

The Influence of Work Discipline, Organizational Commitment, and Work Environment on Employee Performance at RSUD Brebes Regency

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ABSTRACT

- Submitted:** 05-08, 2025
Purpose of the study — *Brebes Regional Hospital as a referral hospital in Brebes district has various facilities that support examinations and services to the community. In general, the Brebes Regional Hospital has performed well, but there are still several complaints submitted to the Brebes Regional Hospital. The performance of RSUD Brebes is quite good, but from the results of the assessment of organizational performance there are still things that have not been achieved in the hospital quality indicators of RSUD Brebes in 2023. This research aims to analyze the influence of work discipline, organizational commitment and work environment on employee performance at Brebes Regional General Hospital.*
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Research method— *This research was conducted using multiple linear analysis, with the t test and f test as hypothesis testing. The sampling technique uses a non-probability sampling technique with a purposive sampling method. The test equipment used for data processing used SPSS version 25 software. The data collection technique was carried out by distributing questionnaires. The analysis techniques used are validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression test and coefficient of determination.*
- Result**— *summarize the result or findings of your study The results of the coefficient of determination show that employee performance which is influenced by work discipline, organizational commitment and work environment variables is 71.3% while the remaining 28.7% is influenced by other factors not included in this research. Based on the results of the hypothesis testing carried out, it can be concluded that the significance value is <0.05 and $t_{count} > t_{table}$, so the independent variable partially influences the dependent variable.*
- Conclusion**—*The results of testing this hypothesis show that work discipline, organizational commitment and the work environment simultaneously have a positive and significant effect on employee performance.*

Keywords: *Work Discipline, Organizational Commitment, Work Environment, Employee Performance*



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INTRODUCTION

The rapid development of technology has brought about many changes in life, and its progress is inevitable. Human resource management plays a very important role as it has the task of managing human elements properly in order to acquire employees or workers with the appropriate quality. A company can survive and compete not only by mastering technology but also by effectively managing its human resources, so that technology and human resources work in balance, allowing the organization to achieve its goals (Sutrisno, 2019). Human resources are the integrated abilities of thinking and physical power possessed by individuals. Their behavior and characteristics are determined by their inheritance and environment, while their work performance is motivated by a desire to fulfill personal satisfaction (Priyono, 2016).

Employees, as components within an organization, play a very crucial role in the continuity of the organization. Leaders in companies must manage human resources effectively so that employees are able to work well for both individual and organizational interests (Tampubolon, 2016). Performance is the result of work, both in terms of quality and quantity, achieved by someone in carrying out tasks according to the responsibilities assigned to them (Mangkunegara, 2020). Employee performance is the outcome of actions or work carried out by employees in performing activities that are their responsibility at their workplace. RSUD Brebes, as a referral hospital in Brebes Regency, has various facilities supporting medical examinations and services for the public. A hospital should be a comfortable place for both hospital staff and patients seeking medical checkups, but the current condition is a concern for the public, especially in the Brebes area and its surroundings. RSUD Brebes has good performance but still faces complaints from the public.

The performance of RSUD Brebes employees is generally good, but there are still many areas for improvement. For example, the assessment results for the performance of the hospital in achieving quality indicators for RSUD Brebes in 2023. Most of the quality indicators for RSUD Brebes have met their targets, but there are still several indicators that have not been achieved. One of the factors influencing employee performance is work discipline. The implementation of discipline in an organization is necessary as it affects the effectiveness and efficiency of employees' work. Employee discipline must be applied by all staff to improve public service. Sutrisno (2009) defines work discipline as a person's behavior that complies with existing rules and work procedures, whether written or unwritten. A high level of discipline reflects how responsible an employee is for the tasks assigned to them. The influence of work discipline on employee performance is supported by research conducted by Muhammad Fathurrahman

(2023), Onitia Anggraini (2020), and Dian Nuryuliati Pratiwi (2021), which indicates that discipline has a significant effect on performance.

Employee performance is not only influenced by work discipline but also by organizational commitment. A strong organizational commitment within an individual employee will drive them to work hard to achieve the organization's goals. Employees with a high level of organizational commitment tend to have a positive outlook and strive to do their best for the benefit of the organization. High commitment makes individuals care about the organization's future and work to improve it, thereby reducing the likelihood of performance decline. According to Luthans (2006), organizational commitment is often defined as a strong desire to remain a member of the organization, to work hard in alignment with the organization's goals, and as a belief in and acceptance of the organization's values and objectives. In other words, this attitude reflects employee loyalty to the organization and a continuous process where members express their attention to the organization and its ongoing success and progress. The influence of organizational commitment on employee performance is supported by research conducted by Onitia Anggraini (2020), which shows that organizational commitment significantly affects performance. However, according to Akhmad Taqiyuddin, Lailatus Sa'adah, Diah Illun Nasikhaj (2023), organizational commitment does not significantly affect employee performance. Organizational commitment among employees at RSUD Brebes should improve employee performance, but some employees are still perceived as less responsible in carrying out their tasks.

