

Original research

The influence of discipline, organization's commitment, and motivation to employee's performance and job satisfaction in Kajuruhan Hospital, Malang regency

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ABSTRACT:

The purpose of this study was to analyze and examine the influence of discipline, organizational commitment and motivation upon the job performance and job satisfaction at RSUD Kajuruhan Kabupaten Malang. Data collection was done by field observation, distributing the questionnaire and interviewing about 100 employees at RSUD Kajuruhan Kabupaten Malang as sample. Then, data was processed and analyzed by using path analysis method, with SPSS version 22. By path analysis it can be concluded that (a) discipline, organizational commitment and motivation have significant influence upon the job performance, (b) discipline, organizational commitment and motivation have no significant influence upon the job satisfaction, and (c) job performance has significant influence upon the job satisfaction at RSUD Kajuruhan Kabupaten Malang.

Keywords:

Discipline, organizational commitment, motivation, job performance, job satisfaction

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INTRODUCTION

The hospital is one of the important health care providers for the community. With the increasing need for health for the community, the hospital must always renew itself, in accordance with the social development that occurred. Regional General Hospital (RSUD) Kajuruhan Malang Regency is a hospital that is quite famous and serve many patients, not only from Malang and surrounding areas but also from the surrounding Cities. This shows how the hospital was quite famous at the time, but now the arrival of patients to this hospital began to decline. Data on outpatient and inpatient patients also decreased, to measure hospital bed usage commonly used BOR indicator which is a percentage of bed usage. According to international standards, good BOR ranges between 80-90% while for Indonesia the figure is between 70-80% (Ministry of Health, Directorate General of Medical Services, 2013).

The decrease in the number of patients and BOR in Kajuruhan general hospital is influenced by many factors, among others, due to the decrease of employee performance where in some employees work is less skilled to serve the patient, do not establish good communication with patient's family, lack of initiative in work, and so on. The reduction of employee performance is theoretically and empirically influenced by many factors such as discipline, organizational commitment and motivation.

Discipline in an organization (company) can be enforced when some regulations that can be obeyed by employees. Therefore, an organization has been able to work on most of the rules to be obeyed by its employees, it can be said that discipline can already be upheld. Increasing a discipline is very important for the organization, because with the discipline it will be expected the effectiveness and efficiency of the implementation of duties and responsibilities imposed to employees.

Organizational commitment according to Robbins (2001) is the degree to which an employee sides

with a particular organization and its purpose, and intends to maintain membership in the organization. Where the higher or stronger the commitment of an employee will have an impact on performance. Employee motivation (RSUD) Kajuruhan Malang Regency is also currently experiencing a decline seen from the number of employees who are less enthusiasm or less enterprising in working, working impressed origin completed without regard to the quality of his work. Decreased motivation will also decrease environmental management quality.

Decline in environmental quality will degrade the appearance of the Hospital, which does not seem to attract hospital visitors, and this will also decrease the number of patient visits.

The impact of inappropriate environmental management on health, especially the management of liquid waste, is caused by various types of bacteria, viruses and protozoa which if pollute water bodies/water sources have the potential to cause health problems. Comfort and aesthetic disturbances caused by the color and smell of waste liquid that is not tasty for the visitors of the hospital and the surrounding community. Environmental management also has an impact on the surrounding environment, namely by various contaminants of excessive pollutants in wastewater causing water pollution that impact on damage to ecosystem

Theoretical Framework

Discipline

Mangkunegara (2007) explains that discipline can be defined as the implementation of management to strengthen organizational guidelines. Work discipline is an attitude, behavior, deeds and decency of an employee in accordance with the rules of an organization / company whether written or not Siagian (1997) mentions the indicators that can be used to identify an employee's work discipline, including the following: (1) obeying the rules, which are related to employee obedience to

workplace regulations; (2) timely, ie with regard to employee obedience to arrive on time at work; And (3) work standards, which is related to the ability of employees to complete their work in accordance with existing work standards.

