

The Influence of Work Discipline and Work Motivation on Employee Performance Mediated Compensation in Lamandau Hospital

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ABSTRACT

The performance of human resources plays a very important role in supporting hospital services. Therefore, human resource management is a very important part of hospital administrative management. Various ways will be taken to improve employee performance, for example by paying attention to employee discipline, motivation, and also providing appropriate compensation, because it will affect employee performance. A quantitative descriptive study with a cross sectional research design. The population of this study were employees at the Lamandau hospital with the number of samples in this study obtained as many as 96 respondents. This study uses structural equation modeling (SEM), data analysis using Partial least square (PLS) data analysis tools.

Keywords: Work Discipline, Motivation, Compensation, Employee Performance.

1. INTRODUCTION

The performance of human resources plays a very important role in supporting hospital services. Therefore, human resources management is very important part of hospital administration management. One of the human resources who have a vital role in providing services in hospitals are nurses, who make up the largest number of all health workers [1]. Employees who are burdened with many tasks due to limited resources, so many employees still hold concurrent positions and assignments. The number of tasks and responsibilities given to employees only have little time to complete many tasks, which will have an impact on the results of performance evaluations as evaluation material for hospital management [2].

Many factors can affect the performance of health workers including remuneration, work discipline, and motivation [3]. Other factors include motivation, leadership, work environment, organization culture, work performance competence, and compensation [4]. Work

discipline factors can affect performance. The discipline of a health worker is also an important role to show the integrity of an employee is well maintained in a health service organization, the level of lack of discipline of an employee at work will affect the activities and productivity of the organization in the future [5]. Phenomena related to employee discipline, namely arriving not on time, there are still employees who leave, do not attend meetings and leave the office during working hours. Then the habits that have been entrusted to employees who often add vacation time, for example during holidays for various reasons [6].

Identification of work quality problems during the current pandemic, namely hospital management issuing SOPs, issuing rules for the use of PPE, making decrees and guidance to health workers because the Lamandau hospital is not a referral hospital so it focuses more on guidance to health workers. Management formed a team for handling Covid-19, establishing an isolation room and a team for handling Covid-19 quickly. The work activities of health workers are felt to be disrupted because of fear and concern to run health services related to the current pandemic conditions. Most health workers have concerns that they will be infected with Covid-19 even though they are careful to use PPE in carrying out their duties. In Lamandau hospital there are still health workers and structural management officers who have multiple positions and dual tasks, especially when new clusters are found. Inadequate facilities, infrastructure and other health service facilities, including the whole building. Almost all activities in hospitals are still completely manual and not integrated online, the number of medical officers and management in general is still lacking, including health workers and waste installations.

Job analysis and workload analysis have been carried out so that in the future it is expected that they will be in accordance with their respective competencies. The provision of services to patients in hospitals is deemed appropriate, but the management department often experiences miscommunication between the head of the room and his staff. Employees have not been able to carry out their duties properly in accordance with the job desk and the most lacking work activities are ethics and communication. Ethics when talking to patients, coworkers, or superiors. Verbal evaluation has been done once every 6 months, but has not been effective. In the implementation of work activities, the result obtained are still not optimal, and the decline in employee discipline is still very much felt. The lack of employee discipline inc [1] Simatupang, A. C. (2018). The influence of Discipline, Motivation and Commitment to Employee Performance. IOSR Journal of Business and Management (IOSR-JBM), 20(6), 7.lude not being on time for employees to comply with working hours, hours of entry, hours of return and employee meetings. The absence of punishment from management so that employee discipline is getting looser. Employee motivation, training for employees is still lacking, attention from each other who reminds each other in carrying out an action of program still lacking. Based on a preliminary study shows that many problems are related to human resources in hospitals. It is this background that underlines the need for research on the influence of work employee performance mediated by compensation in Lamandau hospital.

2. RESEARCH METHOD

This type of research is a quantitative descriptive study with a cross sectional research design. The population of this study were employees at

Lamandau Hospital with the number of samples in this study obtained as many 96 respondents. Data collection techniques using questionnaire to respondents through Google form. This study uses structural equation modeling (SEM), analysis with partial least square (PLS) (SEM-PLS), tools with smart PLS applications.

