

The Influence of Work Discipline and Organizational Culture on Employee Performance at Kota Hospital South Tangerang

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ABSTRACT

The purpose of this study was to ascertain the partial and concurrent effects of work discipline and organizational culture on employee performance at South Tangerang City General Hospital. This study use quantitative descriptive research approaches, gathering data via surveys and using numerical data to objectively characterize a situation. 60 employees were selected utilizing a saturation sampling technique and non-probability sampling. The results showed that job discipline and organizational culture had a strong, partially concurrent effect on South Tangerang City General Hospital staff performance. According to the t-test, also referred to as the partial statistical test, the t value is $9.368 > 2.002$. Consequently, H_{a1} is approved and H_{o1} is denied. Thus, it may be said that occupational discipline has a big influence on worker performance. Meanwhile, the t-test for Organizational Culture partially produced a t value of $10.495 > 2.002$. Stated otherwise, H_{a2} is approved but H_{o2} is rejected. Thus, it can be argued that organizational culture affects employee performance. The calculated F value of $79.782 > F$ table 3.16 with Sig. $0.000 < 0.05$ simultaneously rejects H_{o3} and approves H_{a3} . Thus, work discipline and corporate culture have a big impact on employee performance. This suggests that work discipline and corporate culture have a 73.7% link with employee performance, with the remaining 26.3% being influenced or explained by factors beyond the purview of the study

INTRODUCTION

A general hospital is defined as one that provides basic, specialist, and subspecialized health care in accordance with Republic of Indonesia Health Minister's Decree No. 983/Menkes/SK/XI/1992.

Hospitals are intricate medical facilities that require a lot of capital and expertise. In order for hospitals to perform professional functions in both medical engineering and health management, The fact that hospital services cover a range of service, teaching, and research functions in addition to many degrees and kinds of disciplines is the cause of this complexity. The implementation of rules that ensure quality improvement at all levels is necessary for hospitals to maintain and improve quality.

According to Law Number 44 of 2009 Governing Hospitals, a hospital is defined as a medical facility that arranges for full individual health services, including emergency, outpatient, and inpatient care. The South Tangerang Regional General Hospital's goal is to raise the level of public health by providing comprehensive medical services in a professional and standard-compliant manner. Nonetheless, a lot of people continue to voice their opinions about the Regional General Hospital's services. South Tangerang is still not good, but over time the development of the South Tangerang Regional General Hospital is getting better in terms of service and handling. Human resources are a very important factor in managing an organization because with the existence of resources, agencies can manage their organizations optimally and can support the achievement of agency goals. In addition, employee performance is a major problem in an agency. Satisfactory agency performance does not happen by itself but requires periodic evaluation.

One way for an employee to give good performance is through work discipline, which will make performance better because discipline is one of the performance assessment criteria. Discipline in doing work is a very important factor that affects employee performance. Discipline instilled in an organization or company to employees greatly affects the seriousness of employees in working with good discipline and responsibility. This can encourage enthusiasm in carrying out the tasks given.

The results of observations at the General Hospital - South Tangerang stated that employee indiscipline was reflected in one of the things, namely employees were unable in order to finish the task within the allocated time. In order to acquire human resources that the organization expects to contribute positively to all business operations in accomplishing its objectives, each employee must be disciplined in order to enhance high performance.

This is due to problems, namely regarding the implementation of work discipline which is not yet effective and efficient in terms of time discipline, lack of firmness in implementing regulations from the leadership and the implementation of punishment sanctions which are not yet good, in this case it can result in a decline in employee performance at RSU Tangerang Selatan.

The pattern of organizational beliefs and values that the organization understands, embodies, and practices gives the pattern its own meaning and serves as the foundation for its standards of conduct. This pattern is known as organizational culture. As a result, organizational culture serves as a director and controller in influencing employee attitudes and behavior. Positive effects on both the organization as a work institution and its individual members are anticipated from organizational culture.

