



Work Discipline and Work Motivation Influence on the Employee Performance of Siabu Mandailing Natal Health Centre

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Abstract. The Mandailing Natal District Health Office oversees the Siabu health center, a Technical Service Unit in the health sector. The Siabu Mandailing Natal Health Centre must ensure great personnel performance to deliver effective and efficient community services. Work discipline programs and employee motivation may influence employee performance. This study is about employee discipline, motivation, and performance and its correlation at the Siabu Mandailing Natal Health Centre. Quantitative methods were employed in this study. A representative sample of 112 Siabu Mandailing Natal Health Centre staff was used. This research is a descriptive analysis with multiple linear regression. This study revealed robust associations between work discipline, motivation, and employee performance. Specifically, the findings indicated that work discipline, also motivation had a favorable and statistically significant impact on employee performance at Siabu Mandailing Natal Health Centre personnel. The coefficient of determination found is 66%. Other variables outside this study are 34%.

Keywords: Workplace discipline, employee motivation, and employee performance.

1 INTRODUCTION

Human resources can be defined as a systematic approach to managing the allocation and utilization of labor resources possessed by individuals, with the aim of optimizing the collective goals of the company, its workforce, and society at large (Bintoro and Daryanto, 2017: 15).

According to Mathis and Jackson (2018, p. 206), several performance indicators include quality, quantity, timeliness, and employee cooperation. Moreover, Mangkunegara (2017, p. 67) said performance is the consequence of work accomplishment that is evaluated based on the quantity and quality of employees performing their work. Numerous factors can affect an employee's performance, including work discipline. So it can be said that performance is an activity and result

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S. Kusairi et al. (eds.), *Proceedings of the International Conference on Sustainable Collaboration in Business, Technology, Information, and Innovation (SCBTII 2023)*, Advances in Economics, Business and Management Research 265,

https://doi.org/10.2991/978-94-6463-292-7_12

that achieved or continued in carrying out tasks and working correctly, meaning achieving previously established goals or work standards or even exceeding the standards set by the organization in a given period.

The assessment of work standards for Siabu Mandailing Natal Health Center employees is below:

Table 1. Assessment of Employee Work Standards

No	Value	Description
1	>91	Very Good
2	76 – 90	Good
3	61 – 75	Fairly Good
4	51 – 60	Not Good
5	<50	Very Not Good

Source: PP Employee Work Standards Number 46 of 2011

The following is the Siabu Health Center employee performance data which will be explained in table 2. The table above shows that the performance values of Siabu Health Center employees from 2020 to 2022 have fluctuated. The lowest performance value is in 2020, with a value of 47.87. According to Efendi in Salman et al. (2018: 17), work discipline is about behavior and willingness to comply. The high and low levels of work discipline can be seen in the attendance and behavior of employees at work. A high level of employee absenteeism can mean that employee work discipline is also high and vice versa.

Table 2. Employee Performance Assessment

Period	Number Of Employee	Performance Assessment				
		Very Not Good	Not Good	Fairly Good	Good	Very Good
Year		%	%	%	%	%
2020	86	0	11,63	20,93	67,44	0
2021	94	0	7,45	34,04	47,87	10,64
2022	112	0	7,14	10,71	78,57	3,57

Source: Siabu Mandailing Natal Health Center Internal Data, 2022

Table 3. Attendance Data for Siabu Mandailing Natal Health Center Staff in 2022

Month	Amount Of Employee	Presence	Lateness	Absence (Without permission)	Attendance Percentage	Late percentage	Inability Percentage
May	112	98	1	4	88%	9%	4%

			0				
June	112	76	2	12	68%	21%	11%
			4				
July	112	80	2	6	71%	23%	5%
			6				
August	112	105	2	5	98%	2%	4%
September	112	62	4	10	55%	36%	9%
			0				
October	112	106	4	2	95%	4%	2%

Source: Siabu Mandailing Natal Health Center Internal Data, 2022

Table 3 explains the discipline level of the Siabu Mandailing Natal Health Center staff in terms of attendance, tardiness and absence without reason from May to October 2022. It can be seen that the highest levels of employee attendance are in August and October. With a percentage value of 98% and 95%. The lowest attendance rates were in September and June with values of 55% and 68%. This is triggered by the reduced morale of employees for their duties, due to an imbalance between work demands and counter demands given by the institution, especially for honorary employees. Where in the case of honorary employees who have the most duties and responsibilities.

