The Effect of Discipline, Compensation, and Training Development on Employee Performance in RSUD Bima

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Abstract:- This research was aim to determine the effect of discipline, compensation and development training on employee performance partially and simultaneously on the performance of RSUD Bima employees. The population in this research was 240 people. Sampling using the consensus method. Data collection techniques with questionnaires, interviews and observations. Data analysis uses validity, reliability, classic assumptions, multiple regression and correlation between dimensions. Hypothesis testing using the T test, F test, and the Coefficient of Determination using SPSS version 25.0. The analysis shows that Discipline has a partially positive and significant effect on performance. Dispensation has a partially positive and significant effect on performance. Development training has a partially positive and significant effect on performance. As well as discipline, compensation and development training altogether affected the performance of employees by 92.7% and the remaining 7.3% by other variables. Discipline is a dominant variable and has huge influences to the performance of employees at RSUD Bima.

Keywords:- Discipline, Compensation, Development Training, and Employee Performance.

I. INTRODUCTION

Hospital is one of the public sector organizations engaged in the field of health services that has the task of carrying out a health effort in an effective and effective manner by prioritizing or prioritizing healing and recovery efforts that have been implemented in harmony and integrated by the hospital in an effort to improve and prevention of disease and remedial efforts.

The government as the management of public resources, believes that the measure of success of government agencies or organizations can be seen from its ability to absorb the budget. This indicated that the success of government organizations can only be seen from the output aspects, benefits, and impacts of an activities that have been carried out.

The successful of an organization is strongly influenced by the performance of its employees. Every organization and company will always try to improve the performance of its employees in the hope that what the company's goals will be achieved. To achieve these results treated factors that affect the achievement of performance consists of many factors, including work discipline, compensation, and development training.

RSUD Bima as a service company, a hospital who produce tangible or intangible Products, so the human resources are a very important element both in the production and delivery of quality services in hospital. Employee performance at RSUD Bima is always related to competence that combines knowledge, skills, and attitude of a hospital employee. Regional General Hospital (RSUD) of Bima which has changed its status to become Regional Public Service Agency (BLUD).

Through HR Manager interviews and observations of the employees of RSUD Bima city (Tuesday, February 26, 2019) states that the percentage decline in the performance of RSUD Bima City employees, by 2% from 2017 by 91% to 89%, then in 2018 there was a decreased of 7% from 2018 by 89% to 82% Decreased employee performance can result in a lack of patient's trust to visited and be treated at RSUD Bima, so employee performance is very important for the RSUD Bima City.

To support this data, the authors conducted a preliminary research by surveying / distributing questionnaires to 30 employees at RSUD Bima. The questionnaire contained 9 reasons / things that cause someone to experience a decrease in performance on them. The following is a pre-research survey of 30 employees of RSUD Bima regarding the factors that could affected an employee performance. It can be seen from several factors that were tried through the pre-research questionnaire, found the main factors that influence the decline in employee performance, namely work discipline, compensation, and training and development. The three factors are the most answers, namely Discipline by 83.3%, compensation by 76.7%, and training and development by 80%. Henceforth, these three variables will be used as a predictor to examine employee performance at RSUD Bima including the following factors:

- ➤ Organizational culture
- ➤ Work Role
- ➤ Development training
- ➤ Work Rotation
- ➤ Compensation
- ➤ Motivation
- ➤ Leadership style
- ➤ Discipline
- ➤ Communication

Based on the background and the results of this pre-research data conducted there obtained 3 (three) factors that most influenced on the performance of employees in the RSUD Bima, the researchers are interested and wanted to conduct research on *"The Effect of Discipline, Compensation, and Training Development on Employee Performance in RSUD Bima "*.

II. LITERATURE REVIEW

A. Discipline

Work discipline can be interpreted as the implementation of management to strengthen an organizational guidelines (Mangkunegara, 2017:129), while according to Indah, et.al (2017:3548) stated that work discipline is a tool used by managers to motivate the employees so that they are willing to change a behavior as well as an effort to raise awareness and one's willingness to obey all company regulations, and according to Hasibuan (2014:193) that discipline is an awareness and willingness of an individual to obey all company regulations and social norms that applied.

