The Effect of Motivation and Work Discipline on Medical Staff Perfomance

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Abstract: The purpose of this study departs from the problems that occur in Medical Personnel at the Budi Kasih Special Surgical Hospital in Majalengka Regency, related to Work Motivation, Work Discipline and Employee Performance, because there are still employees who do not understand a job, personality, professional and social and have not been able to use technology proficiently in the work process. The variables to be measured in this study are Work Motivation According to Maslow's Theory as quoted by Sondang P. Siagian (2013: 103) including Fulfillment of physical needs, Security needs, Social needs, Needs that reflect self-esteem, Actualization needs. Work Discipline According to Syarkani's Theory (2017: 368) including Punctuality, Using office equipment properly, High responsibility, Obedience to office rules. Employee Performance According to Robbins Theory (2016: 260) including Quality, Quantity, Accuracy, Effectiveness, Independence. The research method used is descriptive analytical research method through a quantitative approach. analysis that uses quantitative analysis tools, namely analysis tools that use models such as mathematical models, statistical and econometric models, how to collect data by using saturated sampling techniques on 35 respondents. The research instrument is in the form of a questionnaire containing statements to respondents using the Likert scale method using the theory from Sugiono (2013). The results of the correlation analysis calculation, there is a large influence with a value of 0.5 between variable X and variable Y. Determination analysis shows that it is known that the coefficient of determination is found in the *Adjusted R Square* value of 0.943, this means that the ability of the independent variable to explain the dependent variable is 94.3%, the remaining 5.7% of the explanation is the variable that affects but is not tested, the results of the clasi coefficient test state that $H0$ is rejected and $H1$ is accepted. Based on the results of the analysis of the discussion in this thesis, it is necessary to seek various actions to further enhance the role of employee performance and to improve or improve Work Motivation and Work Discipline of Medical Personnel at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency Thus it can be concluded that there is an influence of motivation and work discipline on the performance of medical personnel at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency.

Keyword: Work Motivation, Work Discipline, Employee Performance, Service Quality

INTRODUCTION

In the healthcare industry, the performance of medical personnel is one of the crucial factors that determine the quality of service to patients. Previous research has shown that motivation and work discipline are two important factors that influence employee performance in general, and this is also true in the context of medical personnel. Motivation, which can come from within the employee or from the work environment, plays an important role in encouraging medical personnel to work optimally. On the other hand, good work discipline ensures that tasks are carried out appropriately and efficiently, which also has a direct impact on the effectiveness and efficiency of health services.

With increasing pressure on the healthcare system due to various factors such as the growing elderly population, chronic diseases, and high expectations from the public on the quality of healthcare services, hospitals and other healthcare facilities are required to operate more effectively. Therefore, understanding the factors that influence the performance of medical personnel is not only important for the improvement of service quality, but also for the sustainability of hospital operations.

This study aims to investigate the effect of motivation and work discipline on medical personnel performance. With a focus on hospital employees, this study expects to generate insights that will assist hospital management in designing effective policies to improve motivation and work discipline, which in turn will improve the performance of medical personnel.

Human resource management in the context of healthcare poses unique and complex challenges, especially since the performance of medical personnel directly affects the quality of care.

Health and patient satisfaction. Factors such as motivation and work discipline are the main keys in encouraging medical personnel to provide the best service. Motivation, both instrinsic and extrinsic, can be the impetus for medical personnel to exceed service standard expectations, while discipline ensures consistency and adherence to strict Health protocols. The healthcare industry, especially hospitals, is facing increasing challenges, including demographic changes in patients, an increase in chronic diseases, and operational cost pressures. In this increasingly demanding environment, operational efficiency and patient satisfaction are of paramount importance. A motivated and disciplined medical workforce not only improves service quality, but also operational efficiency which ultimately has a positive impact on the sustainability of the Healthcare facility.

In addition, in recent years, the study of the influence of organizational psychology on the performance of medical personnel has attracted attention. This research is important as medical personnel often face high work pressure which can affect both their motivation and work discipline. Low motivation and lack of work discipline can lead to medical errors, lack of patient care and ultimately a decrease in overall performance.

