

The Effect Of Motivation, Organizational Culture, Work Environment, And Discipline On The Performance Of Employees At The Afiat Clinic, PMI

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Received 12 July 2025, Revised 25 July 2025, Accepted 05 September 2025

Keyword	Abstract
Motivation, Organizational Culture, Work Environment, Discipline, Performance.	An employee's performance in a company can experience a decline which results in a decline in the quality of work produced. It can be seen from the lack of a good culture in communicating among employees, the instability of the output results provided by employees, and the lack of employee participation in the organizational culture held/implemented by management at the Afiat Clinic, PMI Hospital, Bogor. The purpose of this study was to analyze the influence of motivation, organizational culture, work environment, and discipline at the Afiat Clinic, PMI Hospital, Bogor. This type of research uses a quantitative approach and data collection in the form of respondent perceptions using a questionnaire. The number of samples used was 75 employee respondents with sample selection using the Purposive Sampling method. Data analysis used in this study used multiple linear regression with the help of the SPSS 26 application. The classical assumption tests used were the normality test, multicollinearity test, and heteroscedasticity test. While the hypothesis test was carried out using the F-test, T-test and coefficient of determination. The results of this study indicate that simultaneously motivation, organizational culture, work environment, and discipline influence employee performance at the Afiat Clinic, PMI Hospital, Bogor. Motivation, work environment, and discipline have a significant effect on employee performance at the Afiat Clinic, PMI Hospital, Bogor, while organizational culture partially has no significant effect on employee performance at the Afiat Clinic, PMI Hospital, Bogor. The results of the determination coefficient calculation show that the influence of motivation, organizational culture, work environment, and discipline on employee performance is 80.4%, while the remaining 19.6% is explained by other variables not included in this research model.

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I. Introduction

In an organization or company, the role of human resource management plays a crucial role in managing employee performance. In addition to managing employee performance, human resource management also improves the performance of each employee within the company. The existence of an organization or company is guaranteed through the intervention of potential and supporting results. To achieve its goals, an organization or company must have highly competent human resources. Human

resources are the only resources possessing reason, feelings, will, power, competence, intuition, drive, and work ethic (Hamali, 2016).

Afiat Clinic, PMI Hospital, Bogor, is a service-oriented company, therefore, human resources play a vital role in the implementation of its operational activities. Therefore, the company expects each employee to achieve performance targets. In this regard, employee performance can also be measured through motivation, organizational culture, work environment, and work discipline implemented by

each employee. According to a report by the Central Statistics Agency (BPS) on the 2002 National Labor Force Mobility Analysis (Sakernas), 43.4% of the workforce, particularly young workers aged 15-24, changed jobs for internal reasons. One of these internal reasons is a mismatch with the work environment and organizational culture.

Some of the main reasons for employee resignations are toxic organizational cultures, including employee motivation and work discipline. Therefore, factors that can motivate each individual employee in a company are needed to maintain and improve their performance. Special company activities can serve as incentives or motivation for each employee to improve their performance. Therefore, addressing declining employee productivity in a company must be accompanied by efforts to increase productivity through an employee approach based on sound human resource management. Human resources can be assessed primarily by assessing the performance of the company's human resources. Performance is understood as the role of employee motivation and efficiency in carrying out work, which must be characterized by availability and certain competencies (Siagian, 2018).

Decreased performance is often accompanied by a decline in work discipline among employees. If an employee in a company lacks good work discipline, their performance will undoubtedly be affected. A frequent trigger for declining work discipline is when human resource management fails to effectively manage each employee. The lack of strict rules and sanctions imposed on each employee can lead to employee indifference, leading to a decline in work discipline. Sometimes, the lack of strict rules and sanctions imposed on employees who violate discipline leads to increased disciplinary action. Furthermore, employee ignorance of the company's procedures, rules, policies, and organizational culture can also contribute to disciplinary action. One effort to address this issue is to provide direction or orientation to each employee.