Organizational Commitment

According to Robbins (2001) organizational commitment is the degree to which an employee sides with a particular organization and its purpose, and intends to maintain membership within the organization. Understanding the current commitment, it is no longer merely a form of willingness employees stay in the organization for a long time. But more important than that, they want to give the best to the organization, even willing to do something beyond the limits required by the organization. This, of course, can only happen if employees feel happy and satisfied in the organization concerned. Armstrong (2007) mentions three main pillars in creating organizational commitment, namely: (1) feelings of being part of the organization, (2) interest in work, and (3) ownership of the organization.

Motivation

Hasibuan (2008) defines motivation as a driving force that creates an enthusiasm for one's work so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve job satisfaction. High and low motivation of one's work can be influenced by high desire or desire someone to fulfill their life needs. The higher the demands of his life then an employee will also be more motivated to work hard or enterprising to meet those needs. As Maslow's Maslow's Hierarchy of Needs (Gibson *et al.*, 1997) explains that there are five needs that can encourage a person to behave or act in this regard is work, namely: (1) physiological needs, (2) security needs, (3) social needs, (4) reward needs, and (5) self-actualization needs.

Employee Performance

Performance according to Prawirosentono (2007) is the work that can be achieved by a person or

group of people within an organization, in accordance with their respective authority and responsibility in order to achieve the objectives of the organization legally, unlawful, and in accordance with the moral and ethical.

According to Ruky (2006) there are several characteristics or factors for the assessment of employee performance, these factors are: (1) the quantity of work is the amount of work achieved by employees in a predetermined period of time; (2) quality of work is the quality of work achieved by employees in a predetermined period of time; (3) honesty that is the honest or frankness of an employee in his workplace; (4) the obedience of the employee to the rules and the employer in the workplace; (5) the initiative of the employee in completing his / her job duties; And (6) intelligence is the knowledge and skills possessed by employees in completing their job duties.

Job satisfaction

Job satisfaction by Mathis and Jackson (2008) is a positive emotional state of evaluating one's work experience. Job dissatisfaction arises when these expectations are not met. Job satisfaction consists of many dimensions. In general the stages observed are job satisfaction in the work itself, salary, recognition, the relationship between supervisors with labor, and the opportunity to move forward. Job satisfaction is a measure of a sustainable human development process within an organization. Therefore, no manager can expect to make all employees happy in their work, job satisfaction needs to keep getting noticed. With the satisfaction of various desires, willingness and needs of employees will be able to determine their attitudes and behavior in work. As'ad (1998) mentioned there are six indicators that can be used to measure employee job satisfaction are: (1) salary, (2) job itself, (3) supervision, (4) promotion, (5) co-workers, and (6) working conditions.

RESEARCH HYPOTHESIS

H₁: Discipline, organizational commitment and motiva-

Table 1. Recapitulation of validity test results

S.No	Variable	Indicator	Pearson correlation	Information
1	Discipline (X ₁)	Obey Rues (X _{1.1})	0.555	Valid
		Timely (X _{1.2})	0.489	Valid
		Working Standard (X _{1.3})	0.554	Valid
2	Organizational Commitment (X ₂)	Feelings of being part of the organization (X _{2.1})	0.343	Valid
		Interest in Work (X _{2.2})	0.503	Valid
		Feeling of belonging to the organization (X _{2.3})	0.654	Valid
3	Motivation (X ₃)	Physiological Needs (X _{3.1})	0.343	Valid
		Safety Needs (X _{3.2})	0.423	Valid
		Social Needs (X _{3.3})	0.438	Valid
		Needs Award (X _{3.4})	0.452	Valid
		Self Actualization Needs (X _{3.5})	0.574	Valid
4	Employee Performance (Y ₁)	Quantity of work (Y _{1.1})	0.256	Valid
		Quality of work (Y _{1.2})	0.551	Valid
		Honesty (Y _{1.3})	0.482	Valid
		Obedience (Y _{1.4})	0.540	Valid
		initiative (Y _{1.5})	0.524	Valid
		Intelligence (Y _{1.6})	0.394	Valid
5	Job Satisfaction (Y ₂)	Salary (Y _{2.1})	0.358	Valid
		The Work it Self (Y _{2.2})	0.416	Valid
		Supervision (Y _{2.3})	0.363	Valid
		Jo Promotion (Y _{2.4})	0.474	Valid
		Co-workers (Y _{2.5})	0.637	Valid
		Working Conditions (Y _{2.6})	0.411	Valid

tion have a significant effect on employee performance in RSUD Kajuruhan Malang Regency.

