

The Effect of Discipline and Working Environment on Employee Performance with a Motivation as Intervening Variable: The Case of Private Hospitals in Palembang, Indonesia

Rahmat Saleh, Sri Rayahu, Fadhil Yamaly

Universitas Muhammadiyah Palembang
Corresponding Author: rsaleh999@gmail.com
ayu_mir67@yahoo.com, fadilplg@gmail.com

Article Information:

Received: July 31, 2024, Accepted: August 08, 2024, Published: August 10, 2024

Abstract

This study aims to determine the effect of work discipline and work environment on employee performance with work motivation as an intervening variable at Swasta Hospital in Palembang. This type of research is associative. The variables researchers use are work discipline, work environment, work motivation, and performance. The sample in this study was 180 employees of Muhammadiyah Hospital in Palembang selected by cluster sampling. The data used in this study is primary data with a questionnaire data collection method. The data analysis technique used is Structural Modeling Equation (SEM) with the Lisrel Program Application. The results of this study indicate that (1) work discipline has a positive and significant effect on work motivation, (2) work environment has a positive and significant effect on work motivation, (3) work discipline has a positive and significant effect on employee performance, (4) work environment has a positive and significant effect on employee performance, (5) work motivation has a positive and significant effect on employee performance at Muhammadiyah Hospital in Palembang.

Keywords: Discipline, Working Environment, Motivation, Employee Performance

How to Cite:

Saleh, R. Rahayu, A. Yamaly, F. (2024). The Effect of Discipline and Working Environment on Employee Performance with a Motivation as Intervening Variable: The Case of Private Hospitals in Palembang, Indonesia. *International Journal of Business, Management, and Economics*, 5(3). pp. 297 – 312. DOI: <https://doi.org/10.47747/ijbme.v5i3.1951>

1. Introduction

Human resources are a vital and fundamental asset that can act as a driving force in an organization. The potential of high-performance human resources is needed at all times, especially in the current competitive business era. Quality human resources are expected to be

Published by:

able to manage other resources to achieve organizational goals. Success in achieving organizational goals depends on the reliability and ability of human resources in carrying out their respective duties and responsibilities. To achieve goals, an organization wants to optimize the performance of its employees. Performance is a capacity that employees have to get the desired results. Employees need to have a positive work attitude to get the desired results. According to Busro (2018), performance is the work results achieved by a person or group of people in a company by their respective authorities and responsibilities to achieve company goals legally, not violating the law, and not contrary to morals or ethics.

Muhammadiyah Hospital Palembang is one of the hospitals in Palembang that continues to be committed to providing the best service to the community. As a private Hospital in Palembang, located at Jenderal Ahmad Yani / Jalan Silaberanti No. 13, Seberang Ulu II District, Palembang City, South Sumatra Province, our mission is to provide professional health services, education, and research. We operate as an organization that produces services as 'service products,' which means we consider our services as the products we offer to our patients. Like any organization, we expect the performance of our employees to align with our organization's vision and mission. In achieving our goals, we can undoubtedly overcome various obstacles. Based on secondary data, observations, and interviews, researchers found problematic phenomena at Private Hospitals in Palembang, such as communication breakdowns, lack of training, and resource constraints, that can affect organizational performance. The success of an organization or hospital will be related to the ability to produce optimal or good employee performance.

Based on the data, the income of Private Hospitals in Palembang fluctuated. In 2019, the income of Private Hospitals in Palembang was IDR 84,508,592,970. In 2020, the income of Private Hospitals in Palembang was IDR 74,592,789,801, which means there was a decrease in income. In 2021, the income of Private Hospitals in Palembang was IDR 75,398,145,331, which means there was an increase in income from the previous year; however, the rise in income in 2021 was still lower than the income of the last 2 (two) years. In 2022, the income of Private Hospitals in Palembang was IDR 65,428,570,484, which means there was a decrease from the previous year's income. An indication of an organization's performance can be seen from the quality of the work produced. The more perfect the work results, the better the performance, and vice versa. If the quality of the work produced is low, the performance is also low. The phenomenon found in the field is still dirty toilets, indicating that the quality of the cleaning service work is not good. The AC in the poly waiting room is not working; the AC is in an off condition, which indicates that the performance of the facilities and infrastructure is not good.

Effective supervision is crucial for an organization to function optimally. However, interviews with employees at a Private Hospital in Palembang revealed a concerning trend-the hospital has never conducted an annual monitoring and evaluation of employee performance. This lack of supervision highlights the need for better management practices in the hospital. Employee motivation is essential for achieving organizational goals. However, at a Private Hospital in Palembang, researchers found a significant issue with the reward system. Despite demonstrating innovation and loyalty, many employees have not received primary bonuses for their work performance. This lack of appreciation is a key area that needs to be addressed to improve employee motivation. Another indicator of employee motivation is the drive to excel. In the field, many employees still need to work just to carry out routine tasks without the enthusiasm to provide their best work results. This is indicated by the toilet at certain times, such as when many patient visits look dirty, and facilities, such as the air conditioning in the

vulnerable room, that are not cold enough and are often turned off.

Work motivation can also be obtained from work facilities as an indicator. Good work facilities can provide employees with enthusiasm for carrying out their work. In terms of work facilities, researchers found a phenomenon in Private Hospitals in Palembang, namely that there are office facilities and infrastructure such as internet networks that are often down; this is because Private Hospitals in Palembang only have one internet provider and there is no server to back up data in connection with the BPJS online queue for patient registration for treatment. In contrast, many patients who visit private hospitals are BPJS participants for medical devices and other supporting facilities, such as CT Scans, which have been purchased but have not been used. Dental X-rays and laboratory examination tools are not up to date, so some services are still referred to other hospitals or health facilities in the city of Palembang. The IV fluid room, logistics room, RT room, and maintenance rooms are alternative rooms used temporarily, so the room seems less representative of use. One of the variables that can affect work performance and motivation is work discipline. Regarding work performance and motivation, researchers also found a phenomenon in Private Hospitals in Palembang concerning implementing work discipline that could be more optimal. Judging from the indicator of coming to work on time, some employees still arrive late based on the time determined according to the regulations of the Muhammadiyah Hospital of Palembang.