II. Literature Review

Human Resource Management

Human resource management is a component of management that encompasses planning, organizing, directing, and other activities (Bukit et al., 2017). Human resource management

is a process of empowering or maximizing the potential of organizational members so that they can achieve organizational goals effectively and efficiently (Ajabar, 2020). Human resource management, as an approach to managing human resources, is based on three basic principles (Sedarmayanti, 2017):

1. Human resources are the most valuable and crucial asset in an organization or company, as success is largely determined by the human element.
2. Success is most likely to be achieved if the company's human resources policies and regulations are interconnected and beneficial to all parties within the company.
3. The company's organizational culture and values, as well as the managerial behaviors derived from that culture, will significantly influence the best possible results.

Human resource management also plays a role in meeting the needs of all existing human resources, from planning to termination, with the aim of helping achieve the goals of an organization or company.

Motivation

Motivation, or driving force, is the work a manager does to inspire, encourage, and encourage others, specifically employees, to take new or different actions (Leuhery, 2023). Motivation arises not only from internal factors but also from external stimuli (Suryadi, 2020). Regardless of a person's level of ability, they certainly require motivation. In other words, human resource potential is limited. Factors influencing motivation include (Herianto, 2018):

1. **Internal factors consist of:**
 - a. Achievement and Self-Esteem, which are motivations to develop creativity and encourage the desire to achieve performance while maintaining self-esteem.
 - b. Hope, which is something a person wants to achieve in the future.
 - c. Needs, which are targets or desires that must be met, motivate or spur someone to work.
 - d. Job satisfaction, which is the result of work that provides a sense of personal satisfaction.
 - e. Responsibility: Motivation will determine a person's actions to work diligently or carefully.

2. External factors consist of:
 - a. Working Conditions: an atmosphere expected by employees so that each employee can perform optimally.
 - b. Type and Nature of Work: factors that motivate work based on the nature and type of work.
 - c. Interpersonal Relationships: relationships between fellow employees, superiors, and subordinates within the work environment.
 - d. Occupational Safety and Security: protection provided or facilitated by the company to employees during working hours.

Organizational Culture

Organizational culture is the values inherent in an individual that serve as guidelines for carrying out all activities and obligations related to that individual's organizational culture (Eunike and Maulie, 2020). The formation of culture within an organization is closely related to the founders or leaders within the organization or company. Because these leaders and founders are responsible for the organization's success, they have the opportunity to transform the organizational culture with new perspectives, values, and assumptions that they will bring into the organization or company. There are seven main characteristics which as a whole are the characteristics of culture in an organization, namely (Robbins & Judge, 2008):

1. Innovation and risk-taking: The extent to which the organization's human resources are encouraged to be innovative and take risks.
2. Attention to detail: The extent to which the organization's human resources demonstrate precision, analysis, and attention to detail.
3. Results orientation: The extent to which management focuses on results rather than on the techniques and processes used to achieve those results.
4. People orientation: The extent to which management decisions consider the impact of those results on the people or human resources within the organization.
5. Team orientation: The extent to which work activities in the organization are focused on teams rather than individuals.
6. Aggressiveness: The extent to which the organization's human resources are aggressive and competitive rather than relaxed.

7. Stability: The extent to which organizational activities emphasize maintaining the status quo compared to growth.

Work Environment

The work environment is the totality of tools and materials encountered in the environment where a person works, their work methods, and their work arrangements, both individually and as a group (Sedarmayanti, 2012). Nitisemito (2014) explains that the work environment is everything surrounding workers that can influence them in carrying out their assigned tasks or responsibilities.

The work environment encompasses all aspects that influence workers when carrying out their tasks, such as the tools and materials available, the surrounding environment, work methods, and work arrangements, both individually and in groups (Febrian et al., 2022; Sudiro & Putri, 2023). Afandi (2018) explains that the work environment encompasses physical factors such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the availability of adequate work equipment.

