



## EMPLOYEE PERFORMANCE BASED ON WORK ENVIRONMENT AND DISCIPLINE IN GENERAL AFFAIR (GA) EMPLOYEES OF SILOAM HOSPITALS KEBON JERUK WEST JAKARTA

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### Abstract

This study aims to determine the Work Environment and Discipline-Based Performance of Siloam Hospitals Kebon Jeruk West Jakarta General Affair (GA) Employees. This study uses quantitative research. The population in this study were all General Affair (GA) employees at Siloam Hospitals Kebon Jeruk West Jakarta with a sampling of 80 respondents. Collecting data by distributing questionnaires. Methods of data analysis using simple linear regression test, multiple linear regression, correlation coefficient, coefficient of determination, partial t test and simultaneous F test. The results showed that: The work environment has a positive and significant effect on the performance of General Affair (GA) employees at Siloam Hospitals Kebon Jeruk, West Jakarta. This can be proven from the simple linear regression equation  $Y = 10.155 + 0.767 X_1$ . The correlation value is 0.807 (very strong). The coefficient of determination is 65.1% The tcount is 6.201 > ttable 6.007 with a significance of 0.000 < 0.05. Work discipline has a positive and significant effect on employee performance for General Affair (GA) employees at Siloam Hospitals Kebon Jeruk, West Jakarta, this can be proven from the simple linear equation  $Y = 4.469 + 0.877 X_2$ . Correlation value of 0.871 (very strong). The coefficient of determination is 75.9% The tcount is 17.060 > ttable 6.007 with a significance of 0.000 < 0.05. Simultaneously, work environment and discipline have a positive and significant effect on employee performance at Siloam Hospitals Kebon Jeruk West Jakarta General Affair (GA) employees, this can be proven from the multiple linear regression equation  $Y = 2.192 + 0.325X_1 + 0.615X_2$ . The correlation value is 0.899 (very strong). The Coefficient of Determination is 80.8%. Fcount value 153.975 > Ftable 3.12 with a significant level of 0.000 < 0.05.

**Keywords:** Work Environment, Discipline and Employee Performance

### INTRODUCTION

Hospital management is expected to show very rapid and increasingly complex developments. Hospitals are complex, dynamic, competitive, capital-intensive and labor-intensive institutions, multidisciplinary, and highly volatile due to environmental impacts. However, hospitals still have to fulfill their main duties as social service institutions by prioritizing service to the community and always paying attention to service ethics.

Siloam Hospitals Kebon Jeruk is a hospital that is strategically located in West Jakarta, next to the Jakarta-Merak toll road. Siloam Hospitals Kebon Jeruk is a modern hospital with a wide range of comprehensive clinical services and has several centers of excellence such as orthopedics, heart, emergency room (ER), digestion, urology, children and neurology. Siloam Hospitals Kebon Jeruk also

won the Grand Winner Asian Patient Safety Award for the Innovation in Safety Communication category in India on 5 September 2014 and was accredited by the Joint Commission International (JCI) on 13 August 2016. Siloam Hospitals Kebon Jeruk was also accredited by the Hospital Accreditation Commission (KARS) with the PARIPURNA predicate on 18 July 2017.

Siloam Hospitals Group (Siloam) is the leading private hospital network in Indonesia and has become the benchmark for quality health services in Indonesia. Siloam's medical team consists of 2,700 general practitioners and specialist doctors, as well as 10,000 nurses and other support staff and serves nearly 2 million patients annually. To meet the need for world-class medical services for all people in Indonesia, Siloam's business strategy which is based on economies of scale (the principle of economies of scale) allows each of its hospital units to operate at lower costs. Thus, the company's vision of realizing international quality health services in Indonesia based on divine mercy can become a platform for Siloam to respond to the dynamic social transformation in Indonesia. As a provider of health services, Siloam Hospitals Kebon Jeruk operates 24 hours a day. Siloam Hospitals Kebon Jeruk separates patient services, namely patient care services that require emergency treatment. Handling of these services is carried out by Siloam Hospitals Kebon Jeruk health workers, most of whom are nurses, who make up around 40% of the employees at Siloam Hospitals Kebon Jeruk. The greater the performance and work discipline provided by nurses, the better the service.

Table 1. Patient Feedback Data

No	Month	Total Complaints	Total Suggestion	Total
1	January 2022	45	19	64
2	February 2022	192	123	315
3	March 2022	204	84	288
4	April 2022	183	82	265
5	May 2022	262	50	312
6	June 2022	121	35	156
<b>Total</b>		<b>1007</b>	<b>393</b>	<b>1400</b>
<b>Percentage</b>		<b>72%</b>	<b>28%</b>	

Source: Siloam Hospitals Kebon Jeruk, West Jakarta, 2023

Based on the table above from the results of Feedback which is used to measure employee service satisfaction for patients, the January-June 2022 period shows 72% are dissatisfied with service.