People with a higher level of motivation tend to produce higher performance on tasks as well (Prasetya, 2018). Not fulfilling the work performance time indicates that the employee needs to do the job as well as possible, which can affect his work motivation in carrying out his duties. That matter can be seen by delays and absenteeism that occur repeatedly. The following is a table of lateness and absenteeism at the Siabu Mandailing Natal Health Center from May to October 2022:

Table 4. Data on Lateness and Absence of Siabu Mandailing Health Center Staff for Christmas in 2022

Month	Amount Of Employee	Day Effective	Number of days Effective Work	Lateness		Absence (without permission)	
				Amount	Percentage	Amount	Percentage
May	112	22	2.464	220	8,9%	88	3,6%
June	112	22	2.464	528	21,4%	264	10,7%
July	112	21	2.352	546	23,2%	126	5,4%
August	112	23	2.576	46	1,8%	115	4,5%
September	112	22	2.464	880	35,7%	220	8,9%
October	112	21	2.352	84	3,6%	42	1,8%

Source: Siabu Mandailing Natal Health Center Internal Data 2022

Based on these data, it can be interpreted that the work motivation of Siabu Health Center employees still needs to improve, as seen from the tardiness and

absenteeism of employees who experience ups and downs every month, so that work performance is inadequate. Based on the phenomena at the Siabu Mandailing Natal Health Center, the authors were interested in conducting this research. Work motivation, according to Kasmir (2016), is an encouragement for a person to perform a task. While Sutrisno (2016) defines motivation is reason to do a specific activity. According to Wibowo (2016), motivation is an encouragement to achieving goals.

Based on the formulation of the problem above, the problem is about work discipline, work motivation, and employee performance at the Siabu Mandailing Natal Health Center.

2 LITERATURE REVIEW

According to Sinambela (2018: 335), work discipline is the knowledge and willingness about organizational regulations and social norms. According to another viewpoint, Fahmi (2017, p. 100) defines motivation as a behavioral activity that aims to satisfy desired requirements. According to Priansa (2018, p. 269), employee performance is a manifestation of their abilities in organization work.

This study's conceptual framework is a guide for systematically determining the next steps so that the methods to be used to address problems can be used to know relationship between the variables.

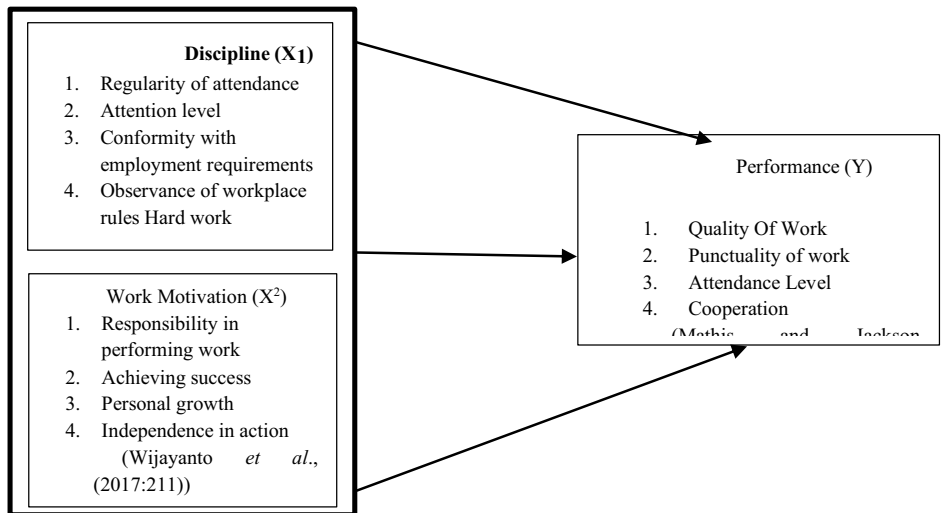


Fig. 1. Thinking Framework (Source: Author Processed Results, 2022)

