

# The Effect Of Work Discipline, Work Motivation and Organizational Culture on Employee Performance Improvement Strategies at Bogor City Hospital in 2024

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**Abstract** - Research This done for know whether Discipline Work, Motivation Work and Culture Existing organizations capable give influence towards the improvement strategy performance employees at Bogor City Hospital This research use method Descriptive Quantitative involving 66 respondents Non- Medical employees at Bogor City Hospital. From the results data processing found  $r$  count  $>$   $r$  table and  $t$  count  $>$   $t$  table and seen from the significance produced it is  $<0.005$  then This means that  $H_0$  is rejected and  $H_a$  is accepted. or Variables Independent influential to Variables Dependent. Discipline Work, Motivation Work and Culture Organization become something that is certainly very important because of with existence If Discipline Work, Motivation Work and Culture Organization applied so will become positive influence, result or the impact of course positive to existing employees.

Keywords: Performance Strategy, Work Discipline, Work Motivation, Organizational Culture

## I. INTRODUCTION

Hospital based on Constitution Republic of Indonesia Number 44 of 2009, namely a institution service for the community that has characteristics itself which of course is influenced with knowledge health, progress technology also with life social society which of course must Keep going increase its services to be more quality and high quality so that can realization high degree of health. Hospital is institution Health services that provide service health in a way plenary which provides service take care hospitalization, care road and emergency emergency. This is delivered in Law of the Republic of Indonesia No. 44 of 2009 concerning House Sick in journal (HS Pratiwi et al., 2021). Therefore That naturally House sick required own service effective and efficient where the key there is in the role source Power man in a organization that becomes determinant for effectiveness and success organization in reach objective For maximize profit and a mark for organization the (Maisaroh, 2020)

Naturally quality a organization determined with existence source Power quality human resources so that the existing human resources own quality good performance because of That need existence improvement performance where For increase HR performance is needed existence development source Power human beings of course with development source Power man This objective from organization will easy achieved (Apriliana & Nawangsari, 2021). In the Regulation of the Minister of Health Number 13 of 2022 concerning Plan Strategic For ensure standard quality as well as professionalism in human resources at home Sick naturally need existence coaching and development source Power existing human beings with see qualifications, competence and performance. Employee performance is aspect important which plays a very important role for institutions and determine performance employee that is with do measurement performance, with existence measurement performance employee can give a strategic overview that is capable of push achievement Good vision, mission, goals and realizing strategies in institutions (Lathifah, 2021).

Wexley and Yukl convey There is factors that can influence performance on related employees with employee That Alone and also with environment place its work and factors other is discipline Work employees and also motivation work. (Zainudi et al., 2022) Keith Davis said that "*Discipline is management action to enforce organization standards*", discipline Work according to Keith davis is a implementation management organization in strengthen a provisions that exist in a organization. (Baehaki & Faisal, 2020)

According to Ernest J. McCormick motivation Work is a conditions that affect somebody For grow, focus and maintain a related actions with environment Work (Akil & Misbahuddin, 2023). Without existence motivation naturally employee No maximum in carry out his job or employee No run duties and responsibilities the answer in accordance with the one who already determined Because employee No own encouragement in do his job because That Employee motivation is very important and necessary.

Not only discipline work and motivation work that affects improvement performance organization However according to Hessel, culture organization be one of improvement employee performance because in every agency or company naturally own culture different organizations and have characteristics each one's own culture organization This become factor improvement performance this is one of them influencing factors Because such as culture organization No in accordance as expected so performance employees also do not productive and finally performance employee decrease (M. Pratiwi et al., 2022).

Culture organization grow Because the creation and development of human resources in a organization and culture existing organizations Can accepted become A the provisions that become guidelines for member organization it is also culture organization This should cared for and able to lowered to member new and see study previously conducted by (Lidwina, Henrikus, and Yoseph 2023) that there is significant influence culture Work to performance employee. HR at home Sick become a main model that must be Ready standby in give excellent service to visitors because of That readiness and quality of human resources at home even if sick, you have to maximum and have good

performance, so that visitors have a sense of trust, security and also provide positive *feedback* and with That objective from House even sick achieved (New, 2023).

Bogor City Regional General Hospital (RSUD) is facility health that organizes Health services in general comprehensive and complete. Bogor City Hospital is House sick in the city Bogor, which has the status of BLUD (Regional Public Service Agency) which is under the jurisdiction of government Bogor City area and Bogor City Regional Hospital be one of House Sick references that exist in Bogor City so that with existence matter That, Bogor City Hospital maximizes For give excellent service with depend on means infrastructure and human resources that it has so that the Bogor City Regional Hospital becomes House superior and can be sick give maximum service.