3. RESULT AND DISCUSSION

3.1 Outer Model Test

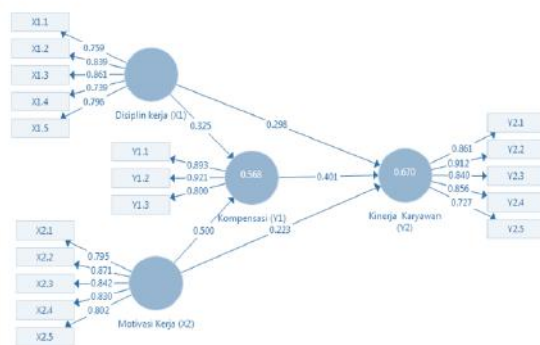


Fig 1: Outer model

3.2 Convergent validity test

The measurement model or outer model with reflective indicators is evaluated with the convergent validity and discriminant validity of the indicators.

Table 1. outer model test results

Work Discipline (X1)		Work Motivation (X2)		Compensation (Y1)		Employee Performance (Y2)	
X1.1	0,7	X2.1	0,7	Y1.1	0,8	Y2.1	0,8
1	96		95	1	39	1	61
X1.2	0,8	X2.2	0,8	Y1.2	0,9	Y2.2	0,9
2	39		71	2	21	2	12
X1.3	0,8	X2.3	0,8	Y1.3	0,8	Y2.3	0,8
3	61		42	3	00	3	40
X1.4	0,7	X2.4	0,8			Y2.4	0,8
4	39		30			4	56
X1.5	0,7	X2.5	0,8			Y2.5	0,7
5	96		02			5	27

The results above are indicated by the outer loading value item > 0,70, it is valid and can proceed to the next analysis.

3.3 AVE. test

Table 2. AVE. results

Research Variable	Average Variance Extracted (AVE)
Work Discipline (X1)	0,641
Work Motivation (X2)	0,687
Compensation (Y1)	0,761
Employee Performance (Y2)	0,708

Based on the explanation of the results above, it shows that all constructs can be said to be valid, both the AVE value and the outer loading value in each indicator have shown >0,50.

3.4 Reliability Testing (Composite Reliability)

Table 3. Composite reliability results

Research Variable	Composite Reliability
Work Discipline (X1)	0,899
Work Motivation (X2)	0,916
Compensation (Y1)	0,905
Employee Performance (Y2)	0,916

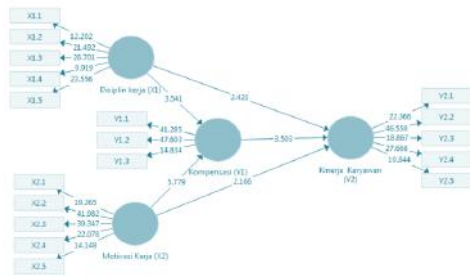


Fig 2: Inner Model

The results of the analysis show that composite reliability on all constructs has a satisfactory value, namely the value of each variable is above the minimum value of 0,70. based on these values indicate the consistency and stability of the instrument used is very high. In other words, it can be concluded that the reliability of the instrument is met.

3.5 Inner model testing (Structural Model)

4. Hypothesis test

Table 4. Direct effect

Research Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Employee Performance (Y2)	0,298	0,294	0,123	2,421	0,016
Work Discipline (X1) -> Compensation (Y1)	0,325	0,396	0,092	3,541	0,000
Compensation (Y1) -> Employee Performance (Y2)	0,401	0,396	0,115	3,503	0,001
Work Motivation (X2) -> Employee Performance (Y2)	0,223	0,234	0,103	2,166	0,031
Work Motivation (X2) -> Compensation (Y2)	0,500	0,506	0,086	5,779	0,000

4.1 The influence of work discipline on employee performance at the Lamandau Hospital

The test results with the PLS approach resulted in the coefficient of the influence of work discipline on employee performance at the Lamandau Hospital (p value 0.016 < 0.05). based on the result of the statistical t-test of 2.421, because the t-statistic value is greater than t-table 2.00, the hypothesis that “work discipline affects

employee performance in Lamandau Hospital” supports.