The research hypothesis is as follows: The impact of work discipline on the performance of employees at Siabu Mandailing Natal Health Center is both good and statistically significant. The impact of work motivation on the performance of employees at Siabu Mandailing Natal Health Center is found to be both favorable and

significant. The performance of employees at Siabu Mandailing Natal Health Center is positively and significantly influenced by work discipline and work motivation.

3 RESEARCH METHODOLOGY

The present study utilizes quantitative research approaches. Data obtained using survey methods. The analysis used is descriptive analysis in measuring work discipline and employee motivation of Siabu Mandailing Natal Health Center employees. This study uses a saturated sample, namely as many as 112 employees of Siabu Mandailing Natal Health Center employees. All questionnaire items have passed the validity and reliability tests. In addition, normality tests, heteroscedasticity tests, and multicollinearity tests were also carried out to test the adequacy of the data to be measured by regression. This study uses multiple analysis techniques.

4 RESULT AND DISCUSSION

4.1 Multiple Linear Regression

Multiple linear regression is a statistical method used to ascertain the linear relationship between two independent variables and a single variable. (Purnomo, 2018, p. 161).

Table 5. Data from Multiple Linear Regression Calculation Results

COEFFICIENTS ^A						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	11179.157	2326.059		4.806	.000
	Discipline	.404	.081	.358	4.965	.000
	Motivatio	.746	.100	-.537	7.440	.000

a. Dependent Variable : Performance

Sumber: Data Output SPSS

The information presented in the table can be elucidated as follows: If the variables of work discipline (X1) and work motivation (X2) are either zero or absent, there is a decline in performance (Y) by a value of 11179.157. The coefficient of regression for work discipline (X1) is 0.404, suggesting that a one-unit improvement in work discipline (X1) is associated with a 0.404-unit increase in performance (Y), while holding work motivation (X2) unchanged. There exists a favorable association between labor discipline (X1) and performance (Y). The regression coefficient for work motivation (X2) is 0.746, suggesting that a one-unit increase in work motivation (X2)

is associated with a 0.746-unit increase in performance (Y), assuming work discipline (X1) remains constant. This indicates a positive correlation between work motivation (X2) and performance (Y). The regression coefficient for work motivation (X2) is 0.746, which is higher than the regression coefficient for work discipline (X1) at 0.404. This suggests that work motivation (X2) has a greater impact on performance (Y) compared to work discipline (X1).

4.2 T Test

A t-test was performed to assess the statistical significance of the partial impact of the independent variables on the dependent variable (Purnomo, 2016, p. 173). The following are the outcomes of the t-test for testing the hypothesis:

Table 6. Test Results t

COEFFICIENTS ^A						
Model		Unstandardized Coefficients		Standardized	t	Sign.
		B	Std. Error	Coefficients Beta		
1	(Constant)	11179.157	2326.059		4.806	.000
	Discipline	.404	.081	.358	4.965	.000
	Motivation	.746	.100	-.537	7.440	.000

a. Dependent Variable: Performance Source: SPSS Output Data

The examination of the outcomes of hypothesis testing using the t test may be elucidated based on the aforementioned table. The work discipline (X1) exhibits a t-value of 4.965, which is statistically significant compared to the critical t-value of 1.98177 at a significance level of 0.000 0.05. Based on the obtained t statistic, which exceeds the critical value from the t table, and a significance level below 0.05, the alternative hypothesis (H1) is accepted. This suggests that work motivation (X2) has a stronger impact on performance (Y) in comparison to work discipline (Y).

