

INFLUENCE OF ORGANIZATIONAL CULTURE, COMMITMENT AND WORK DISCIPLINE AND MOTIVATION TO PERFORMANCE OF EMPLOYEES IN ARJAWINANGUN HOSPITAL

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ABSTRACT

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Purpose of the study — *In order to realize an organizational culture that is suitable to be applied to an organization, it is necessary to have the support and participation of all members within the scope of the organization. Employees form an overall perception based on the characteristics of organizational culture which include innovation, stability, caring, result orientation, leader behavior, team orientation, these characteristics are found in the organization. Organizational commitment reflects how an individual identifies with the organization and is bound by its goals. Leaders are advised to improve performance in order to get a higher level of commitment.*

Research method—*quantitative method, The population in this study were all employees of RSUD Arjawinangun, amounting to 848 employees. Sampling using the purposive sampling method which establishes certain considerations or criteria that must be met by the samples used in this study. In this study, a sample of 90 employees will be taken*

Result— *Organizational culture has a significant value of 0.046, organizational commitment has a significant value of 0.035, work discipline of 0.001, and motivation of 0.001 each of which is smaller than 0.05 so it can be concluded that organizational culture, organizational commitment, work discipline and work motivation has a significant influence on employee performance.*

Keywords: *Commitment, Work Discipline, Work Motivation, Organizational Culture, and Employee Performance.*



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INTRODUCTION

The success of an organization is strongly influenced by the individual performance of its employees. Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved. Various ways will be taken by the company in improving the performance of its employees, for example by improving performance, motivating employees, increasing commitment, supporting core values, improving training and development processes, increasing the skill base, seeking continuous improvement and development, seeking career planning bases and so on (Siswoyo, 2018).

Leadership plays a very important role in organizational management. Leadership is the process of influencing from one individual to another to achieve a common goal (Kreitner & Kinicki, 2008). A leader's effort to achieve goals requires a leadership style, Fitriati (2015) says that leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing workers. Results; research by Bryan Johannes Tampi, (2014); Siti Madina (2016); Aris, Sudirja and Nanang, (2018) show that leadership style affects employee performance.

Work motivation of employees can be influenced by several factors including organizational culture and job rotation (Masrukhin and Waridin, 2006). Leadership style and organizational culture have a positive influence on employee performance and the level of correlation is very strong, the higher the leadership style and the higher the organizational culture, the higher the employee's performance (Antou, D. O. 2013; Trang, D. S. 2013; Wahyuni, Y., & Senen, S. H. 2016). Ivancevich (2006) a strong organizational culture is characterized by the presence of employees who share core values. The more values are embraced and core values are accepted, the stronger the culture, and the greater the influence on organizational behavior. Tirtayasa, S. (2019) revealed that there is a positive and significant influence between the variables of leadership, organizational culture and motivation on employee performance. Based on observations at the Regional Secretariat, the operational process is not in line with existing human resources. Employee turnover with a fairly fast time span is one of the problems that is the object of this research, several factors that can affect the problems in this local government office. The leadership style is suspected to be a factor causing this problem, an authoritarian leadership style that results in the exit of employees who cannot last long. Leaders must have a democratic leadership style, by accepting criticism and suggestions from their subordinates. In addition to being democratic, a leader must also have a leadership style that is free, free in making choices, free to work. So that employees have high creativity to be able to develop the potential of existing employees. Organizational culture is considered a causal factor in addition to leadership style.

Based on the description above, the researcher is interested in conducting a study entitled "The Influence of Leadership Style, Work Motivation and Organizational Culture on Employee Performance at the Regional Secretariat of Cirebon Regency".

METHOD

The type of research used by the author is associative research, namely research to determine the relationship between two or more variables. This study aims to examine the effect of the role of organizational culture, organizational commitment, discipline and work

motivation on the performance of Arjawinangun Hospital employees. The population in this study were all employees of RSUD Arjawinangun, amounting to 848 employees. Sampling using the purposive sampling method which establishes certain considerations or criteria that must be met by the samples used in this study. In this study, a sample of 90 employees will be taken. The data analysis technique used is the classical assumption test, multiple linear regression test, hypothesis testing and the coefficient of determination test. The following is a picture of the research design:

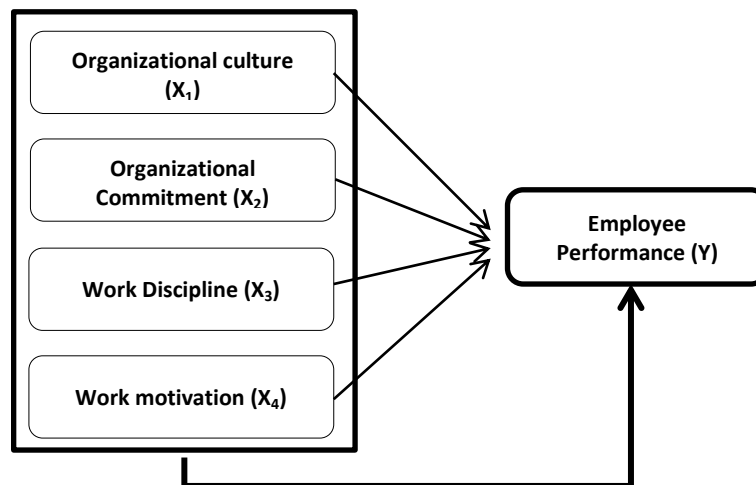


Figure 1 Research Design

RESULTS AND DISCUSSION

The normality test aims to test whether in the regression model, the confounding variable or residual has a normal distribution, there are two ways to detect whether the residuals are normally distributed or not, namely by statistical tests and graphic analysis. Statistical tests can use the Kolmogorov Smirnov test, which are as follows:

Table1
Result of One Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,62392581
Most Extreme Differences	Absolute	,119
	Positive	,057
	Negative	-,119
Test Statistic		,119
Asymp. Sig. (2-tailed)		,303 ^c

a. Test distribution is Normal.

- b. Calculated from data.
- c. Lilliefors Significance Correction.

Table 1 shows that the Asymp. Sig. (2-tailed) is greater than 0.05. So it can be concluded that the data tested in this study were normally distributed. The results of the graph analysis are seen through the spread on the diagonal axis of the P-Plot or by looking at the histogram graph.

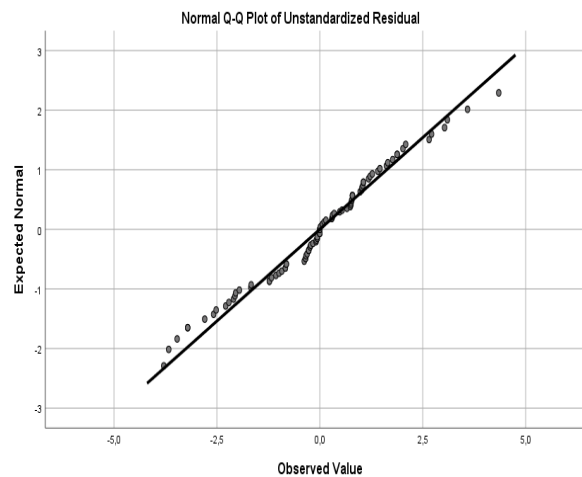


Figure 2 P-Plot Normal Graph

By looking at the display of the p-plot graph, it can be seen that the points spread around the diagonal line, and the direction of the distribution follows the direction of the diagonal line, it can be concluded that the data is normally distributed.

F Statistical Test (Simultaneous Significance Test)

The test shows whether all the independent variables, namely organizational culture, organizational commitment, work discipline and work motivation, simultaneously or jointly affect the dependent variable, namely employee performance.

Table 2. Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	223,695	4	55,924	20,253	,000 ^b
	Residual	234,705	85	2,761		
	Total	458,400	89			
a. Dependent Variable: Kinerja Kerja						
b. Predictors: (Constant), Motivasi Kerja, Budaya Organisasi, Komitmen Organisasi, Disiplin Kerja						

Based on table 2, it can be seen that organizational culture, organizational commitment, work discipline and work motivation simultaneously or jointly have a significant effect on employee performance as indicated by a significant value of 0.000 which is smaller than 0.05. The same thing was revealed by Kuddy, A. (2017), Nasyiah, B., & Nurhikmahyanti, D. (2018). Nasir, M., Taufan, R. R., Fadhil, M., & Syahnur, M. H. (2021),

The results of the coefficient of determination (R²) explain that organizational culture, organizational commitment, work discipline and work motivation simultaneously or together can explain employee performance by 78.8%, the remaining 21.2% is explained by other factors outside the research model.