Based on secondary data in the form of an Examination Report from The HR department of Bogor City Hospital, it is known that Employees at Bogor City Hospital are still Lots very lack of employees motivation and obedience in carry out his job. This is one of them proven with existence summons employees by head HR field of Bogor City Hospital on April 1, 2024 due to there is report that employee the own decline performance because of lack of not quite enough answer, lack of motivation in work and lack of commitment in operate work so that the existing Service SOP at Bogor City Hospital is not walk in a way maximum. Not only about discipline and responsibility answer that becomes constraints on employees of Bogor City Hospital, however, there is a discrepancy work unit placement is also one of the constraint decline performance on employees.

And from existing problems writer want to know what is the improvement strategy performance employee this is influenced by discipline work, motivation work and culture organizations at Bogor City Hospital.

## II. THEORETICAL BASIS

### a. Strategy

Strategy is form related approaches with ideas and planning on a activity, the word "strategy" is derivative from Greek *strategos* which means "the art of the general" or the art and strategy of the commanders of the Athenian democracy era can interpreted as plan comprehensive and integrated which combines superiority company with environment For ensure objective organization achieved in accordance appropriate specifications (Sihombing & Batoebara, 2019)

Strategy according to *Johnson* and *Schools* strategy is direction, provisions or decisions and space scope that exists in one organization that has term long with produce a profit for organization. (Suprpto, 2019) According to *Chandler's* strategy is something in determine goals and targets with time term length in organization with implemented a action also allocates source existing power For reach objective in accordance with what is stipulated. According to faith Mulyana strategy is science is also art with apply ability to collaborate as well source power and an effective environment to get good and effective results (Timpal et al., 2021). Henry Mintzberg stated that strategy is method or step in reach the goals that have been achieved exist in the organization. Pedersen and Ritter stated that strategy is a plan For implement and follow up something through activities. (Savitri & Naili, 2020). With explanation the can be concluded that strategy is a planning in determine Direction is also a decision that exists in the organization with utilise source power and the existing environment in order to get appropriate results with target.

### b. Definition of Performance

In general etymology, performance This originate from the word *performance* which comes from from the word perform which can interpreted as do, fulfill or operate something, to carry out not quite enough answer and also do something that someone hopes for whereas definition from performance That Alone namely Performance is as achievement results or Level of achievement in the organization (Gaol, 2022). According to Robbins, performance is a results work achieved by employees based on established criteria adjusted to a work (DR Putri et al., 2023). According to wexley and yulk performance is a implementation from A theory balance that a employee will show a good performance If employee the get a advantages and existence motivation For carry out his job in accordance with not quite enough the answer given (Mokosolang et al., 2021).

However according to Handoko and Pabundu, performance is an organizational process For evaluate or evaluate performance of the employees within it (Pangestu et al., 2022). And according to sedarmayanti, performance is results a work someone whose results can provenin a way clear and performance This can measured. (Vallennia & Atikah, 2020)

### Factors Affecting Performance

According to Wexley and Yukl convey There is a number of factors that can influence performance on related employees with employee That Alone and also with environment place its work and factors other is discipline Work employees and also motivation Work. (Zainudi et al., 2022)

According to Hessel culture organization also becomes one of improvement employee performance because in every agency or company naturally own culture different organizations and have characteristics each one's own culture organization This become factor improvement performance and one of the influencing factors Because such as culture organization No in accordance as expected so performance employees also do not productive and finally performance employee decreased. (Pratiwi et al., 2022)

### c. Understanding Discipline Work

According to Terry discipline is a bridge for employees so that employees can operate his job with smooth and try employees to be disciplined in work and Terry doesn't agree that such as discipline only linked with punishment, because according to Terry the punishment That a option final in to uphold discipline (Utina et al., 2023)

According to Hasibuan, discipline is awareness and will somebody in obey all regulation both written or No written that is indeed exist and apply in the environment a agency in order to provide devotion and responsibility answer employee to agency (Malomis et al., 2020)

According to Afandi, discipline is a action management to encourage organizational human resources can reach various provisions and regulations that exist and apply in the organization like obey the rules , regulations and existence sanctions for offenders. (Ningsih et al., 2022).

