

**THE EFFECT OF WORK DISCIPLINE ON MEDICAL MEDICAL EMPLOYEE
PERFORMANCE WITH WORK COMMUNICATION
AS AN INTERVENING VARIABLE
(Case Study of Serdang Bedagai Hospital Centre Sultan Sulaiman Hospital)**

Stephen Martin¹, Bob Feinberg²
(Purdue University, USA)¹
(American University- USA)²

Abstract

The results of this study show. (1) It can be seen that the value of the adjusted R square is 0.046 or 04.6%. This shows that work discipline (X) can explain work communication (Z) by 04.6%, the remaining 95.4% (100% - 04.6%) is explained by other variables outside this research model. (2) The results of the (Partial) t test can be seen that a tcount value of 1.544 is obtained with $\alpha = 5\%$, $t_{table} (5\%; nk = 28)$ obtained a t_{table} value of 2.048. From this description it can be seen that $t_{count} (1.544) < t_{table} (2.048)$, as well as the significance value of $0.134 > 0.05$, it can be concluded that the first hypothesis is rejected, meaning that the work discipline variable (X) has no positive and significant effect on work communication (Z). (3) The results of the t test (Partial) can be seen that the value of tcount is 0, 078 With $\alpha = 5\%$, $t_{table} (5\%; nk = 28)$ obtained a t_{table} value of 2.048 From this description it can be seen that $t_{count} (0.078) < t_{table} (2.048)$, and its significance value is $0.938 > 0.05$, it can be concluded that the hypothesis the third is rejected, meaning that work communication (Z) has no significant effect on MEDICAL EMPLOYEE PERFORMANCE (Y). (4) Path analysis shows the direct effect of variable X on variable Y of 0.676. While the indirect effect through variable Z is $0.280 \times 0.012 = 0.003$, the results of the calculations show that the indirect effect through variable Z is smaller than the direct effect on variable Y. and a significance value of $0.938 > 0.05$, it can be concluded that the third hypothesis is rejected, meaning that work communication (Z) has no significant effect on MEDICAL EMPLOYEE PERFORMANCE (Y). (4) Path analysis shows the direct effect of variable X on variable Y of 0.676. While the indirect effect through variable Z is $0.280 \times 0.012 = 0.003$, the results of the calculations show that the indirect effect through variable Z is smaller than the direct effect on variable Y.

Keywords: Work Discipline, Medical Employee Performance , Work Communication

INTRODUCTION

The role of HR Management itself is very influential on the performance of employees, because human resources are the most important resource and very decisive in the survival of a company/organization. Basically everyone has extraordinary potential and has not been fully utilized. In this affirmation, it is the manager's duty to utilize these resources in such a way for the benefit of achieving organizational goals, while still providing an appreciation and respect for the HR concerned. It is said that the company's goals can be achieved not only depending on modern equipment, adequate facilities and infrastructure, but more depending on the human resources who carry out the work. The

achievement of an organization is strongly influenced by the individual performance of its employees. Every company organization must always spur the performance of its employees in the hope of being able to achieve harmony in every part of the company, so that the expected goals are achieved.

The fact is that performance has an important role because it is the final result of the process of employees completing their tasks. One of the government agencies that are required to carry out their duties properly, namely the Serdang Bedagai District Population and Civil Registration Office, which carries out its duties properly and will have good performance. With the implementation of Medical Employee Performance appraisal, employees will further improve their performance and will be more active in carrying out their work in accordance with the duties and responsibilities they receive. In addition, employees are required to work on time in completing all tasks given along with making reports in every activity carried out.

that the achievement of monthly performance is good or in the high category. the performance of the Department of Population and Civil Registry Serdang Bedagai Regency as a government agency that serves the public, the performance of this agency can be directly felt and monitored by the community. Therefore, if the performance of the agency has decreased, it must be corrected immediately. Likewise, the existence of performance that includes values and standards should be able to determine the direction of the agency as a whole and can support the achievement of agency success. According to Wirawan in Abdullah (2014: 3) performance is an abbreviation of the kinetics of work energy whose equivalent in English is performance, performance is the output produced by the functions or indicators of a job or a profession within a certain time. One way to spur Medical Employee Performance in an organization or company is to further improve Medical Employee Performance optimally such as providing compensation, holding job training for new employees, getting special attention for outstanding employees such as giving awards, and other forms of attention to all. his employees. The existence of activities will greatly affect the provision of compensation. Motivation with compensation can motivate employee behavior to encourage work more actively, enthusiastically,