Table 2. List of Employee Performance Delays October – December 2022

No	Information	Average Number of Absentees / Day	% Day
1	Employees who come late	32 / Day	17,77 %

<b>2</b>	Not going to work without information	<b>22 / Day</b>	<b>12,22 %</b>
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*Source: Siloam Hospitals Kebon Jeruk, West Jakarta, 2023*

Based on the table above, it can be seen that employees who arrive late in one day are 17.77% and employees who enter without explanation are 12.22%. If seen from the table above, it can be said that work discipline is not good because if in one day there is a delay of up to 10% or more and if this is allowed then this will be emulated by other employees or other hospital employees so that the percentage of tardiness increases and will affect employee performance. With strict and clear discipline, it can lead to high morale, so that employees have a sense of awareness to carry out their work. The rules that exist in creating good governance in a hospital.

A good work environment is a work environment that can influence, provide motivation and can encourage employees to work optimally and optimally according to their respective professions so that work satisfaction can be achieved.

Table 3. Working Environment Conditions at Siloam Hospitals Kebon Jeruk, West Jakarta 2022-2023

No	Indicator	Condition		Information
		Good	Not Good	
1	Workplace Lighting Lights		v	The lighting in the work room is still not good, it can be called the lighting is lacking bright.
2	Workplace Window	v		Put the window already very good
3	Color Layout	v		Color scheme on the walls already good
4	Decor		v	The decoration in the room is still not very good, it is still a mess
5	Music Sounds	v		There is no music in the room so it can help the employee's performance to be better effective

*Source: Siloam Hospitals Kebon Jeruk, West Jakarta, 2023*

The table above shows that the work environment at Siloam Hospitals Kebon Jeruk still has problems and is not good, such as lighting that is still dark, decorations that are still messy. In achieving a comfortable workplace, this can be done, among other things, by maintaining physical infrastructure such as cleanliness that is always maintained, the sound of music and a comfortable office layout. Because the work environment can create increased working relationships between people in their environment. The management of Siloam Hospitals Kebon Jeruk West Jakarta should also be able to encourage initiative and creativity. It is this condition which in turn creates enthusiasm to unite in corporate organizations to achieve the goals of Siloam Hospitals Kebon Jeruk, West Jakarta.

The performance of Siloam Hospitals Kebon Jeruk employees is classified as competent, this can be seen from the number of patients visiting Siloam Hospitals Kebon Jeruk which has increased every year. Meanwhile, the discipline and work environment of employees are less conducive. Based on the results of the interviews conducted with several employees, there was an inconsistency between the theory and the results of the interviews that occurred. Where employee discipline and the environment are bad but there is good employee performance and this is not in accordance with the theory which states that if the work discipline variable and the work environment variable have a unidirectional relationship, where if the employee has work discipline and a rushed work environment then the employee's performance will be poor. But the performance of Siloam Hospitals Kebon Jeruk employees is classified as competent, this can be seen from the number of patients visiting Siloam Hospitals Kebon Jeruk which has increased every year, can be seen in the following table

**Table 4. Number of Patients Visiting Siloam Hospitals Kebon Jeruk**

<b>Information</b>	<b>Number of Inpatient Visits stay</b>	<b>Number of Outpatient Visits</b>	<b>Total</b>
2019	5.998	39.456	45.454
2020	6.006	41.691	47.697
2021	6.463	49.624	56.087
2022	9.124	54.375	63.499

*Source: Siloam Hospitals Kebon Jeruk, West Jakarta, 2023*

## **LITERATURE REVIEW**

Management development or what is called management is a program within an organization to encourage and develop a skill, knowledge, so that it will increase their responsibilities in an organization. Management science is a collection of social science disciplines that study and see management as a phenomenon of modern society. Where the phenomenon of modern society is all social that brings change to the organization. So that the science of management is now starting to develop and provide us with an

understanding of important approaches or procedures in researching, analyzing and solving problems related to management.

### **Work Environment**

According to Danang (2015:38) the work environment is everything that is around the workers and which can affect them in carrying out the tasks assigned to them. According to Sedarmayanti (2017:25) the work environment is the whole of the tools and materials encountered, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group. In the explanation above, it can be concluded that the work environment is the condition around employees who can influence themselves in carrying out the tasks they are assigned or are responsible for. Discipline is a sense of obedience and adherence to the values that are trusted and are responsible. In other words, discipline is a sense of obedience to rules or supervision and control. Discipline is an attempt to give an object a sense of value or an obsession with obeying rules.

