

THE EFFECT OF MOTIVATION, DISCIPLINE, AND JOB SATISFACTION ON THE PERFORMANCE OF OUTSOURCING CLEANING SERVICE EMPLOYEES AT ULIN HOSPITAL, BANJARMASIN

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ABSTRACT

Worker who works based on a specific time work agreement, with a work agreement between an entrepreneur and a worker to establish a working relationship for a specific time which is usually called outsourcing. The purpose of this study: (1) Knowing the Motivation, Discipline, and job satisfaction that partially affects outsourcing employee for cleaning service in Ulin General Hospital Banjarmasin, (2) Knowing the variables that have dominant effects on outsourcing employee performance for cleaning service in Ulin General Hospital Banjarmasin. This study used a survey method as its research method, with Ulin General Hospital as the object. The number of samples in this study was drawn from a population of 67 employees. Determination of the Number of examples in this study used descriptive analytic methods to answer the research problem and test the research hypotheses using multiple linear regression analysis techniques. The results showed: 1). motivation affects both partial and simultaneous performance 2). Discipline affects both partial and simultaneous performance 3). Partial and simultaneous job satisfaction affects the performance of outsourcing employees for cleaning services in Ulin General Hospital Banjarmasin. Thus, improving employee performance needs to be done to anticipate changes in managing the organization, correcting the weaknesses that exist in the organization, and trying to bring the organization to the target within a predetermined period.

Keywords: Discipline, Employee performance, Job satisfaction, Motivation

Introduction

The organization is a complex unit that seeks to coordinate human resources to achieve a goal fully. One of the efforts made is to employ a minimum number of workers to contribute maximally to the plans to be acquired by the company. The work implementation is carried out using a work contract agreement for a certain period, also known as outsourcing (Puspita & Affandi, 2015).

Outsourcing is a worker who works based on a specific time work agreement, a work agreement between an entrepreneur and a worker to establish a working relationship for a specific time or a particular job. According to (Irwansyah, 2014), The daily practice of outsourcing is more profitable for the company, but this is not the case with workers/laborers, where outsourcing contract workers feel that the company does not consider their welfare because the working relationship is always in non-permanent form or contract. There is no guarantee of career development, so in such

circumstances, implementing Outsourcing will make workers/laborers miserable and create a loss of the harmonious relationship. This will have an impact on employee performance. Performance results from carrying out the employee's work for the organization where he works (Gani, 2009). Several variables affect behavior and work performance or employee performance, namely individual, organizational and psychological factors (Gibson et al., 2007). Motivation, Discipline, and job satisfaction are included in personal and psychological factors affecting performance. (Syah, 2013) suggests that work motivation is encouragement from inside and outside a person to do something seen from the internal and external dimensions. According to (Simamora, 2004), a work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase their awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, according to (Hasibuan & Hasibuan, 2016), job

satisfaction is an emotional attitude that is pleasant and loves his job.

Ulin Hospital Banjarmasin is a class a teaching hospital in Banjarmasin City, South Kalimantan. Ulin Hospital Banjarmasin carries out service functions as well as carrying out education and research functions. In line with the decentralization efforts of Regional Regulation No. 9 of 2002, the status of Ulin Hospital in Banjarmasin was changed to a Technical Institution in the form of a South Kalimantan Provincial Government Agency. As a community service organization that serves the community 24 hours a day, seven days a week, RSUD Ulin Banjarmasin also employs outsourced employees in certain sections, such as cleaning services. at RSUD Ulin Banjarmasin, there has been no research on the performance of cleaning service employees, whether Motivation, Discipline, and job satisfaction affect their performance, and how much influence they have on employee performance. This study aims to determine the effect of work motivation, Discipline, and job satisfaction on the performance of outsourcing cleaning service employees at Ulin Hospital Banjarmasin.