The results of observations of the phenomena that occur are problems in corporate culture occur due to a lack of encouragement to employees regarding employee self-awareness to carry out voluntary actions carried out by individuals even though these actions are not part of their duties as employees, but are based on the initiative to provide the best contribution to the company. Furthermore, it is team-oriented, through a work process carried out as a team, if a problem occurs, the problem is also resolved as a team so that good coordination is created between employees and leaders. Team-based work is important and is applied in many organizations because of its superior potential in complex decision-making and problem-solving tasks.

LITERATURE REVIEW

Work Discipline

According to Mangkunegara (2019:123) who stated that: " The sixth most important operational function of human resource management is discipline. This is because better work performance results from more disciplined employees."

According to Sutrisno (2018:85) defines " Discipline is defined as an individual's attitude, behavior, and actions that are in line with the written and unwritten rules of the company. It can also refer to work procedures or appropriate discipline." " Employees can freely adapt to legal judgments and uphold moral principles through their job and behavior when they possess work discipline.," reads Hamali (2016:214).

According to the definition given above, work discipline is an attitude of readiness and willingness on the part of an individual to follow and adhere to relevant written and unwritten regulations, be able to carry them out, and not forego punishment in the event that he violates the responsibilities and authority entrusted to him.

Organizational Culture

As stated by Septiani et al. (2023:141), an organization's culture affects its members' behavior and can even dictate how they act and behave in fulfilling their objectives. An organization's or company's overall success is also impacted by a good organizational culture. An understanding of an organization's culture can be obtained by assessing it according to its corporate culture. Dominant cultures are seen in most enterprises.

Organizational culture can be defined as "a system of values, beliefs, assumptions, or norms that have been in place for a long time, agreed upon, and followed by members of an organization as a guideline for behavior and solving organizational problems," according to Edy (2018: 1).."

From the definition that has been described, it is clear that organizational culture in an organization or company is important. Organizational culture is a culture that is adopted by an organization and becomes a differentiator between one organization and another.

Employee Performance

As to Robbins (2018:43), performance is defined as the outcome that individuals get in their work based on specific job-related criteria. A person who practices discipline in their profession will be seen as accountable for completing assignments. The role of a superior in an organization must be good. model for his subordinates. Superiors must be able to provide good examples when interacting as a reflection for their subordinates on how to behave and act well. An employee in an organization always depends on the attitude or behavior of his superior, because subordinates will usually follow the behavior of their superiors.

In an organization, performance refers to the ability of an individual or group of individuals to carry out work in accordance with their respective authorities and responsibilities, or the manner in which an individual is expected to function and behave in accordance with the tasks assigned to him, as well as the quantity, quality, and time used to complete these tasks. (2022:180) Pratham. Employee performance is therefore essential to the company's efforts to achieve its goals in this case.

METHODOLOGY

Such a study is known as quantitative research. Beginning with the development of a research design, the quantitative research technique is a type of study whose requirements are methodical, structured, and well-organized. From gathering and analyzing data to presenting the results, quantitative research is a methodology that primarily depends on statistics, as the name implies. (Arikunto 2019: 27). The purpose of this empirical study is to investigate how corporate culture and motivation affect worker performance.

As stated by Larasati (2018: 54), "The research location is a scientific target to obtain data with a specific purpose and use about something objective." Pajajaran No. 101, Pamulang Bar., RSUD Tangerang Selatan, Kec. Pamulang, South Tangerang City, Banten 15417, is where this study was carried out.

According to Sujarweni (2014:73) "research time is the date, month and year in which the research activity is carried out." This research time was carried out for 4 (four) months starting in July 2024 to October 2024.

According to Arikunto (2017:173), population is the entire subject of research "The population, according to Handayani (2020:58), is the sum of all the elements under study that share the same traits; these elements could be individuals from a group, an event, or the subject of the study. According to the definition given above, the population is the whole of the attributes or characteristics of the subject or object that can be used as a sample. Sixty staff of the South Tangerang City Hospital participated in this study".

Tasting

According to Arikunto (2019: 109), a sample is a portion or representative of the population to be studied. The sample to be used in this study is all employees totaling 60 people.