However, there is still a gap in the literature investigating how motivation and work discipline together affect the performance of medical personnel in hospitals. Most studies tend to focus on one aspect or study both aspects separately. Therefore, this study aims to fill this gap by comprehensively exploring these two factors and assessing their interaction in the context of medical staff performance. By understanding these dynamics, hospital management can design higher-level strategies, which in turn will improve performance and patient satisfaction.

Work motivation is a force that encourages a person to take an action or not, in essence there are internally and externally which can be positive or negative to direct it is very dependent on the toughness of the leadership (Mutiara, 2017: 21). Work motivation is an action of an employee in order to achieve organizational or company goals properly. Good performance is closely related to the level of employee encouragement in carrying out their duties. Good encouragement or support will increase employee enthusiasm in their work. Therefore, good work motivation will encourage employees to carry out their duties

optimally so as to achieve high performance at work. Apart from work motivation, it also has an effect on improving employee performance. The work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks. The work environment is a very important component when employees carry out work activities. With a supportive work environment, employees can work optimally, so that employees can produce optimal work results.

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance is the result of a person's achievement in carrying out each activity carried out. Every organization or company always expects its employees to have achievements, because by having employees who excel the organization or company can improve its performance. Improving employee performance is also very important because it can support the achievement of organizational goals and can maintain the survival of the organization or company. Employee performance can be improved through increased work discipline, work motivation and a comfortable work environment.

Work discipline is every individual and group that ensures compliance with orders and takes the initiative to take the necessary actions in the absence of orders. Work discipline is the obedience of an employee in carrying out his duties according to predetermined regulations. Every employee is required to comply with the rules that have been made by the organization or company because it can affect the running of performance activities. Employees who work according to the rules and carry out all duties and obligations properly, of course, will also provide good results. Company performance will run effectively if supported by work motivation and a conducive work environment.

The occurrence of irregularities results in decreased work results because of that every activity that takes place in the organization must be based on management functions, one of which is a good work discipline function so that organizational goals can be achieved efficiently and effectively, the following data on work discipline in Medical Personnel at the Budi Kasih Majalengka Special Surgical Hospital are:

Table 1. Recap of Employee Attendance in 2021
Medical personnel at Budi Asih Majalengka Surgical Specialty Hospital

NO	PERIOD	ATTENDANCE	COMMITMENT	DISCIPLINE	VALUE
1	January	98.33	60.00	73.33	77.22
2	February	100.00	50.00	71.43	73.81
3	March	100.00	72.22	94.44	88.89
4	April	100.00	55.56	88.89	81.48
5	May	100.00	77.78	88.89	88.89
6	June	100.00	50.00	72.22	74.07
7	July	100.00	61.11	100.00	87.04
8	August	100.00	58.82	100.00	86.27
9	September	97.73	64.29	78.57	80.20
10	October	96,35	75.47	100.00	90.61
11	November	99.37	80.56	91.67	90.53
12	December	97.55	75.00	100.00	90.85

Source: Budi Kasih Majalengka Surgical Specialty Hospital 2021

From Table 1, it can be seen that the level of discipline of Medical Staff employees at the Budi Kasih Majalengka Specialized Surgical Hospital is not optimal, there are *fluctuations* from January employee tardiness of 77.22%, which continues to increase to 90.85% in December 2021 and employees who are absent including alpha, permission and illness are also increasing. Budi Kasih Surgical Specialty Hospital Majalengka Regency is one of the public service companies in the health sector in the Majalengka Regency area. So important is the role of this institution as a place for health counseling efforts, prevention,

treatment, rehabilitation or recovery, and access to emergency response health services for the immediate community in Majalengka Regency and its surroundings.

METHODS
The research method that the authors use in this research is descriptive method with quantitative analysis. The population in the research that the authors conducted was the effect of work motivation and work discipline on the performance of medical staff at the hospital.