Based on the initial data obtained, 943 employees arrived late in 2019, 756 in 2020, 889 in 2021, and 594 in 2022. Although there was a decrease, there were still employees who arrived late. Another indicator of work discipline is that employees comply with all the regulations set by the Private Hospital in Palembang. The annual report of the Private Hospital in Palembang shows that every year, employees receive disciplinary punishment. Based on the initial data obtained for 2019, 48 people received disciplinary punishment. In 2020, as many as 54 employees received disciplinary punishment. In 2021, the number of employees who received disciplinary punishment decreased to 21. In 2022, the number of employees who received disciplinary punishment was 29, which means the number of employees who received disciplinary punishment increased again. The results of direct observations at a Private Hospital in Palembang show that employees still need to use their time effectively. This is indicated by the fact that there are still employees who use their time while working while opening social media or just chatting with colleagues, and there are officers such as security guards who are not there. Researchers also found a phenomenon in the work environment variable, namely the workspace size, which is less representative. Based on observations and interviews (interviews), this is the case in the office section, which seems narrow, as well as in the personnel room, general patient registration room, and cashier room in the outpatient clinic.

Another indicator of the work environment that affects performance is the workspace arrangement. The phenomenon found at a private hospital in Palembang is that the workspace arrangement is less effective, as seen in the IT room on two floors. The first IT room is on the 1st floor (one) with a small room, and the room on the 2nd floor (two) is also adjacent to the server room. IT employees have to go up and down stairs while doing their work. This less effective arrangement of space will affect performance. A work environment that can also indicate a good environment is the psychological work environment. From interviews with employees of Private Hospitals in Palembang, it was found that the relationship between co-workers could have been better; there were working conditions that were sometimes less conducive because there were still frequent misunderstandings between employees in the workplace. There was still egocentrism between fields, for example, the nursing field towards

other fields.

2. Literature Review

Many factors affect performance. According to Busro (2018), internal factors affect employee performance, including intellectual ability, work discipline, job satisfaction, and employee motivation. External factors include leadership style, work environment, compensation, and company management systems. Work motivation is one of the factors that affects employee performance. According to Busro (2018), motivation is a driving force within an individual to carry out certain activities to achieve goals. According to Hasibuan (2020), motivation is a drive from within and outside a person to do something that can be seen from the internal and external dimensions. In other words, employee work motivation has two dimensions, namely, the internal drive dimension and the external drive dimension. Work motivation can be a strength within oneself that can arouse, direct, and influence someone to have the intensity and perseverance of voluntary behavior in doing a job.

Work discipline also affects performance; high work discipline will be able to help improve the performance of employees of an organization, including hospitals. According to Hasibuan (2020), work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. Work discipline has a significant influence on ensuring good employee performance because it is a form of understanding and willingness of employees to heed all existing regulations in an organization and applicable norms. Through work discipline, it becomes a determinant of whether employees work according to the rules or not. Thus, if employees have good work discipline, this will be positive in achieving their performance. Disciplined employees will undoubtedly be far from deviant actions that can hinder the work process. Good work discipline can also influence work motivation. Good work discipline will ensure the maintenance of order and encourage equality of work enthusiasm or motivation so that work implementation will get more practical work results and organizational targets will be achieved. However, poor work discipline will result in less effective work implementation and achievement of work results. Good discipline will increase work motivation for the smooth implementation of tasks and effective work results.

Another factor that can affect performance besides work motivation and work discipline is the work environment. According to Afandi (2016), the work environment is something that exists in the environment of workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. A reasonable or appropriate work environment is when employees can carry out their activities optimally, healthily, safely, and comfortably. The work environment is an atmosphere where employees feel comfortable working. According to Sutrisno (2016), the work environment is everything around workers, which can affect them in carrying out the tasks assigned, for example, cleanliness, music, lighting, and others. This is in line with the definition of Sedarmayanti (2014), which states that the work environment is all the tools and materials faced, the surrounding environment where employees work, their work methods, and their work arrangements both as individuals and as groups. A comfortable and conducive work environment will also impact work motivation. A cozy, conducive, and well-maintained work environment encourages and supports work enthusiasm or motivation. On the other hand, a less comfortable, conducive, and well-maintained work environment will minimize employee work enthusiasm, thus impacting employee performance.

The influence of work discipline on the work motivation of employees of Private Hospitals in

Palembang. According to Saydam and Kadarisman in Erri & Fajrin (2018), there are two factors that influence work motivation: internal factors such as the desire to live, the desire to have, the desire to gain appreciation, the desire to gain recognition, and the desire to rule, and external factors such as the work environment, family, job satisfaction, work discipline, work culture, and leadership. According to Sutrisno (2016), the factors that influence motivation are internal factors in the form of the desire to be able to live, the desire to have, the desire to gain appreciation, the desire to gain recognition, and the desire to rule. External factors include the work environment, adequate compensation, good supervision, job security, status, and responsibility. Research studies by Hevi and Okta (2023), Antari (2022), Jufrizen, and Hadi (2021) state that work discipline has a positive and significant effect on employee work motivation.

