.

The Effect of Work Motivation and Discipline on Employee Performance at Mitra Husada Teluknaga Hospital Tangerang

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Abstract. Employee performance plays a strategic role in maintaining service quality and organizational sustainability, particularly in the hospital sector where high professionalism and discipline are essential. Work motivation and work discipline are widely recognized as key factors influencing employee behavior and performance outcomes. A quantitative survey approach was applied involving 40 service department employees at Mitra Husada Hospital, Teluknaga, Tangerang. Data were collected through structured questionnaires that had passed validity and reliability testing, followed by analysis using multiple linear regression with SPSS. The findings indicate that both work motivation and work discipline have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination of 65.9% suggests that these variables provide a strong explanation of variations in employee performance, while the remaining percentage is influenced by other factors beyond the research model. These results highlight the importance of strengthening human resource management practices that emphasize motivational enhancement and consistent enforcement of work discipline. From a practical perspective, the implementation of balanced policies combining reward systems, supervision, and clear work regulations is expected to improve employee performance and support sustainable organizational development within healthcare institutions.

Keywords: work motivation, work discipline, employee performance.

INTRODUCTION

The dynamics of globalization have pushed organizations, including healthcare institutions, to adapt to increasing demands for efficiency, service quality, and professionalism (Sinaga et al. 2025). In this context, human resources are no longer understood as a complementary factor in production, but rather as a strategic asset that determines the organization's sustainability and competitiveness. Various social facts indicate that organizations, even with adequate facilities and funding, still have the potential to stagnate if they are not supported by optimal employee performance. This situation emphasizes that organizational success is not solely measured by financial achievements, but also by the ability to manage and develop human potential sustainably (Khoir 2025).

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Therefore, academic studies on the factors influencing employee performance are relevant and significant to develop, particularly in the healthcare sector.

Theoretically, human resource management is positioned as a strategic approach aimed at optimizing employee contributions through managing abilities, attitudes, and work behaviors (Rizky et al. 2024). States that human resource management focuses on maximizing employee capacity through systematically designed policies and practices to achieve common goals (Angelika Yanuar Kirana et al. 2023). Within this framework, employee performance is understood as work results that can be measured based on organizational standards and agreements within a specific period. Performance is a key indicator of management effectiveness because it reflects the extent to which employees are able to carry out their roles and responsibilities productively. Therefore, improving employee performance is a strategic agenda that cannot be separated from effective human resource management.

Empirical findings at Mitra Husada Hospital in Teluknaga, Tangerang, indicate that employee performance has not yet fully met management's expectations. There are indications of low work motivation, such as a lack of enthusiasm for achieving targets and minimal work initiative. Furthermore, indiscipline behavior is still found, including late arrivals, violations of working hours, and non-compliance with internal hospital regulations. This reality reflects a gap between the work standards set by the organization and the work practices that occur in the field. This condition has the potential to reduce organizational effectiveness and the quality of health services if not addressed systematically.

From an organizational behavior perspective, employee performance is influenced by various factors, both individual and structural. Among these factors, work motivation and work discipline are seen as important determinants that directly influence employee behavior and work outcomes. Work motivation functions as an internal drive that drives individuals to perform optimally, while work discipline acts as a control mechanism that ensures compliance with organizational rules and standards (Didik Hadiyatno 2024). Emphasized that

without adequate motivation, employees tend to perform below standard, while low work discipline can lead to inconsistency and decreased productivity. Therefore, the interaction between motivation and work discipline is a crucial aspect in efforts to improve employee performance.

Several previous studies have shown a significant relationship between work motivation, work discipline, and employee performance. Revealed (Titinawati et al. 2025)that work motivation positively influences employee performance in the healthcare sector, particularly in improving service quality. Also found that work discipline supported by a fair supervisory system can improve employee compliance and performance in hospitals (Harianto and Saputra 2020). Meanwhile, (Christian and Kurniawan 2021)emphasized that the simultaneous influence of motivation and work discipline has a stronger impact on performance than examining each variable separately. However, most of these studies were conducted in developed countries and do not fully represent the conditions of private hospitals in Indonesia.