Another factor affecting employee performance is the working environment. The work environment encompasses everything around employees that can influence them in carrying out their responsibilities. A good working environment includes both physical and non-physical aspects that provide a pleasant, safe, and peaceful atmosphere. According to Sedarmayanti (2011), the work environment is the total set of tools, materials, surroundings, working methods, and work arrangements, both individually and in groups, that influence employee performance. The work environment evolves, and organizations or companies that adapt to environmental changes are more likely to survive. The influence of the work environment on employee performance is supported by research from Anggi Dinanti Akhiriani and Taufik Risal (2023) and Brenda U.C. Warongan, Lucky O.H. Dotulong, and Genita G. Lumintang (2022), which concludes that the work environment does not significantly affect employee performance. However, research by Onitia Anggraini (2020) indicates that the work environment has a significant impact on performance.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Employee Performance

An employee carries out their function in accordance with the responsibilities given by the company to achieve good performance. With good performance from all employees, the company's goals will be easily achieved according to the established targets. According to Mangkunegara (2016:67), the term performance comes from the words job performance or actual performance (work achievement or actual performance achieved by an individual). Performance is defined as the result of work in terms of quality and quantity achieved by an employee in carrying out their tasks according to the responsibilities assigned to them.

Sedarmayanti (2013:14) defines performance as the result or level of success an individual achieves in performing tasks compared to the standards set. According to Edison (2016:190), performance is the result of a process that is referred to and measured over a certain period of time based on the terms or agreements that have been established previously. Prawirosentono in Awantara (2014:10) describes performance as the work results that can be achieved by an individual or group within an organization, in accordance with their authority and responsibilities, in an effort to achieve the organization's goals legally, without violating laws, and in accordance with moral and ethical standards.

The grand theory used in this study is the balance theory. According to Wexley and Yuki in Sinambela (2016), performance is an implementation of the balance theory. According to them, an individual will show optimal performance if they receive benefits and there is inducement in their work that is fair and reasonable. Based on the opinions above, it can be concluded that performance refers to the achievement results of an employee's work carried out according to the standards that have been determined to achieve the desired objectives.

Work Discipline

Work discipline is the attitude, behavior, and actions that comply with the regulations of the organization, whether written or unwritten (Sutrisno, 2009). Work discipline refers to an individual's ability to work regularly, diligently, continuously, in accordance with the applicable regulations, and not violate the rules set by the organization (Sinambela, 2012). Work discipline can be understood as an attitude and behavior performed voluntarily, with full awareness and willingness to follow the regulations set by the company or supervisor, whether written or not (Robbins, 2018). Therefore, work discipline refers to the willingness of employees to voluntarily comply with the established work rules, fulfill their obligations, not violate them, and adhere to the norms in the workplace.

Organizational Commitment

Organizational commitment refers to an individual's commitment to the organization where they work. An individual's commitment to the organization is a guarantee to maintain the continuity of that organization. According to Luthans (2006), organizational commitment is most often defined as a strong desire to remain a member of the organization, a willingness to work hard in line with the organization's desires, and as a belief in and acceptance of the organization's values and objectives. In other words, this attitude reflects employee loyalty to the organization and a continuous process where members express their concern for the organization and its ongoing success and progress.

The social exchange theory developed by John W. Thiabut, Harold H. Kelley, George C. Homans, Richard Emerson, and Peter M. Blau, states that employees who understand their company's ability to meet their needs will improve performance and exhibit attitudes and behaviors that the company desires. Employees are committed to providing benefits to the company by improving performance and showing positive attitudes and behaviors (Widhari and Ardana, 2021). According to Blau (1964) in Astuti (2019), employees who receive support from supervisors will reciprocate by behaving positively towards the company.

According to Meyer and Allen (1997:25), organizational commitment is a psychological construct that characterizes the relationship between members and the organization and has implications for an individual's decision to continue their membership in the organization. Wibowo (in Julitawaty, 2017) defines organizational commitment as the feelings, attitudes, and behaviors of an individual who identifies themselves as part of the organization, is involved in the organization's activities, and is loyal to the organization in achieving its goals.