#### Aspect Discipline Work

According to Lateiner and Levine, there are 5 things that determine whether employees have good discipline, these 5 things are:

- a. Employees arrive on time to work
- b. Employee wearing completeness attribute Work
- c. Employees who use means infrastructure with Good
- d. Quality Work employee
- e. Employees who have Spirit (Nila & Nasution, nd)

#### d. Understanding Motivation Work

Motivation Work is constructive things desire and passion work on employees where motivation Work this is important and must given to employee because of capable make employee own maximum enthusiasm so that more easy in reach objective a agency or company. (Khasanah & Basukianto, 2022)

According to *Robbins P, Stephen and Judge* motivation Work is strength employee For own high effort to achieve objectives in the organization with aligned and appropriate goals need individual. (Jintar, 2023)

According to Siagian motivation Work is a thing that drives a employees in the organization This willing and willing For direct ability with a expertise and skills in order to carry out various not quite enough the answer in frame reach objective with various goals that have been set such that appearance by the organization. (Fransiska & Tupti, 2020).

#### Aspects – Aspects Motivation Work

According to George and Jones (Kusumawati et al., 2022) , there are 3 aspects of work motivation, namely:

- a. Direct Behavior  
It is actions, attitudes and existing traits when in work and be measured when existence desire in finish work also steadfastness to existing rules
- b. Level of Effort  
A determination somebody in work and be in harmony with selected behavior as well as measured with existence seriousness when work also exists desire become more good.
- c. Level of Persistence  
See how much strong somebody try in operate selected and measured behavior with desire in develop ability to advance company and work Work in Work although environment No support.

#### e. Understanding Culture Organization

According to Schein, culture organization is a pattern that originates from the amount assumption or base thoughts created and developed by a a group whose goal is to achieve a organization capable overcome problems that arise Because existence introduction from external so that member new must given directions about culture organization in place work to understand about various existing understanding and thoughts in place work. (Wahyudin, 2022)

According to Robbins, Culture organization is a device the meaning that members believe organization also becomes one of custom in organizations that exist in a agency and also the company is also accompanied with existence objective give difference between One organization with organization others. (IR Putri & Yusuf, 2022)

According to Tampubolon, culture organization is a norm that is used as controller employee when interact in a environment organization. According to wagner (2012), culture organization is pattern base assumption in act, determination and development members – members organization when finish the problem that originates from outside and apply it in the organization so that employee can Work with thorough and there is benefit for members – members existing organizations. (Mulyadi et al ., 2020) According to Richard L.daft culture organization is gathering opinion good but important also not important and not clear that exists and is owned by members existing organizations. (Juliawati et al., 2024 )

#### Characteristics Culture Organization

According to Luthans characteristics culture organization is a thinking the basis given to member new as a method For feel , think and do Actions with the truth (Mahendra et al., 2021). According to Robbins, Judge and Breward There are 7 characteristics that become base culture organization, namely:

- a. Innovation and courage take risk a encouragement for employee For give innovative and courageous attitude take risk.
- b. Attention to details, organization expect employee Can analyze and pay attention all things in detail.
- c. Orientation focused results to employee to results No only technical and process only.
- d. Orientation to human being where when management make a Decision then, management will see and monitor the extent of the Decision give impact to employee
- e. Team Orientation such as the implementation of work activities in a team and not just for individuals.
- f. Aggression, things related with aggressiveness employee
- g. Stability where a activity organization will pressing on the *status quo* compared with a growth. (Manafe et al., 2021)

### III. RESEARCH METHODS

Types of research This use study quantitative. Type of research quantitative is a type of research that measures variable his use numbers and analysis based on procedure statistics or also known as research in the form of the data

can counted (Ali et al., 2022 ). This research use method descriptive quantitative for describe results from existing findings in the field based on with average response details from respondents recorded in tables and descriptions. With Population 1404 people and sample 66 people counted use formula *Issac Michael* with calculation as following:

Information:

S = Number of Samples

$\lambda^2$  = Chi Square

N = Number Population

P = Opportunity True (0.5)

Q = Probability of Wrong (0.5)

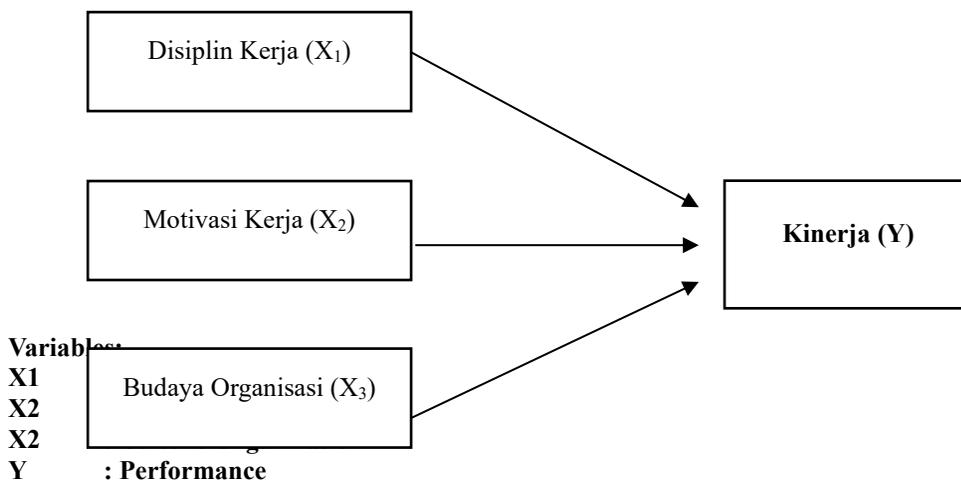
$d^2$  = Difference between sample means with the population average.