Material and Methods

The location of this research is in RSUD Ulin Banjarmasin, with the number of respondents as many as 67 employees of Outsourcing Cleaning Service at RSUD Ulin Banjarmasin by filling out the questionnaires that have been distributed. The research method is descriptive and quantitative. The sampling technique used is accidental sampling. The formula used in determining the sample is as follows:

$$\text{Slovin: } n = \frac{N}{1+Ne^2} \quad (1)$$

n = Sample size

N = Population size

e = error rate of 10%

Based on formula (1) above, the samples in this study are:

$$n = \frac{200}{1+200(0,1)^2} = \frac{200}{1+2} = \frac{200}{3} = 66,66 \text{ (67)}$$

This research was conducted using a cross-sectional survey, a data collection method in which information is collected only at certain times. Researchers used data collection techniques, namely observation by making direct observations about the condition of employees and companies by studying data and information to provide a clear and accurate picture of the problems faced. Furthermore, a

questionnaire was conducted by giving alternative written questions to Cleaning Service outsourced employees.

Variables and operational definitions of variables used in this study are Motivation (X1): the driving force that causes someone to do an activity to achieve a goal. Indicators of Motivation according to (Abdullah, 2014), namely: a) high morale; b) responsibility; c) self-confidence; d) creativity; e) achievement of success; and f) completion of work.

Discipline (X2): a procedure that corrects or punishes subordinates for violating rules or procedures and a tool used by managers to communicate with employees to be willing to change behavior and to increase their awareness and willingness to comply with all company rules and social norms applicable. According to (Mangkunegara & Octorend 2015), work discipline can be measured by indicators, namely: 1) Punctuality in coming to work; 2) punctuality in returning home; 3) Compliance with applicable regulations; 4) The use of work uniforms that have been determined; 5) Responsibility in doing the task; 6) Carry out work tasks to complete every day.

Job Satisfaction (X3): an employee's feeling of pleasure or displeasure towards his work. Indicators of job satisfaction, according to (Hariandja, 2002), are 1) Award for achievement; 2) Organization and management; 3) Opportunities for advancement; 4) Salary and other financial benefits such as incentives, co-workers, and working conditions

Performance (Y) is the level of work achievement by employees with different methods/people who must achieve approximately the same results. Performance indicators (Sulaksono, 2015) include 1) Ability to cooperate; 2) Quality of work; 3) Technical ability; 4) Initiative; 5) Spirit; 6) Reliability/durability; 7) Quantity of work.

Result and Discussion

This study used a sample of 67 employees of Outsourcing Cleaning Service at Ulin Hospital Banjarmasin. Based on the results of the calculation of validity and reliability for the Motivation Variable (X1), which consists of 6 statement items that show all the items used in the instrument have a value of "r" more significant than the value of the table (0.781) with a significance <0.05. then the indicator can be considered valid as an indicator of the variable/construct. The results of the calculation of validity and reliability for the Discipline Variable (X2), which consists of 6 statement items that show all the items used in the instrument have a value of "r" more significant than the table value (0.810) with

a significance <0.05 . then the indicator can be considered valid as an indicator of the variable/construct. The results of the calculation of validity and reliability for the Job Satisfaction Variable (X3), which also consists of 6 statement items that show all the items used in the instrument have a value of "r" more significant than the table value (0.837) with a significance <0.05 . then the indicator can be considered valid as an indicator of the variable/construct. While the results of the calculation of validity and reliability for the Performance Variable (Y), which consists of 6 statement items that show all the items of the instrument used have a value of "r" more significant than the value of the table (0.737) with a significance <0.05 . then the indicator can also be considered valid as an indicator of the variable/construct.

The results of the reliability test are seen in the Cronbach's Alpha value of each variable indicator greater than 0.60, so it can be concluded that the data quality test on reliability has met the quality of consistency. It means that the research variables used are reliable. This is in accordance with the statement (Janti, 2014) which states that a research instrument is said to be reliable if it has a Cronbach's Alpha coefficient value above 0.60.