### **Work Discipline**

According to Veithzal Rivai Zainal (2017:599) argues that "Work Discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms". According to Hasibuan (2017:193) suggests that Work Discipline is the awareness and willingness of a person to comply with all company regulations and applicable social norms.

### **Employee Performance**

Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Every activity carried out to improve the company's business development is a form of performance or performance. Employees who have a very important role in the success and development of the company. In this case, the company must be able to monitor the performance of each employee whether they are able to carry out their duties and obligations properly as expected or not. Performance appraisal plays an important role in determining cooperation with employees. According to Sutrisno (2016: 172) "Performance is the result of employee work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization". According to Mangkunegara (2013: 67) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him"

## METHOD

This study used a quantitative descriptive analysis with a correlational approach, where data was collected by distributing questionnaires or questionnaires. The data collected through the results of the questionnaire were then processed with statistics, then interpreted, analyzed and described according to the research objectives. Quantitative Research Objectives Based on the perspective of its objectives, quantitative research has several points. Among them aims to develop a mathematical model, where this research does not just use theory taken from literature or theory studies, but it is also very important to build hypotheses that have a connection with the natural phenomena to be studied. So this quantitative research has an important purpose in making measurements. However, measurement is the center of research, because the measurement results will help to see the fundamental relationship between empirical observations and quantitative data results.

In practice, this research was conducted at Siloam Hospitals Kebon Jeruk, West Jakarta. The factors to be examined are the influence of the environment and work discipline on employee performance. In this research the population is GA (General Affair) Employees at Siloam Hospitals Kebon Jeruk, West Jakarta. In this study, researchers took samples directly from GA (General Affair) employees at Siloam Hospitals Kebon Jeruk, West Jakarta. Samples were taken from the total existing population and then used as a sample with a total of 80 employees.

## RESULT AND DISCUSSION

Based on the results of calculating the validity test on the work environment, work discipline and employee performance variables, it can be seen that the overall value of  $r_{count} > r_{table}$  0.220, thus it can be concluded that all statement items in all variables are valid, so no statement items are deleted and all items statement can be used on the entire test model.

The following are the results of the overall reliability test of variables using the Cronbach Alpha formula in table 5 as follows :

Table 5. Reliability Test Results

No	Variable	Cronbach Alpha	Keputusan
1	Work Environment ( X1)	0,927	Reliable
2	Work Discipline (X2)	0,949	Reliable
3	Employee Performance (Y)	0,949	Reliable

*Data is processed with SPSS 26 2023*

Based on table 5, it can be seen that each variable of the work environment, discipline and employee performance has a Croncach Alpha value of  $> 0.60$ . Thus, the results of the reliability test on all variables are reliable, so that all statement items can be trusted and can be used for further research.

According to Ghozali (2018:107) that the multicollinearity test aims to test whether in the regression model there is a high or perfect correlation between the independent variables. Detect the absence of multicollinearity by looking at the VIF (Variance Inflation Factor) and Tolerance values. According to Ghozali (2018:106) The criteria for being free from multicollinearity symptoms are the VIF value < 10 and the Tolerance value > 0.10. The results of the multicollinearity test are as follows:

Table 6. Multicollinearity Test Results

**Coefficients<sup>a</sup>**

Unstandardized Coefficients				Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model	1	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,192	2,222		,987	,327		
	Work Environment	,325	,073	,342	4,445	,000	,421	2,378
	Work Discipline	,615	,077	,611	7,943	,000	,421	2,378

a. Dependent Variable: Employee Performance

*Data is processed with SPSS 26 2023*

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. In this study to measure it using the Glejser test. The glacier-test method was carried out by absolute residual values. After the absolute value is done, the absolute value is regressed to find out how significant the variables being tested are. The rules used in the glejser method must be > 0.05. The results of the heteroscedasticity test from this study can be seen from table 7 as follows:

Table 7. Heteroscedasticity Test Results

**Coefficients<sup>a</sup>**

Unstandardized Coefficients				Standardized Coefficients			Collinearity Statistics	
Model		B	Std.	Beta			Tolerance	VIF

			Error		t	Sig.	e	
1	(Constant)	2,192	2,222		,987	,327		
	Work Environment	,325	,073	,342	4,445	,000	,421	2,378
	Work Discipline	,615	,077	,611	7,943	,000	,421	2,378

a. Dependent Variable: Employee Performance

*Data is processed with SPSS 26 2023*

Based on table 7 above, all independent variables show insignificant results, because the significant value of the work environment variable and employee discipline is more than 0.05 so it can be concluded that all of these independent variables do not occur heteroscedasticity in the error variance.