Discipline

Work discipline is an attitude of respect, obedience, and adherence to all applicable rules, both written and unwritten, as well as the ability to implement them and not to refuse sanctions for violating the duties and authority assigned to them (Suryadi, 2020). Work discipline is divided into five indicators (Saleh & Utomo, 2018), including frequency of attendance, level of vigilance, adherence to work standards, adherence to work regulations, and work ethics.

Conversely, according to Singodimedjo (Sutrisno, 2019), work discipline indicators include regulations regarding arrival times, departure times, and break times, basic regulations regarding dress and behavior at work, regulations regarding work procedures and relationships and communication with other work units, and regulations regarding what employees are permitted and prohibited to do within the company.

Employee Performance

In general, employee performance is the work results achieved by an employee in carrying out their main duties and responsibilities according to the required quantity and quality. Performance can also be measured using

performance indicators, which are quantitative and qualitative measures that illustrate the level of achievement of a predetermined target or objective. Performance indicators can take the form of direct performance assessments (performance indicators) or quantifiable criteria (performance measures). Employee performance has six indicators (Robbins, 2006):

1. Quality, measured by employee perceptions of the quality of work produced and the perfection of employee skills and abilities.
2. Quantity, expressed in terms of units or the desired number of activity cycles.
3. Timeliness is the degree to which activities are completed at the stated start time, in terms of coordination with output results and maximizing the time available for other activities.
4. Effectiveness is the degree to which organizational resources (labor, money, technology, raw materials) are maximized with the aim of increasing output from each unit of resource use.
5. Independence is the degree to which an employee is able to carry out their work functions.
6. Work commitment is the degree to which employees are committed to their work with the agency and their responsibility to the company.

Conceptual Framework

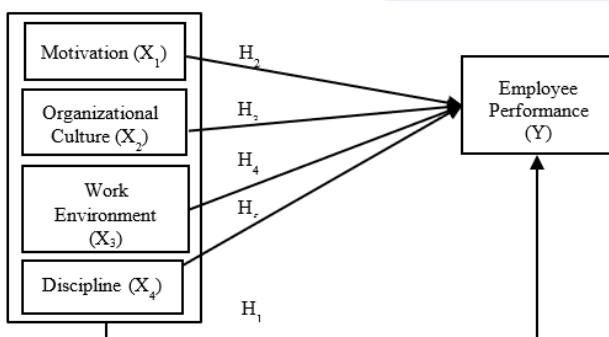


Figure 1. Conceptual Framework

A hypothesis is a tentative answer to the research problem formulation and is based on empirical facts obtained through data collection (Sugiyono, 2019). In accordance with the theoretical description and conceptual framework, the research hypotheses can be formulated as follows:

I. Hypothesis 1

H0: $\beta_0 = 0$. Simultaneously, Motivation, Organizational Culture, Work Environment, and Discipline do not significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.

H1: $\beta_1 \neq 0$. Simultaneously, Motivation, Organizational Culture, Work Environment, and Discipline significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.

2. Hypothesis 2

H0: $\beta_0 = 0$. Partially, Motivation does not significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.

H1: $\beta_1 \neq 0$. Partially, Motivation significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor.

3. Hypothesis 3

H0: $\beta_0 = 0$, Partially, Organizational Culture does not significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.

H1: $\beta_1 \neq 0$, Partially, Organizational Culture significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor.

4. Hypothesis 4

H0: $\beta_0 = 0$, Partially, Work Environment does not significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.

H1: $\beta_1 \neq 0$, Partially, Work Environment significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor

5. Hypothesis 5

H0: $\beta_0 = 0$, Partially, Discipline does not significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.