Hypothesis testing using the F test was carried out to test the significance of the regression coefficients of all predictors (independent variables) in the model simultaneously (simultaneously). So trying the importance of the effect of Motivation, Discipline, job satisfaction, and employee performance Outsourcing cleaning service at Ulin Hospital Banjarmasin. The formulation of the null hypothesis (H_0) and the alternative hypothesis (H_a) regarding the influence of Motivation, Discipline, job satisfaction, and performance Outsourcing cleaning service employees at Ulin Hospital Banjarmasin are as follows:

H_0 = no influence on Motivation, Discipline, job satisfaction, and performance Outsourcing cleaning service employees at Ulin Hospital Banjarmasin

H_a = there is an influence on Motivation, Discipline, job satisfaction, and performance Outsourcing cleaning service employees at Ulin Hospital Banjarmasin.

The decision-making criteria are as follows:

- Accepted if $F_{count} \leq F_{table}$ at $\alpha = 5\%$
- Rejected if $F_{count} > F_{table}$ at $\alpha = 5\%$

To determine the value of F, it is necessary to have degrees of freedom in the numerator and degrees of freedom in the denominator, with the following formula:

$$Df (\text{number}) = k-1$$

$$Df (\text{denominator}) = n-1$$

Information:

n= number of research samples

k= number of independent and dependent variables

In this study, it is known that the number of samples (n) is 67 and the total number of variables (k) is four, so it is obtained:

$$df (\text{number}) = 4-1 = 3$$

$$df (\text{denominator}) = 67 -3= 64$$

Then the Fable value is obtained, the value is 2.750, and the Fount value will be obtained using SPSS assistance, then it will be compared with F_{table} at the level of $\alpha = 5\%$. The ANOVA results are presented in Table 1.

Table 1. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	329.517	3	109.839	46.868	.000 ^b
	Residual	147.647	63	2.344		
	Total	477.164	66			

a. Dependent Variable: Performance

b. Predictors: (Constant), Job Satisfaction, Motivation, Discipline

Source: Data processed, 2021.

The Fount value is 46,868, more significant than the Fable value of 2,750 with a significance level of 0.000. The resulting significance value is smaller than 0.05. This means that the variables of Motivation (X1), Discipline (X2), and job satisfaction (X3) simultaneously have a significant effect on the performance of Outsourcing cleaning service employees at Ulin Hospital Banjarmasin.

The degree of significance used is 0.05. If the significant value is less than the degree of confidence, we accept the alternative hypothesis, which states that an independent variable partially affects the dependent variable. A partial test or also called a t-test in multiple linear regression analysis, aims to determine whether the independent variable (X) partially (alone/each variable) has a significant effect on the dependent variable (Y).

The t-test was used to partially test the effect of each independent variable used in this study on the dependent variable. Based on statistical calculations using the SPSS 21.0 program, the t-test is intended to determine how far the influence of one independent variable of Motivation (X1), Discipline (X2), and job satisfaction (X3) individually in explaining the dependent variable of employee performance Outsourcing cleaning service at Ulin Hospital Banjarmasin (Y).

H_0 = Partially, there is no positive and significant effect of independent variable to dependent variable
 H_a = Partially, there is a positive and significant effect of the variable independent of the dependent variable.

The decision-making criteria are:

- Accepted if t arithmetic t table at = 5%
- Rejected if t count > t table at = 5%

The test results are:

Error rate (α) = 5% and degrees of freedom (df) = (n-k)

n= number of samples, n = 67

k= number of variables used, k = 4

Degree of freedom (df) = (n-k) = 67-4 = 63 The t -test conducted is a one-way test, so the t -table used is 1.998.

The analysis results based on statistical calculations using the SPSS 21.0 program are presented in Table 2.

Table 2. t -test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.540	1.656		2.741	.008
Motivation	.287	.073	.326	3.922	.000
1 Discipline	.253	.078	.308	3.237	.002
Job satisfaction	.274	.076	.361	3.613	.001

a. Dependent Variable: Performance

Source: Data processed, 2021.