Research can be conducted using a variety of sampling strategies. Saturated sampling is a sampling method in which every member of the population is sampled, claims Tarjo (2019:57). Census sampling, in which individuals of the population are sampled, is another name for saturated sampling.

The sample for this study will consist of all 60 employees of South Tangerang City Hospital. The saturated sampling approach is employed in the sampling procedure. When every member of the population is sampled, this is known as the saturation sampling approach. sampling technique when all members of the population are sampled.

RESULT AND DISCUSSION

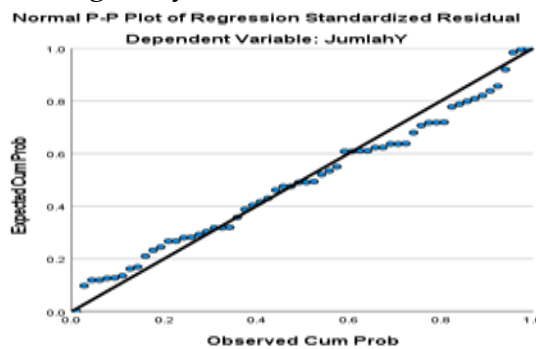
Normality Test

Table 1. Normality Test (Kolmogorov-Smirnov Test)
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.14143705
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.082
Test Statistic		.094
Asymp. Sig. (2-tailed) ^c		.200 ^d

Source: Primary Data Processed with SPSS Version 27 (2024)

The scale of the Kolmograv-Smirnov is significant at 0.200, which is higher than 0.05, according to the data above about the normalcy test findings using non-parametric Kolmograv-Smirnov statistics. The data in this investigation has therefore been shown to be regularly distributed.



Source: Primary Data Processed with SPSS Version 27 (2024)

Figure 1. Normality Test 1(PP Plot Probability Graph)

From the results of the image above, it can be seen that the distribution of points around the line still follows a straight line and does not spread too far. So it can be concluded that the model assumptions are in accordance with normality and the data is suitable for use.

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Unstandardized Coefficients		Coefficients ^a			Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	3.915	1.318		2.970	.004		
	JumlahX1	.523	.075	.569	6.943	.000	.151	6.625
	JumlahX2	.390	.076	.420	5.126	.000	.151	6.625

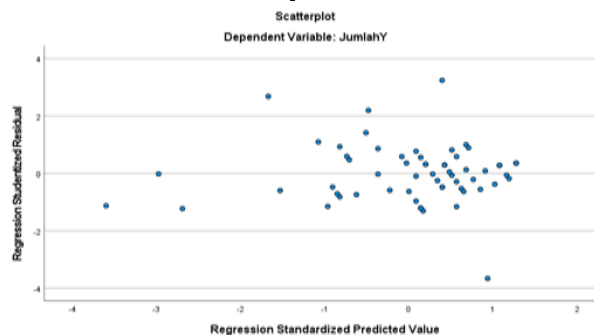
a. Dependent Variable: JumlahY

Source: Primary Data Processed with SPSS Version 27 (2024)

There is no tolerance value of $0.151 > 0.10$ in the given table, indicating that the independent variables do not correlate. The Variance Inflation Factor (VIF) value is $6.625 < 10.00$, according to the computation findings. Therefore, it can be said that multicollinearity is either nonexistent or free from problems.

Heteroscedasticity Test

In regression analysis, the heteroscedasticity test is one of the most important assumptions on the homogeneity of residual variance. When the variance of residuals is not constant throughout a range of work incentive and work discipline values, the assumption of heteroscedasticity may result in ineffective coefficient estimates and incorrect conclusions. These two methods are widely used to assess heteroscedasticity.



Source: Primary Data Processed with SPSS Version 27 (2024)

Figure 2. Scatter-Plot Graph

Since the data in the table shows that the data distribution pattern spreads randomly around the regression line and no particular pattern or strong curve trend is found, it can be concluded from the results of the heteroscedasticity test that the current relationship tends to be linear and that there is no obvious indication of significant outliers. The study's regression model was put through the heteroscedasticity test in light of these findings. Further analysis techniques might be used to test the regression model if it was concluded that the data did not satisfy the heteroscedasticity assumptions.