The influence of the work environment on the motivation of employees of Private Hospitals in Palembang. According to Saydam and Kadarisman in Erri & Fajrin (2018), two factors influence work motivation: internal factors such as the desire to live, the desire to have, the desire to gain appreciation, the desire to gain recognition, and the desire to rule, and external factors such as the work environment, family, job satisfaction, work discipline, work culture, and leadership. According to Sutrisno (2016), the factors that influence motivation are internal factors in the form of the desire to be able to live, the desire to have, the desire to gain appreciation, the desire to gain recognition, and the desire to rule. External factors include the work environment, adequate compensation, good supervision, job security, status, and responsibility. According to Siagian (2008), factors that cause work motivation include good working conditions, especially in the physical work environment. Feelings of being included in all administrative and management processes apply to all levels and job groups. A good work environment will be a significant supporting factor in achieving organizational goals; likewise, if the work environment is not good, it will hinder the achievement of organizational goals. A research study by Alfian et al. (2018), Nurhuda et al. (2019), and Narwis & Sahur (2019) State that the work environment positively and significantly affects employee work motivation.

The effect of work discipline on the performance of employees at Private Hospitals in Palembang. According to Busro (2020), the factors that influence performance are internal factors, including intellectual ability, work discipline, job satisfaction, and employee motivation, and external factors, including leadership style, work environment, compensation, and management systems in the company. According to Kasmir (2016), the factors that influence performance, both work results and behavior, are ability and expertise, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Good work discipline reflects a person's great sense of responsibility for his assigned tasks. Discipline is a person's awareness and willingness to obey all company rules and applicable social norms (Hasibuan: 2020). Research studies by Andriani et al. (2020), Suwanto (2019) and Rahayu et al. (2018), Mohammad, et al. (2019) stated that work discipline has a significant effect on employee performance.

The influence of the work environment on the performance of employees at Private Hospitals in Palembang. According to Sedarmayanti (2014), the work environment is all the tools and materials faced, the surrounding environment where employees work, their work methods, and their work arrangements both as individuals and as groups. According to Kasmir (2016), the factors that influence performance, both work results and behavior, are abilities and expertise, work design, personality, work motivation, leadership, leadership style, organizational culture,

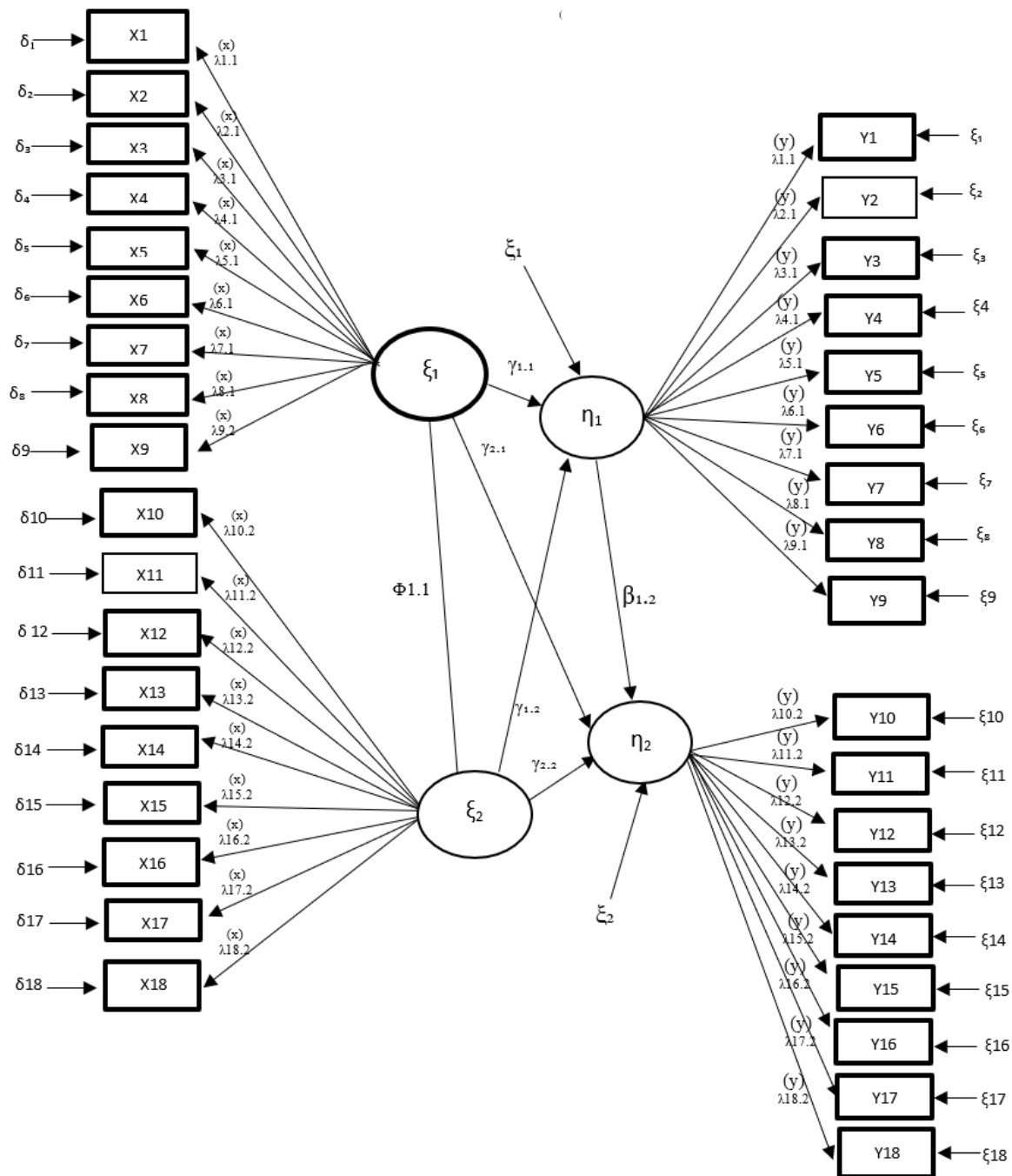
job satisfaction, work environment, loyalty, commitment, and work discipline. According to Wibowo (2022), organizational performance is influenced by non-human resources, including equipment, factories, work environment, technology, capital, and funds that can be used. According to Armstrong and Baron in Wibowo (2022), factors that influence performance include contextual/situational factors, which are indicated by high-pressure levels and internal and external environment changes. A research study by Andriani et al. (2020), Suwanto (2019) and Rahayu et al. (2018), Mohammad et al. (2019) stated that the work environment has a positive and significant influence on performance. A good work environment will be a very important supporting factor in achieving organizational goals; likewise, if the work environment is not good, it will hinder the achievement of organizational goals.