4.2 The influence of work discipline on compensation in Lamandau Hospital

The result of the test using the PLS approach resulted in the coefficient of the influence of work discipline on compensation at the Lamandau Hospital with a value (p value 0.000 < 0.05). based on the results of the t-test of 3.541, because the t-

statistic value is greater than the t-table 2.00, the hypothesis which states “work discipline on compensation at Lamandau Hospital” supports.

4.3 The influence of compensation on employee performance at the Lamandau Hospital

The results of the test using PLS approach resulted in the coefficient of the influence of work motivation on employee performance at the Lamandau Hospital with a value of (p value 0.001 < 0.05). based on the results of the t-test of 3.503, because the t-statistic value is greater than the t-table 2.00, the hypothesis that “compensation affects employee performance at Lamandau hospital” supports.

4.4 The influence of work motivation on employee performance at Lamandau Hospital

The results of the test using the PLS approach resulted in a coefficient value of the influence of work motivation on employee performance at Lamandau Hospital with a value (p value 0,031 <

0,05). Based on the results of the statistical t-test of 2.166, because the t-statistic value is greater that t-table 2.00, the hypothesis which states “work motivation affects employee performance in Lamandau Hospital” supports.

4.5 The influence of work motivation on compensation in Lamandau Hospital

The test results with the PLS approach resulted in a coefficient of the influence of work motivation on compensation in Lamandau Hospital with a value (p value 0,000 < 0,05). Based on the results of the statistical t-test of 5.779, because the t-statistic value is greater than the t-table 2.00, the hypothesis which states “work motivation effects compensation at Lamandau Hospital” supports.

5. The influence of work discipline on employee performance at the Lamandau Hospital

Table 5. Indirect effect

Research Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Employee Performance (Y2)	0,130	0,129	0,053	2,464	0,014
Work Motivation (X2) -> Employee Performance (Y2)	0,201	0,201	0,069	2,890	0,004

5.1 The influence of work discipline employee performance mediated by compensation at Lamandau Hospital

The test results with the PLS approach resulted in the coefficient of work discipline on the performance of health workers mediated by compensation at the Lamandau Hospital (p value 0.014 < 0.05). based on the results of the statistical

t-test of 2.464, because the t-statistic value is greater than t-table 2.00, the hypothesis which states “Work discipline affect the performance of health workers mediated by compensation in Lamandau Hospital” supports.

5.2 The influence of work motivation on employee performance mediated by compensation at Lamandau Hospital

The test results with the PLS approach resulted in the coefficient of the influence of work motivation on employee performance mediated by compensation at Lamandau Hospital (p value $0.000 < 0.05$). based on the results of the statistical t-test

of 2.890, because the t-statistic value is greater than t-table 2.00, the hypothesis which state “Work motivation affects employee performance mediated by compensation at Lamandau Hospital” supports.

Goodness of fit variable contribution model

Table 6. Inner Model Analysis (Goodness of fit model)

Research Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Performance (Y2)	0,670	0,690	0,056	11,863	0,000
Compensation (Y1)	0,568	0,588	0,059	9,671	0,000

The suitability of the structural model can be seen from Q2 as follows:

$$\begin{aligned}
 Q2 &= 1 - \{(1 - R21)(1 - R22)\} \\
 &= 1 - \{(1 - 0,56821)(1 - 0,67022)\} \\
 &= 1 - \{(1 - 0,322)(1 - 0,448)\} \\
 &= 1 - \{(0,677)(0,551)\} \\
 &= 1 - 0,373 = 0,626
 \end{aligned}$$

The results above show that the achieved Q2 is 0.626 multiplied by 100% showing a contribution of 62.6%, meaning that the Q2 value shows a value above zero providing evidence that the model has a reasonable level of predictive relevance. The R-square value for the compensation variable is 0.568. this means that work discipline and motivation contribute to compensation by 56.8%. R-square for employee performance variable is 0.670. this means that work discipline and motivation can predict employee performance by 67.0%.