Simple Linear Regression Test

Table 3. Simple Linear Regression Test Results (Work Discipline on Employee Performance)

		Unstandardized Coefficient		Standard Coefficient		
Model		B	Standard Error	English	T	Signature.
1	(Constant)	1,881	4.353		.432	.667
	AmountX1	.947	.101	.776	9,368	.000

Source: Primary Data Processed with SPSS Version 27 (2024)

It is possible to get the regression equation $Y = 1.881 + 0.947 X1$ from the regression computation results shown in the above table. Therefore, if $X = 0.947$, $Y = 1.881$ will be the result, according to the equation above. Employee Performance (Y) will stay at 1.881 when Work Discipline (X1) is equal to zero or does not rise, according to the value (a), which is 1.881. With a positive regression coefficient value of 0.947 (b), the influence is unidirectional., which means that if Work Discipline is increased by one unit, Employee Performance will increase by 0.947 units.

Table 4. Simple Linear Regression Test Results (Organizational Culture on Employee Performance)

		Unstandardized Coefficient		Standard Coefficient		
Model		B	Standard Error	English	T	Signature.
1	(Constant)	5.212	3,572		1,459	.150
	SumX2	.877	.084	.809	95	.000

Source: Primary Data Processed with SPSS Version 27 (2024)

It is possible to get the regression equation $Y = 5.212 + 0.877 X2$ from the regression calculation results shown in the above table. This can be inferred from the following calculation if the employee value is 0.877 units.

Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test Results
Coefficient^a

Model	Unstandardized Coefficient		Standard Coefficient	T	Signat ure.
	B	Standard Error	English		
1 nstant)	-2,750	3,672		-.749	.457
ountX1	.495	.118	.406	4.207	.000
SumX2	.565	.105	.521	5.402	.000

Source: Primary Data Processed with SPSS Version 27 (2024)

The outcomes of the computations made with the SPSS version 27 program were as follows: $Y = 0.497X1 + 0.565X2 + -2.750$

The variables of work discipline and organizational culture have a positive coefficient on the variable of employee performance, according to the multiple regression equation that was created above. The coefficient for the work discipline variable is 0.497, meaning that if work discipline improves while other factors stay the same, performance will also improve. According to the coefficient of organizational culture, which has a value of 0.565, performance will rise if the organizational culture variable improves while all other factors stay the same.

Correlation Coefficient Test

Table 6. Partial Correlation Results
Correlation

		AmountX1	NumberY
AmountX1	Pearson Correlation	1	.776**
	Sig. (2-tails)		.000
	N	60	60
SumX2	Pearson Correlation	1	.809**
	Sig. (2-tails)		.000
	N	60	60
NumberY	Pearson Correlation	.776**	.809**
	Sig. (2-tails)	.000	.000
	N	60	60

Source: Primary Data Processed with SPSS Version 27 (2024)

In addition, the following explanation will be provided for the correlation coefficient test results in this study:

- a. A high association between the Work Discipline variable and Employee Performance is indicated by the partial correlation coefficient of 0.776.
- b. A partial correlation coefficient of 0.809 indicates a very significant association between employee performance and the organizational culture variable.

Table 7. Results of Simultaneous Correlation
 Model Summary

Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	.858a	.737	.728	2.89635

Source: Primary Data Processed with SPSS Version 27 (2024)

According to the test findings in the above table, the simultaneous correlation coefficient test yielded a result of 0.858, indicating a very high association between the organizational culture and motivation variables and employee performance..

Coefficient of Determination Test

Table 8. Results of the Determination Coefficient Test (Work Discipline on Employee Performance)
 Model Summary

Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	.776 ^a	.602	.595	3.53050

Source: Primary Data Processed with SPSS Version 27 (2024)

Using the partial determination coefficient test between the Work Discipline variable and Employee Performance, the results showed that the Work Discipline variable influences Employee Performance by 60.2%, with other factors influencing the remaining 39.8%. The coefficient test result was 0.602..