H1: $\beta_1 \neq 0$, Partially, Discipline significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor

III. Metode

This research uses a quantitative approach to explain the influence of motivation, organizational culture, work environment, and discipline on employee performance at the Afiat Clinic, PMI Hospital, Bogor. The independent variables are Motivation (X₁), Organizational Culture (X₂), Work Environment (X₃), and Discipline (X₄), with the dependent variable being Employee Performance (Y). A total of 75 employee respondents were used, selected using the

purposive sampling method. Data analysis in this study used multiple linear regression with the help of SPSS 26. Prior to the multiple linear regression analysis, descriptive statistical tests were conducted, respondent responses were analyzed, data quality (validity and reliability), and classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was conducted using Partial Tests (T-Tests), Simultaneous Tests (F-Tests), and the Coefficient of Determination (Ghozali, 2018).

IV. Results And Discussion

Data Quality Test Results

1. Validity Test

The validity test is used to determine the extent to which a measuring instrument can measure what it is intended to measure. Validity is considered valid if the calculated r value is > 0.3 .

Table 1. Results of the Validity Test for the Motivation Variable

No	Indicator	Symbol	Rcount	Conclusion	Remark
1	Recognition and Appreciation	X _{1.1}	0.549	Valid	rcount > 0.3
		X _{1.2}	0.473	Valid	rcount > 0.3
2	Ambition	X _{1.3}	0.476	Valid	rcount > 0.3
		X _{1.4}	0.688	Valid	rcount > 0.3
3	Interest	X _{1.5}	0.559	Valid	rcount > 0.3
		X _{1.6}	0.530	Valid	rcount > 0.3
4	Active Participation	X _{1.7}	0.629	Valid	rcount > 0.3
		X _{1.8}	0.573	Valid	rcount > 0.3

Source: Research Results, 2025 (Data Processed)

Table 2. Results of the Validity Test of Organizational Culture Variables

No	Indicator	Symbol	Rcount	Conclusion	Remark
1	Innovation and Risk	X _{2.1}	0.593	Valid	rcount > 0.3
		X _{2.2}	0.587	Valid	rcount > 0.3
2	Team-oriented/ Engagement	X _{2.3}	0.530	Valid	rcount > 0.3
		X _{2.4}	0.706	Valid	rcount > 0.3
3	Adjusment	X _{2.5}	0.685	Valid	rcount > 0.3
		X _{2.6}	0.553	Valid	rcount > 0.3
4	Objectives	X _{2.7}	0.632	Valid	rcount > 0.3

Source: Research Results, 2025 (Data Processed)

Table 3. Results of the Validity Test of the Work Environment Variable

No	Indicator	Symbol	Rcount	Conclusion	Remark
1	Lighting in the Workplace	X _{3.1}	0.708	Valid	rcount > 0.3
		X _{3.2}	0.430	Valid	rcount > 0.3
2	Air Circulation	X _{3.3}	0.468	Valid	rcount > 0.3
		X _{3.4}	0.709	Valid	rcount > 0.3
3	Noise in the Workplace	X _{3.5}	0.732	Valid	rcount > 0.3
		X _{3.6}	0.502	Valid	rcount > 0.3
4	Workplace Safety	X _{3.7}	0.430	Valid	rcount > 0.3
		X _{3.8}	0.468	Valid	rcount > 0.3

Source: Research Results, 2025 (Data Processed)

Table 4. Discipline Variable Validity Test Results

No	Indicator	Symbol	Rcount	Conclusion	Remark
1	Attendance	X _{4.1}	0.448	Valid	rcount > 0.3
		X _{4.2}	0.545	Valid	rcount > 0.3
2	Punctuality	X _{4.3}	0.430	Valid	rcount > 0.3
		X _{4.4}	0.468	Valid	rcount > 0.3
3	Responsibility	X _{4.5}	0.709	Valid	rcount > 0.3
		X _{4.6}	0.732	Valid	rcount > 0.3
4	Consistency	X _{4.7}	0.502	Valid	rcount > 0.3
		X _{4.8}	0.602	Valid	rcount > 0.3

Source: Research Results, 2025 (Data Processed)