4.3 F Test

The F test was conducted to determine the significance of the simultaneous effect of independent variables on the dependent variable (Purnomo, 2016: 155).

Table 7. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sign.
1	Regression	2247959872.205	2	1123979936.102	105.702	.000 ^b
	Residual	1159043681.759	109			

Total 3407003553.964 111

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Discipline

Source: SPSS Output Data

Based on the findings presented in Table 7, it can be observed that the computed F value of 105.702 exceeds the critical F value of 3.08, indicating a statistically significant result. The significance level, denoted as $0.000 < 0.05$, further supports this conclusion. Hypothesis 3 (H3) is deemed to be accepted based on the observation that the calculated F value exceeds the critical F value obtained from the F table, and the associated significance value is found to be less than the predetermined threshold of 0.05.

4.4 Coefficient of Determination

R Square's coefficient of determination (R2) describes how the independent variables influence the dependent variable (Purnomo, 2016, p. 154). The following is the outcome of the testing performed on the coefficient of determination:

Table 8. Results of the Coefficient of Determination

Model				
Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.660	.654	3260.893784

a. Predictors: (Constant), Motivation, Discipline

Source: SPSS Output Data

Based on the findings shown in Table 8, the coefficient of determination is determined to be 0.660. This value, when expressed as a percentage, corresponds to 66%. This suggests that the variables of work discipline (X1) and work motivation (X2) alone account for 66% of the observed differences in the performance variable (Y). The remaining 34% is influenced by factors that are beyond the purview of this research.

Work motivation refers to the dynamic process that guides and maintains an individual's level of performance in the workplace. Motivation serves as an internal driving force that aids employees in attaining certain objectives or doing assigned duties (Sohail et al., 2014). The efficacy of employees' work has the potential to serve as a source of inspiration, fostering increased work motivation and dedication. The aforementioned outcome might be construed as a stimulus for engaging in a particular endeavor, with the aim of deriving gratification and contentment from the undertaking (Stone & Dulebohn, 2013).

The creation of work motivation can be achieved through the use of monetary incentives, which can effectively provide individuals with a sense of support and recognition inside the organizational structure. According to Moynihan and Pandey (2014), emotional attachment and employee loyalty are identified as the primary

elements influencing job motivation. The act of binding individuals to maintain organization can be observed. Based on the aforementioned theories, work motivation may be defined as the conscious endeavor to stimulate oneself towards engaging in work activities and effectively utilizing one's skills and knowledge in order to attain the organizational goals of the company.

Based on the research conducted by Latief et al. (2018), it has been observed that individuals who possess elevated levels of motivation are more inclined to engage in projects with utmost dedication and achieve their maximum potential. Conversely, persons with low levels of motivation have a decreased likelihood of performing tasks to their fullest extent. The absence of motivation in an individual's employment can impede their ability to generate novel strategies for attaining the organization's objectives. Motivation is a crucial factor as it is anticipated that the presence of motivation will drive each employee to exert diligent effort and enthusiasm in order to attain elevated levels of work productivity. Based on the aforementioned beliefs, it can be inferred that work motivation entails the exertion of personal effort and the utilization of one's knowledge to drive the attainment of organizational objectives.

As stated by Hasibuan (2017), work discipline refers to an individual's consciousness and readiness to adhere to all organizational policies and relevant societal conventions. Consciousness refers to an individual's state of mind characterized by a deliberate adherence to established norms and a heightened awareness of one's obligations and accountabilities. Hamali (2016) said work discipline is a about employees and can lead to their voluntary adaptation to regulatory choices as well as the promotion of a strong work ethic and appropriate conduct. Discipline can be understood as the capacity to exercise self-control by refraining from engaging in undesirable behaviors and by actively endorsing and upholding established norms or rules. According to Lemon and Palenchar (2018), work discipline can be defined as a managerial practice aimed at maintaining and enforcing organizational standards.