The influence of motivation on the performance of Private Hospitals in Palembang employees. According to Kasmir (2016), the factors that influence performance, both results and work behavior, are abilities and expertise, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Adhari (2020) stated that the factors that influence performance are their abilities, motivation, support received, the existence of their work, and their relationship with the organization. According to Armstrong and Baron in Wibowo (2022), factors that influence performance include personal factors indicated by skills, competencies possessed, motivation, and individual commitment. According to Hasibuan in Busro (2020), factors that affect performance consist of the ability to carry out work, interest in work, clarity of delegation, and role and level of worker motivation. Febrian and Alfian (2023), Nurhuda (2019), Daman et al. (2021) stated that motivation has a positive and significant effect on employee performance.

3. Research Method

The object of the study is a Private Hospital in Palembang. The Private Hospital in Palembang is located in Palembang City, South Sumatra Province. According to Sugiyono (2017), the research method used is the associative method, which is a study to test the alleged relationship (influence) between one variable and another. The variables in question are to determine the effect of work discipline and work environment on employee performance, with motivation as an intervening variable at a Private Hospital in Palembang. The variables in this study discuss four variables: exogenous latent variables, endogenous latent variables, and endogenous latent variables as intervening variables. The performance indicators are quantity, quality, and supervision. The motivation indicators are remuneration, work facilities, and work performance. The discipline indicators are coming in on time, using time effectively, and complying with all regulations. The work environment indicators are the workspace size, the workspace arrangement, and the relationship between coworkers. The population in this study consisted of all employees of the private hospital in Palembang who had permanent employee status and did not include clinical (medical) staff, which was 453 people. In this study, the number of indicators was 38 (questionnaire questions), so the number of samples was 5×38 , namely 180 respondents from permanent employees of the Muhammadiyah Hospital in Palembang. The sampling technique above combines the probability and cluster sampling techniques. Sampling by clustering (Cluster Random Sampling) is to randomize the group, not the subject individually. The data analysis method used in this study is Structural Equation Modeling (SEM). The following is the SEM model.

Figure 1. Structural Equation Modeling



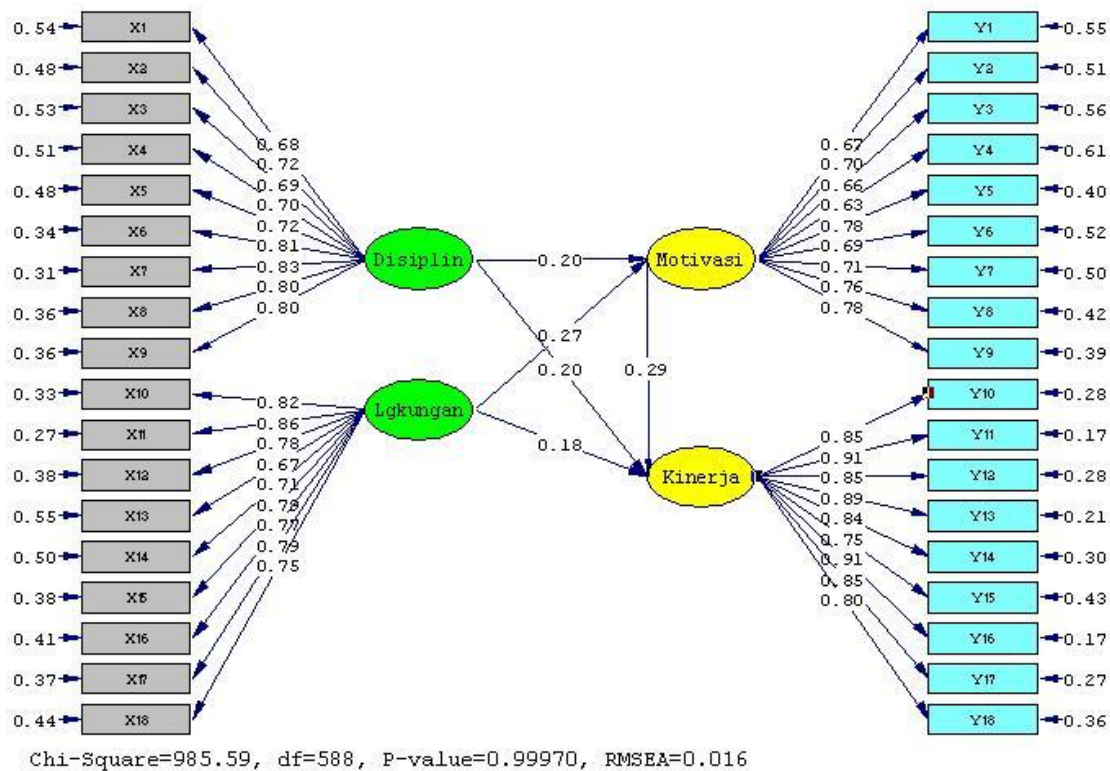
4. Findings and Discussions

Confirmatory Factor Analysis (CFA). This analysis is conducted on all constructs separately to test the measurement model by evaluating construct validity and reliability.