Table 5. Employee Performance Variable Validity Test Results

No	Indicator	Symbol	Rcount	Conclusion	Remark
1	Quantity	Y _{1.1}	0.472	Valid	rcount > 0.3
		Y _{1.2}	0.525	Valid	rcount > 0.3
2	Quality	Y _{1.3}	0.690	Valid	rcount > 0.3
		Y _{1.4}	0.549	Valid	rcount > 0.3
3	Productivity	Y _{1.5}	0.763	Valid	rcount > 0.3
		Y _{1.6}	0.363	Valid	rcount > 0.3
4	Efficiency	Y _{1.7}	0.466	Valid	rcount > 0.3
		Y _{1.8}	0.440	Valid	rcount > 0.3

Source: Research Results, 2025 (Data Processed)

2. Reliability Testing

Reliability testing aims to determine the extent to which a measuring instrument is reliable when used repeatedly to measure the same symptoms. A measure is considered reliable if it has a reliability coefficient or Cronbach's alpha of 0.6 or higher.

Table 6. Reliability Test Results

No	Indicator	Cronbach α	Conclusion	Remark
1	Motivation	0.865	Reliabel	Cronbach $\alpha > 0.6$
2	Organization Culture	0.788	Reliabel	Cronbach $\alpha > 0.6$
3	Work Environmnet	0.846	Reliabel	Cronbach $\alpha > 0.6$
4	Discipline	0.827	Reliabel	Cronbach $\alpha > 0.6$
5	Employee Performance	0.858	Reliabel	Cronbach $\alpha > 0.6$

Source: Research Results, 2025 (Data Processed)

Data Quality Test Results

1. Normality Test

The normality test aims to determine whether the confounding variables or residuals in the regression model have a normal distribution.

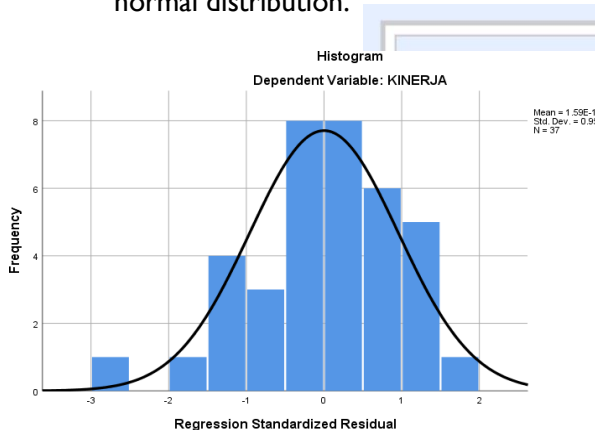


Figure 2. Normality Test Results

Source: Research Results, 2025 (Data Processed)

The histogram graph above shows that the tested variables are normally distributed. This is evident from the histogram, which is neither skewed to the left nor to the right, thus concluding that the regression model is suitable for predicting performance. Furthermore, to confirm the results of this normality test, the researcher retested using the non-parametric Kolmogorov-Smirnov statistical test. Data are considered normally distributed if the significance value of the Kolmogorov-Smirnov test is greater than 0.05.

Table 7. Kolmogorov-Smirnov Normality Test

N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.39297590
Most Extreme Differences	Absolute	.089
	Positive	.089
	Negative	-.067
Test Statistic		.089
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal

b. Calculated from data

c. Lilliefors Significance Correction

d. This is lower bound of the true significance

Source: Research Results, 2025 (Data Processed)

Based on the statistical normality test using the Kolmogorov-Smirnov approach in Table 12 above, the significance value is 0.200, which is greater than 0.05. Therefore, it can be concluded that the results of the normality test using both the histogram and Kolmogorov-Smirnov approaches are both normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables. Multicollinearity is determined by examining the Tolerance and Variance Inflation Factor (VIF) values. Multicollinearity is considered absent if the tolerance value is > 0.1 or the VIF is < 10 .