According to Sugiyono (2012:277) multiple linear regression analysis is an analysis used by researchers, when intending to predict how the condition (rising and falling) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (the value is increased or decreased). The following are the results of multiple linear regression testing which can be seen in table 8 below:

Table 8. Heteroscedasticity Test Results

Coefficients<sup>a</sup>

Unstandardized Coefficients				Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,192	2,222		,987	,327
	Work Environment	,325	,073	,342	4,445	,000
	Work Discipline	,615	,077	,611	7,943	,000

a. Dependent Variable: Employee Performance

*Data is processed with SPSS 26 2023*

Based on the calculation results, the regression coefficient nilsi for environmental variables is 0.325, discipline is 0.615 and constant is 2.192. so that the results of the multiple linear regression equation are as follows:  $Y = 2,192 + 0,325 X_1 + 0,615 X_2$ .

1. A constant of 2.192 means that if the environmental variable and the disciplinary variable have a value of zero or do not increase, then the employee's performance will still be worth 2.192.
2. The regression value is 0.325 X1 (positive) the coefficient is positive, meaning that there is a positive influence between the work environment and employee performance. Thus, if the work environment variable (X1) increases by 1 unit, assuming the discipline variable (X2) is constant, then employee performance (Y) will increase by 0.325 units.
3. Regression value of 0.615 X2 (positive) coefficient is positive meaning that there is a positive influence between discipline and employee performance thus if the discipline variable (X2) increases by 1 unit, assuming the work environment variable (X1) remains constant, then employee performance (Y) will increase by 0.615 units.

The coefficient of determination test aims to measure the model's ability to explain the dependent variable. If the value of R<sup>2</sup> is small, it means that the ability of the independent variables to carry out variations on the dependent variable is very limited (Ghozali, 2018:135). The test results of the coefficient of determination of the work environment (X1) and discipline (X2) on employee performance (Y) can be seen as follows:

Table 9. Coefficient of Determination (X1) and (X2) Against (Y)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,899 <sup>a</sup>	,808	,803	2,318	,808	162,389	2	77	,000

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

*Data is processed with SPSS 26 2023*

Based on table 9 it can be seen that the magnitude of the coefficient of determination is indicated by the R Square value of 0.808, which means that the work environment and discipline variables

simultaneously contribute to the employee performance variable of 80.8% while the remaining 19.2% is caused by other variables not examined in this study.

The results of the simultaneous F test work environment (X1) and discipline (X2) on employee performance (Y) can be seen as follows:

Table 10 Count F Test  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,439	2	10,720	153,975	,000 <sup>b</sup>
	Residual	5,361	77	,070		
	Total	26,800	79			

- a. Dependent Variable: Employee Performance  
 b. Predictors: (Constant), Work Environment, Work Discipline

*Data is processed with SPSS 26 2023*

Based on Table 10, the value of Fcount is 153.975 > Ftable with a significant level of 0.000 < 0.05, thus Ho is rejected and Ha is accepted, meaning that simultaneously the work environment and discipline have a positive and significant effect on employee performance at Siloam Hospitals Kebon Jeruk, West Jakarta.

## CONCLUSION

Based on the results of research by General Affair (GA) employees at Siloam Hospitals Kebon Jeruk West Jakarta, the following conclusions can be drawn:

1. The work environment has a positive and significant effect on the performance of General Affair (GA) employees at Siloam Hospitals Kebon Jeruk West Jakarta, this can be proven from the linear regression equation  $Y = 10.155 + 0.767 X_1$ . The correlation value is 0.807 (very strong). The coefficient of determination is 65.1%. The tcount value is 6.201 > ttable 6.007 with a significance of 0.000 < 0.05.
2. Discipline has a positive and significant effect on the performance of General Affair (GA) employees at Siloam Hospitals Kebon Jeruk West Jakarta, this can be proven from the simple linear regression equation  $Y = 4.469 + 0.877 X_2$ . The correlation value is 0.871 (very strong). The coefficient of determination is 75.9%. The tcount value is 17.060 > ttable 6.007 with a significance of 0.000 < 0.05.
3. Simultaneously work environment and discipline have a positive and significant effect on the performance of General Affair (GA) employees at Siloam Hospitals Kebon Jeruk West Jakarta, this

can be proven from the multiple linear regression equation  $Y=2.192 + 0.325 X_1 + 0.615 X_2$ . The correlation value is 0.899 (very strong). The coefficient of determination is 80.8%. Fcount value  $153.975 > F_{table}$  with a significant level of  $0.000 < 0.05$ .

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