukito Yogyakarta members. Consequently, hypothesis 1 is validated.

**Hypothesis Test Results 2**

Hypothesis II is examined in this study through the utilization of the t-test, which quantifies the significance of the impact of individual (partial) independent variables on the dependent variable as described below: The t values for variables X1 and X2 are 1.011 and 0.000, respectively, and 2.335 and 0.000, respectively. Variable X3 also has a t value of 2.335 and a Statistically Significant (Sig.) of 0.000. The findings of this study indicate that the independent variables—work discipline, work motivation, and work environment—have a significant impact on the performance of RSPAU members, as measured by favorable significance values (Sig.t). Consequently, hypothesis II is validated.

**Hypothesis Test Results 3**

By comparing the Unstandardized Coefficients value of the work motivation variable (X2) of 8,910, it is the largest compared to that of the work discipline variable and the work environment variable. Thus, hypothesis III can be proven.

**DISCUSSION OF RESEARCH RESULTS**

Members' work discipline is measured into four indicators: punctuality of work, compliance with regulations, compliance with work standards, and responsibility. The total number of questionnaire items is

eight items. Work discipline related to punctuality of work is measured by two questionnaire items consisting of examining patients on time and carrying out medical procedures on time. With discipline, members can increase their work productivity to achieve their goals in their duties and can hone their skills better. The results of the means analysis show the highest value of 4.65. Measuring the work discipline of RSPAU members, Dr. Hardjolukito Yogyakarta demonstrated that the discipline of members can hone their skills better. This is shown by the strongly agreed choice of 70.8%.

Work discipline and obedience to regulations were measured by two questionnaire items: obeying hospital regulations and practicing the oath. Members have discipline in obeying hospital regulations and observing high oaths. The results of the means analysis show the highest value of 4.57. Measuring the work discipline of RSPAU members, Dr. Hardjolukito Yogyakarta has been shown by members to have discipline in obeying regulations. This is shown by the strongly agreed choice of 62.5%.

Work discipline and compliance with work standards are measured by two questionnaire items: carrying out tasks according to the medical code of ethics and having essential medical characteristics. The results of the means analysis show the highest value of 4.13. They are measuring the work discipline of RSPAU member Dr. Hardjolukito Yogyakarta as demonstrated by carrying out duties according to the medical code of ethics. The agreed choice of 55.6% shows this.

Responsible work discipline is measured by two questionnaire items: respecting patient rights and respecting colleagues (doctors). The results of the means analysis show the highest value of 4.42. They are measuring the work discipline of RSPAU member Dr. Hardjolukito Yogyakarta, which is demonstrated by Always respecting patient rights. The agreed choice of 55.6% shows this.

The work motivation of RSPAU members Dr. Hardjolukito Yogyakarta measured four indicators: compensation, working conditions, benefits and relationship with superiors. Work motivation is measured by two questionnaire items: members receiving allowance compensation and members receiving monetary compensation. Measuring the work motivation of RSPAU members, Dr. Hardjolukito Yogyakarta indicated that members received compensation benefits. The agreed choice of 51.4% shows this. Work motivation working conditions are measured by two questionnaire items: Good working conditions and Working in healthy conditions. It is measuring the work motivation of RSPAU members Dr. Hardjolukito Yogyakarta is shown by working in healthy conditions. The agreed choice of 59.7% shows this.

Benefits work motivation is measured by two questionnaire items consisting of Working for a salary and Getting more benefits. Measuring the work motivation of RSPAU members, Dr. Hardjolukito Yogyakarta, shown by Kerja, gets a salary. This is shown by the strongly agreed choice of 59.7%. Work motivation in relations with superiors is measured by two questionnaire items: Good relations with superiors and Members who work well and receive appreciation from superiors—measuring the work motivation of RSPAU members Dr. Hardjolukito Yogyakarta as indicated by good relationships with superiors. This is shown by the strongly agreed choice of 55.6%. The analysis of the description of the work motivation variable found that the work motivation variable influenced the performance of RSPAU member Dr. Hardjolukito Yogyakarta. So, high work motivation is needed from members, especially RSPAU member Dr. Hardjolukito Yogyakarta.

The work environment of RSPAU member Dr. Hardjolukito Yogyakarta measured two indicators, namely, physical and non-physical environmental factors.

Work environment physical environmental factors are measured by two questionnaire items consisting of adequate lighting and air circulation in the workplace. Measuring the work environment of RSPAU members Dr. Hardjolukito Yogyakarta, as shown by the air circulation in the workplace, is adequate. The agreed choice of 50.0% shows this. Work environment non-physical environmental factors are measured by two questionnaire items: Relationships and treatment between members are going well, and Communication between members is going well.

Measuring the work environment of RSPAU members Dr. Hardjolukito Yogyakarta, as shown by communication between members, is going well. The agreed choice of 59.7% shows this. The analysis of the description of work environment variables found that work environment variables influenced the performance of RSPAU member Dr. Hardjolukito Yogyakarta. So, a comfortable working environment is needed for members, especially RSPAU member Dr. Hardjolukito Yogyakarta.

## CONCLUSIONS AND RECOMMENDATIONS

According to the findings of the study, work environment, work motivation, and work discipline have a substantial impact on the performance of RSPAU members, including Dr. Suhardi Hardjolukito Yogyakarta. Work environment, work discipline, and work motivation that encourage prompt responses to instructions have a positive effect on member performance as evidenced by timely task completion. The work environment of the member is the most prominent symptom assessed and has the greatest impact on member performance. Dr. Suhardi Hardjolukito

Yogyakarta, a member of the RSPAU, is thus significantly impacted by the work environment, motivation, discipline, and quality of his work. With any luck, this research will serve as a practical reference; that is, practitioners and the Air Force Central Hospital will be able to use it as input to determine how members' attitudes toward the variables of work discipline, work motivation, and work environment affect performance. Furthermore, it will be possible to use this information as a guide when implementing strategic steps to enhance member performance—a concept that is theoretically related to the advancement of science.

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