Based on a review of previous research, there are still research gaps that need to be filled, particularly regarding the study of motivation and work discipline in the context of private hospitals in developing regions. Previous research has tended to emphasize quantitative approaches without delving into the contextual realities of the organization and employee work dynamics. Furthermore, differences in management characteristics and work cultures across healthcare organizations in Indonesia indicate the need for more contextual and empirical studies. Therefore, this research is crucial for providing a more comprehensive understanding of the factors influencing employee performance in the local context.

The novelty of this research lies in its integration of work motivation and discipline analysis with empirical phenomena occurring at Mitra Husada Hospital, Teluknaga, Tangerang. This research not only statistically examines the relationships between variables but also relates them to the actual organizational conditions obtained through fieldwork. This approach is expected to provide a new perspective in the study of human resource management in the healthcare

sector, particularly in private hospitals. Therefore, this research has added value both theoretically and practically in developing human resource management policies.

Based on the description above, the purpose of this study is to analyze the influence of work motivation and work discipline on employee performance at Mitra Husada Hospital, Teluknaga, Tangerang. This study specifically aims to identify the influence of work motivation on employee performance, the influence of work discipline on employee performance, and the simultaneous influence of both variables on employee performance. Achieving this objective is expected to provide academic contributions to the development of human resource management science. In addition, the results of this study are expected to form the basis for practical recommendations for hospital management in improving the quality of performance and health services.

RESEARCH METHODS

The type of research used in this study is associative quantitative research because this study is a study conducted to determine the effect of Motivation and Work Discipline on Employee Performance at Mitra Husada Hospital Teluknaga Tangerang (Akbar, Sukmawati, and Katsirin 2024). Where motivation is variable X1, work discipline X2, and employee performance as variable Y. The population in this study were service department employees at Mitra Husada Hospital Teluknaga Tangerang with a population of 40 people. The author used a Non-probability Sampling sampling technique, namely saturated sampling because all members of the population who were service department employees at Mitra Husada Hospital Teluknaga Tangerang as many as 40 people were used as samples.

The data analysis technique used in this study is multiple regression analysis, which aims to determine the magnitude of the influence of motivation and work discipline on employee performance at Mitra Husada Hospital Teluknaga Tangerang (PRASMONO and Atina Ahdika 2023). In this study the dependent variables are the determination of motivation (X1), work discipline (X2), while the independent variable is employee performance (Y) so that the

multiple regression equation is: Y = a + b1X1 + b2X2 + e, with Y as the dependent variable, X1 and X2 as independent variables, a as a constant, b1 and b2 as regression coefficients, and e as the error term. To test the significance of the partial effect, the t test is used with a significance level of 5% (a = 0.05), while to test the simultaneous effect the F test is used. All analyses were carried out with the help of SPSS 18 statistical software so that the results obtained are more accurate and can be scientifically accounted for.

RESULTS AND DISCUSSION

A. Validity Test and Reliability Test

   a. Validity Test

Validity testing is used to measure the validity of a questionnaire. The method used to assess the validity of the questionnaire is the product-moment correlation or Pearson's variate test. If the score for each statement item correlates significantly with the total score at a certain alpha level (for example, 5%), the measuring instrument can be said to be valid, with r-table df = (N-2) = (40-2) = 38 (38, 0.05 (two-tailed test significance) = 0.3120. Validity testing criteria: If r-count > r-table (0.3120), then the questionnaire items are valid. If r-count < r-table (0.3120), then the questionnaire items are invalid.