According to Singodimedjo in Edy Sutrisno (2016: 86), states that Discipline is "an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Whether there is an exemplary leadership in the company. Exemplary leadership is very important, because in a corporate environment, all employees will always pay attention to how leaders can enforce self-discipline and how they can control themselves from words, actions and attitudes that can harm the disciplinary rules that have been set.

Joseph A. DeVito (2011: 24) in his book states that "Communication refers to actions, by one or more people, who send and receive messages that are distorted by noise, occur in a certain context, have certain effects, and there are opportunity to provide feedback. As a Civil Servant who must work wholeheartedly in providing public services, prioritizing the best performance from each employee for the realization of the vision and

Stephen Martin, Bob Feinberg

mission of the organization, making a form of discipline is an absolute must-have. From the understanding of communication above, it can be concluded that communication is a process of sending and receiving messages that occur between sources and recipients and then produce an understanding that can affect one another.

Good forms of communication in carrying out public services will also help improve the quality of public services provided to the community, and will ultimately be able to improve the performance of employees in related agencies. This research found several things that are phenomena and facts that are currently happening in this agency, namely the lack of good communication between fellow employees and frequent violations of employee indiscipline such as working hours, employees who are sometimes not in place causing unfavorability services provided to the community.

LITERATURE REVIEWS

Human Resource Management

Human resource management is the set of organizational activities directed at attracting, developing and retaining an effective workforce. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRM) that is able to work effectively and efficiently.

Work Discipline

According to Singodimedjo in Edy Sutrisno (2016: 86), states that Discipline is "an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Related to the success of a company or organization, every communication process that takes place between individuals will produce influences that support the performance of employees.

Communication

Etymologically communication comes from the Latin, namely cum, a preposition which means with or together with, and the word units, a number word which means one. These two words form the noun *communio*, which in English is called *communion*, which means togetherness, union, alliance, combination, association, or relationship. Because to do communion, it takes effort and work. The word *communio* is made into the verb *communicate*, which means sharing something with someone, exchanging, talking about something with someone, talking about something with someone, telling something to someone, conversing, exchanging ideas, connecting, making friends.

Performance

According to Wirawan in Abdullah (2014: 3) performance is an abbreviation of the kinetics of work energy whose equivalent in English is performance, performance is the output produced by the functions or indicators of a job or a profession within a certain time. One way to spur Medical Employee Performance in an organization or company is to further improve Medical Employee Performance optimally such as providing compensation, holding job training for new employees, getting special attention for

outstanding employees such as giving awards, and other forms of attention to all. his employees. The existence of activities will greatly affect the provision of compensation. Motivation with compensation can motivate employee behavior to encourage work more actively, enthusiastically,

METHODS

Data collection techniques by conducting a review study of books, literature, records, and reports that have something to do with the problem being solved. In this study, the population was Civil Servants of the Serdang Bedagai Regency Population and Civil Registration Service, namely 30 people along with their workload and duties. Because the target population is less than 100, the sampling technique used is the census method, in which the entire population, totaling 30 Civil Servants, Serdang Bedagai District Civil Servants, will be used as the research sample.

RESULTS AND DISCUSSION

Equation 1

Simple Linear Regression Testing

Simple Linear Regression Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
1							
	(Constant)	10.020	1,420		7055	.000	
	Discipline_Work_X	.132	.085	.280	1,544	.134	1,000

a. Dependent Variable: Communication_Work_Z

Based on these results, the multiple linear regression equation has the formulation: $Z = a + b1X + \epsilon$, so that the equation is obtained:

$$Z = 10.020 + 0.132 X + \epsilon$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 10.020 indicates the magnitude of work communication (Z) if work discipline (X) is equal to zero.
- The regression coefficient value of work discipline (X) (b1) is 0.132 indicating the large role of work discipline (X) on work communication (Z). This means that if the work discipline factor (X) increases by 1 value unit, it is predicted that work communication (Z) will increase by 0.132 units.