Work Environment

The work environment, like any other environment, requires individuals to adapt to the conditions in which they work. Therefore, individuals in the work environment may experience stress. The work environment refers to everything in the surrounding area of employees that can affect their performance in carrying out the tasks they are responsible for. Sedarmayanti (2011) also states that the work environment consists of all tools, materials, surroundings where a person works, the working methods, and the work arrangements, whether individually or as a group, and is one of the factors influencing an employee's performance.

According to Prasetyo (2021), the work environment refers to the tools, materials, working methods, and arrangements faced by an individual while performing their job, both as an individual and as part of a group. Additionally, according to Latif et al. (2022), the work environment refers to the setting where employees perform their daily tasks. A conducive work environment will provide a sense of security and motivate employees to work optimally. Furthermore, the work environment can also influence employees' emotions. For instance, if employees enjoy their work environment, they will feel comfortable and engaged, thereby using their work time effectively and optimally, which leads to higher work performance.

B. HYPOTESIS DEVELOPMENT

The Influence of Work Discipline on Employee Performance

Work discipline encourages employees to comply with rules, arrive on time, and complete tasks according to standard operating procedures (SOP). This enables them to work more efficiently, which in turn increases productivity and performance. Hospital employees who demonstrate discipline tend to be able to provide healthcare services more quickly and effectively. They will follow the schedules and priorities set, reducing patient wait times and improving the quality of service. Based on the explanation above, the first hypothesis of this study is as follows:

H1: Does work discipline significantly affect employee performance?

The Influence of Work Commitment on Employee Performance

The relationship between work commitment and employee performance is very close and significant in various organizational contexts, including companies, government institutions, and hospitals. Employees with a high level of work commitment tend to have greater motivation in their work. They feel emotionally attached to the organization and its goals, which motivates them to contribute maximally. This motivation drives them to work harder, be more productive, and focus on the quality of their output. As a result, employee performance improves as their enthusiasm and dedication to completing tasks increase. Based on the explanation above, the second hypothesis proposed in this study is as follows:

H2: Does work commitment significantly affect employee performance?

The Influence of Work Environment on Employee Performance

The relationship between the work environment and employee performance is closely connected because a good work environment supports productivity, comfort, and employee well-being, which positively impacts their performance. A clean, safe, and comfortable work environment, with facilities such as ergonomic desks, proper lighting, and adequate air circulation, can enhance employee focus and comfort. Employees who feel physically comfortable are likely to be more productive and perform better. A psychologically supportive work environment, such as having good relationships with colleagues and supervisors, a pressure-free atmosphere, and fair recognition, can enhance employee motivation and morale. These conditions contribute to performance improvement because employees feel more appreciated and supported. Based on the explanation above, the third hypothesis proposed in this study is as follows:

H3: Does the work environment significantly affect employee performance?

The Simultaneous Influence of Work Discipline, Work Commitment, and Work Environment on Employee Performance

Good discipline creates efficiency in task execution, reduces errors, and increases productivity, which ultimately has a positive impact on performance. Strong organizational commitment creates intrinsic motivation that supports employees in performing better, as they feel a strong sense of involvement and responsibility for the success of the organization. A good work environment creates a productive atmosphere where employees can work with focus, creativity, and a sense of support, which in turn enhances both the quality and quantity of performance. Simultaneously, work discipline, organizational commitment, and the work environment reinforce each other in improving employee performance. Discipline ensures efficiency and order, commitment enhances motivation and loyalty, while a good work environment provides the comfort and support needed to achieve optimal work results. The synergy between these three factors creates an ideal condition for employees to achieve high productivity and performance. Based on the explanation above, the fourth hypothesis proposed in this study is as follows:

H4: Do work discipline, work commitment, and work environment simultaneously significantly affect employee performance?

METHOD

This type of research uses a quantitative research method. According to Sugiyono (2015), quantitative research can be defined as a research method based on the philosophy of positivism, used to study a specific population or sample, where data is collected using research instruments, analyzed, and presented in a quantitative/statistical form with the aim of testing a set hypothesis. The object of this research was conducted at the office of the Regional General Hospital (RSUD) of Brebes Regency. In this study, the population consists of non-healthcare employees at RSUD Brebes, totaling 288 people. The sampling technique used in this research is nonprobability sampling. The sample size was determined using the Taro Yamane formula, resulting in 74 respondents. Data collection was carried out using a questionnaire, with a Likert scale as the measurement scale. The instrument tests conducted in this study were validity and reliability tests. The data analysis techniques included classical assumption tests, multiple linear regression analysis, determination tests, and hypothesis testing.