Figure 1 above shows that all loading factor variables have values greater than the error value. This shows that the CFA (Confirmatory Factor Analysis) test in the initial stage in the figure above has met the requirements for the next testing stage

Published by:

Figure 2. Confirmatory Factor Analysis



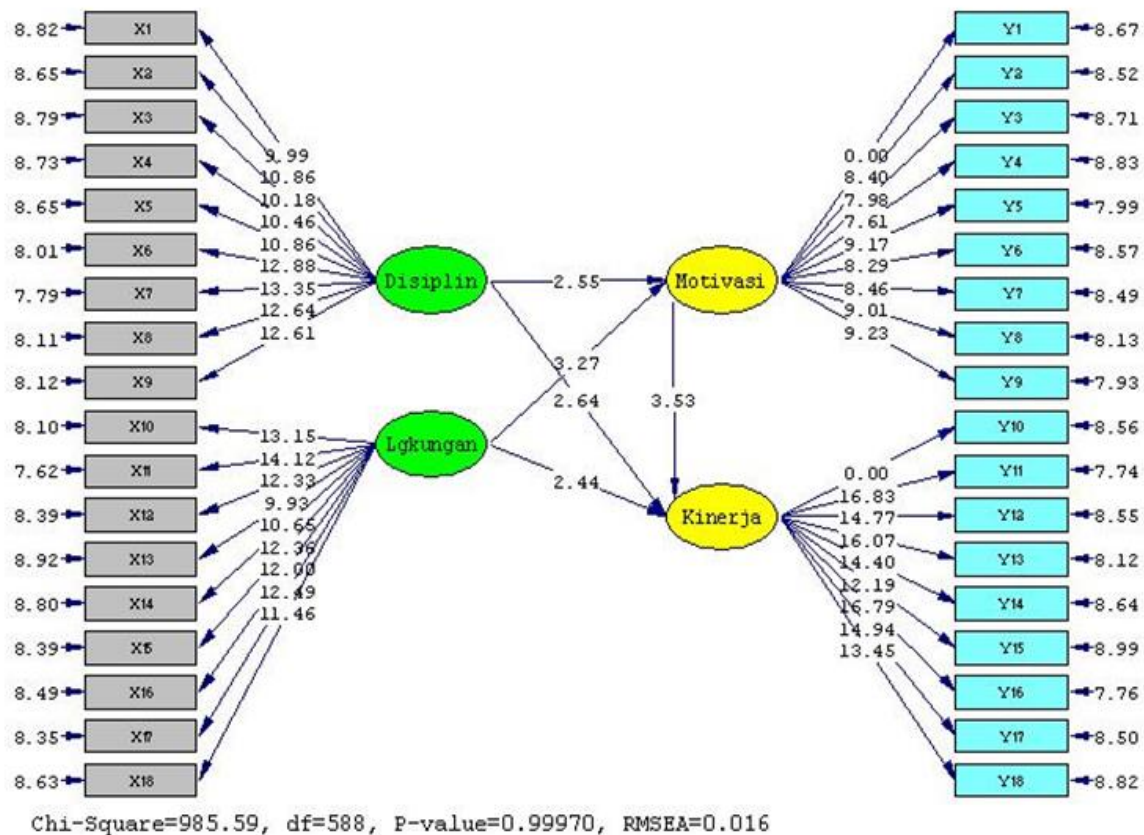
Based on Table 1, the model is good because the overall goodness of fit index criteria are in the good fit category, especially the p-Value value, which is greater than 0.05, and the RMSEA value, which is less than 0.05, so there is no need to modify the model.

Table 1. Goodness of Fit Index

Goodness Of Fit Index	Cut Of Value	Hasil Analisis	Evaluasi Model
P-Value	$\geq 0,05$	0,9997	Good Fit
RMSEA	$\leq 0,1$	0,016	Good Fit
GFI	$\geq 0,90$	0,77	Fit
NNFI	$\geq 0,90$	0,97	Good Fit
SRMR	$\leq 0,1$	0,066	Good Fit
IFI	$\geq 0,90$	0,97	Good Fit
CFI	$\geq 0,90$	0,97	Good Fit
RFI	$\geq 0,90$	0,92	Good Fit
NFI	$\geq 0,90$	0,92	Good Fit

t-test. Testing this study's hypothesis is determined by the significance and strength of the relationship between variables, such as the hypothesis that was made previously. The hypothesis will be accepted if the T-value is more significant than 1.96 or less than -1.96.

Figure 3. t-test value



The Influence of Work Discipline (disiplin) on Work Motivation (motivasi) of Private Hospital Employees in Palembang. Based on the test results, the T-Values result was $2.55 > 1.96$, so it can be concluded that work discipline has a positive and significant effect on the work motivation of employees of Private Hospitals in Palembang. The results of this study are based on the theory according to Saydam and Kadarisman in Erri & Fajrin (2018), which states that work discipline is one of the factors that influence work motivation. This study is in line with research conducted by Hevi and Okta (2023), Antari (2022), Jufrizen, and Hadi (2021), which states that work discipline has a positive and significant effect on work motivation. However, this study does not align with research conducted by Nurhuda, et al. (2019), which states that work discipline does not significantly affect motivation. This study is different from the research of Nurhuda, Sigit Sardjono, and Wulan Purnamasari (2019) because it is based on several aspects. For example, Nurhuda, et al. research (2019) used the purposive sampling method with a sample size of 100 samples, while this study used the cluster sampling technique (sample area) with a sample size of 180 samples. The respondents' answers show that work discipline affects work motivation. It can be seen in the distribution of answers to the respondents that the problems are as follows: a) There are still employees who return to work after break times that do not match the time that has been set; b. Employees still use social media such as Facebook (FB), Instagram, or TikTok during working hours; c. Some employees still spend a long time chatting with other coworkers during working hours. There are still employees who need to complete the work given and complete the work less carefully. Employees tend to do work just by doing routines and need more motivation to do their best according to their abilities. It is necessary to improve work discipline for employees of the

Muhammadiyah Hospital Palembang. Improving work discipline can be attempted by providing direction to all employees that during working hours, they must be in their respective workplaces so that all work that is their responsibility can be adequately completed, work that is completed and no work piling up to be completed can provide its motivation for employees. Another way that can be attempted is to apply high-quality standards; for example, when employees are prohibited from using social media, discipline in maintaining high-quality standards at work helps increase employee motivation to give the best of themselves so that employees feel motivated.