The population in the study This as many as 1402 staff within tolerance limits specified error by 10%. Then it can be determined Number of samples in research This as following:

$$s = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2(N - 1) + \lambda^2 \cdot P \cdot Q}$$

$$S = \frac{0.0100 \times 1403 + 0.5 \times 0.5}{14.28} = 66.4 \text{ (Rounded) to } 66$$

IV. FRAMEWORK OF THINKING



Previous Research Journals

Table 4.1 1Research Journal Topics

No	Title Journal Study	Year and Place Study	Research result
1.	Discipline Work on Employee Performance (Research done by Sellfi Ariesni and Lise ur)	2021, Rangkayo Basa Hotel Padang Panjang	There is an influence between work discipline and performance
2.	Influence Motivation Work to Improving Employee Performance at PT. Bank Rakyat Indonesia Tahuna Branch (Research performed by Geovano, Wilfried, Joula)	2022, BRI Bank North Sulawesi Branch	There is a positive influence of work motivation on improving performance with a significance value of <0.005 and also r count> r table There is results significant between variable Work to performance with mark significant (0.741) > 0.05 and the presence of connection between culture work and performance employee with mark <i>person correlation</i> of 0.542
3.	Influence Culture Work On Employee Performance Cooperative Save Borrow Ikamala (Research by Lidwina MM, Henrikus Herdi, Yoseph Darius)	2023, Cooperative Save Borrow Ikamal	

IV. RESULTS AND DISCUSSION

Result

**Respondent Characteristics**

**a. Characteristics By Gender**

Based on type sex Respondent differentiated into 2 groups, namely group men and women  
The results of this data analysis obtained percentage Respondent based on type sex like addressed to the table under This:

**Table 5. 1 Gender Characteristic**

No	Gender	Amount	Percentage (%)
1.	Man	36	54.5%
2.	Woman	30	45.5%
<b>Total</b>		66	100%

Source: Primary Data, 2024

Based on Table 4.1 respondents with Male Gender as many as 36 People with percentage 54.5% and respondents with Female Gender as many as 30 People with the percentage is 45.5%. This is show that existing conditions tend felt by employees man.

**b. Characteristics Respondents Based on Age**

In the questionnaire, questions for age its nature open. Every Respondent can give answer whatever. for make it easier researcher in the process of analysis then, researchers share answer with range Age: <20 years, 21-30 years, 31-40 years and >41 years.

Distribution Results Respondent based on age can seen in the table under This:

**Table 5. 2 Age Characteristic**

No	Age	Amount	Percentage (%)
1.	<20 Years	9	15.2
2.	21-30 Years	40	60.6
3.	31-40 Years	10	13.6
4.	>40 Years	7	10.6
<b>Total</b>		65	100%

Source: Primary Data, 2024

Based on table 4.2 respondents with age <20 years as many as 10 people with percentage 15.2%, age 21-30 years as many as 40 people with percentage 60.6%, age 31-40 years 9 people with percentage 13.6% and age >40 years as many as 7 people with percentage of 10.6%. This is show that Bogor City Hospital has employee with age productive (15-64 years).

**c. Characteristics Respondents Last Level of Education**

**Table 5. 3 Characteristics of Respondents Last Education**

No	Last education	Amount	Percentage (%)
1.	High School/Vocational School/Islamic Senior High School/ Equivalent	17	25.8%
2.	Diploma	24	36.4%
3.	Bachelor degree	13	19.7%
4.	Strata 2	12	18.2%
<b>Total</b>		66	100%

Source : Primary Data, 2024

Based on table 4.3 respondents with level education High School/Vocational School/Islamic Senior High School/ Equivalent with total 17 people with presentation 25.8%, Diploma 24 People with presentation 36.4%, Strata 1 13 People with presentation 19.7% and Strata 2 12 People with percentage 18.2%. Can be seen that the employees at Bogor City Hospital are dominated by employees with level Diploma education.

