

## The Effect of Self-Efficacy, Organizational Culture and Work Discipline on the Performance of Nurses and Employees of Majenang Hospital



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**ABSTRACT:** This purpose of this study is to describe the impact of self-efficacy, organizational culture, and work discipline on the performance of nurses and employees of Majenang Hospital. This study lasted 8 months. The study population was nurses at Majenang Hospital and the sample use in this study was 108 interviewees. Principal data assembling techniques are observance and discuss, directly observance in the field of study wield a circulated questionnaire. The data analytic method exploited is Partial Least Square (PLS). As a result we found self-efficacy, organizational culture and work discipline influenced the performance of nurses at Majenang Hospital.

**KEYWORDS:** Employee Performance, Self-Efficacy, Majenang Hospital, PLS

### I. INTRODUCTION

A hospital is a medical institution that organizes comprehensive individualized medical services and provides inpatient, outpatient, and emergency medical services (No. 349/MENKES/PER/III/2010). The role of the hospital is urgent, therefore recognizing the hospital is not only seen from the number of patients, but rather the benefits and roles and functions. The development of the Hospital Business in Indonesia is growing very fast. According to data (Ministry of Health, 2018) there are a total of 2,773 hospitals in Indonesia, both government and private.

A key factor in the quality of hospital services is human resource management. To get quality human resources. Hospitals must be able to manage resources properly for the survival of the hospital, because with poor resources in the hospital, the hospital cannot run properly (Isvandari, 2017). An organization's success is greatly influenced by its human resources. The better an employee performs, the more productive a company is, and the poorer an employee performs, the less productive a company is (Nasir et al., 2021). According to (Sinambela, 2016) employee performance is the ability of an employee to perform a particular skill.

According to Sinambela (2016), employee performance is the ability of an employee to perform a particular skill. A certain level of motivation and a certain level of ability are required to complete a task or job. Without knowing exactly what to do and how to do it, a person's willingness and ability to do something is limited. There are several variables that affect employee performance. Variables that influence employee performance, such as self-efficacy (Bagis et al., 2019). Self-Efficacy is a very important employee characteristic in order to improve communication skills and self-confidence in the organization. When employees demonstrate high levels of self-efficacy in performing tasks responsibly, they believe they are capable of doing the job well and avoid tasks that are perceived as difficult.

Furthermore, the impetus that influences employee performance is organizational culture, there are several variables that influence employee performance, such as company culture (Arif et al., 2021). Organizational culture is understood as employee behavior within a company and serves as a guide for designing the work environment Marpaung et al (2022). Another factor that affects employee performance is work discipline. Labor discipline serves as a communication link between superiors and subordinates to comply with organizational rules Marpaung et al (2022). Work on all assigned tasks, so that company activities run smoothly and employee job satisfaction will also increase (Saraswati & Prihatsanti, 2017).

### LITERATURE REVIEW

#### Goal Alignment Theory

An organization in implementing a control system has the aim of ensuring how appropriate the level of Goal Congruence is,

# The Effect of Self-Efficacy, Organizational Culture and Work Discipline on the Performance of Nurses and Employees of Majenang Hospital

Goal Congruence is an action taken by individuals to direct people to be able to implement personal individual goals which are then can to help reached the organizational goals that to have been determined according to(Ouchi, 1979). Individuals who combine personal interests with organizational interests are able to support and assist the organization in achieving organizational goals.

Goal alignment theory can be used to combine systems that seek to improve the alignment of individual and member behavior with organizational goals (Abernethy & Chua, 1996) So that the main focus of goal alignment theory is controlling behavior by increasing the probability of alignment of individual and member interests with organizational goals. According to (Abernethy & Chua, 1996). Goal alignment theory can assist managers in running the organization towards its strategic goals.

## Employee Performance

Edison and Komariyah (2017) state that performance is the result of a process related to a specific period of time and measured against a given policy or contract. According to (Mangkunegara, 2015) performance is the result of work done according to job requirements, and performance is the quality and quantity of work an employee's perform within their assigned responsibilities.