H₂: Discipline, organizational commitment and motivation have a significant effect on job satisfaction of employees in RSUD Kajuruhan Malang Regency.

H₃: Performance has a significant effect on employee job satisfaction in RSUD Kajuruhan Malang Regency.

MATERIALS AND METHODS

The population in this research is all medical and non medical staff in RSUD Kajuruhan Malang Regency, as many as 622 people. The sample to be used in this research is representative of each work unit of RSUD Kajuruhan Malang Regency as many as 100 people. The sampling technique is using proportional random sampling, which is a sampling technique in which all individuals in the population either individually or together are given equal opportunity to be selected as members of the sample with due consideration to the elements or categories. In the study population, taken

proportionately (Sugiyono, 2011), the research period was July - December 2015.

RESULTS AND DISCUSSION

Validity Test Results and Reliability of Measuring Instruments

The validity test results are shown in Table 1. Valid or invalidation of an instrument item can be determined by comparing the product moment Pearson correlation index with a significant level of 5% to its correlation value. If the significance of the correlation results less than 0.05 then declared valid and vice versa is not valid (Sugiyono, 2011). Reliability test (reliability) is used to test the sharpness of the questionnaire results that are closely related to the issue of trust. A test level is said to have a degree of confidence when the test gives the right result (ajeg). Reliability testing is done by calculating the Cronbach alpha value, a variable is declared reliable if the Alpha Cronbach value is greater than 0.6.

Table 2. Recapitulations of reliability test

Variable	Cronbach's alpha	Information
Discipline (X_1)	0.766	Reliable
Organization Commitment (X_2)	0.709	Reliable
Motivation (X_3)	0.766	Reliable
Employee Performance (Y_1)	0.698	Reliable
Job Satisfacion (Y_2)	0.634	Reliable

The results of validity test conclude that all indicators used to measure research variables have a significance value less than 0.05, so declared valid.

Reliability testing is done by calculating Alpha Cronbach value, a variable is considered reliable if the Cronbach alpha value is greater than 0.6.

Reliability test results show that each variable of research that is discipline, organizational commitment, motivation, performance, and employee job satisfaction have value of Cronbach alpha (α) greater than 0.60 so it can be concluded that research variables are reliable (reliable) for further analysis.

Path Analysis Results (Path Analysis)

This study uses path analysis to see the effect of discipline (X_1), organizational commitment (X_2) and motivation (X_3) on performance and job satisfaction of employees in RSUD Kajuruhan Malang Regency. Based on the results of the field research and the results of the path analysis summarized in Table 3 it can be explained that discipline (X_1), organizational commitment (X_2), and motivation (X_3) have a significant effect on employee performance. This is evidenced from the path analysis obtained by the significance value (Sig.) For the discipline variable (0.000), organizational commitment (0.000), and motivation (0.014) below 0.05. Besides the sig value. For F arithmetic of 0.000 below the value of 0.05 ($\alpha = 0.05$). This means that simultaneously discipline (X_1), organizational commitment (X_2), and motivation (X_3) have a significant effect on employee performance.

Based on the value of 't, sig, and r^2 ' values shown in Table 3 shows that organizational commit-

ment has the greatest (dominant) effect on employee performance versus discipline and motivation. The contribution value of the influence of discipline, organizational commitment, and motivation in improving the performance of employees simultaneously (equal to 81.4%). Correlation value between discipline, organizational commitment, and motivation to employee performance of 0.902 means closeness relationship between independent variables of discipline, organizational commitment, and motivation on employee performance is very close.