Table 9. Results of the Determination Coefficient Test (Organizational Culture on Employee Performance)
 Model Summary

Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	.809 ^a	.655	.649	3.28702

Source: Primary Data Processed with SPSS Version 27 (2024)

The partial determination coefficient test between the Organizational Culture variable and Employee Performance yielded a result of 0.655, indicating that 65.5% of the influence of the Organizational Culture variable on Employee Performance is due to other factors..

Table 10. Results of Simultaneous Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	.858 ^a	.737	.728	2.89635

Source: Primary Data Processed with SPSS Version 27 (2024)

Organizational culture and work discipline have a 73.7% impact on employee performance, with other factors accounting for the remaining 26.3%, according to the findings of the multiple determination coefficient test between these variables and employee performance, which came out at 0.737.

T-Test

$$t_{table} = \frac{\alpha}{2}; 60 - 2 - 1 = 0,05 ; 57 = 2,002$$

The table values that have been obtained, then the decision making in finding conclusions for partial hypothesis testing in this study is stated as follows:

Table 11. Results of Testing the Influence of Work Motivation on Employee Performance
Coefficient^a

Model		Unstandardized Coefficient		Standard Coefficient	T	Signatur e.
		B	Standard Error	English		
1	(Constant)	1,881	4.353		.432	.667
	AmountX1	.947	.101	.776	9,368	.000

Source: Primary Data Processed with SPSS Version 27 (2024)

The first hypothesis test looks at the connection between employee performance and work discipline. The t-value of 9.368 > 2.002 and the significance value of 0.000 < 0.05 in the above table show that the Work Discipline variable has a partial influence on the Employee Performance variable. Thus, it can be said that work discipline has a favorable and substantial impact on employee performance. H01 is refused whereas Ha1 is accepted.

Table 12. Results of Testing the Influence of Organizational Culture on Employee Performance

Model	Coefficient ^a				
	Unstandardized Coefficients		Standard Coefficient	T	Signature.
	B	Standard Error			
1 (Constant)	5.212	3,572		1,459	.150
SumX2	.877	.084	.809	10,495	.000

Source: Primary Data Processed with SPSS Version 27 (2024)

The initial hypothesis test examines how organizational culture affects employee performance. Ha2 is accepted and H02 is rejected, indicating that there is a partial influence of the Organizational Culture variable on the Employee Performance variable. The t-value in the above table is 10,495 and the significance value is 0.000, indicating that the influence of Organizational Culture on Employee Performance is positive and significant.

F Test

Simultaneous test or F Test is intended to see the overall ability of independent variables, namely Work Discipline (X1), Organizational Culture (X2) on Employee Performance (Y). The F test is also intended to find out whether all variables have coefficients equal to zero with the provision that the probability value of F (Sig) in the Anova table is smaller than $\alpha = 0.05$. So the decision making in finding conclusions for simultaneous hypothesis testing in this study is stated as follows:

Table 13. F Test Results (Simultaneous Test)
 Analysis of Variance (ANOVA)¹

Model		Sum of Squares	df	Mean Square	F	Signature.
1	Regression	1338.568	2	669,284	79,782	.000 ^{million}
	Remainder	478.165	57	8,389		
	Total	1816.733	59			

Source: Primary Data Processed with SPSS Version 27 (2024)

To determine the magnitude of F, a table with the provisions is searched. The results of the analysis show that $df1 = 3 - 1 = 2$ and $df2 = 60 - 2 = 58$. Assuming k is a variable and n is the number of samples, then $df1 = (k-1)$ and $df2 = (nk)$ are obtained. Then F table = 58. The calculated F value in the table above is $79.782 > F$ table 3.16 with Sig. $0.000 < \alpha 0.05$. Showing H03 is rejected and Ha3 is accepted. This means that work discipline (X1) and organizational culture (X2) have a significant effect on employee performance (Y).

The Influence of Work Discipline on Employee Performance Partially

The statistical test indicates that the correlation coefficient is 0.776. Therefore, it may be said that Work Discipline (X1) has a positive value and a high influence on Employee Performance (Y). The obtained coefficient of determination value is 0.602, or 60.2%; the remaining 39.8% is determined by or influenced by variables not included in the study. According to the equation $Y = 1.881 + 0.947X_1$, which was produced by simple linear regression, H_{a1} is accepted and H_0 is rejected. Thus, it can be concluded that employee performance is significantly impacted by work discipline.