Equation 2

Multiple Linear Regression Testing

Multiple Linear Regression Results

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	2,623	4,752		.552	.586		
	Discipline_Work_X	.818	.178	.676	4,589	.000	.922	1,085
	Communication_Work_Z	.030	.379	.012	.078	.938	.922	1,085

a. Dependent Variable: Performance_Employee_Y

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1X + b_2Z + \epsilon$, so the equation is obtained:

$$Y = 2.623 + 0.818X + 0.030Z + \epsilon$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 2.623 indicates the level of Medical Employee Performance (Y) if work discipline (X) and work communication (Z) are equal to zero.
- The regression coefficient value of work discipline (X) (b₁) is 0.818 indicating the magnitude of the role of work discipline (X) on Medical Employee Performance (Y) assuming the work communication variable (Z) is constant. This means that if the work discipline factor (X) increases by 1 value unit, it is predicted that Medical Employee Performance (Y) will increase by 0.818 value units assuming constant work communication (Z).
- The regression coefficient value of work communication (Z) (b₂) is 0.030 indicating the magnitude of the role of work communication (Z) on Medical Employee Performance (Y) assuming the work discipline variable (X) is constant. This means that if the work communication factor (Z) increases by 1 value unit, it is predicted that Medical Employee Performance (Y) will increase by 0.030 value units assuming work discipline (X) is constant.

t test (Partial)

Partial Test (t) Equation 1

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	10.020	1,420		7055	.000		
	Discipline_Work_X	.132	.085	.280	1,544	.134	1,000	1,000

a. Dependent Variable: Communication_Work_Z

Hypothesis test the effect of work discipline variable (X) on work communication variable (Z).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or Sig. > 0.05
2. Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or Sig. < 0.05

From the table above, a tcount value of 1.544 is obtained with $\alpha = 5\%$, t_{table} (5%; $n_k = 28$) obtained a t_{table} value of 2.048. From this description it can be seen that t_{count} (1.544) $< t_{table}$ (2.048), likewise with a significance value of $0.134 > 0.05$, it can be concluded that the first hypothesis is rejected, meaning that the work discipline variable (X) has no positive and significant effect on work communication (Z). The research is not in accordance with the research of Utomo, et al (2013) Effect of Work Performance on the Work Environment with Communication as an Intervening Variable.

Partial Test (t) Equation 2

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	2,623	4,752		.552	.586		
	Discipline_Work_X	.818	.178	.676	4,589	.000	.922	1,085
	Communication_Work_Z	.030	.379	.012	.078	.938	.922	1,085

a. Dependent Variable: Performance_Employee_Y

Hypothesis test of the effect of work discipline (X) on Medical Employee Performance (Y)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or Sig. > 0.05
2. Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or Sig. < 0.05

From the table above, a tcount value of 4,589 is obtained with $\alpha = 5\%$, t_{table} (5%; $n_k = 28$) obtained a t_{table} value of 2.048. From this description it can be seen that t_{count} (4,589) $> t_{table}$ (2.048), and its significance value is $0.00 < 0.05$, it can be concluded that the second hypothesis is accepted, meaning that work discipline (X) has a significant effect on Medical Employee Performance (Y). For example Leadership Style, Work Environment and Job Satisfaction.

Hypothesis test of the effect of work communication (Z) on Medical Employee Performance (Y)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or Sig. > 0.05
2. Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or Sig. < 0.05

From the table above, a tcount value of 0.078 is obtained with $\alpha = 5\%$, ttable (5%; nk = 28) obtained a ttable value of 2.048. From this description it can be seen that tcount (0.078) $<$ ttable (2.048), and its significance value is $0.938 > 0.05$, it can be concluded that the third hypothesis is rejected, meaning that work communication (Z) has no significant effect on Medical Employee Performance (Y). For example Leadership Style, Work Environment and Job Satisfaction.