According to Hasibuan (2017), compensation refers to the entirety of monetary revenue and tangible benefits obtained by employees as remuneration for their services rendered to the organization. According to Wayne (2013) research, remuneration is regarded as an expenditure that organizations must bear, with the expectation of receiving a corresponding return in terms of employee performance. Sofyandi (2012) defines compensation as the comprehensive remuneration that employees receive in return for their labor or dedication. Motivation is an internal force that originates within individuals who hold the deliberate intention to produce results that can impact the productivity of employees.

5 CONCLUSIONS AND SUGGESTION

5.1 Conclusion

The research findings on the impact of work discipline and work motivation on the performance of Siabu Mandailing Natal Health Centre staff provide grounds for drawing several conclusions to address the study's inquiries. The impact of work discipline on the performance of employees at Siabu Mandailing Natal Health Centre

is both favorable and significant. The variable of work discipline has a significant impact on the variable of employee performance, with a mean value of 4.96. The study finds that there is a positive and statistically significant relationship between the work motivation of staff at Siabu Mandailing Natal Health Centre and performance metrics. The variable of work motivation, with a value of 7.440, exerts an influence on the variable of employee performance. The Siabu Mandailing Natal Health Centre experiences a notable and constructive influence on employees' performance as a result of work discipline and work motivation. The relationship between work discipline and work motivation accounts for 66% of the variability in performance, with the remaining 34% being attributed to factors beyond the purview of this research.

5.2 Suggestions

Practical Aspects

. The aspect of work discipline that receives the lowest average percentage is adherence to the policy regarding time off. The Siabu Mandailing Natal Health Centre mandates eight (eight) work hours per day and forty (forty) work hours per week. In practice, however, a significant number of employees still leave during breaks, namely 12.00-13.00 noon, even though the official time to leave work Monday through Thursday is 17.30 WIB and Friday is 17.00 WIB. By conducting two absences in the morning and the afternoon after lunch, agencies can revise the stipulated Collective Work Regulations (PKB) regulations. In several organizations, this practice has been in place for quite some time to encourage employees to always adhere to their scheduled work hours.

The dimension of work motivation that gets the lowest score based on an average percentage is independence in acting, where employees cannot complete their work independently, such as in direct treatment of patients, this is due to the limited ability of employees to carry out handling so that it always has to be done with other employees . Several ways that can be done to improve the ability of employees include holding seminars to develop employee insights, participating in going into the field during outreach to the community, and also learning a lot from several seniors in agencies. With this it is hoped that it will provide changes to employees, in addition to developing insights it can also increase the level of employee confidence.

The performance dimension that gets the lowest score based on the average percentage is the timeliness of employees to complete their work on time with quality results that still need to be improved. This condition is in accordance with the phenomenon found by the researcher on the research object when the researcher made observations, where it was seen that several employees who came to the Public health center just sat gossiping while laughing with their co-workers, as well as employees who were in the Public health center canteen, just hanging out casually by enjoying the food. Discipline of employees to work and rest according to the set time also needs to be improved. This condition is in accordance with the secondary data phenomena that

have been described in the background sub-chapter which found at the location of the research object when the researcher made observations, where it was seen that several employees were late for work, absent without reason, and went home earlier than the set time to go home.

Theoretical Aspects

. The author's proposed theoretical implication is that future research can examine the impact of employees' achievement motivation needs on performance to ascertain the contribution of achievement motivation variables to performance at the location of the research object. It is hoped that this research can serve as a reference and study material for future research on the effect of work discipline and work motivation on employee performance so that health-based research is not always conducted on research objects, as an agency's human resources must also be considered. Future research can broaden its scope by utilizing various research objects and a larger population.

This research is very limited because it only involves one company to study, besides that the research variables used are variables that are commonly used in research. For this reason, it requires the involvement of a wider research object supported by more research variables so that the research results will become more comprehensive

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