RESULTS AND DISCUSSION

A. RESULTS

The multiple linear regression analysis method in this study was conducted using SPSS 25, with the following results:

Table 1. *Results of Multiple Linear Regression Test*

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)
(Constant)	12.499	1.475	
Work Discipline	0.189	0.040	0.318
Organizational Commitment	0.191	0.049	0.302
Work Environment	0.300	0.050	0.462

From the results of the multiple linear regression analysis above, the equation can be obtained as follows:

$$Y = 12.499 + 0.189 X1 + 0.191 X2 + 0.300 X3 + e$$

The interpretation of this multiple linear regression equation is as follows: The constant value is positive, 12.499, which indicates that if the variables of work discipline (X1), organizational commitment (X2), and work environment (X3) remain constant, it can be assured that without the influence of other variables, the performance value of employees at RSUD Brebes will remain positive and increase by 12.499.

The regression coefficient value for the work discipline variable (X1) is positive at 0.189, assuming other independent variables remain constant. This shows that the work discipline variable (X1) can increase employee performance at RSUD Brebes by 1 point, or 18.9%. The regression coefficient value for the organizational commitment variable (X2) is positive at 0.191, assuming other independent variables remain constant. This indicates that the organizational commitment variable (X2) can increase employee performance at RSUD Brebes by 1 point, or 19.1%.

The regression coefficient value for the work environment variable (X3) is positive at 0.300, assuming other independent variables remain constant. This shows that the work environment variable (X3) can increase employee performance at RSUD Brebes by 1 point, or 30%. The result of the coefficient of determination (R^2) analysis, which was conducted using regression analysis on the SPSS 25 application, is as follows:

Table 2. Results of the Coefficient of Determination (R^2) Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.851	0.725	0.713	1.26206

a. Predictors: (Constant), Work Environment, Work Discipline, Organizational Commitment

b. Dependent Variable: Employee Performance

Based on the table above, the R value is 0.851 or 85.1%. This means that the relationship or correlation between the independent variables (work discipline, organizational commitment, work environment) is very strong. The adjusted R square value of 0.713 indicates that the

employee performance, which is influenced by the variables of work discipline, organizational commitment, and work environment, accounts for 71.3%, while the remaining 0.287 or 28.7% is influenced by other factors not included in this study. The results of the F-statistic test conducted using regression analysis on the SPSS 25 application are as follows:

Table 3. Results of the F-statistic Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	293.545	3	97.848	61.432	0.000
Residual	111.496	70	1.593		
Total	405.041	73			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Discipline, Organizational Commitment

The statistical calculation using SPSS obtained an F value of 61.432, while the F table value was 2.74, determined by looking up the F table with degrees of freedom $df_1 = K-1$ (4-1) and $df_2 = n-k$ (74-4) at a significance level of 0.05, so $F_{\text{calculated}} > F_{\text{table}} = 61.432 > 2.74$. This indicates that H_0 is rejected and H_a is accepted, meaning that the variables of work discipline, organizational commitment, and work environment together (simultaneously) have a significant effect on the employee performance variable at RSUD Brebes.

B. DISCUSSION

Based on the calculations in this study, it can be concluded that work discipline has a positive and significant effect on employee performance. This is consistent with the calculation results that yield a t-value of 4.677, which is greater than the t-table value of 1.995, with a significance value of 0.000, which is less than 0.05. This proves that the work discipline applied to employees at RSUD Brebes has a positive impact on improving employee performance. The management of RSUD Brebes pays more attention to the discipline level of all employees to ensure that all performance indicators of the organization are achieved. The work discipline factor that influences employee performance, with the most frequent frequency distribution, is time discipline, with an average score of 4.29. This finding is also in line with Sutrisno (2009), who stated that work discipline is a behavior that conforms to existing regulations and work procedures. The higher the discipline applied by employees, the greater the opportunity to achieve the organization's goals. Previous research conducted by Muhammad Fathurrahman, Santi Nururly, and Mukmin Suryanti (2023) also showed that work discipline has a positive and significant effect on employee performance.