- Work motivation affects the performance of Outsourcing cleaning service employees at Ulin Hospital Banjarmasin. Statistical calculations using SPSS 21.0 for the motivation variable (X1) obtained a t value of 3.922, more significant than the t -table value of 1.998 with a significance level of 0.000. The resulting significance value is smaller than 0.05. This means that the dependent variable of the performance of the Outsourcing cleaning service employee at RSUD Ulin Banjarmasin can be explained partially by the influence of the motivation variable (X1).
- Work Discipline affects the performance of Outsourcing cleaning service employees at Ulin Hospital Banjarmasin. From the statistical calculations using SPSS 21.0 for the discipline variable (X2), the t -value of 3.237 is greater than the t -table value of 1998 with a significance level of 0.002. The resulting significance value is smaller than 0.05. This means that the dependent variable on the performance of Outsourcing cleaning service employees at RSUD Ulin

Banjarmasin can be explained partially by the influence of the discipline variable (X2).

- Job satisfaction affects employee performance Outsourcing cleaning service at Ulin Hospital Banjarmasin. From the results of statistical calculations using SPSS 21.0, the job satisfaction variable (X3) obtained a t value of 3.613, which is greater than the t -table value of 1998 with a significance level of 0.001. The resulting significance value is smaller than 0.05. This means that the dependent variable of the performance of the Outsourcing cleaning service employee at RSUD Ulin Banjarmasin can be explained partially by the influence of the job satisfaction variable (X3).

A summary of the results of hypothesis testing is presented in Table 3.

Table 3. Hypothesis Result

Hypothesis	Statement	Score	Sig	Description
H1	The motivation variable has a significant effect on performance	3.922	0,000	H ₁ Valid H ₀ invalid
H2	Discipline variables have a significant effect on performance	3.237	0,002	H ₁ valid H ₀ invalid
H3	The job Satisfaction variable has a significant effect on performance	3.613	0,001	H ₂ Valid H ₀ Invalid

Table 4. Multiple regression

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.540	1.656		2.741	.008
Motivation	.287	.073	.326	3.922	.000
1 Discipline	.253	.078	.308	3.237	.002
Job Satisfaction	.274	.076	.361	3.613	.001

a. Dependent Variable: Performance

Source: Data processed, 2021

The interpretation of the regression model equation above is as follows:

- The constant (α) = 4,540 shows the magnitude of the influence of all independent variables on the dependent variable.
- The value of the motivation coefficient (b_1) = 0.287 indicates that motivation has a positive effect.

- c. The value of the discipline coefficient (b2) = 0.253 indicates that Discipline has a positive effect.
- d. The value of the coefficient of job satisfaction (b3) = 0.274 suggests that job satisfaction has a positive effect

The coefficient of determination is used to determine how significant the relationship of several variables is in a more precise sense. The value of this coefficient is between 0 and 1. If the results are closer to 0, the independent variables' ability to explain the variation of variables is minimal. But if the result is close to 1, the independent variables provide almost all the information needed to predict the interpretation of the dependent variable. For analysis using SPSS output can be seen in the "Model Summary" table. The results of the coefficient of determination can be presented in Table 5.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831 ^a	.691	.676	1.531

a. Predictors: (Constant), Job Satisfaction, Motivation, Discipline

Source: Data processed, 2021

From the output above, the adjusted R Square value (coefficient of determination) is 0.691, which means that the influence of the independent variable (X) on the dependent variable (Y) is 69.1%.

Humans, as the company's driving force, are the main factor because the company depends on its people. Motivation is an impulse or stimulant that makes a person do the work he wants willingly without feeling forced so that the job can run well or produce something satisfying (Wahyudi & Tupti, 2019). Motivation is a desire in a person that causes that person to take action. Motivation questions how to encourage the enthusiasm of subordinates so that they are willing to work hard by giving all their abilities and skills to realize company goals. A person's motivation starts from the need, desire, and urge to act to achieve the need or purpose (Syamsudin, 2020). This indicates how strong the drive, effort, intensity, and willingness to sacrifice for the achievement of goals. The stronger the drive or motivation and enthusiasm, the higher the performance.

If the sig value is less than the probability value of 0.05, or the value of 0.031 < 0.05, then H1 is accepted, and Ho is rejected. Variable X1 has a count that is 3.922 with ttable=1.70562. So count > t table, it can be concluded that the X1 variable

contributes to Y. A positive t value indicates that the X1 variable has a unidirectional relationship with Y. So Motivation has a significant effect on performance.