Table 1. Motivation Validity Test (X1)

No.	Instrument	r-count	r-table	Sig. (Probability)	Description
1	X1.1	0.529	0.312	0.000	Valid
2	X1.2	0.636	0.312	0.000	Valid
3	X1.3	0.820	0.312	0.000	Valid
4	X1.4	0.822	0.312	0.000	Valid
5	X1.5	0.826	0.312	0.000	Valid
6	X1.6	0.556	0.312	0.000	Valid
7	X1.7	0.437	0.312	0.005	Valid
8	X1.8	0.784	0.312	0.000	Valid
9	X1.9	0.602	0.312	0.000	Valid
10	X1.10	0.747	0.312	0.000	Valid
11	X1.11	0.714	0.312	0.000	Valid

Source: Data processing, 2022

No.	Instrument	r-count	r-table	Sig. (Probability)	Description
12	X1.12	0.734	0.312	0.000	Valid
13	X1.13	0.628	0.312	0.000	Valid
14	X1.14	0.507	0.312	0.001	Valid
15	X1.15	0.848	0.312	0.000	Valid
16	X1.16	0.804	0.312	0.000	Valid
17	X1.17	0.883	0.312	0.000	Valid
18	X1.18	0.832	0.312	0.000	Valid
19	X1.19	0.424	0.312	0.006	Valid
20	X1.20	0.827	0.312	0.000	Valid

Based on the table above, it can be seen that all statement items of the Motivation variable (X1) have a Sig value < 0.05 and a calculated r value > rtable (0.312) so that all statement items are declared valid, meaning that each statement item is suitable for use to define the X1 variable and can be continued to the next test.

Table 2. Work Discipline Validity Test (X2)

No.	Instrument	r-count	r-table	Sig. (Probability)	Description
1	X2.1	0.626	0.312	0.000	Valid
2	X2.2	0.552	0.312	0.000	Valid
3	X2.3	0.580	0.312	0.000	Valid
4	X2.4	0.605	0.312	0.000	Valid
5	X2.5	0.603	0.312	0.000	Valid
6	X2.6	0.632	0.312	0.000	Valid
7	X2.7	0.639	0.312	0.000	Valid
8	X2.8	0.522	0.312	0.001	Valid
9	X2.9	0.363	0.312	0.021	Valid
10	X2.10	0.385	0.312	0.014	Valid
11	X2.11	0.665	0.312	0.000	Valid
12	X2.12	0.721	0.312	0.000	Valid
13	X2.13	0.641	0.312	0.000	Valid
14	X2.14	0.611	0.312	0.000	Valid
15	X2.15	0.555	0.312	0.000	Valid
16	X2.16	0.490	0.312	0.001	Valid
17	X2.17	0.518	0.312	0.001	Valid
18	X2.18	0.465	0.312	0.002	Valid
19	X2.19	0.702	0.312	0.000	Valid
20	X2.20	0.559	0.312	0.000	Valid

Source: Data processing, 2022

Based on table 2, it can be seen that all statement items of the Work Discipline variable (X2) have a Sig value < 0.05 and a calculated r value > rtable (0.312) so that all statement items are declared valid, meaning that each statement item is suitable for use to define the X2 variable and can be continued to the next test.

Table 3. Employee Performance Validity Test (Y)

No.	Instrument	r-count	r-table	Sig. (Probability)	Description
1	Y.1	0.717	0.312	0.000	Valid
2	Y.2	0.426	0.312	0.006	Valid
3	Y.3	0.352	0.312	0.026	Valid
4	Y.4	0.693	0.312	0.000	Valid
5	Y.5	0.746	0.312	0.000	Valid
6	Y.6	0.802	0.312	0.000	Valid
7	Y.7	0.812	0.312	0.000	Valid
8	Y.8	0.632	0.312	0.000	Valid
9	Y.9	0.654	0.312	0.000	Valid
10	Y.10	0.408	0.312	0.009	Valid
11	Y.11	0.802	0.312	0.000	Valid
12	Y.12	0.753	0.312	0.000	Valid
13	Y.13	0.823	0.312	0.000	Valid
14	Y.14	0.840	0.312	0.000	Valid
15	Y.15	0.696	0.312	0.000	Valid
16	Y.16	0.846	0.312	0.000	Valid
17	Y.17	0.740	0.312	0.000	Valid
18	Y.18	0.709	0.312	0.000	Valid
19	Y.19	0.718	0.312	0.000	Valid
20	Y.20	0.611	0.312	0.000	Valid

Source: Data processing, 2022

Based on table 3, it can be seen that all statement items of the Employee Performance variable (Y) have a Sig value < 0.05 and a calculated r value > rtable (0.312) so that all statement items are declared valid, meaning that each statement item is suitable for use to define the Y variable.