Path Analysis

Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Work Discipline (X)	0.676	0.280	-	Significant	As Independent Variable
2	Work Communication (Z)	0.012	-	0.003	Significant	No As an Intervening Variable

In the path analysis test it can be seen that the direct effect of work discipline (X) on Medical Employee Performance (Y) is greater than the indirect effect through the work discipline variable (X), and from the calculation results obtained it shows an indirect effect through variable Z is more small compared to the direct effect of variable Y on Medical Employee Performance (Y) through work communication (Z). This means that work discipline is an independent variable and work communication is not an intervening variable on the relationship between the influence of work discipline on Medical Employee Performance.

CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. From table 4.16 it can be concluded that the first hypothesis is rejected, meaning that the work discipline variable (X) has no positive and significant effect on work communication (Z). Based on the results of the study, the researcher concluded that the work discipline of the Serdang Bedagai district population and civil registration service employees was descriptively in a low classification or good communication did not occur, this can be seen from the work discipline variable (X) which has no positive and significant effect on work communication (Z). This first hypothesis

answers that there is a need for efforts to improve work discipline when employee work communication decreases by providing good work communication for all employees.

2. From table 4.17 it can be concluded that the second hypothesis is accepted, meaning that work discipline (X) has a significant effect on Medical Employee Performance (Y). Based on the results of the study, the researcher concluded that work discipline in Serdang Bedagai district population and civil registration services descriptively is in a high classification or there is good performance, this can be seen from work discipline (X) having a significant effect on Medical Employee Performance (Y). This second hypothesis answers that increasing employee work discipline can be done by paying attention to and meeting the needs of employees and appreciating the results of their work so that it can significantly affect Medical Employee Performance.
3. From table 4.17 it can be concluded that the third hypothesis is rejected, meaning that work communication (Z) has no significant effect on Medical Employee Performance (Y). Based on the results of the study, the researchers concluded that work communication among employees of the Serdang Bedagai district population and civil registration service is descriptively in the low classification or there is effective work communication, it can be seen from work communication (Z) that does not have a positive and significant effect on performance employee (Y). This third hypothesis answers that work communication is carried out by paying attention to employees and appreciating the results of their work.
4. From the test results using the path analysis test, it can be concluded that the indirect effect through the Work Communication variable (Z) is smaller than the direct effect on the Medical Employee Performance variable (Y). This third hypothesis answers that work communication is not an intervening variable between the relationship of work discipline to Medical Employee Performance.

REFERENCES

- Anwar Prabu, Mangkunegara. 2011. Human Resource Management. PT. TeenagersRosdaKarya, Bandung.
- Abdullah 2014. Human Resource Management (Fourteenth Edition). Salemba Empat Jakarta.
- Devito, Joseph A. 2011. Communication Between Humans. Pamulang-South Tangerang: Karisma Publishing Group
- Edy, Sutrisno, 2016, Human Resource Management, Kencana Prenada Media Group, Jakarta
- Hasibuan, Malayu SP 2016. Human Resource Management. Revised Edition. Publisher PT Bumi Aksara Jakarta
- Hasibuan, MalayuS.P.. 2017. Human Resource Management. Revised Edition. Jakarta: Bumi Aksara.

Stephen Martin, Bob Feinberg

- Handoko, T. Hani. 2011. *Personnel Management and Human Resources*. Yogyakarta: BPFE Publisher.
- Hidayah Norma, and Widyawati. 2016. Effect of Profitability, Leverage, and Dividend Policy on the Value of Food and Beverages Companies. *Journal of Accounting Science and Research*. Vol 5. No 9 (2016). ISSN : 2460-0585.
- Ghozali, Imam. 2011. "Application of Multivariate Analysis with the SPSS Program" Diponegoro University Publishing Agency. Semarang
- Ghozali. (2016). *Multivariate Analysis Application With IBM SPSS Program*. Semarang: Diponegoro University Publishing Agency.
- Mulyana, Deddy. *Communication Studies: An Introduction*. Print 18. Bandung: PT. Teenagers Rosda works, 2014.
- Nazir, Moh. 2013. "Research Method". Ghalia Indonesia. Bogor
- Sugiyono. 2012. "Business Research Methodology", Print 16. Alfabeta. Bandung
2013. "Quantitative, Qualitative and R&D Research Methods". Alfabeta. CV. Bandung:
- Sugiyono (2015). *Combination Research Methods (Mix Methods)*. Bandung: Alfabeta.