B. Compensation

According to Mangkunegara (2017:83) Compensation is something that considered as a comparable, as in the employment monetary gifts that compensation given to employees as an rewarding of their services, whereas according to Sedarmayanti (2017:263) Compensation is everything that is received by employees as a remuneration for their work, in addition according to Sutrisno (2014:197) states compensation is the rights that must be received by employees in return after they carried out their obligations as reciprocation of work for them. According to Wibowo (2016:289) Compensation is a counter-achievement against the use of labor or services that have been provided by workers, compensation is the number of packages offered by the organization to workers in return of the use of its workforce.

C. Training Development

Training and development is an effort to reduce or eliminate the gap between the ability of employees with the desired of the organization (Sedarmayanti 2017:187). According to Rivai (2017:163) training is one of education part that concerns to learning process so that it would acquire and improve skills outside the applicable education system in a relatively short time. Meanwhile according to Edwin B in Mangkunegara (2017:43) the use

of term of training is implemented employees and development of leadership level.

D. Employee Performance

According to Rivai and Sagala (2013:548) said that the performance is the real behavior of employees as work achievements generated in accordance with their role in the company. In addition, the notion of performance is also stated by Mangkunegara (2014:77) he stated that performance is the work of quality and quantity by an employee in carrying out their duties in accordance with the responsibilities given. Whereas Hasibuan (2017:34) said that performance is a result of work achieved by a person in carrying out tasks assigned to him based on skill, experience, sincerity and time. Definition of employee performance is the result obtained by an organization either the organization is profit oriented or nonprofit oriented which is produced over a period of time,

E. Conceptual Framework

Based on theoretical review and previous research on discipline, compensation, training development and employee performance, the researchers developed a framework of thought in (Figure 1):
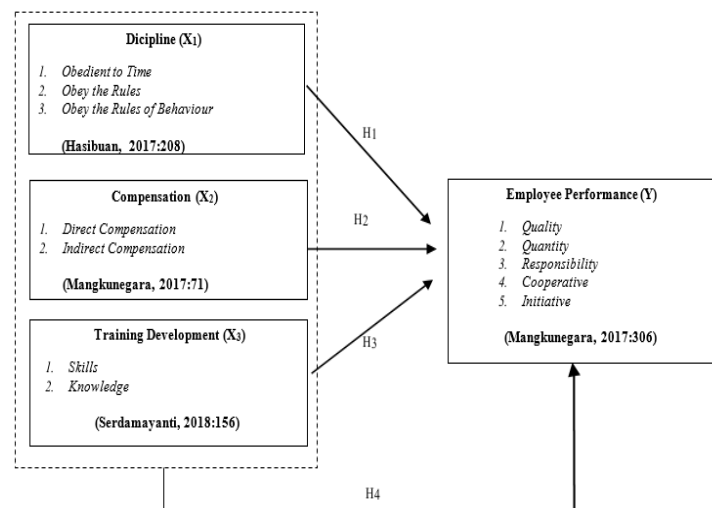

Fig 1:- Conceptual Framework
Source: Theoretical Review

F. Hypothesis

Based on those problem, the study of the theory and conceptual framework that has been revealed, therefore the authors form the formulate as the hypothesis as it follows: H1: Discipline has influenced and significant impact on the performance of RSUD Bima employees, H2: Compensation has influenced and significant impact on the performance of RSUD Bima employees, H3: Training Development has an effect and significant impact on the performance of RSUD Bima Employees, H4: Discipline, Compensation and Training Development has a significant effect on Employee Performance at RSUD Bima.

III. RESEARCH METHODOLOGY

Based on the conceptual framework, the purpose of this study was to get an understanding about the effect of discipline, compensation, and training development on employee performance's analysis. An operational definition parameter is with measure and examine variables, dimensions, and indicators as shown in table 1:

Variable	Dimension	Indicator
Discipline (Hasibuan, 2017:208)	Obey the rules	a) The attitude to obey the applicable regulations b) Willingness to receive any punishment if it violated
	Obidient to time	a) Work according to the rules of working hours b) The amount of attendance in a certain time
	Obey the rules of behavior	a) Work according to the dependents provided b) Willingness to receive any punishment if it violated
Compensation (Mangkunegara, 2017:71)	Direct Compensation	a) Allowence b) Salary c) Bonuses
	Indirect Compensation	a) Healthcare b) Awarding c) Retired fund
Training Development (Serdamayanti, 2018:156)	Skills	a) Suitability of work position b) The skills needed to carry out the duties c) Variations provided
	Knowledge	a) Developed the achievements b) Ability c) Curiousity about the knowledge
Employee Performance (Mangkunegara, 2017:306)	Quality	a) Work accuracy and quality b) Increasing work skills c) Ability to analyze data/information d) Capability to use the work machine/tools
	Quantity	a) Do the right work with effectively and efficiently b) Finish work on time based on date line
	Responsibility	a) Consciousness works without being told b) Do work beyond what is specified
	Cooperative	a) Coordinate with coworkers b) Coordinate with superiors
	Initiative	a) Apply any ideas and innovations at work b) Ability to participate for completing tasks

Table 1:- Operational Definition Theoretical Review

A. Population and Sample

The population in this research refers to the employees of the RSUD Bima in accordance with the criteria determined the total number of employees is 600 people, so the number of research samples using a 5% confidence level is 240 research samples.

B. Collecting Data Method

The collection data method is often used in this research. It is a survey method, namely data collection and analysis techniques in the form of opinions of the subjects studied through questionnaires, interviews and observations.

C. Data Analysis Method

Data analysis technique used to test hypotheses. The statistical test tool used is multiple linear regression with the help of SPSS 25 for data processing. Data processing uses several analyzes, namely, validity, and realiability.

IV. RESULTS AND DISCUSSION

A. Characteristic of Respondents

As shown in table 2, the highest number of respondents is female gender as many as 186 or 77% and male as many as 54 people or 23% in filling out the questionnaire of this research.

The age who filled this questionnaire was 183 people with a percentage of 76% of people of productive age. Whereas old or unproductive age is only 24% in filling out the research questionnaire. The most age in filling out the questionnaire is in the age range of 25-30 years.

The highest tenure of RSUD Bima employees is in working period of 5-10 years with 83 people with a percentage of 35% and the lowest in the working period < 2 years with 41 people with a percentage of 17%. Then the working period of less than 3-5 years has 65 people with a percentage of 27% followed by a work period of > 11 years as many as 51 people with a percentage of 21 who fill in this research questionnaire.

Description	Frequency (person)	Percentage (%)
Gander		
Male	54	23
Female	186	77
Age		
< 25 years	7	3
26 – 35 years	176	73
36 - 46 years	36	15
> 46 year	21	9
Work Period		
< 2 year	41	17
3 - 5 years	65	27
5 - 10 years	83	35
> 11 years	51	21
Education Degree		
Senior High School	11	5
Diploma	141	59
Bachelor Degree	84	35
Master Degree	4	2

Table 2:- Characteristic of Respondents
Source: Primary Data

B. Validity Test

Num.	r_{count} X_1	r_{table}	Info	r_{count} X_2	r_{table}	Info	r_{count} X_3	r_{table}	Info	r_{count} Y	r_{table}	Info
1	0,423	0.126	Valid	0.361	0.126	Valid	0.787	0.126	Valid	0.691	0.126	Valid
2	0,600	0.126	Valid	0.356	0.126	Valid	0.865	0.126	Valid	0.620	0.126	Valid
3	0,602	0.126	Valid	0.488	0.126	Valid	0.788	0.126	Valid	0.567	0.126	Valid
4	0,554	0.126	Valid	0.739	0.126	Valid	0.825	0.126	Valid	0.501	0.126	Valid
5	0,625	0.126	Valid	0.602	0.126	Valid	0.341	0.126	Valid	0.463	0.126	Valid
6	0,442	0.126	Valid	0.491	0.126	Valid	0.841	0.126	Valid	0.675	0.126	Valid
7	0,647	0.126	Valid	0.353	0.126	Valid	0.296	0.126	Valid	0.537	0.126	Valid
8	0,567	0.126	Valid	0.444	0.126	Valid	0.291	0.126	Valid	0.578	0.126	Valid
9	0,606	0.126	Valid	0.482	0.126	Valid	0.848	0.126	Valid	0.527	0.126	Valid
10	0,536	0.126	Valid	0.386	0.126	Valid	0.868	0.126	Valid	0.691	0.126	Valid

Table 3: Validity Test
Source: Analysis with SPSS version 25

Based on table 3 shown that all indicators on all variables have valid information, because the value of positive person correlation and where R count > R table. The value of the SPSS process states that the construct of the indicators used in the research was appropriate in measuring development training at RSUD Bima.