The Influence of the Work Environment (lingkungan) on the Work Motivation of Private Hospital Employees in Palembang. Based on the test results, the t-Values result was $3.27 > 1.96$, so it can be concluded that the work environment positively and significantly affects work motivation. According to Saydam and Kadarisman in Erri and Fajrin (2018), external factors originating from outside employees can also affect motivation, namely the work environment. This study is in line with research conducted by Andi Alfian Novita Asdar, Reza Aril Ahri, Haeruddin (2018), and research by Narwis, & Sahur (2019), and research by Nurhuda, et al. (2019) that the work environment has a significant effect on work motivation. However, this study is not different from research conducted by Wardani and Asep Rokhyadi Permana Saputra (2020), which states that the work environment has no significant effect on work motivation. The reason this study is different from the research of Wardani and Saputra (2020) is that it is based on several aspects, namely, the number of respondents in the research of and Saputra (2020), sampling using nonprobability sampling or saturated sampling with a total of 50 respondents, while the study used cluster sampling (sample area) with a sample size of 180 respondents. The data analysis method of Wardani and Saputra (2020) used a data analysis method, namely multiple linear regression, while the study used Structural Equation Modeling (SEM). The respondents' answers show that the work environment affects work motivation. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There still needs to be more workspace so that it is less comfortable to do work; b. There is still equipment in the workspace that needs to be neatly arranged; c. There is still a less harmonious relationship between employees with the assumption that specific work sections/units are more important than other work sections/units. There are still employees who need to complete their work correctly, and there are still employees who complete their work less carefully. Employees can do their work to fulfill their obligations if the work environment, both physical and non-physical, is not able to motivate them. In this regard, it is necessary to improve the work environment, both the physical environment, such as the arrangement of the workspace, and the size of the workspace that is adequate and comfortable for carrying out work activities. One way to arrange the workspace is by trying to create a more representative workspace for carrying out work, for example, not only utilizing the existing space, such as the space under the stairs for a room from a particular section/unit, in addition, efforts are also needed to improve the non-physical work environment by building harmonious relationships between employees by holding joint activities such as family gatherings or team building, with this it is expected to increase employee work motivation.

The Influence of Work Discipline on Employee Performance at Private Hospitals in Palembang. Based on the test results using the Lisrel application, the t-value result was $2.64 > 1.96$. So, it can be concluded that discipline significantly affects performance. The results of this study are based on the theory according to Kasmir (2016), which states that one of the factors that influence performance, both results and work behavior, is work discipline. This study is in line with research conducted by Hevi & Okta (2023), research by Andriani, Rahmi

Published by:

Widyanti (2020), Suwanto (2019) and Rahayu et al. (2018), research by Mohammad et al. (2019) which states that there is a positive and significant influence of work discipline on employee performance. However, this study does not align with the survey by Daman et al.(2021), which stated that the work environment has a positive but insignificant effect on work motivation. The reason this study is different from the study by Djaman et al.(2021) is because it is based on several aspects, namely, Djaman et al. (2021) used the Multiple Linear Regression Analysis Method with the SPSS application, while in this study using Structural Equation Modeling (SEM) with the Lisrel application. The sampling method used by Daman et al.(2021) is the census technique, while this study uses the Cluster Sampling technique (sample area). Based on the results of the respondents' answers show that work discipline affects performance. It can be seen in the distribution of answers to respondents in the following problems: a. Some employees still go home from work before their break time; b. Some employees still return to work after their break time is late; c. There are still employees who are away from work during working hours. There are still employees who still need to complete their work on time, and there are still jobs that are done with less than satisfactory results. Related to this, it is necessary to improve work discipline for employees of Private Hospitals in Palembang. Improving employee discipline to come and go home on time, use time effectively, and comply with regulations by the provisions in force at Private Hospitals in Palembang by implementing rewards and punishments consistently so that employees feel that discipline is something that must be considered in working, employees who have high work discipline must get rewards and employees who violate discipline will receive punishments by the regulations. This is needed so that employee performance increases so that organizational goals can be achieved optimally.

The Influence of the Work Environment on the Performance of Private Hospital Employees in Palembang. Based on the test results, the t-value result was $2.44 > 1.96$, so it can be concluded that the work environment significantly affects performance. The results of this study are based on the theory according to Kasmir (2016), which states that one of the factors that influences performance, both results and work behavior, is the work environment. This study is in line with research conducted by Andriani et al. (2020), research by Andriani et al. (2020), and research by Mohammad et al. (2019), which states that the work environment has a significant effect on performance. However, this study does not align with research conducted by Mirzayati and Zubadi (2018), who state that the work environment has a negative but insignificant effect on performance. This study is not in line with the research because of several aspects. The analysis method used is a multiple linear regression program, while this study uses SEM Lisrel. Researchers use purposive sampling, while this study uses cluster sampling (area sampling). The respondents' answers show that the work environment affects performance. It can be seen in the distribution of answers to respondents in their problems as follows: a. A workspace still feels cramped to carry out work; b. There is still an ineffective workspace arrangement with the same work section/unit not on 1 (one) floor; c. There are still employees who need to be more harmonious with the assumption that specific work sections/units are more important than other work sections/units. Some employees still need to complete the work that is their responsibility, and the work results could be more satisfactory. Related to this, it is necessary to improve the work environment, both the physical environment, such as the arrangement of the workspace, and the size of the workspace that is adequate and comfortable for carrying out work activities. The workspace can be arranged by placing the same part/work unit on the same floor. In terms of the workspace size, it can be attempted by improving the workspace so that it is more representative and comfortable to do work, trying

to provide a workspace that is not a temporary space or a space that looks pretty narrow to carry out work activities. Improving the non-physical work environment can be attempted by building harmonious relationships between employees by providing understanding and comprehension to employees that all parts/work units in the Muhammadiyah Palembang Hospital environment have an important role, according to their respective roles, organizational goals can be achieved if each part/work unit performs its role well. This is expected to improve employee performance and achieve organizational goals optimally.