**d. Characteristics Respondents Position Respondents**

**Table 5. 4 Characteristics of Respondents Work Status**

No	Employment Status	Amount	Percentage (%)
1.	ASN	12	15%
2.	Contract	16	24%
3.	Still	21	32%
4.	Outsourcing	17	29%
<b>Total</b>		66	100%

Source : Primary Data, 2024

Based on table 4.5 respondents with ASN work status totaling 12 with 15% percentage, employees contract 16 People with 24% percentage, employees still as many as 21 people with percentage of 32% and outsourcing employees as many as 17 people with Presentation 29

**Description Of Answer Results**

The average displayed in the respondent's answer results is determined based on the indicators in each variable. The average is as follows:

**Table 5. 5 Description of Respondent' Answers**

Variables	Indicator	Average
Work Discipline	Appearance	4
	Presence	4
	Working Hours Compliance	4
	Responsibility	3
	Obey Rule	4
Work motivation	Self-Actualization	4
	Level of Business	4
	Satisfaction	4
	Responsibility	3
Organizational culture	Behavior	4
	Aggressive	4
	Motivation	4
	Welfare	4
	Justice	4
	Consistency	4
Performance	Quality	4
	Quantity	4
	Independence	4
	Effectiveness	4
	Cooperation	4

**Hypothesis Test Results With Multiple Linear Regression Analysis**

This hypothesis testing is about research variables and there are 4 hypotheses that will be tested, namely: The Influence of Work Discipline (X1) on Performance Improvement Strategies (Y), The Influence of Work Motivation (X2) on Performance Improvement Strategies (Y), The Influence of Organizational Culture (X3) on Performance Improvement Strategies (Y) and The Influence of Discipline Work (X1), Motivation Work (X2) and Culture Organization (X3) against Strategy Performance Improvement (Y) that will outlined as following :

**1. The Influence of Work Discipline (X1) on Performance Improvement Strategy (Y)**

The hypothesis to be tested in this section is: Work discipline affects the performance of employees of Bogor City Hospital. This hypothesis test was conducted using multiple linear regression analysis using SPSS, and the results are as follows:

**Table 5. 6 Results of Regression Test of Variables X1-Y**

Variables	R and R <sup>2</sup>			T-Test		Sig.	Note
	R	Rsquare	R table	T count	T table		
Discipline Work - Performance	0.864	0.746	0.247	13,708	1,670	0.000	There is a positive influence

From the results calculation on show that r count more big from r table (0.864>0.247) and can also seen from t value where t count more big from the t table (13,808>1,670) so that Ha is received which reads " Discipline Work influential on the performance of employees of Bogor City Hospital". Coefficient determination of r square is 0.746 which means 74.6% contribution influence Discipline Work to improvement performance. It can also be seen that mark the significance generated namely <0.005 which means H0 is rejected and Ha is accepted.

**2. The Influence of Work Motivation (X2) on Performance Improvement Strategies (Y)**

The hypothesis to be tested in this section is: Work Motivation affects the performance of employees of Bogor City Hospital. This hypothesis test was conducted using multiple linear regression analysis using SPSS, and the results are as follows:

**Table 5. 7 Results of Regression Test of Variable X2-Y**

Variables	R and R <sup>2</sup>			T-Test		Sig.	Note
	R	Rsquare	R table	T count	T table		
Motivation Work - Performance	0.872	0.713	0.247	12,612	1,670	0.000	There is a positive influence

From the results calculation on show that r count more big from r table (0.844>0.247) and can also seen from t value where t count more big from the t table (12.612>1.670) so that Ha is accepted which reads "Motivation Work influential on the performance of employees of Bogor City Hospital". Coefficient determination of r square is 0.713 which means 71.3% contribution influence Motivation Work to improvement performance. It can also be seen that mark the significance generated namely <0.005 which means H0 is rejected and Ha is accepted.

**3. The Influence of Organizational Culture (X3) on Performance Improvement Strategies (Y)**

The hypothesis to be tested in this section is: Organizational Culture influences the performance of employees of Bogor City Hospital. This hypothesis test was conducted using multiple linear regression analysis using SPSS, and the results are as follows:

**Table 5. 8 Results of Regression Test of Variable X3-Y**

Variables	R and R <sup>2</sup>			T-Test		Sig.	Note
	R	Rsquare	R table	T count	T table		
Culture Organization - Performance	0.838	0.702	0.247	12,272	1,670	0.000	There is a positive influence

From the results calculation on show that r count more big from r table (0.838>0.247) and can also seen from t value where t count more big from the t table (12.272>1.670) so that Ha is received which reads "Culture Organization influential on the performance of employees of Bogor City Hospital". Coefficient determination of r square is 0.713 which means 71.3% contribution influence Motivation Work to improvement performance. It can also be seen that mark the significance generated namely <0.005 which means H0 is rejected and Ha is accepted.