The value of regression coefficient of the three independent variables also shows positive value means the better or higher the employee's assessment of the variables of discipline, organizational commitment, and motivation will directly affect the improvement of employee performance. It also shows that the proposed first hypothesis is proved true.

The results of this study empirically support the results of research Wahyuningrum (2008), Lyn and Martin (1989), Harlie (2013), and Mehta *et al.* (2005). The results of Wahyuningrum (2008) concluded that the ability, job satisfaction, and work discipline both simultaneously and partially significant effect on employee performance in Tanggungharjo district, Grobogan Regency. This means that the discipline of work affects the performance of employees. The results of this study also shows that the tendency that the better / higher discipline of an employee will have an impact on improving the performance of the employees concerned. The more obedient to the rules, the more timely in the completion of work, and increasingly meet the standards of work

Table 3. Recapitulation of path analysis results

Path 1. Effect X ₁ , X ₂ , X ₃ to Y ₁				
Variable	Regression coefficient	T _{arithmetic}	Significance	r ²
Discipline (X ₁)	0.442	5.644	0.000	0.499
Org Commitment (X ₂)	0.455	5.558	0.000	0.493
Motivation (X ₃)	0.225	2.508	0.014	0.248
R		0.902		
R Square		0.814		
Constanta		-0.271		
F Change		140.013		
Sig. F		0.000		
Standard Error of Estimate		0.11888		
Path 1. Effect X ₁ , X ₂ , X ₃ , Y ₁ to Y ₂				
Variable	Regression	T _{arithmeti}	Significance	r ²
Discipline (X ₁)	-0.129	-1.456	0.149	-0.148
Org Commitment (X ₂)	0.022	0.238	0.813	0.024
Motivation (X ₃)	0.093	1.023	0.309	0.104
Employee Performance (Y ₁)	0.784	7.861	0.000	0.628
R		0.876		
R Square		0.767		
Constanta		1.026		
F Change		78.182		
Sig. F		0.000		
Standard Error of Estimate		0.11622		

Source : Processed Data (2014)

will affect the performance of employees who are also higher.

The results of this study also shows the tendency that the better the organization's commitment perceived employees in RSUD Kajuruhan to the workplace then the performance of employees concerned will also be higher. Theoretically, Robbins (2001) states that in order to deliver a higher performance of employees, it takes commitment, purpose, and self-efficacy of an employee. This means that if you want to achieve high employee performance required commitment from employees to the organization.

The result of Harlie's (2013) study concluded that work discipline, motivation, and career development have a significant effect on the performance of

government apparatus in Tabalong district of South Kalimantan. While the results of research Mehta *et al.* (2005) one of them concluded that the high motivation is directly proportional to the high performance, which means motivation affect the performance. The results of this study indicate the tendency that the higher the motivation of employees in working performance of the employees concerned will also be higher / increased.

Theoretically in line with Goal Theory (Soeprihanto, 2010) which explains that the productivity or performance of a person depends on the person's motivation of the work done, the higher one's motivation to do the job the higher the performance, the lower the motivation someone doing a job then Its performance is also lower. To improve employee's work motivation, management can provide or fulfill the necessary needs

of the employees properly and adequately, for example the fulfillment of security needs such as by providing comfort and safety in working in RSUD Kanjuruhan in the form of work facility or the existence of security specialist (security).

Based on the results of path analysis in Table 3 it can be explained that discipline (X_1), organizational commitment (X_2), and motivation (X_3) have no significant effect on employee job satisfaction. This is evidenced from the result of path analysis obtained by significance value (Sig.) For the variable of discipline, organizational commitment and motivation above 0,05. This means that discipline, organizational commitment and motivation directly have no significant effect on employee job satisfaction in RSUD Kajuruhan Malang Regency. This means the better or higher the assessment of employees to discipline, organizational commitment and motivation does not automatically or directly improve employee job satisfaction. This indicates that the second hypothesis proposed is not proved true. These results do not empirically support the results or reject the results of research Masyjui (2005), Setiyawan (2009) and Ranihusna (2010).