b. Reliability Test

The results of the reliability test using the SPSS version 18 application are as follows:

Table 4. Reliability Test

Variable	Cronbach's Alpha	Description

Motivation (X1)	0.943	Reliable
Work Discipline (X2)	0.915	Reliable
Employee Performance (Y)	0.918	Reliable

Source: Results of SPSS 18 data processing

From table 4, the results of the reliability test in the table above show that all variables in the study have a fairly large alpha coefficient, namely > 0.600, so it can be said that all the measuring concepts of each variable from the questionnaire are reliable, which means that the questionnaire used in this study is a reliable questionnaire.

B. Classical Assumption Test

1. Normality Test

The normality test is a prerequisite for data analysis before conducting the actual analysis. The criteria are: if Sig > 0.05, the data is normally distributed, and if Sig < 0.05, the data is not normally distributed. The normality test for this study was conducted using SPSS version 18 as follows:

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test				
		motivation	**Work Discipline**	**Employee performance**
N		40	40	40
Normal Parameters[a,b]	*Mean*	90.0500	83.9000	80.7750
	Std. Deviation	8.59323	9.96867	10.45010
Most Extreme Differences	*Absolute*	.168	.129	.092
	Positive	.123	.090	.092
	Negative	-.168	-.129	-.067
Kolmogorov-Smirnov Z		1.061	.816	.579
Asymp. Sig. (2-tailed)		.211	.519	.890

a. Test distribution is Normal.

b. Calculated from data.

Source: Results of SPSS 18 data processing

Based on the results of the normality test in table 5. It can be seen that the Sig value of the motivation variable (X1) is 0.211 > 0.05, the Work Discipline variable (X2) is 0.519 > 0.05 and the Employee Performance

variable (Y) is 0.890 > 0.05, it can be said that the residual value is normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to determine whether a regression model detects correlation between independent variables. Multicollinearity can be detected by examining the Variance Inflation Factor (VIF) value.

If the resulting VIF is between 1 and 10, multicollinearity is present. If the tolerance is less than 0.10, multicollinearity is present. The results of the multicollinearity test for X1, X2, and Y are as follows:

Table 6. Multicollinearity Test

Based on the results of Table 6, it shows that both motivation and work discipline have a tolerance value of less than 1 and VIF has a value of less than 10, so it can be said that the data does not experience multicollinearity.
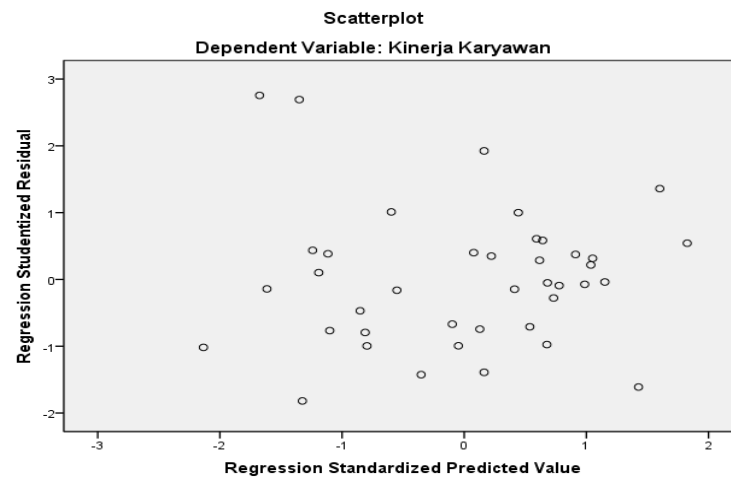
3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the residual variance from one observation to another. Heteroscedasticity can be detected using the scatterplot method, where the

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	*VIF*
1 (*Constant*)		
Motivasi	.472	2.118
Disiplin Kerja	.472	2.118

Dependent Variable: Kinerja Karyawan
Source: Results of SPSS 18 data processing

resulting points are randomly distributed, do not form a specific pattern, and are distributed either above or below the number 0 on the Y-axis.