Validity and Reliability Test Design
Validity Test
The validity test aims to see the extent to which an instrument can be used to measure what should be measured (Sugiyono, 2002: 109), the steps taken in the validity test are to correlate the score of each item X with the score of each item Y . The validity test in this proposal researchers use the Pearson Product Moment formula

TestRealibility
Testing the reliability of the instrument is done with the internal consistency of the *split half* technique which is analyzed by the *Spearman Brown* formula.

Data Processing Technique
Ordinal data from the questionnaire to be used in statistical analysis to prove the hypothesis, the data scale must be raised to an interval data scale, using the Method of Susesif Interval (MSI).
Data Analysis
Data analysis using path analysis. Path analysis is an analytical technique used in testing the amount of contribution (contribution) indicated by the path coefficient on each path diagram of the causal relationship between exogenous variables and endogenous variables (Riduwan & Kuncoro, 2011: 115). Path analysis is appropriate for use in answering the hypotheses proposed in this study.
The linear equation of *path analysis* is as follows:

$$Y = Pyx_1X_1 + Pyx_2X_2 + \varepsilon$$

X_1　　　　　　 = Leadership Variables
X_2　　　　　　 = Work Environment Variable
Y　　　　　　 = Employee Performance Variable
ε　　　　　　 = Other influencing factors or residual variables
$\rho\, X_1\, X_2$　　　 = Correlation between variable X_1 and variable X_2
PY X_1　　　　 = Path coefficient of variable X_1 on variable Y
PY X_2　　　　 = Path coefficient of variable X_2 on variable Y
$\Pi\Psi\varepsilon$　　　 = Coefficient of other factors not examined.

RESULTS AND DISCUSSION
Test validity
From the validity test results in the table above, there are 15 questionnaires containing 3 variables that have been filled out by 35 respondents in this study. One way to find out which questionnaires are valid and invalid, we have to find out the r table first. The formula for r table is df = N-2 so 35-2 = 51, so r table = 0.3246. From the results of the validity calculation in the table above, it can be seen that r count> r table there are 15 questionnaires that are declared valid and 1 questionnaire r count < r table is declared negative, 15 questionnaires were all declared valid because r count was more than r table but there was 1

questionnaire that was declared negative because the results were less than the amount of r table, namely 0.3246.

Test reliability

This study must carry out a reliability test to measure whether or not the questionnaire in the study is consistent in being used to measure the effect of variable X on variable Y. Before reliability testing is carried out, there must be a basis for decision making, namely *alpha of* 0.60. Variables that are considered reliable if the variable value is greater than> 0.60 if it is smaller, the variable under study cannot be said to be reliable because <0.60. The results of the reliability test on this research variable are as follows:

Table 2. The results of the reliability test on the Motivation variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,837	15

Source: primary data processed 2022

The results of the reliability test on the Motivation variable (X1) can be seen that *Cronbach's alpha* on this variable is higher than the base value, namely 0.837> 0.60 these results prove that all statements in the variable questionnaire (X1) are declared reliable.

Table 3. The results of the reliability test on the Work Discipline variable (X2

Reliability Statistics	
Cronbach's Alpha	N of Items
,825	12

Source: primary data processed 2022

The results of the reliability test on the Work Discipline variable (X) can be seen that *Cronbach's alpha* on this variable is higher than the base value, namely 0.825> 0.60, these results prove that all statements in the variable questionnaire (X2) are declared reliable or trustworthy.

Table 4. The results of reliability testing on the Employee Performance variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,838	15

Source: primary data processed 2022

The results of the reliability test on the Work Discipline variable (X) can be seen that *Cronbach's alpha* on this variable is higher than the base value, namely 0.838> 0.60 these results prove that all statements in the variable questionnaire (X) are declared reliable.