Statistical t Test (Partial Significance Test)

The results of the partial test state that organizational culture, organizational commitment, work discipline, and work motivation partially have a significant effect on employee performance. To see the significance, it can be seen by comparing the significance value of the variable with 0.05, if the significance value is <0.05, the independent variable partially has a significant effect on the dependent variable.

Table 3. Partial Test (t Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2,637	2,347		1,123
	Budaya Organisasi	,117	,106	,014	,157
	Komitmen Organisasi	,109	,051	,199	2,145
	Disiplin Kerja	,268	,075	,383	3,563
	Motivasi Kerja	,326	,093	,305	3,493
a. Dependent Variable: Kinerja Pegawai					

Based on Table 3, it can be seen that the multiple linear regression equations are:

$$Y = 2,637 + 0,117X_1 + 0,109X_2 + 0,268X_3 + 0,326X_4 + e$$

Organizational culture has a significant value of 0.046, organizational commitment has a significant value of 0.035, work discipline of 0.001, and motivation of 0.001 each of which is smaller than 0.05 so it can be concluded that organizational culture, organizational commitment, work discipline and work motivation has a significant influence on employee performance.

Theoretically, organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by their organization. In fact, between corporate culture and employee satisfaction with relationships, where culture is said to provide guidance for an employee how he perceives the cultural characteristics of an organization, the values that employees need in work, interact with their groups, with systems and administration, and interact with their superiors.

Research conducted by Arianty, N. (2015), Tanuwibowo, M. H. (2015), Amanda, E. A., Budiwibowo, S., & Amah, N. (2017) A good organizational culture can create situations that can encourage employees to improve their performance and get maximum results. Companies can create a good and positive organizational culture climate by formulating values and rules that have a direction in achieving company goals and providing knowledge to customers. Employees are expected to be able to follow the organizational culture to the fullest, especially in the agreement to implement existing values and rules so as to improve performance.

Based on the results of hypothesis testing, it is concluded that there is a positive and significant effect between organizational commitment on employee performance statistically. Employees with low commitment will have an impact on turnover, high absenteeism, increased work slowness and lack of intensity to survive as employees in the organization, low quality of work and lack of loyalty to the company (Sopiah 2008). Sutanto, E. M., & Ratna, A. (2015), Nadapdap, K. N. M. (2017), Akbar, A., Al Musadieq, M., & Mukzam, M. D. (2017). Organizational

commitment encourages employees to keep their jobs and show the results they should. Employees who have a high commitment to the company tend to show good quality, more totality at work and the turnover rate for the company is low

Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Jufrizen (2018) proves that there is a positive and significant effect between work discipline on employees. In improving employee performance, what was revealed by Rialmi, Z. (2020), Damayanti, F. V., Djuhartono, T., & Sodik, N. (2021) that improving employee performance can be done by creating work discipline, because work discipline is managed properly will result in employee compliance with various organizational regulations aimed at improving performance.

Table 4. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,699 ^a	,788	,464	1,662
a. Predictors: (Constant), Motivasi Kerja, Budaya Organisasi, Komitmen Organisasi, Disiplin Kerja				
b. Dependent Variable: Kinerja Pegawai				

Based on Table 4, the coefficient of determination R² is located in the R-Square column. It is known that the coefficient of determination R² = 0.788. This value means organizational culture, organizational commitment, work discipline and work motivation simultaneously or together are able to explain employee performance by 78.8%, the remaining 21.2% is explained by other factors outside the research model.

CONCLUSION

Based on the results of data analysis and processing in this study, the authors can make several conclusions regarding the influence of organizational culture, organizational commitment, discipline and work motivation on employee performance at Arjawinangun Hospital as follows:

1. Organizational culture partially has a significant effect on the performance of Arjawinangun Hospital employees.
2. Partial organizational commitment has a significant effect on the performance of Arjawinangun Hospital employees.
3. Work discipline partially has a significant effect on the performance of Arjawinangun Hospital employees.

4. Work motivation partially has a significant effect on the performance of Arjawinangun Hospital employees.
5. Organizational culture, organizational commitment, work discipline and work motivation simultaneously have a significant effect on the performance of Arjawinangun Hospital employees.

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