C. Reliability Test

The reliability test in this research has reliable information. That is because the calculated alpha value > alpha table. So that all instruments in this research have a reliable measure and have consistency in answering statements from time to time.

Variable	Cronbach Alpha	Terms	Info
Discipline	0.752	0.60	Reliable
Compensation	0.617	0.60	Reliable
Training Development	0.805	0.60	Reliable
Employee Performance	0.786	0.60	Reliable

Table 4:- Reliability Test
Source: Analysis with SPSS version 25

D. Normality Test

The normality test aims to test whether the regression model, confounding or residual variables have a normal distribution. In the basis of the decision making Kolgomorov-Smirnov test (K-S test) is to see the probability with the provisions, the probability <0.05 then Ha is accepted and Ho is rejected, otherwise the probability> 0.05 then Ha is rejected and Ho is accepted. Results from the Figure 2 It is known that the data is normally distributed. Can be seen with the spread of the points that touch and spread on the diagonal lines in the picture and spread along the diagonal lines.
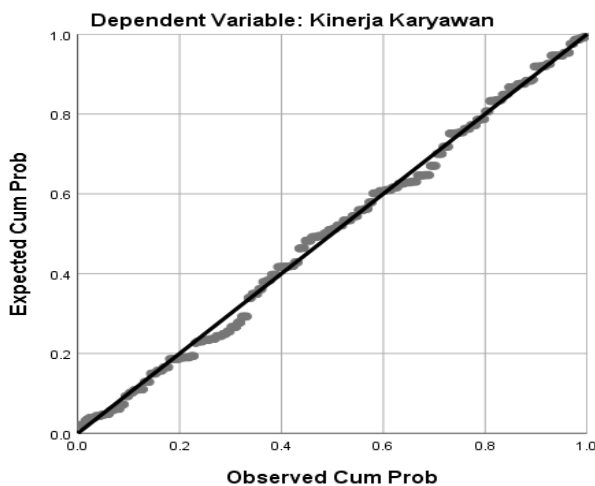

Fig 2:- Normality Test
Source: Analysis with SPSS version 25

E. Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables in this research.

Coefficients[a]		
Model	**Collinearity Statistics**	
	Tolerance	**VIF**
(Constant)		
Discipline	0.464	2.157
Compensation	0.579	1.728
Training Development	0.746	1.341

Table 5:- Multicollinearity Test
Source: Analysis with SPSS version 25

Results from table 5 The tolerance value of each independent variable has a tolerance value > 0.10 and a VIF value < 10, this means that there is no multicollinearity between the Discipline, compensation and development training variables used in the regression model.

F. Heteroscedasticity Test

The heteroscedasticity test is aims to test whether in the regression model there is an unequal variance from the residuals of one observation to another. To detect whether a variable occurs heteroscedasticity or cannot be seen with a certain pattern on a scatterplot graph where the X axis is the predicted Y and the X axis is the standardized (Y-predicted Y-true) residual. The result of Figure 3 states that the points on the scatterplots graph do not form a clear pattern and the points are spread evenly randomly above and below the number 0 on the Y axis.
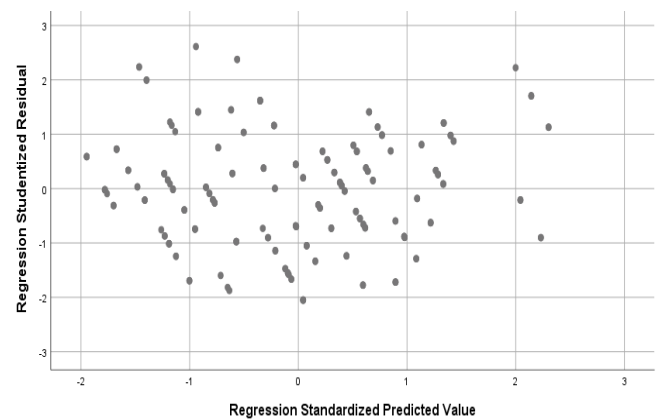