**4. Influence Discipline Work (X1), Motivation Work (X2) and Culture Organization (X3) against Strategy Performance Improvement (Y)**

The hypothesis to be tested in this section is: Organizational Culture influences the performance of employees of Bogor City Hospital. This hypothesis test was conducted using multiple linear regression analysis using SPSS, and the results are as follows:

**Table 5. 9 Regression Test Results Variables X1, X2, X3 Against Y**

Variables	R and R <sup>2</sup>			T-Test		Sig.	Note
	R	Rsquare	R table	T count	T table		
Discipline Work, Motivation Work and Culture Organization on Performance	0.919	0.844	0.247	3.811	1,670	0.000	There is a positive influence

From the results calculation on show that r count more big from r table (0.919>0.247) and can also seen from t value where t count more big from the t table (3.811>1.670) so that Ha is received which reads "Discipline Work, Motivation Work and Culture Organization influential on the performance of employees of Bogor City Hospital". Coefficient determination of r square is 0.844 which means 84.4% contribution influence from Discipline Work, Motivation Work and Culture Organization to improvement performance. It can also be seen that mark the significance generated namely <0.005 which means H0 is rejected and Ha is accepted.

**Discussion**

**1. Average Answer Results**

Based on Table 4.6, it can be seen that there are 4 variables studied, namely Work Discipline, Work Motivation, Organizational Culture and Performance with several indicators in it. By looking at the respondents' answers on average, the Work Discipline variable has an average value of 4 (four), which means that respondents tend to agree with the existing statement. This defines that respondents who are employees of Bogor City Hospital carry out and implement and apply good work discipline in accordance with existing provisions.

In the Work Motivation variable, the average value produced is 3 (three), which means that respondents tend to be less confident in the statement in the Work Motivation variable and with this, of course, respondents really need good motivational encouragement from their workplace so that with the fulfillment of work motivation, respondents who are employees of the Bogor City Hospital can carry out, improve and carry out their work very well.

The next variable is Organizational Culture which produces an average value of 4 (four) which means that the respondents agree with the statement submitted in the Organizational Culture variable. This provides the view that the respondents who are employees of the Bogor City Hospital understand and apply and

implement various cultures that already exist and have been determined in the workplace so that with this organizational culture the employees are able to improve their performance.

In the last variable, namely the Performance variable, the average value produced is 4 (four), which means that respondents tend to agree with the statement in the Performance variable. This states that respondents are able to improve their performance based on competence, expertise and also encouragement that can help improve their performance.

## 2. Influence Discipline Work on Performance Improvement Strategy

Research conducted show that Discipline Work own influence positive for improvement strategy performance with do testing hypothesis for know whether  $H_0$  is rejected and  $H_a$  is accepted or on the contrary. From the results of the hypothesis test conducted, it was found that  $r_{count} > r_{table}$  ( $0.864 > 0.247$ ) likewise with the t-test conducted that  $t_{count} > t_{table}$  ( $13.708 > 1.670$ ) means Discipline Work This influential towards improvement strategies performance employees. This illustrates that with implementation discipline Work This existing employees own encouragement in operate his job and this in line with results research conducted by Selfi Ariensni and Lise ur (2021) with title study Discipline Work on Employee Performance where the result that Discipline Work influential positive on Performance.

In the research conducted to 66 respondents this was also found that, the average produced from answer respondents on variables Discipline Work is 4 (four) which means respondents agree with the existing statement and of course this is in accordance and in line with what is implemented by respondents when working. In accordance with the results that have been found from the research conducted and data processing, this work discipline has an effect on improving performance, where according to his theory, Prawirosentono in Arfah (2021) states that work discipline is something that influences improvements in employee performance.

The results of the study at RSUD Kota Bogor showed that the significance value was less than 0.005. This value indicates a strong and significant relationship between work discipline and employee performance. With a significance value of less than 0.005, increased work discipline significantly contributes to increased employee performance. This shows that when employees are more disciplined in carrying out their duties, they tend to show better performance and higher productivity. Of course, the implementation of good work discipline will provide encouragement to employees because when employees feel that there is a clear structure and rules, they are more likely to feel directed and motivated in their work. Consistent work discipline can also create a higher sense of responsibility and commitment to work.