Masyjui (2005) concluded that discipline and motivation have a significant effect job satisfaction of officer of Office of Education Office of Grobongan Regency. Though the results of this study showed that discipline has no significant effect on employee job satisfaction. Where based on the conditions in hospitals Kajuruhan show that the discipline of employees still need to be improved where there are still some employees who are not obedient to the rules, not timely in completing the work, and not meet the established work standards.

Setiyawan (2009) concluded that organizational commitment has a positive and significant impact on job satisfaction where the higher the level of organizational commitment the higher the level of job satisfaction.

Ranihusna (2010) concluded that the motivation

of work have a significant effect on job satisfaction and employee performance. This means that motivation affects job satisfaction, whereas the results of this study indicate that the direct motivation has no significant effect on job satisfaction, but if indirectly through the performance of employees then the influence becomes significant. In theory Hasibuan (2008) defines motivation as a driving force that creates an enthusiasm for one's work so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. This means that motivation affects job satisfaction. Though the results of this study showed that motivation does not directly affect job satisfaction, but indirectly influence through employee performance.

The results of this study also shows that employee performance has a significant effect on employee job satisfaction. This is evidenced from the path analysis results obtained value significance (Sig.) For performance variables below 0.05. This means that the performance of employees directly affect the employee's job satisfaction in RSUD Kajuruhan Malang Regency. It means that the better or higher the performance of employees directly will have an impact on increasing employee job satisfaction. This suggests that the proposed third hypothesis is true.

These results are in line with the opinions of Vecchio (1995) and Gibson *et al.* (1997). Vecchio (1995) follows the view that performance indirectly leads to job satisfaction. Gibson *et al.* (1997) argue that there is a reciprocal relationship between performance and job satisfaction. On the one hand, job satisfaction leads to improved performance so that satisfied workers will be more productive. On the other hand, job satisfaction can also occur due to performance or work performance so that more productive workers will get satisfaction.

The results of this study empirically support the results of Bagozzi (1980), Judge *et al.* (2001) and Bagozzi (1980) study concluded that employee perfor-

mance affects job satisfaction, but not vice versa. Similarly, the results of research Judge *et al.* (2001) which shows the effect of employee performance on employee job satisfaction. Employee performance variable also acts as an intervening variable that connects discipline, organizational commitment, and motivation with employee job satisfaction in RSUD Kajuruhan. The role of employee performance as intervening variable is very important, because it makes the influence of discipline, organizational commitment, and motivation to employee job satisfaction from having no significant effect to be significant. Employee performance plays a role to strengthen the relationship or influence of variable discipline, organizational commitment, and motivation to employee job satisfaction.

To improve the utilization of health care facilities, patient satisfaction levels should be measured and analyzed. The results of the analysis will then show whether the quality of health services held meet patient expectations or not. If it does not meet patient expectations, immediate healthcare (Pohan, 2006) should be improved.

Competition between hospitals to provide more services in providing health services should also provide environmental protection to surrounding communities will provide a good image for the Hospital in the eyes of stakeholders and consumers. Environmental management is one that must be maintained by the management. The image of a good hospital in the eyes of the consumer, in this case from the patient and his family, is an internal force that must be maintained. Increased intensity of competition and the number of competitors also requires every company (Hospital) to always pay attention to the needs and desires of consumers and trying to meet what they expect in a way more satisfactory than the competitors. The concern of a hospital is not only limited to the products and services produced, But also on aspects of processes, human resources, and the environment. Currently the attention to environmental

aspects is getting bigger. This is reflected in the growing demands for eco-labeling, green marketing and environment-friendly movements. (Tjiptono and Fandy, 2003).

Organizational commitment is a dominant variable affecting the performance of employees, must be maintained and more enhanced by growing the employee's feelings to always be part of RSUD Kajuruhan, increase employee's interest to work, and foster the feeling of having employees against RSUD Kajuruhan.

In order for employees to have a high motivation in work, management can pay more attention to meeting the needs - the needs of employees both physiological needs, security, social, appreciation, as well as the needs of self-actualization in the workplace. This can be done for example by managing work time, comfort work, security in work, break time, and so forth.

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