Based on the regression analysis results, the Effect of Motivation on the performance of outsourced cleaning service employees at RSUD Ulin Banjarmasin shows that the higher the employee's perception of work motivation, the higher the performance. On the contrary, the lower the work motivation, the lower the commission. According to (Pradana et al., 2014), company resources are precious capital for a company because all of the company's operational activities are run by humans. A person's motivation is primarily determined by the intensity of his motives in the form of needs and desires.

This is following the opinion (Larasati & Gilang, 2014) that there is a positive relationship between motivation and performance, meaning that high tends to have high performance. In contrast, those who have low performance are possible because their reason is insufficient. The results of this study are the following research (Sari, 2014; Fadhil & Mayowan, 2018; Pebrianto & Hamdani, 2018), which states that there is an influence between work motivation on performance.

This study's results align with research (Mahardhika, 2013) that intrinsic motivation significantly affects employee performance at PT. AXA Financial Indonesia, indicated by a significance value of t of 0.000, smaller than = 0.05 (0.000 < 0.05) with a regression coefficient of 0.514. Extrinsic motivation has a significant effect on employee performance at PT. AXA Financial Indonesia, indicated by a significance value of t of 0.000, is smaller than = 0.05 (0.000 < 0.05) with a regression coefficient of 0.475. Intrinsic Motivation and Extrinsic Motivation simultaneously significantly affect employee performance at PT. AXA Financial Indonesia, indicated by the significance value of F of 0.000, is smaller than = 0.05 (0.000 < 0.05) and able to contribute to the employee performance variable by 64.3%.

(Syelviani, 2019) states that motivation partially affects employee performance at PT. Tembilahan Branch Pawnshop. Meanwhile (Djodjobo et al., 2020) noted that the interpretation sought by the company from a person depends on the ability, motivation, and individual support received. According to (Kurniawan & Hazir, 2019), there is a positive relationship between Motivation and performance achievement, meaning that employees with high achievement motivation tend to

have high performance. On the other hand, low performance is possible because their reason is insufficient. Based on this research, it can be explained that an employee needs work motivation to achieve high-performance output.

Discipline is a system containing policies, regulations, and procedures that regulate behavior individually and in groups within the organizational strategy. If the sig value is less than the probability value of 0.05, or the value of $0.004 < 0.05$, then H_2 is accepted, and H_0 is rejected. Variable X_2 has a count that is 3.237 with $t_{table}=3.135$. So count $> t_{table}$, it can be concluded that the X_2 variable contributes to Y. A positive t value indicates that the X_2 variable has a direct relationship with Y. So it can be supposed that Discipline has a significant effect on performance.

Based on the regression analysis results, the effect of Discipline on the Performance of Outsourced Cleaning Service employees at Ulin Hospital Banjarmasin shows that the higher the employee's perception of Discipline, the higher the performance. On the contrary, the lower the Discipline, the lower the commission. In this study, Discipline affects performance. This is following research (Liyas & Primadi, 2017) which says the effect of the Work Discipline (X) variable on Employee Performance (Y) at the Rokan Hulu Rural Bank Regional Company is 74.8%, while the remaining 25.2% is influenced by factors others not studied. Meanwhile (Pangarso & Susanti, 2016) also said that work discipline positively influenced employees' performance at the Bureau of Basic Social Services at the Regional Secretariat of West Java Province. However, another study (Syelviani, 2019) said that there was no effect of Discipline on employee performance. According to (Ekhsan, 2019), Discipline is an exercise of mind and character with the intention that one's actions always obey the rules and regulations.

Conclusion

In this study, indicators of work motivation can be stated to affect the performance of Outsourced Cleaning Service employees at Ulin Hospital Banjarmasin. At the same time, the Discipline indicator can also be displayed to affect the performance of Outsourced Cleaning Service employees at Ulin Hospital Banjarmasin. And the Job Satisfaction indicator also affects the performance of Outsourced Cleaning Service employees at Ulin Hospital Banjarmasin. So it can be concluded that all indicators of Work Motivation, Discipline, and Job Satisfaction affect

the performance of Outsourced Cleaning Service employees at Ulin Hospital Banjarmasin.

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