6. DISCUSSION

6.1 The influence of work discipline on employee performance at Lamandau Hospital

The results showed that work discipline had an effect on employee performance at Lamandau Hospital. Many researches on work discipline have been carried out, Nanawi in his research shows that work discipline has a close relationship to performance in line with research conducted by Utama showing that work discipline and the compensation system have a positive and significant influence on employee performance, this causes booth good and bad work discipline and employee compensation systems will have an influence on the good and bad performance of employees [7].

To improve performance, apart from the employee factor, the organization must also provide feedback in accordance with the performance that has been given by its employees. One form of remuneration from the company to employees is compensation. According to [8] that the compensation system for employees if implemented properly, this will have impact on employee performance. Adequate

compensation will affect the performance displayed by employees [9]. This opinion is accordance with research [10] that compensation has a positive effect on employee performance. According to Simamora in [9] there are two forms of compensation, namely financial compensation (direct compensation, indirect compensation) and non-financial compensation (work and work environment).

6.2 The influence of work discipline on compensation in Lamandau Hospital

Work has an effect on compensation in Lamandau Hospital. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, and the realization of company, employee and community goals. Therefore, each boss always tries to ensure subordinates have good discipline. A manager is said to be effective in leadership, if the employees discipline. To maintain and promote good discipline is a difficult thing. Because many factors influence it, one of which is compensation [11].

The results of the research at the Lamandau Hospital proved that the compensation provided by the hospital was good and in line with expectations, based on the results of the description of the respondents' answers, namely the indicators of allowances or medical services provided were in accordance with the roles and positions of employees working in the agency seen from the mean number obtained in the table description of respondents' answers that is 3.34. The division of tasks according to the role and position of the employee is a job breakdown that contains comprehensive information about the duties, responsibilities, and conditions required if the work is carried out. The benefits of the division which essentially include clarification of responsibilities,

job evaluation, performance appraisal, and compensation in accordance with job responsibilities, and carrying out work according to hospital procedures and disciplinary rules in the hospital.

6.3 The influence of work motivation on employee performance at Lamandau Hospital

The findings of the study indicate that there is an effect of work motivation on employee performance at Lamandau Hospital. Employee performance is strongly influenced by the work ethic and work discipline of employees. A professional work ethic is a key to route to success. One attitude that supports a high work ethic is work discipline. Work discipline is discussed in conditions that often arise are negative. Discipline is more associated with sanctions or punishment. Discipline in a discipline can be interpreted as the attitude of a person or group who intends to follow the rules that have been set [8].

Previous studies have also proven that work motivation has an effect on performance. This is as in a study [12] that a high increase in motivation can have a positive impact on employee performance because without good motivation from employees it will be difficult for companies to achieve optimal results. According to [13] states that motivation has a positive and significant influence on employee performance. In line with that, today's efforts to improve the performance of government organizations, among others, rely on the ability to motivate employees through the "pay for performance system" (Houston). Especially for achievement motivation is also proven to have an influence on performance. this is done by Jackson et al., after reviewing the study conducted by Strain and Churchill, which confirmed that achievement motivation has a relationship with performance.

this is also supported by research by Allen et al., who found that individuals with high achievement motivation scores have high performance [14].

6.4 The influence of motivation on compensation in Lamandau Hospital

The findings of the study indicate that motivation has an effect on compensation in Lamandau Hospital. Motivation is something that encourages someone to behave in achieving a goal. The size of the motivation depends on each person. Based on the research of Seniwiloba and Nchorbono which states that the higher the work motivation, the higher the employee's performance. An employee will have a good performance, if he has wants, hopes and needs, goals, encouragement, drives, and incentives that are supported by good work skills [15].

Motivation questions how to direct the potential power of subordinates so that they want to work productively and successfully achieve and realize the goals that have been determined. Work motivation consists of two words, namely motivation and work. In developing human resources, there are several approaches, including through a motivational approach, because an individual, an employee also has something main about behavior, attitudes, characters and habits that grow and develop which are shaped by environmental conditions and experiences in the workplace.