Fig 3:- Heteroscedasticity Test
Source: Analysis with SPSS version 25

G. Multiple Linear Regression Analysis Test

Multiple Linear Regression techniques are used because this study uses more than one independent variable, including Discipline (X1), Compensation (X2), and Training Development (X3) to determine its effect on the dependent variable namely Employee Performance (Y) at RSUD Bima. The results if multiple linear regression analysis can be seen in the following table 6:

Coefficients[a]							
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	2,438	0,571		4,268	0,000		
Discipline	0,863	0,025	0,887	34,585	0,000	0,464	2,157
Compensation	0,062	0,025	0,060	2,600	0,010	0,579	1,728
Training Development	0,051	0,013	0,080	3,940	0,000	0,746	1,341

Table 6:- Multiple Linear Regression Analysis Test
Source: Analysis with SPSS version 25

Based on Table 6 above, the regression equation can be obtained as follows:

$$Y = 2{,}438 + 0.863\ X1 + 0.064\ X2 + 0.051\ X3 + e$$

Thus can be interpreted as it follows:
➤ A constant of 2,438 means that if discipline (X1), compensation (X2), and development training (X3) have a value of 0, then the employee's performance (Y) will be 2,438. A positive value constant means that employee performance will increase with the influence of the variable discipline, compensation, and development training
➤ The disciplinary variable gives a value of 0.863 which means that if the discipline is getting better with the assumption that other variables remain then employee performance will increase.
➤ The compensation variable gives a value of 0.064 which means that if the motivation is higher with the assumption that other variables are fixed then the employee's performance will increase.
➤ The Development Training variable gives a value of 0.051 which means that if the development training is getting stronger assuming the other variables remain then employee performance will increase.

H. Determination Coefficient Test (R^2)
Determination coefficient is used to measure the extent of the model's ability to explain the dependent variable or the magnitude that shows the amount of variation of the dependent variable that can be explained by the independent variable.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963[a]	0,928	0,927	5,67065

Table 7:- Determination Coefficient Test
Source: Analysis with SPSS version 25

Based on table 7 the magnitude of the coefficient of determination that can be known in adjusted R square is equal to 0.927. This shows that the ability of the independent variable (Discipline, Compensation and Training development) in explaining the variations that occur in Employee Performance of 92.7%, while the rest (100% -92.7%) or 7.3% is explained by other variables that not included in the model.

I. Simultaneous Test (F Test)
The results of the F test contained the calculated F value of 1015,340 > F value of the table 2.6428 or by seeing the significance of 0.000, far below the 0.05 probability value, then statistically against the sample tested, very strong evidence was obtained that the independent variables (discipline, compensation, training development) together has a positive and significant effect on employee performance.

Model	df	F	Sig.
1 Regression	3	1015,340	0.000[b]
Residual	236		
Total	239		

Table 8:- Simultaneous Test
Source: Analysis with SPSS version 25

J. Statistical Test (t Test)
The t Test Results The effect of discipline on employee performance is positive and significant. The calculated value of t is greater than the value of t table that is 4,588 > 1,651 (α = 5%, df = 240) the significance value is 0,000 < 0.05, then Ho is rejected and Ha is accepted. The t Test Results has effected to work compensation on positive and significant employee performance. T value greater than 2600> t table value 1.651 (α = 5%, df = 240) significance value of 0.010 < 0.05, then Ho is rejected and Ha is accepted. Finally, the results of the T test has influences effect to development training on employee performance is positive and significant.T value greater than 3940 > 1.651 (α = 5%, df = 240) significance value of 0.000 <0.05, then Ho is rejected and Ha is accepted.

K. Correlation among Dimensions
This correlation test between dimensions used in research intends to test the strongest relationship on the variables of discipline, compensation, and job training on employee performance. The closeness in the relationship of this variable is expressed in the form of a correlation coefficient, if the correlation is above 0.5 can be seen in table 8.