Table 8. Hasil Uji Multikolinieritas (Tolerance dan VIF)

VARIABLE	COLLINEARITY STATISTICS			
	TOLERANCE		VIF	
	Result	Remark	Result	Remark
Motivation	0.412	> 0.1	2.631	< 10
Organization Culture	0.334	> 0.1	3.468	< 10
Work Environmnet	0.383	> 0.1	2.156	< 10
Discipline	0.354	> 0.1	2.496	< 10

Source: Research Results, 2025 (Data Processed)

The data above shows that all tolerance values for the independent variables are above 0.1, and the VIF values for the independent variables are all below 10, indicating that there is no multicollinearity.

3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance in the residuals from one observation to another in the regression model.

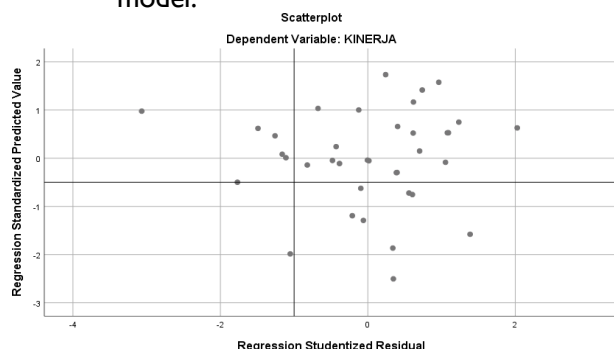


Figure 3. Heteroscedasticity Test Results Using a Graphical Approach

Source: Research Results, 2025 (Data Processed)

The scatterplot graph above shows that the points are randomly distributed, forming no clear pattern, and are spread both above and below zero on the Y-axis.

Hypothesis Test Results

This test aims to answer the problem formulation and provide a tentative estimate of the answer to the problem formulation, as stated in the hypothesis. Some of the elements included in this hypothesis test include the regression equation, F-test (simultaneous test), coefficient of determination (R²), and t-test (partial test).

I. Multiple Linear Regression Equation

The results of calculations and data processing using SPSS yielded a table of coefficients, as shown in Table 9 below:

Table 9. Multiple Regression Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.742	3.142		.585	.495		
Motivation	.454	.078	.276	3.402	.002	.842	2.631
Organization Culture	-.407	.154	-.342	3.493	.112	.534	3.468
Work Environment	.234	.196	.215	2.467	.006	.553	2.156
Discipline	.632	.120	.624	4.131	.000	.634	2.496

Source: Research Results, 2025 (Data Processed)

Looking at the Unstandardized Beta Coefficients values above, the multiple linear regression equation resulting from this study can be determined as follows:

$$Y = 2.742 + 0.454X_1 - 0.407X_2 + 0.234X_3 + 0.632X_4 + e$$

which means that:

- The constant is 2.472, meaning that if the variables of motivation, organizational culture, work environment, and discipline are assumed to be zero, employee performance at the Afiat Clinic, PMI Hospital, Bogor will only increase by 2.472 units.
- The regression coefficient for the motivation variable is 0.632, meaning that if the motivation variable increases by 1 unit, while the variables of organizational culture, work environment, and discipline are assumed to remain constant, employee performance at the Afiat Clinic, PMI Hospital, Bogor will increase by 0.454 units.
- The regression coefficient for the organizational culture variable was -0.407, indicating that if the organizational culture variable increases while the motivation, work environment, and discipline variables are assumed to remain constant, employee performance at the Afiat Clinic, PMI Hospital, Bogor will also decrease by 0.407.
- The regression coefficient for the work environment variable was 0.234, indicating that if the price variable

increases by 1 unit while the motivation, organizational culture, and discipline variables are assumed to remain constant, employee performance at the Afiat Clinic, PMI Hospital, Bogor will increase by 0.234 units.

- e. The regression coefficient for the discipline variable was 0.234, indicating that if the location variable increases by 1 unit while the motivation, organizational culture, and work environment variables are assumed to remain constant, employee performance at the Afiat Clinic, PMI Hospital, Bogor will also increase by 0.632 units.