With empirical evidence from the results of this data processing, the management of Bogor City Hospital is advised to continue to strengthen work discipline policies and practices. This can include training and development for employees, enforcement of fair disciplinary rules, and awards for employees who demonstrate high discipline. These steps will not only maintain high performance but can also encourage other employees to improve their discipline.

Work discipline is an important thing to implement in the workplace because it is one of the efforts to train employee personality to have good and quality performance and overall, the results of the study show that work discipline at the Bogor City Hospital is a key factor in improving employee performance.

## 3. Influence Motivation Work on Performance Improvement Strategy

Testing hypothesis that is done that is for know whether  $H_0$  is rejected and  $H_a$  is accepted or on the contrary. From the results of the hypothesis test conducted on the variable  $X_2$  against variable  $Y$  is found that  $r_{count} > r_{table}$  ( $0.872 > 0.247$ ) likewise with the t-test conducted that  $t_{count} > t_{table}$  ( $14.250 > 1.670$ ) means Motivation Work This influential towards improvement strategies performance employees. The results of this study are in line with previous research conducted by Geovano, Wilfried and Joula in 2022, where work motivation has a positive effect on performance with a significance value of  $<0.005$  and  $r_{count} > r_{table}$ . This describe that with existence encouragement motivation when operate work and also the existence of encouragement in develop his competence naturally This will become form commitment for employee so that employee able and have desire For improve and have more performance Good Again.

Study This done to 66 respondents and from results answer found that, the average produced from answer respondents on variables motivation Work is 4 (four) which means respondents agree with the statement and of course this is in accordance and in line with what the respondents do when working. Based on the theory presented by *Wexley and Yukl* in Sinambela (2018) said that work motivation is an indicator for achieving justice and this justice is implemented in improving employee performance.

Work motivation plays a role in determining how well employees carry out their duties and responsibilities and motivated employees tend to be more productive, creative, and have a high commitment to their work. Thus, good management of work motivation can improve the output and quality of services provided to patients.

Seeing the results of this study, RSUD Kota Bogor is advised to continue to develop programs that can improve work motivation. This can include awards for high-achieving employees, career development, training, and creating a positive work environment. Useful feedback can also strengthen employee work motivation. So with these results it can be said that RSUD Kota Bogor provides work motivation encouragement for its employees and is able to support its employees in improving their performance either by providing training or education that is appropriate.

Of course, with the results of this study, management also needs to pay more attention to factors that can increase motivation. Increasing work motivation will not only have an impact on individual performance, but also have a positive effect on overall organizational performance, which will ultimately improve the quality of service to the community.

## 4. Influence Culture Organization on Performance Improvement Strategy

From the results of the hypothesis test carried out on variable  $X_3$  against variable  $Y$  is found that  $r_{count} > r_{table}$  ( $0.838 > 0.247$ ) likewise with the t-test conducted that  $t_{count} > t_{table}$  ( $12.272 > 1.670$ ) means Culture Organization This influential towards improvement strategies performance employees. The average produced

from answer respondents on variables Culture Organization This is 4 (four) which means respondents agree with the existing statement and of course this is in accordance and in line with what the respondents do when working. These results are in line with previous research conducted by Lidwina et al. in 2023, which found significant results for organizational culture on performance with *person correlation values*. of 0.542 or  $>0.30$ . Based on the theory presented by Susanto in Ahmad Maulana and Chaerudin in 2023, organizational culture is one of the values that HR holds and these values will influence the improvement of employee performance.

A good organizational culture in RSUD Kota Bogor creates a supportive work environment, where employees feel appreciated and recognized. This can increase work enthusiasm and commitment to organizational goals, which leads to improved quality of service to patients. Of course, RSUD Kota Bogor needs to implement training programs that focus on strengthening organizational cultural values such as leadership training, communication, and teamwork . building . By holding activities that strengthen the sense of togetherness and synergy between employees, to build better relationships within the team.

A strong and positive organizational culture at RSUD Kota Bogor has been shown to contribute to better performance. The existing management is advised to continue to support and develop this culture, as this will result in long-term benefits for both employees and the community served. High work discipline among employees contributes to increased operational efficiency and effectiveness. Disciplined employees are more likely to comply with procedures and standards, which leads to improved service quality.