Variable		Employee Performance				
		Quality (Y.1)	Quantity (Y.2)	Responsibility (Y.3)	Cooperative (Y.4)	Initiative (Y.5)
Discipline (X1)	Obidient to time (X1.1)	0.813	0.573	0.461	0.452	0.691
	Obey the rules (X1.2)	0.549	0.554	**0.833**	0.666	0.598
	Obey the rules behaviour (X1.3)	**0.282**	0.481	0.449	0.788	0.612
Compensation (X2)	Direct compensation (X2.1)	0.448	0.370	0.264	0.520	**0.520**
	Indirect compensation (X2.2)	0.380	**0.262**	0.428	0.359	0.402
Training Development (X3)	Skills (X3.1)	0.338	0.393	0.285	0.331	0.300
	Knowledge (X3.2)	0.371	0.327	**0.278**	0.392	**0.409**

Table 9:- Correlation among Dimension Test
Source: Analysis with SPSS version 25

Correlation value is disciplined variable, the strong dimension of the relationship is the obedient dimension to the rules (X1.2) on employee performance in the Responsibility dimension (Y.3), because it has a coefficient value of 0.833. while the value thats contained in the dimensions of compliance with the rules of behavior (X1.3) on employee performance on the quantity dimension (Y1), because it has a coefficient of 0.588.

Correlation value of compensation variable, the strongest dimension in relation is the dimension of achievement needs (X2.1) to the performance dimension in the initiative dimension (Y.5), because it has a coefficient value of 0.520. whereas the level of relationship being found in Compensation with indirect compensation dimensions (X2.2) on employee performance in the quantity dimension (Y2), because it has a coefficient value of 0.262.

Correlation value of development training variables, the dimension that is quite related is the Knowledge dimension (X3.2) to employee performance on the initiative dimension (Y.5), because it has a coefficient value of 0.409. While the next moderate influence value does not exist in the dimension of knowledge (X3.2) on performance on the responsibility dimension (Y3), because it has a coefficient value of 0.278.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

This research is aims to examine the effect of Discipline, Compensation and development training on the performance of employees of RSUD Bima . Based on the results of research that has been done. The following are the conclusions of the research, including:

➢ Discipline has a partially positive and partially significant positive effect on employee performance. Discipline must be upheld in the company, with the discipline of the company will do a good job and company targets will be achieved.

➢ Compensation has a partially and significantly positive effect on employee performance at RSUD Bima. Equitable compensation in its main task will provide the best quality in achieving the company's targets that are reflected in better performance.

➢ Training development has a partially and significantly positive effect on the performance of employees of RSUD Bima.The positive encouragement from the company will have a positive effect on employee performance so that the company will have good performance.

➢ Discipline, compensation, and joined of training development have a significant effect on employee performance where the influence of the independent variable is tied to 92.7% or the variation of the independent variables used in this regression model is able to explain 92.7% of the variation of the dependent variable (performance). While the remaining 7.3% is influenced by other factors outside the tested variables, such as leadership, work environment and others. In managing resources, especially in humanity, the company is determined by the performance of employees in completing their duties and responsibilities as workers.

B. Suggestions

➢ In improving work discipline towards employees of RSUD Bima, companies need to improve discipline consistently, especially in coordination with superiors or colleagues. In addition, providing work in accordance with its part so that the focus in completing all the work given by superiors to its subordinates.

➢ For the compensation variable, it is suggested that the company must be provide fair and balanced compensation in direct or indirect compensation. Fairness given by the company such as the length of work at the company will have a greater compensation value than the new employee or provide an advantage in

the facilities received by employees at certain positions in the company.

➢ In increasing knowledge, its suggested that companies should pay attention to the achievements that have been generated by employees. Achievements made by employees for the company is an action outside of work that should be given appreciation. This appreciation will assist employees in completing work efficiently and effectively. In giving impetus to every innovation created, the company is able to provide full support for innovation and provide good facilities.

➢ For advanced researchers, it is expected to be able to continue similar research and is expected to be able to develop the concept of performance and population not just one place so that it is better to generalize. In addition, further research can be more comprehensive on employee performance beyond the factors examined.

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