This is supported by research by Agus Setiawan & Mitri Nelsi (2024:1246) in their research entitled *The Influence of Discipline and Compensation on Employee Performance at CV Muslim Gallery in South Tangerang* which states that Discipline "has a positive relationship between discipline and employee performance at CV Muslim Gallery".

Influence of Organizational Culture on Employee Performance

According to the correlation coefficient's statistical test, the result is 0.809. Thus, it can be said that the Organizational Culture variable (X2) has a positive value and a significant impact on Employee Performance (Y). While the findings of simple linear regression yielded the equation $Y = 5.212 + 0.877X_2$, indicating that H_0 and H_{a2} are accepted, the determination coefficient value obtained was 0.655, or 65.5%; the remaining 34.5% was influenced or examined by factors other than those examined. Thus, it can be concluded that employee performance is significantly impacted by company culture.

"Organizational culture has a significant influence on employee performance" (2024:1830) is a finding that is supported by Melsa and Dede's study, *The Influence of Organizational Culture and Work Discipline on Employee Performance at the Center for Meteorology, Climatology, and Geophysics Region II, South Tangerang*.

Workplace Culture and Workplace Discipline's Impact Concurrently on Worker Performance

According to statistical testing, the correlation coefficient test yielded a value of 0.858. This indicates the proportion of influence that the independent variables of organizational culture and work discipline have. (X) has a very substantial and favorable impact on the dependent performance (Y). By using multiple linear regression, the equation $Y = -2.750 + 0.495X_1 + 0.565X_2$ is obtained, and the calculated F value is $79.782 > F_{table} 3.16$ Sig. 0.000 < 0.005 indicates that H_0 is rejected and H_{a3} is accepted. The coefficient of determination value obtained is 0.737, or 73.7%, with the remaining 26.3% being influenced or studied by variables outside the variables studied. This indicates that organizational culture (X2) and work discipline (X1) have a big impact on employee performance.

Deby et al.'s study, *The Influence of Organizational Culture and Work Discipline on Employee Performance at the Karawang Regency Manpower and Transmigration Service*, supports this by finding that "Organizational culture and work discipline have a significant simultaneous influence on employee performance with a significance level of 0.000" (2024:2896).

CONCLUSION AND RECOMMENDATION

Testing whether organizational culture and work discipline have a partial or simultaneous impact on employee performance at RSUD Koya Tangerang Selatan is the aim of this study. Considering the findings of the research that were reported in the preceding chapter, the following conclusions are obtained:

1. Employee performance at South Tangerang City Hospital is greatly and dramatically improved by work discipline, according to the study's conclusions.
2. The t-value of 9.368—higher than the t-table value of 2.002—and the significance value of 0.000—less than 0.05—support this conclusion. Consequently, hypothesis Ha1 is accepted and hypothesis H01 is rejected. According to the study's findings, South Tangerang City Hospital employees' performance is positively and significantly impacted by organizational culture. This result is supported by the t-value of 9.368—which is higher than the t-table value of 2.002—and the significance value of 0.000, which is less than 0.05. As a result, the accepted hypothesis is Ha1, while the rejected hypothesis is H01. The study's findings demonstrate that organizational culture has a favorable and significant impact on the performance of South Tangerang City Hospital staff.
3. This conclusion is supported by the significance value of 0.000, which is less than 0.05, and the t-value of 10,495—which is greater than the t-table value of 2.002. Consequently, Ha2 is the accepted hypothesis while H02 is the rejected one. According to the study's findings, organizational culture and work discipline significantly and favorably affect Tangerang City's General Hospital's operating efficiency. The Fcount value of 79.782, which is higher than the Ftable value of 3.16, and the significance value of 0.000, which is less than 0.05, both confirm these findings. Ha3 is hence the mainstream hypothesis, whereas the hypothesis that has been rejected is H03

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