##### 5. Influence Discipline Work, Motivation Work and Culture Organization to Strategy Performance Improvement

After hypothesis testing is carried out found results that  $r \text{ count} > r \text{ table}$  ( $0.919 > 0.247$ ) likewise with the t-test conducted produces  $t \text{ count} > t \text{ table}$  ( $3.811 > 1.670$ ) also seen from Coefficient determination of r square is 0.844 which means 84.4% contribution influence from Discipline Work, Motivation Work and Culture Organization to improvement performance. It can also be seen that mark the significance generated namely  $<0.005$  which means  $H_0$  is rejected and  $H_a$  is accepted which means Discipline Work, Motivation Work and Culture Organization Influential towards Performance Improvement Strategy.

Implementing the right strategy is also one of the key achievement objective in increase performance existing employees, and third variable This concluded influential towards improvement strategies performance so far Discipline work, Motivation Work and Culture organization become a reference for Bogor City Hospital in increase performance its employees. Implementation discipline work that exists at Boor City Hospital classified as Good so that with matter That capable increase productivity and quality work. With existence policy clear and enforced discipline in a way consistent at Bogor City Hospital, employees will more value time and resources existing power so that matter This can reduce delays and increases efficiency in finish his job.

Bogor City Hospital implements motivation Work with give training and support employee in level his education so that, employees own encouragement engagement and focus to target achievement and will gives excellent output. While implementation culture the right organization and positive This will create supportive environment collaboration as well as adaptation so that third variable This become a strategy that is capable increase performance on employees.

With implementing discipline strategies work, motivation work and culture the right organization, organization can create supportive environment improvement performance employees. Implementation of the right strategy This No only beneficial for employees, but also for beneficial for organization because of can produce more productivity high, quality more work good, and success term long.

## V. CONCLUSION AND SUGGESTION

### Conclusion

Based on data analysis and its interpretation, then can concluded as following:

1. Discipline Work, Motivation Work and Culture Organization influential positive to Strategy Proven Performance Improvement based on answer questionnaire respondents and after done data processing found r count result  $> r \text{ table}$  and  $t \text{ count} > t \text{ table}$ . Also seen from presentation contribution coefficient the resulting determinant Work by 84.4% and seen from the significance produced it is  $<0.005$  then This means that  $H_a$  is accepted and  $H_0$  is rejected. or Variables Independent influential to Variables Dependent.
2. Study This show that discipline work, motivation work and culture organization own influence positive towards improvement strategies performance employees of Bogor City Hospital. Based on analysis regression was performed, it was found that:
  - a. Work discipline has a significant influence on employee performance, with a contribution of 74.6%.
  - b. Work motivation also showed a significant influence, contributing 71.3%.
  - c. Culture organization participate contribute in a way significant to performance employees, with contribution 71.3%.
  - d. In general overall, discipline work, motivation work and culture organization give influence significant combination to performance employees, with contribution by 84.4%.
3. From the results analysis said, can concluded that discipline work, motivation and culture organization can be an effective strategy in increase performance employees at Bogor City Hospital. Of course Discipline Work, Motivation Work And Culture Organization become matter Which naturally very important because of with existence If discipline work, motivation work and culture organization applied so will become influence Which positive, consequence or impact Which naturally positive to existing employees.

### Suggestion

Based on results research obtained, then the suggestion from researcher that is

## 1. For Hospitals

Party House sick to stay give encouragement to employees for home Sick have quality human resources and of course must still create and form regeneration of human resources that have quality good performance. The parties House sick to stay give encouragement to employees for home Sick have quality human resources and of course must still create and form regeneration of human resources that have quality good performance. And based on results research, the following is some suggestions that can considered, namely:

- a. **Improvement Discipline Job:** Management need implementing training and development programs that focus on improving discipline work, such as workshops or seminars on management time and responsibility answer.
- b. **Motivation Work:** Need existence effort for increase motivation Work employee through confession on achievement, award incentives, and create environment positive and supportive work.
- c. **Developing Organizational Culture:** Management must continue to develop an organizational culture that supports collaboration, communication, and employee well-being. This can be done through team building activities and employee well-being programs.
- d. **Monitoring and Evaluation:** It is important to conduct regular monitoring and evaluation of the implemented programs to ensure the effectiveness and sustainability of the performance improvement strategies that have been implemented.
- e. **Employee Involvement:** Inviting employees to be involved in the decision-making process and work program planning will increase their sense of ownership and responsibility, thereby improving overall performance.

By implementing these suggestions, it is hoped that the performance of Bogor City Hospital employees can continue to be improved in order to achieve better organizational goals.

## 2. For Researchers Furthermore

- a. It is expected researcher furthermore Can develop study This for example with expand variable so that study Can more representative and additive Lots Back Reference
- b. Researcher furthermore it is also recommended For expand development study about improvement performance with see other and more factors deep again in a House Sick.

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