## Self-Efficacy

(Setiadi et al., 2020) self-efficacy is the level of an individual's belief in themselves about their ability to perform tasks to achieve specific results. According to (Subagyo, 2019), says that self-efficacy can be defined as an individual's belief to explore their potential so that it can be further developed, in order to be able to carry out work properly. Self-efficacy appertain to confidence in one's capability to encourage the cognitive and behavioral resources required to flourishing performs a particullar tasks (Bagis, 2022). Based on the above opinions, we can concluded that self-efficacy is a form of an person's credence in his abilities so that he can be motivated in doing his job.

## Organizational Culture

According to Fahmi (2014), organizational culture is a long-standing rehearsal that is used and actionable in working life as one of the driving forces for improving the quality of work of company employees and managers. According to (Bagis, 2021) organizational culture is the set of grade, tenet, traditional and forms of working together that influence the attitude and activities of the members of an organization. Based on the above opinions, it can be concluded that organizational culture is a controlling system and direction in shaping the attitudes, behavior and norms and values of members in an organization that has a unique nature and as a differentiator from other organizations.

## Work Discipline

According to (Sinambela, 2016) work discipline is the ability of a person to work in an organized, persistent manner and work in accordance with applicable rules by not violating established rules. In line with this, (Edy Sutrisno, 2019) Discipline is said to be the behavior of an individual in accordance with existing regulations and work processes, or discipline is said to be attitudes, actions and behaviors in accordance with the written and unwritten rules of an organization. The impact of work discipline is to increase the responsibility that a person has in doing the tasks assigned to him (Bagis et al., 2019), Based on some of the above opinions, we can conclude that labor discipline is discipline.

consciousness and willing of an employee to comply with the regulation an organization or company where he works. The model developed in this study is as shown below:

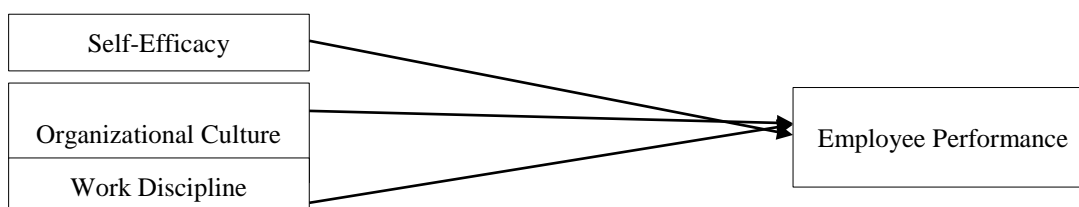


Figure 1. Research theoretical framework

The hypothesis formulated from this model based on previous research is as follows:

- H<sub>1</sub> : Self-Efficacy impacts employee performance
- H<sub>2</sub> : Organizational culture impacts employee performance
- H<sub>3</sub> : Work Discipline impacts employee performance

# The Effect of Self-Efficacy, Organizational Culture and Work Discipline on the Performance of Nurses and Employees of Majenang Hospital

## II. RESEARCH METHODOLOGY

This research is a comparative causally research. From the data obtained, facts or events are identified as variables that are influencing to investigate the variables that are influenced. This research is planned in eight months. The population in this study were nurses at Majenang Regional General Hospital with 134 employees. All members of the population were include in the study, as the sample used were saturated samples. The data collection method in this study includes primary data and secondary data, primary data obtained from observation and discussion, using questionnaires and secondary data obtained from literature studies.

The analysis using is partial least square (PLS) method. The purpose of PLS is to estimate a parametric model based on its ability to minimize the residual variance of the dependent variable (Ghozali & Latan, 2015) Wold (1982) in (Ghozali & Latan, 2015) stated that PLS is a mighty analytical technique because it does not rely on many supposition and does not require large sample sizes. PLS is intended for predictive casual with high and low theoretical support.

## III. RESULTS AND DISCUSSION

The first stage was data collection through questionnaires given directly to nurses at Majenang Hospital totaling 108 people, with a response rate of 100%.