Source: Results of SPSS 18 data processing

Figure 1. Heteroscedasticity Test

Based on Figure 1. The scatterplot output above shows that the points are spread out and do not form a clear pattern, so it can be concluded that there is no heteroscedasticity problem.

C. Multiple Regression Test

Researchers use multiple linear regression analysis to predict how the dependent variable (criterion) will fluctuate when two or more independent variables, acting as predictors, are manipulated.

The author presents the results of the multiple regression analysis of motivation (X1) and work discipline (X2) on employee performance (Y) as follows:

Table 7. Multiple Regression Test

Model		Unstandardized Coefficients	
		B	**Std. Error**
1	(*Constant*)	17.329	4.818
	Motivation	.584	.269
	Work Discipline	.458	.232

Dependent Variable: Employee performance

Source: Results of SPSS 18 data processing

Based on Table 7, which is the result of a multiple regression analysis of motivation and work discipline on employee performance, the following equation is formulated: Y = 17.329 + 0.584 + 0.458.

The author further interprets the equation obtained and presents it as follows:

1. The constant value is 17.329, meaning that if the independent variables, motivation and work discipline, are set at 0, then employee performance, the dependent variable, will be 17.329.

2. The beta values for the motivation and work discipline variables are 0.584 and 0.458, respectively, meaning that if the motivation and work discipline variables increase by 1%, employee performance will increase by 0.585 and 0.459, respectively. This means that the influence of both variables is unidirectional.

D. Koefisien Determinasi (R-Square)

The coefficient of determination (R-Square) or R^2 measures the model's ability to explain variation in the dependent variable. The coefficient of determination (R^2) is between 0 and 1. A small R^2 value indicates that the independent variables' ability to explain variation in the dependent variable is very limited. A coefficient of determination equal to 0 indicates that the independent variable has no effect on the dependent variable. A coefficient of determination close to 1 indicates that the independent variable has a perfect effect on the dependent variable. Using this model, confounding errors are minimized, allowing the R^2 value to approach 1, thus bringing the regression estimates closer to the actual situation.

The author presents the results of the coefficient of determination test of motivation (X1) and work discipline (X2) on employee performance (Y) in Table 8 as follows:

Table 8. Coefficient of Determination (R2)

Results of the Simultaneous Determination Coefficient Test of X1 and X2

against Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.788a	.631	.659	6.917	.631	3.152	2	37	.000

Source: Results of SPSS 18 data processing

Based on Table 4.18, the coefficient of determination (R2) is 0.659. Therefore, it can be said that the independent variable's ability to explain its influence on the dependent variable is 0.659 or 65.9%, while the remaining 34.1% is influenced by other variables outside the research conducted.

Discussion

The validity test results show that all statement items in the variables of motivation, work discipline, and employee performance have a calculated r value greater than the r table and a significance level below 0.05. This finding confirms that the research instrument is able to measure the intended construct accurately. According zayrin to a valid instrument, an instrument is an instrument that is able to capture data in accordance with actual empirical conditions (Zayrin et al. 2025). Thus, the questionnaire in this study is suitable for use as a data collection tool to explain the relationship between motivation, work discipline, and employee performance.

In addition to being valid, the research instrument also demonstrated excellent reliability. Cronbach's Alpha values for all variables were above 0.90, indicating high internal consistency between statement items. (Mahkotawati, Rijanto, and Rusimamto 2025)stated that instruments with Cronbach's Alpha values above 0.60 can be categorized as reliable, while values above 0.80 indicate very strong reliability. Thus, these results strengthen the belief that the data obtained are stable, consistent, and trustworthy for further analysis.

Classical assumption testing indicates that the regression model meets statistical requirements. The Kolmogorov–Smirnov normality test results showed a significance value above 0.05 for all variables, indicating a normal distribution of the data. Residual normality is a crucial requirement in linear

regression analysis to ensure unbiased parameter estimates(Maulana 2022). By meeting this assumption, the regression test results in this study can be interpreted validly.