2. F-Test Results (Simultaneous Test)

The F-Test, commonly known as the Simultaneous Test, aims to determine the extent to which all independent variables, in this case organizational culture, motivation, and work discipline, collectively influence the dependent variable. The results of the F-Test in this study can be seen in the ANOVA table below.

Table 10. Hasil Uji F

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	462.457	4	117.486	27.180	.000 ^b
Residual	130.293	70	5.357		
Total	692.750	74			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), MOTIVATION, ORGANIZATION CULTURE, WORK ENVIRONMENT, DISCIPLINE

Source: Research Results, 2025 (Data Processed)

The table above shows that the calculated F value processed using SPSS is 27.180. Meanwhile, the F value, as seen in the table of values for the F distribution, is 2.734. Therefore, it can be concluded that the calculated F value = 27.180 is greater than the F value = 2.734. This indicates that the independent variables, consisting of motivation, organizational culture, work environment, and discipline, influence employee performance at the Afiat Clinic, PMI Hospital, Bogor

3. Coefficient of Determination

After the independent variables were

determined to influence employee performance at the Afiat Clinic, PMI Hospital, Bogor, the extent of their influence can be seen in Table 16, the results of calculations using SPSS, as shown below.

Table 11. Coeficient Determinant

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.817	.804	2.10518

a. Predictors: (Constant), Motivation, Organization Culture, Work Environment, Discipline

b. Dependent Variable: PERFORMANCE

Source: Research Results, 2025 (Data Processed)

The table above shows that the Adjusted R Square value is 0.804, or 80.4%. This means that the independent variables of motivation, organizational culture, work environment, and discipline collectively explain 80.4% of the performance of employees at the Afiat Clinic at PMI Hospital Bogor, while the remaining 19.60% is explained by other variables not included in this research model.

4. T-Test Results (Partial)

The results of this research's t-test can be seen in Table 17, which examines the t-value and its significance.

Table 12. t-Test Results (Partial Test)

Variable	T		Sig.		Conclusion
	tcount	ttabel	Results	$\alpha = 5\%$	
Motivation	3.402	> 1.993	0,002	< 0,05	Significant Effect
Organization Culture	-2.493	< 1.993	0.112	< 0,05	No Significant Effect
Work Environmnet	2.467	> 1.993	0,006	< 0,05	Significant Effect
Discipline	4.131	> 1.993	0,000	< 0,05	Significant Effect

Source: Research Results, 2025 (Data Processed)

To determine whether H0 or H1 is rejected or accepted, the calculated t value above can be compared with the calculated t value at the 5% significance level ($\alpha = 0.05$). The calculated t value at the 5% significance level ($\alpha = 0.05$) is 1.984. By comparing the calculated and

calculated t values, the following conclusions can be drawn:

- a. Partially, work motivation has a significant effect on employee performance at the Afiat Clinic, PMI Hospital, Bogor, because the calculated t (3.402) is greater than the calculated t (1.993) and the significance value is less than 0.05. Therefore, H_0 is rejected or H_1 is accepted.
- b. Partially, organizational culture does not have a significant effect on employee performance at the Afiat Clinic, PMI Hospital, Bogor, because the calculated t (-2.493) is less than the calculated t (1.993) and the significance value is less than 0.05. Therefore, H_0 is accepted or H_1 is rejected.
- c. Partially, the work environment significantly influences the performance of employees at the Afiat Clinic, PMI Hospital, Bogor, as the calculated t (2.467) $>$ t (1.993) and the significance value is less than 0.05. Therefore, H_0 is rejected and H_1 is accepted.
- d. Partially, discipline significantly influences the performance of employees at the Afiat Clinic, PMI Hospital, Bogor, as the calculated t (4.131) $>$ t (1.993) and the significance value is less than 0.05. Therefore, H_0 is rejected and H_1 is accepted.