Organizational goals will be difficult to achieve, if employees do not want to explore the potential that exists within them to work as much as possible. In other words, providing motivation by the organization is so that employees continue to work well and always provide the best performance for the organization. It is the duty of every leader to

encourage and motivate every subordinate to excel. Compensation and Motivation have a positive influence on the performance of Subang General Hospital employees with a strong correlation level. This shows that the higher the compensation and the higher the motivation, the higher the employee's performance [16].

6.5 Effect of compensation on employee performance at Lamandau Hospital

The findings of the study indicate that compensation has an effect on employee performance at Lamandau Hospital. In line with the research conducted by [17] showed a p value of $0.000 < 0.05$ which means that the hypothesis in this study is accepted, or in other words there is an effect of compensation on the performance of the employees of RSU Manuaba Denpasar. The results showed that the higher the compensation given by the Lamandau Hospital, the higher the employee's performance, and vice versa the lower the compensation given, the lower the employee's performance. In line with the results of research conducted by Widyatmini showed that compensation positively and significantly affects employee performance. And once the results of research conducted by [17] show that compensation has a positive and significant effect on employee performance, this means that the better the compensation, the higher the employee's performance [17].

6.6 The influence of work discipline on performance mediated by compensation at the Lamandau Hospital

The findings of the study indicate that work discipline has an effect on performance mediated by compensation in Lamandau Hospital. Research conducted by [18] explains that work discipline has

a significant effect on employee performance at RSU Bhakti Rahayu Ambon. This is evidenced by the hypothesis testing described in table 4.10, where, from a significant probability value of $(0.000 < 0.05)$ with a value of $t \text{ count} > t \text{ table}$ $(4.511 > 2.002)$. The results of this study are evidenced by the value of the regression coefficient, namely $\beta = 0.554$, which means that if work discipline increases, employee performance will also increase. The results of this study justify that the encouragement of work discipline can improve employee performance.

The results of research at the Lamandau Hospital prove that employees have good work discipline where, based on the results of the description of the respondents' answers, namely the indicator of a high level of alertness is more influential, it can be seen from the number of means obtained in the description table of respondents' answers, which is 3.52. The highest assessment relates to respondents who start and end work on time according to the rules in the hospital. Compliance with regulations includes punctuality, as well as the implementation of predetermined procedures. Punctuality is a form of employee discipline by arriving on time, orderly, and regularly. The implementation of established procedures shows that employees have good work discipline. This is related to the theory of work discipline according to [18] which states that good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This can encourage increased performance and the achievement of company, employee, and community goals. In other words, work discipline is the main capital that will determine the level of employee performance [18].

6.7 The influence of motivation on performance mediated by compensation in Lamandau Hospital

The research findings indicate that there is an influence of motivation on performance mediated by compensation in Lamandau Hospital. This proves that with good work motivation, nurses will have better performance. Work motivation is an encouragement or enthusiasm that arises in a person or nurse to do a job, because of external stimuli, both from superiors and the work environment, as well as the basis for meeting needs and satisfaction, as well as fulfilling responsibility for the tasks assigned, given and carried out within the organization.

Good performance can help nurses to achieve goals better. [15] mentions that motivation is the desire to do something and some argue that motivation is a psychological process that grows and directs behavior towards achieving goals or goal-directed behavior. [15] states motivation as a process that causes intensity, direction, and individual persistence towards achieving goals. This is also in line with Sukidi and Farid's research which states that motivation has a significant effect on employee performance. The higher the work motivation, the higher the resulting performance [15].

7. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that: 1. Work discipline has a positive and significant effect on employee performance at the Lamandau Hospital. 2) Work discipline has a positive and significant effect on compensation at the Lamandau Hospital. 3) Work motivation has a positive and significant effect on employee performance at the Lamandau Hospital. 4) Work motivation has a positive and significant effect on compensation at the Lamandau Hospital. 5) Compensation has a positive and significant effect on employee performance at the

Lamandau Hospital. 6) Work discipline has a positive and significant effect on performance mediated by compensation at the Lamandau Hospital. 7) Motivation has a positive and significant effect on performance mediated by compensation at the Lamandau Hospital.

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