**Table 1. Description of Respondents**

No.	Respondent Description		Total	(%)
1	Gender	Female	68	63.00
		Male	40	37.00
2	Age	22-30 years old	72	66.70
		31-50 years old	36	33.30
3	Education	D3	38	35,2
		S1/D4	62	57,4
		S2	8	7,4
4	Length of service	> 1 Year	22	20,4
		1-2 Years	28	25,9
		3-5 Years	22	20,4
		6-10 Years	5	4,6
		> 10 Years	31	28,7
5	Section	Clinical Nurse	87	80,6
		Nurse Manager	21	19,4

Data table 1. The description of the majority of respondents is female, because the work of nurses is basically care and services that are more in demand by women. The same thing happens at Majenang Hospital for the nursing section is more dominated by women, because a nurse requires diligence, patience and good communication with patients. Respondents based on the last education of nurses at Majenang Hospital showed nurses at S1 / D4 Education with a total of 62 respondents with a percentage of 57.4%, the S1 / D4 education level is the most in Majenang Hospital because the standard of nurse acceptance at Majenang Hospital is at least D3 nursing education.

Here are the results of data processing by PLS analysis:

**Table 2. Validity and Reliability Test Results**

	AVE	Composite Reliability
Self-efficacy	0.593	0.879
Organizational Culture	0.617	0.828
Work Discipline	0.794	0.885
Employee Performance	0.599	0.856

PLS analysis was carried out for 3 rounds until the validity and reliability requirements were met. All variable indicators are declared valid because the AVE value is more than 0.5 and declared reliable with a composite reliability value > 0.700.

# The Effect of Self-Efficacy, Organizational Culture and Work Discipline on the Performance of Nurses and Employees of Majenang Hospital

**Table 3. Parametric Coefficient and Statistical Values**

	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Self-efficacy => Employee Performance	0.456	0.462	0.104	4.382	0.000
Organizational Culture => Employee Performance	0.262	0.264	0.077	3.391	0.001
Work Discipline => Employee Performance	0.173	0.172	0.083	2.088	0.037

Data table 3. Parameter coefficient and statistical values show hypotheses 1, 2, and 3 with a p-value <0.05 so that the hypothesis that self-efficacy, organizational culture and work discipline impact employee performance so that the hypothesis is accepted.

## RESULT

The first hypothesis, which states that self efficacy impact employee performance, is accepted. The findings support social cognitive theory which states that individual behavior is influenced by the environment and shows consistency in this study. Majenang Hospital nurses have a very good scope because leaders always support the development of their employees to continue to grow and each individual has the confidence and ability to achieve success. High self-efficacy makes employees tend to be motivated to get the job done. So that Majenang General Hospital nurses have a very high and optimal level of confidence so as to improve employee performance at Majenang Regional General Hospital. The results of this study are consistent with the following studies (Rofi, 2019), (Priska et al., 2020), (Rianda, R., & Firmansyah, 2021).

The second hypothesis, which states that organizational culture impacts employee performance, is accepted. This shows that organizational culture can improve nurses' performance and currently the organizational culture at Majenang Hospital is quite good. Majenang Hospital nurses have been working in accordance with long-standing habits and applied in work activities. Organizational culture can improve employee performance because it creates a very high level of motivation in employees to make the most of the opportunities that the organization offers. This research of this line with the following studies (Cahyani et al., 2021)(Nababan & Siagian, 2020).

The third hypothesis, states that labor discipline affects employee performance, is accepted. This shows that nurses at Majenang Hospital always maintain attitudes, behaviors, and actions that are in accordance with work regulations and procedures. Improving staff quality is urgently needed and needs to be planned, targeted and sustainable to improve competence and professionalism. The purpose and goal of human resource development is to increase efficiency in carrying out duties and responsibilities. In addition, our highly qualified employees demonstrate a strong commitment to effectively and productively perform their daily tasks according to their responsibilities and roles. This research of this line with the following studies (Arif et al., 2021), Marpaung et al (2022).

## CONCLUSIONS

The analysis revealed that self efficacy, organizational culture and work discipline influenced the performance of staff and nurses at Majenang Regional General Hospital. The limitations of this study, the sample used in this study was 134 and the data that could be analyzed were 108 respondents so that it is possible that different results will be obtained if using a larger sample or different objects.

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## The Effect of Self-Efficacy, Organizational Culture and Work Discipline on the Performance of Nurses and Employees of Majenang Hospital

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