5. Dominant Influence

To determine the independent variable with the most dominant influence on the dependent variable, we examine the Standardized Beta Coefficient value, as shown in Table 14 above. The table shows that the independent variable with the largest Standardized Beta Coefficient value is discipline, at 0.632. This indicates that discipline is the most dominant variable influencing the performance of employees at the Afiat Clinic, PMI Hospital, Bogor.

Discussion

This study involved 75 employees working at the Afiat Clinic, PMI Hospital, Bogor. This study aimed to provide information on the influence of the variables included in the study, including motivation (X1), organizational culture (X2), work environment (X3), work discipline (X4),

and performance (Y). Of the four variables used, three significantly influenced employee performance at the Afiat Clinic, PMI Hospital, Bogor: motivation, work environment, and work discipline. Organizational culture did not significantly influence employee performance. This may be due to employees' lack of concern for the company's values, which makes organizational culture less of a guideline for how each employee performs their duties. Instead, employees may be more focused on other factors than organizational culture. For employees at the Afiat Clinic, PMI Hospital, Bogor, organizational culture is unimportant; they are more focused on work discipline. Therefore, the most important variable influencing employee performance is work discipline.

The organizational culture variable has a negative (-) value according to the multiple linear regression equation. Problems such as low job satisfaction, poor morale, and even high employee turnover rates can be caused by poor company culture. However, a strong and positive organizational culture can improve employee motivation, satisfaction, and overall performance. At the Afiat Clinic, PMI Hospital, Bogor, the organizational culture has not been well-ingrained because company values are not well-implemented and there are no clear rules requiring every employee to follow them. Furthermore, most respondents working at the Afiat Clinic, PMI Hospital, Bogor are between 18 and 30 years old. Gen Z prioritizes work freedom, is highly dependent on technology, gets bored easily, and has difficulty using free time productively. The organizational culture at the Afiat Clinic, PMI Hospital, Bogor is poorly coordinated and lacks strict rules or sanctions to enforce it. Furthermore, there are no regular evaluations conducted to assess whether employees are implementing the organizational culture.

Previous research by Girsang (2019) showed that organizational culture partially does not affect employee performance at Putri Hijau Hospital. The study found that work discipline has a greater influence on employee performance than organizational culture. Employees focus more on work discipline than organizational culture to improve their performance, and they also derive greater motivation from work discipline. Employee performance at the Afiat Clinic, PMI Hospital, Bogor, will not automatically improve if a strong organizational culture exists.

Organizational culture can influence performance, but it can also influence it. Therefore, every organization, especially the human resources department at the Afiat Clinic, PMI Hospital, Bogor, must be able to evaluate and understand this effectively.

V. Conclusion

Based on the research results, the following conclusions can be drawn:

1. Simultaneously, motivation, organizational culture, work environment, and discipline significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.
2. Partially, motivation significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor.
3. Partially, organizational culture does not significantly influence employee performance at the Afiat Clinic, PMI Hospital, Bogor.
4. Partially, the work environment significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor.
5. Partially, discipline significantly influences employee performance at the Afiat Clinic, PMI Hospital, Bogor.

Recommendations

1. The leadership of the Afiat Clinic, PMI Hospital, Bogor should always pay attention to the motivation, work environment, and work discipline of each employee, as these three variables have a significant partial influence on employee performance.
2. Regarding organizational culture, leaders are expected to be more aware of elements of organizational culture that negatively contribute to performance. This can be seen in cultures that emphasize internal competition too much, lack collaboration, or cultures that hinder innovation. In addition, it is necessary to examine the impact of organizational culture on various aspects of employee performance, for example, whether a particular organizational culture affects employee job satisfaction, motivation, or stress levels, which ultimately impact performance. Finally, leaders must be able to compare the impact of organizational culture on different groups of employees, whether the same organizational culture has

different impacts on employees of different ages, experiences, or backgrounds

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