Based on the calculations in this study, it can be concluded that organizational commitment has a positive and significant effect on employee performance. This is consistent with the calculation results that yield a t-value of 3.885, which is greater than the t-table value of 1.995, with a significance value of 0.000, which is less than 0.05. This proves that the commitment to the organization held by employees at RSUD Brebes has a positive impact on improving employee performance. Employees with a high level of commitment to the organization will work maximally to improve organizational performance. RSUD Brebes management should involve its employees more in activities that support the enhancement of employee performance. Organizational commitment influences performance, with the most frequent frequency distribution found in the involvement dimension, with an average score of 4.24. This result is also in line with Luthans (2006), who stated that organizational commitment is most often interpreted as a strong desire to remain a member of the organization, a willingness to work hard in line with the organization's goals to achieve the organization's objectives. Previous research conducted by Vivi Mayasari Piliang (2022) also showed that work commitment has a positive and significant effect on employee performance.

Based on the calculations in this study, it can be concluded that the work environment has a positive and significant effect on employee performance. This is consistent with the calculation results that yield a t-value of 6.024, which is greater than the t-table value of 1.995, with a significance value of 0.00, which is less than 0.05. This proves that the work environment conditions at RSUD Brebes have a positive impact on improving employee performance. The work environment significantly influences organizational performance because a good environment makes employees comfortable and allows them to work maximally. The work environment influences employee performance, with the most frequent frequency distribution found in the non-physical condition dimension, with an average score of 4.28. This result is also consistent with Sedarmayanti (2011), who stated that the work environment is one of the factors influencing an employee's performance. Previous research conducted by Onitia Anggraini (2020) also found similar results, where the work environment had a positive and significant effect on employee performance.

Based on the calculations in this study, it can be concluded that work discipline, organizational commitment, and the work environment simultaneously have a positive and significant effect on employee performance, as shown by the calculation results with an F-value of 61.432, which is greater than the F-table value of 2.74. This calculation indicates that the implementation of work discipline for employees has a positive impact on employee and organizational performance. Organizational commitment held by employees at RSUD Brebes positively impacts employee performance, as does the condition of the work environment at RSUD Brebes, which also has a very positive impact on employee performance. Based on the

frequency distribution data in this study, it can be seen that the employee performance with the dimension of teamwork ability contributes the most, with an average score of 4.162. The results of the coefficient of determination (R^2) analysis using regression analysis on the SPSS 25 application yielded an R value of 0.851 or 85.1%, which indicates that the independent variables, namely work discipline, organizational commitment, and the work environment, have a very high influence. The adjusted R square value of 0.713 means that the variables of work discipline, organizational commitment, and the work environment have an influence of 71.3%, while the remaining 28.7% is influenced by other factors or variables not included in this study. The results of this study align with the research conducted by Akhmad Taqiyuddin, Lailatus Sa'adah, and Diah Illun Nasikhah (2023), which found that the variables of work discipline, organizational commitment, and the work environment collectively influence employee performance.

CONCLUSION

Based on the data analysis results of this study regarding the influence of work discipline, organizational commitment, and work environment on the performance of employees at RSUD Brebes Regency, it can be concluded that all the hypotheses in this study are accepted. The work discipline variable has a positive and significant partial effect on employee performance. This indicates that the implementation of good time discipline for all employees can improve the performance of employees at RSUD Brebes Regency. The level of discipline can also serve as an assessment by superiors of the performance of subordinates, so there is no reason for employees not to apply work discipline in carrying out their tasks.

The organizational commitment variable has a positive and significant partial effect on employee performance. This shows that the commitment to the organization held by employees significantly influences organizational performance. Employees with a high level of commitment will demonstrate loyalty to the institution where they work, striving to perform their tasks as best as they can to achieve organizational goals. This loyalty must be continuously nurtured by the management of RSUD Brebes Regency so that employees will always take pride in their work and continue to strive to improve the performance of the institution where they work.

The work environment variable has a positive and significant partial effect on employee performance. This indicates that the work environment significantly influences employees in performing or completing the tasks they are responsible for. Employees can work maximally if the working environment is comfortable and supportive of them in carrying out their duties. The work environment condition is not only physical but is also influenced by the non-physical environment, so the management of RSUD Brebes Regency must continue to pay attention to and maintain the working environment to ensure it remains comfortable, tidy, and safe, making employees feel happy in carrying out their duties.

The work discipline, organizational commitment, and work environment variables simultaneously have a positive and significant effect on employee performance. This shows that the implementation of discipline for employees, commitment to the organization by employees, and the condition of the work environment all influence employee performance at RSUD Brebes Regency. Organizational performance can be optimally achieved if the organization is able to formulate a well-thought-out work plan, then implement it sincerely and effectively address the obstacles or factors that influence the achievement of organizational performance.

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