Classical Assumption Test Results
Normality Test

Testing the effect of work motivation and work discipline on the performance of medical staff at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency was carried out using simple linear regression analysis. Testing the effect of using simple linear analysis is done to test the effect of 1 independent variable on 1 dependent variable. Before simple linear regression analysis is carried out, first test the assumptions of simple linear regression, namely the normality test using the One-Sample Kolmogorov-Smirnov Test by

measuring if the value obtained is less than 0.05 then the distribution is considered abnormal, on the other hand, if the results obtained are more than 0.05 then the distribution is declared normal, and the results are as follows:

Table 5. Correlation results of Motivation variables on Employee Performance variables
Correlations

		X1	Y
X1	Pearson Correlation	1	.830**
	Sig. (2-tailed)		,000
	N	35	35
Y	Pearson Correlation	.830**	1
	Sig. (2-tailed)	,000	
	N	35	35

**. Correlation is significant at the 0.01 level (2-tailed). SPSS Ver.25

Based on the table above, the significance value of 0.01 is greater than α (0.00). The decision was made to accept H_0 which means that the distribution of the Motivation impression variable (X1) with the Performance variable (Y) is normally distributed.

Linearity test

Devination from linearity of variable X and variable Y. If the sig value> 0.05 then it can be stated that the two variables have a relationship otherwise if the value obtained <0.05 then it means that the two variables are not linear. The results of the linearity test calculation from this study are as follows:

Table 6. Linearity test results on Motivation variables (X1) and Work Discipline variables (X2)
with employee performance (Y)
ANOVAª

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1877,084	2	938,542	280,210	.000ᵇ
Residuals	107,181	32	3,349		
Total	1984,265	34			

a.   Dependent Variable: Y
b.   Predictors: (Constant), X2, X1
SPSS Ver.25
Source: primary data processed 2022

Based on the results of the linearity test above, it is known that the sig value. Devination from linearity is 0.435 significant, meaning that these results are arguably higher than 0.05 and state that these two variables have a linear relationship or it can be called the Motivation and Work Discipline variables (X1, X2) with Employee Performance (Y) have a linear relationship.

Heteroscedasticity Test

This heteroscedasticity test uses the Glejser test method and is carried out twice, namely the first variable X1 with variable X2 and variable Y, the basis for returning the sig value is 0.05 if the results obtained> 0.05 then it can be concluded that there is no heteroscedasticity problem but vice versa if the results obtained < 0 .05 then it can be concluded that there is a heteroscedasticity problem. The results of the test are as follows

Table 7. Heteroscedasticity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,086	1,852		,586	,562
X1	,818	,074	,817	11,088	,000
X2	,214	,087	,181	2,453	,020

a. Dependent Variable: Y
SPSS Ver.25
Source: primary data processed 2022

Based on the results of the heteroscedasticity test, it can be seen that the sig value. 0.20> 0.05, this indicates that in variable X with variable Y there is no heteroscedasticity problem.

Test Correlation
Correlation Test of Variable X1 with Variable Y
Based on the results of the correlation between the Motivation variable (X1) and variable Y in the table above, it can be concluded that the calculated r value in these two variables is 0.740, meaning that the calculated r value in this variable almost touches the number 1 so that it can be concluded that the relationship in this variable is strong or mutually influencing between variables.

X2 Variable Correlation Test with Y Variable
Based on the results of the correlation between the Work Discipline variable (X2) and the Y variable in the table above, it can be concluded that the calculated r value on these two X2 and Y variables is 0.870, these results indicate that the relationship between the Work Discipline variable (X2) and the Employee Performance variable (Y) is strong. It can be concluded that the relationship between these variables affects each other so that they get a high coefficient value.

Data Analysis
Based on the results of data *analysis*, which was analyzed using statistical data analysis using *path* analysis. This analysis was taken none other than to answer the hypothesis that had been proposed at the beginning of the study, which will be discussed after the results of this data analysis.
Based on the results of data analysis, the path equation is as follows:

$$Y = 0.450\, X_1 + 0.445 X_2 + \varepsilon$$

The equation contains several explanations, which explain the direct and indirect effects of the Motivation Variable (X1), and the Quality of Work Discipline Variable (X2) on the Performance of Medical Personnel at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency (Y), which are as follows:

1. Motivation (X1) affects the variable Performance of Medical Personnel at the Budi Kasih Special Surgical Hospital Majalengka Regency (Y) with a coefficient of 0.450, this can be said that, if you increase 1 unit of Motivation at the Budi Kasih Special Surgical Hospital Majalengka Regency (X1) will increase the value of Medical Personnel Performance at the Budi Kasih Special Surgical Hospital Majalengka Regency (Y) by 0.450 units.
2. Work Discipline at the Budi Kasih Special Surgical Hospital in Majalengka Regency (X2)

affects the Medical Personnel Performance variable at the Budi Kasih Special Surgical Hospital in Majalengka Regency (Y) with a coefficient of 0.445, it can be said that, if you increase 1 unit of Work Discipline of Medical Personnel at the Budi Kasih Special Surgical Hospital in Majalengka Regency (X2) will increase the value of Medical Personnel Performance at the Budi Kasih Special Surgical Hospital in Majalengka Regency (Y) by 0.445 units.

The results of the path analysis are more clearly illustrated in the following figure regarding the path relationship between the Motivation Variable (X1), and the Work Discipline Variable (X2) on the Performance of Medical Personnel at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency (Y).
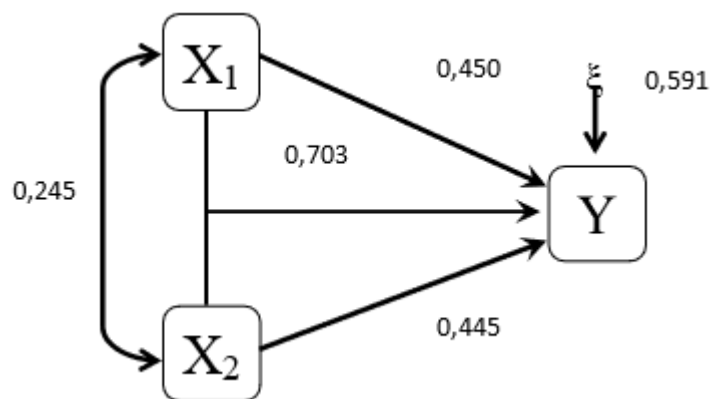

Figure 1. Path Relationship of Motivation Variables (X1), and Work Discipline Variables (X2) to Medical Personnel Performance (Y).

Looking at the picture above, regarding the results of the path analysis relationship between X1, X2 and Y, it must be hypothesized that both the model and individually from each path coefficient obtained either from between X1, and Y, or X2 and Y.

T test

This study uses the T test which aims to determine how the influence between the independent variables (X1) and (X2) alone (partially) with the dependent variable (Y). Decision making to determine the effect is in two ways as follows:

a. Based on the results of the calculated F value based on the F table. The independent variable is stated to partially affect the dependent variable if the value of F count> F table. Conversely, if F count < F table, the independent variable is stated to partially have no effect on the dependent variable.

b. Based on the results of the significance value, the independent variable is stated to partially have a significant effect on the dependent variable if the significance value is less than 0.05. Conversely, if the result of the significance value is more than 0.05, the independent variable is partially declared to have no significant effect on the dependent variable.

Based on the results of the calculation in table 7, the T test is known that the work motivation variable (X1) gets a t value of 11.088 and a significance value of 0.000 less than 0.05, it can be concluded that the work motivation variable (X1) partially affects the performance variable (Y).

And for the work discipline variable (X2) obtained a t value of 2.453 with a significance value of 0.000 stating that the significance value of 0.000 <0.05 and it can be concluded that the Work Discipline variable (X2) partially affects the employee performance variable (Y).

F test

The F test can be used to test the partial and simultaneous influence of the independent variables (X1X2) and the dependent variable (Y). If the independent variables (X1X2) have a partial and simultaneous influence on the dependent variable (Y). This test is done by comparing the significant value of (Y) $F_{h\ itung} > F_{tabel}$ then the model formulated is correct if the value of $F_{h\ itung} > F_{tabel}$ then it can be interpreted that the regression model is correct, meaning that the effect is joint by looking at the value of $F_{tabel} =$ **f (k; a -k) F (2; 35-2)** F_{tabel} (2.33) = 3.66 F_{tabel} (2.33) = 3.66 with an error rate of 5% The F test performed can be seen in the table below:

Table 8. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1877,084	2	938,542	280,210	.000b
	Residual	107,181	32	3,349		
	Total	1984,265	34			

Based on the test results in the table above, the value of $F_{h\ itung}$ is 73.474 with the value of F_{tabel} is 3.09 the value of $\square_{h\ itung} > F_{tabel}$ or $280.210 > 3.19$ and a significant level of $0.000 < 0.05$ then H0 is rejected and H1 is accepted. 0.05 then H0 is rejected and H1 is accepted, it can be concluded that the variables of Work Motivation (X1 and Work Discipline (X2 simultaneously have a significant effect on the Performance of Medical Personnel Employees at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency partially and simultaneously accepted. (R^2) The Coefficient of Determination (R^2) essentially measures how far the model's modeling ability is in measuring the dependent variable variable. The coefficient of determination is zero and one. A low (R^2) value means that the ability of the independent variable variables to explain the dependent variable variable is very limited. A value close to one means that the independent variable variable provides almost all the information needed to predict the dependent variable variable based on the (R^2) test performed can be seen in the table below:

Table 9. Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973a	,946	,943	1,83014

a. Predictors: (Constant), X2, X1
SPSS Ver.25

The Influence of Motivation and Work Discipline on the Performance of Medical Personnel at Budi Kasih Specialized Surgical Hospital, Majalengka Regency

It has been stated earlier that the hypothesis set to test the simultaneous influence of Motivation (X1) and Work Discipline (X2) on the Performance of Medical Personnel (Y) is as follows: In testing the above hypothesis, statistically it can be done using the path analysis model test using the value of each variant or the F test. based on, the F value is obtained based on the above calculations, when compared to the F value from the table which is greater, it is clear that Ho is rejected. This means that the path analysis model can be used to explain the direct and indirect effects of Motivation (X1) and Work Discipline (X2) on Medical Personnel Performance (Y) at Budi Kasih Surgical Specialty Hospital, Majalengka Regency.

In testing the above hypothesis, statistically it can be done using the path analysis

model test using the value of each variant or the F test. based on, the F value obtained based on the calculation is 280.210 when compared to the F value from the table which is 0.946, it is clear that Ho is rejected. This means that the path analysis model can be used to explain the direct and indirect effects of Motivation (X1) and Work Discipline (X2) on the Performance of Medical Personnel (Y)) at Budi Kasih Surgical Specialty Hospital, Majalengka Regency. Meanwhile, previously it has also been stated about the individual test of each path coefficient, which can clearly be used to explain the individual direct and indirect effects of each causal variable on the effect variable.

The simultaneous influence between Motivation (X1) and Work Discipline (X2) on the Performance of Medical Personnel (Y)) at Budi Kasih Surgical Specialty Hospital, Majalengka Regency.

So based on the results of data analysis in this study, when comparing the results of the direct influence of each causal variable, it can be concluded that the influence of Motivation (X1) and Work Discipline (X2) on the Performance of Medical Personnel (Y)) at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency, with the total influence of the causal variables is equal to the *Adjusted R Square* value of 0.943 if percented 94.3%, which individually and the model has been proven to have a real influence.

While the remaining influence of other variables on the performance of medical personnel) at the Budi Kasih Specialized Surgical Hospital in Majalengka Regency which other variables were not examined in this study amounted to 5.7%.

CONCLUSION

The results of research conducted on 35 respondents found that motivation is a vital aspect to work well. This activity relates to how far people are committed to their work and in achieving goals at the Budi Kasih Regency Surgical Specialty Hospital. The components of motivation which include Human resources or commonly abbreviated as HR are the potential contained in humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all the potential contained in nature towards achieving the welfare of life in a balanced and sustainable order with a value of F count = 280,210 and R^2 = 88% and a significance of 0.000. Human resources and physical form have the most dominant influence on the decision to use services 280,210, indicated by the highest beta value contained in human resources, namely 0.946 with R^2 of 94.6%, and physical form, namely with R^2 of 5.7%.

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