The results of the multicollinearity test show that the VIF values for the motivation and work discipline variables are below 10, and the tolerance value is greater than 0.10. This indicates the absence of a high correlation between the independent variables. According to (Yaldi et al. 2022), the absence of multicollinearity indicates that each independent variable has a relatively independent contribution in explaining the dependent variable. Thus, the influence of motivation and work discipline on employee performance can be analyzed separately without distorting the relationship between the variables.

Meanwhile, the heteroscedasticity test results indicate that the residual points are randomly distributed and do not form a specific pattern. This condition indicates the absence of heteroscedasticity, so the residual variance is constant. According to (Maharani et al. 2024), a heteroscedasticity-free regression model produces efficient and reliable coefficient estimates. Therefore, the regression model in this study meets the Best Linear Unbiased Estimator (BLUE) assumption.

The results of the multiple linear regression analysis indicate that motivation has a positive effect on employee performance with a regression coefficient of 0.584. This finding aligns with the motivation theory proposed by McClelland (1961), which emphasizes that the need for achievement drives individuals to perform better and achieve optimal results (Abiola et al. 2023). (Alkadri 2024) also emphasized that motivating factors, such as recognition, achievement, and responsibility, play a significant role in improving individual performance. Therefore, the higher an employee's motivation, the higher their performance level.

Work discipline has also been shown to have a positive effect on employee performance, with a regression coefficient of 0.458. This finding supports the view of (Nawir et al. 2024), who stated that work discipline is the main key to increasing employee effectiveness and efficiency. Employees with high discipline

tend to obey rules, utilize work time optimally, and demonstrate responsibility for assigned tasks. Therefore, work discipline functions as a control mechanism for work behavior that directly impacts performance achievement.

The coefficient of determination (Adjusted R Square) of 0.659 indicates that motivation and work discipline simultaneously explain 65.9% of the variation in employee performance. This figure indicates that both variables play a dominant role in determining employee performance. However, there is still 34.1% of the performance variation influenced by factors outside the research model. This is in line with the opinion of (Rahayu and Ismail 2024), who stated that employee performance is influenced by various factors, such as leadership, work environment, compensation, organizational culture, and individual competence.

Overall, the results of this study reinforce previous research findings that motivation and work discipline are important determinants of employee performance improvement. The practical implication of this research is the need for organizations to develop human resource management policies that focus on increasing motivation, such as reward systems and career development, as well as consistent and fair enforcement of work discipline. With these strategies, organizations are expected to be able to improve employee performance sustainably and in line with organizational goals.

Thus, the results of this study confirm that motivation and work discipline are strategic elements in human resource management, particularly in the healthcare sector. Implementing an appropriate motivation system, coupled with consistent enforcement of work discipline, will encourage employees to perform optimally, thereby improving performance and achieving organizational goals on a sustainable basis.

CONCLUSIONS AND SUGGESTIONS

The main findings of this study indicate that motivation and work discipline are significant determinants in improving employee performance. All research instruments were proven valid and reliable, and the analysis model met

all classical assumptions, so the results of the regression test can be interpreted validly. Empirically, motivation has a more dominant positive influence than work discipline, although both contribute unidirectionally to performance improvement. An important lesson from this study is that employee performance is not only determined by technical ability, but is also strongly influenced by internal drive and compliance with work rules. Theoretically, these findings strengthen the theory of need motivation and work discipline as a controlling mechanism for organizational behavior, while practically, it provides a lesson that organizations need to balance motivation-enhancing strategies with consistent discipline enforcement to achieve optimal performance.

In terms of scientific contribution, this study enriches the human resource management literature by presenting strong empirical evidence regarding the simultaneous role of motivation and work discipline in explaining up to 65.9 percent of employee performance variation. The main strength of this study lies in its methodological rigor, ranging from instrument testing, meeting statistical assumptions, to comprehensive regression analysis, resulting in high explanatory power. However, this study has limitations, particularly in the limited sample scope within a single organizational context and the use of solely quantitative survey methods. Therefore, further research is recommended that involves a variety of organizational contexts, respondent characteristics such as age and gender, and a mixed methods approach to obtain a more comprehensive understanding. This effort is expected to form the basis for formulating more effective, adaptive, and sustainable human resource management policies.

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