The Influence of Work Motivation on Employee Performance at Private Hospitals in Palembang. Based on the test results, the t-value result was $3.53 > 1.96$, so it can be concluded that work motivation affects performance. The results of this study are based on the theory of Kasmir (2016), which states that one of the factors that influence performance, both results and work behavior, is work motivation. This study is in line with research conducted by Febrian, Alfian (2023), Nurhuda (2019), and Djaman et al. (2021), which states that motivation has a positive and significant effect on performance. However, this study does not align with research conducted by Cen (2022), which states that work motivation does not significantly affect employee performance. This study is not in line with Cen's research (2022) because of several aspects, namely, the research method is analyzed or processed using the SPSS version 25 program. While this study uses SEM Lisrel. The sampling technique used by the researcher, Cen (2022), is saturated sampling with a sample size of 60 respondents, while this study uses the cluster sampling technique (area sampling) with a sample size of 180 respondents. The results of the respondents' answers show that work motivation affects performance. It can be seen in the distribution of answers to respondents in the following problems: a. There has been no yearly reward in the form of a periodic salary increase; b. Work facilities must be improved using temporary workspaces (not permanent ones); c. Employee work performance is still low, which can be seen from the fact that some still do not complete the work given. Employees still need to complete the work that is their responsibility; there are still complaints about the work results, and the supervisor rarely reprimands them for poor work. In this regard, it is necessary to increase employee work motivation, including paying attention to employee compensation and increasing salaries adjusted to the organization's capabilities. This is one of the efforts to help employees meet their living needs, and it impacts increasing employee work motivation. Giving appreciation to employees who have innovation and loyalty to the hospital and improving work facilities, such as providing medical equipment needed for supporting examinations, adequate laboratory equipment for examinations, and a comfortable workspace, can increase employee work motivation. Employees with high motivation tend to be more active and focused in carrying out their activities while working so that organizational goals are achieved.

The Influence of Work Discipline on Employee Performance of Private Hospitals in Palembang with Work Motivation as an Intervening Variable. Based on the test results, the direct influence of work discipline on performance is 0.20, while the indirect influence of work discipline on performance with work motivation as an intervening variable is 0.06. This means that work motivation does not strengthen the impact of work discipline on performance. In this case, the work discipline variable supported by the intervening variable of work motivation does not enhance the influence of work discipline on performance. This statement is based on the results of the distribution of questionnaires and responses to the existing statement items, indicating that work discipline has no indirect influence on performance through the intervening variable of work motivation. However, the results of the questionnaire statement from the work motivation variable are dominated by respondents' answers agreeing and strongly agreeing.

Published by:

Still, out of 180 respondents, some answered that they disagreed, and strongly disagreed, even though neutral respondents' answers were relatively high.

The Influence of the Work Environment on Employee Performance of Private Hospitals in Palembang with Work Motivation as an Intervening Variable. Based on the test results, the direct influence of the work environment on performance is 0.18, while the indirect influence of the work environment on performance with work motivation as an intervening variable is 0.08. This means that work motivation does not strengthen the impact of the work environment on performance. In this case, the work environment variable supported by the intervening variable work motivation does not enhance the influence of the work environment on performance. This statement is based on the results of the distribution of questionnaires and responses to the existing statement items, showing that the work environment does not have an indirect influence on performance through the intervening variable work motivation from the results of the questionnaire statement from the work motivation variable dominated by respondents' answers agree and strongly agree, however, out of 180 respondents there were respondents' answers who stated that they disagreed and strongly disagreed, even neutral respondents' answers were relatively high.

5. Conclusion

There is a positive and significant influence between work discipline, work environment, and work motivation on the performance of Private Hospitals in Palembang employees. To improve work discipline and work motivation can attempted by providing direction to all employees that during working hours, they must be in their respective workplaces so that all work that is their responsibility can be completed properly. Another way that can be attempted is to implement high-quality standards; for example, when employees are prohibited from using social media, discipline in maintaining high-quality standards at work helps increase employee motivation to give their best. To improve the work environment work motivation, we need to improve the work environment, which is by trying to create a more representative workspace to do work; for example, not only utilize the existing space, such as the space under the stairs for a room from a particular section/unit but there must be a room that is indeed provided for that section/unit. in addition, efforts are also needed to improve the non-physical work environment by building harmonious relationships between employees by holding joint activities such as family gatherings or team building. To improve work discipline towards performance, it is necessary to improve employee discipline to come and go home on time, use time effectively, and comply with regulations by the provisions in force at Private Hospitals in Palembang by implementing rewards and punishments consistently so that employees feel that discipline is something that must be considered in working, employees who have high work discipline must receive rewards and employees who violate discipline will receive punishments by the regulations. Periodic monitoring and evaluation must continue to be carried out so that things that are felt to be inconsistent with the expected performance can immediately be known about the achievements of the organization and the obstacles faced. To improve the work environment and performance, arranging the workspace by trying to place the same work section/unit on the same floor is necessary. In terms of workspace size, it is essential to improve it so that it is more representative and comfortable to do work, trying to provide a workspace that is not a temporary space or a space that looks too narrow to carry out work activities. Improving the non-physical work environment can be attempted by building harmonious relationships between employees by providing understanding and comprehension to employees that all parts/work units in the Private Hospital environment in Palembang have an essential

role, according to their respective roles, organizational goals can be achieved if each part/work unit performs its role well. To improve work motivation towards performance, it is necessary to increase employee work motivation, including by paying attention to employee rewards, providing an appreciation for employees who have innovation and loyalty to the Hospital, and improving work facilities such as providing medical equipment needed for supporting examinations, providing adequate laboratory equipment for examinations, providing a comfortable workspace for work.

References

- Adhari, I. Z. (2020). *Optimalisasi Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja*. Pasuruan: Qiara Media.
- Afandi, P. 2016. *Manajemen Sumber Daya Manusia, Teori, Konsep dan Indikator* Cetakan ke-1. Riau: Zanaf Publishing.
- Alfian, A., Novita, A., Reza, A, A., Haeruddin. (2019). Faktor Yang Mempengaruhi Motivasi Kerja Terhadap Kinerja Perawat Di Ruang Rawat Inap Rumah Sakit Islam Faisal Kota Makassar Tahun 2018. *Jurnal Mitrasehat*, Volume IX Nomor 1, Mei 2019 ISSN 2089-2551
- Andriani, W., Widyanti, R., Husnurropiq. (2020). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Study Pada Karyawan Rumah Sakit Islam Banjarmasin). AL – KALAM. *Jurnal Komunikasi Bisnis dan Manajemen* Vol.7 No.2 Juli 2020
- Antari, N. N. W. (2022). Peranan Motivasi Dalam Mempengaruhi Kepuasan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Rumah Sakit Umum Daerah Wangaya Denpasar. *Jurnal Pendidikan dan Konseling* Volume 4 Nomor 5
- Busro, M. (2018). *Teori-teori sumber daya manusia*. Jakarta: Prenadamedia Group
- Cen, C. C. (2022). *Jurnal Ekonomika* 45 Vol 10 No. 1 (Desember 2022) – E-Issn:2798-575x ; Pissn:2354-6581
- Djaman, S., Hasanuddin, B., Rudin. (2021). Pengaruh Motivasi Kerja, Disiplin Kerja dan Budaya Organisasi terhadap Kinerja Pegawai Kesehatan Rumah Sakit Umum Daerah Tora Belo Kabupaten Sigi. E-ISSN (Online) : 2621 – 3230 *Jurnal Aplikasi Manajemen dan Inovasi Bisnis* DOI : <https://doi.org/10.47201/jmn> Volume 3, Nomor 2, Februari 2021
- Erri, D., & Fajrin, A. N. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: PT.Bumi Aksara
- Febrian, I., Alfian. (2023). Pengaruh Disiplin Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai Rumah Sakit Universitas Andalas. *Jurnal Publikasi Sistem Informasi dan Manajemen Bisnis (JUPSIM)* Vol.2, No.2 Mei 2023 e-ISSN: 2808-8980; p-ISSN: 2808-9383, Hal 01-13
- Hasibuan, H. M.S.P (2020). *Manajemen Sumber Daya Manusia Edisi Revisi*. Jakarta. Bumi Aksara
- Hevi, A, and Okta, K. (2023). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Di Rumah Sakit Islam Faisal Kota Makassar. *Jurnal Ilmiah Manajemen Dan Bisnis* P-Issn 2620-

9551 E-Issn 2622-1616 Jambura: Vol 6. No 2

- Jufrizen, & Hadi, F. P. (2021). Pengaruh Fasilitas Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Jurnal Sains Manajemen* Volume 7 No 1, Juni 2021, E-ISSN 2443-0064 dan P-ISSN 2622-0377
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta. RajaGrafindo Persada
- Mirzayati, K., and Zubadi, H. (2018). Pengaruh Lingkungan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Empiris Di Rumah Sakit Umum Daerah (RSUD) Tidar Kota Magelang). *Prosiding Business and Economics Conference In Utilizing of Modern Technology* ISSN 2622 – 9404
- Mohammad, B., Muhammad, Z., Harlie. (2019). Pengaruh Disiplin Kerja, Lingkungan Kerja, dan Komitmen Organisasional terhadap Kinerja Karyawan: Studi pada Rumah Sakit Islam Banjarmasin. *Jurnal Maksipreneur* Vol. 8 No.2. Juni 2019 hal.191–206
- Narwis, A., Sahur, M. R (2019). Pengaruh Lingkungan Kerja Dan Tingkat Pendidikan Terhadap Motivasi Pegawai Pada Rsud Majene. *Jurnal Ilmiah Akuntansi Manajemen* Volume2 Nomor 2. ISSN (print): 2598 -0696, ISSN (online):2684-9283
- Nurhuda, A., Sardjono, S. Purnamasari, W (2019). Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja, Lingkungan Kerja Terhadap Motivasi Dan Kinerja Karyawan Rumah Sakit Anwar Medika Jl. Raya Bypass Krian Km. 33 Balongbendo – Sidoarjo. Vol. 1, No 1. ISSN: 2622-6367 (Online) *IqtishaDequity Fakultas Ekonomi Prodi Manajemen*
- Rahayu, K., Srihastuti, E., Ni'am, M. A. (2018). Analisis Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Pemberian Upah terhadap Kinerja Karyawan (Studi Kasus pada Rumah Sakit Umum Daerah Gambiran Kota Kediri). *Jurnal Mutiara Madani*. Volume 06 No. 2 Juli 2018, 182-192
- Sedarmayanti. (2014). *Manajemen Sumber Daya Manusia. reformasi & birokrasi Karyawan Negeri Sipil*. Bandung. Refika Aditama.
- Siagian, S. P. (2008). *Manajemen Sumber Daya Manusia*, Jakarta: Bumi Aksara.
- Sugiyono. (2017). *Metode Penelitian Kualitatif, Kuantitatif dan R&D*. Bandung. Alfabeta
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Prenada Media Group
- Suwanto. (2019). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Rumah Sakit Umum Tangerang Selatan. *Jurnal Ilmiah, Manajemen Sumber Daya Manusia ---Jenius*. Jenius. Vol. 3, No. 1, September 2019
- Wardani, P. K., dan Saputra, A. R. P. (2020). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Lingkungan Kerja Sebagai Variabel Intervening. *Jurnal SWOT*, Volume X, No 3,
- Wibowo. (2022). *Manajemen Kinerja edisi kelima*. Depok: Rajawali Pers

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

Published by:

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

