

## The Model of Work Discipline and BPJS Healthy Centre Employee Performance in Jakarta

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### ABSTRACT

*This research is motivated by the influence of a decrease in the level of employee performance due to the impact of lack of motivation, training and development, organizational culture, and work discipline. The purpose of this study was to analyze the influence of motivation, training and development, organizational culture, and work discipline on the performance of BPJS Healthy Centre Jakarta employees. The design used in this research is quantitative by taking employees who work at BPJS Healthy Centre Jakarta as a population of 203 respondents. The sampling technique is using saturated samples with a total of 203 employees.*

*Based on the results of the research analysis, it was found that motivation, training and development, organizational culture, and work discipline on performance, as well as training and development, had the greatest influence on work discipline and performance of BPJS Healthy Centre Jakarta.*

**Keywords:** *Motivation, Training and Development, Organizational Culture, Work Discipline, Performance*

### INTRODUCTION

Performance becomes the real foundation in an organization because if there is no performance, the goals of the organization cannot be achieved. Performance needs to be used as an evaluation material for leaders to determine the level of performance in the organization. Discipline is one of the important factors to produce the best performance from employees. According to (Arenofsky, 2017), discipline is an orderly condition, with organizational members behaving appropriately and seeing organizational rules as acceptable behavior. While according to (Webb, Bruton, Tihanyi, & Ireland, 2013), discipline is an action or behavior management that demands the fulfillment of organizational standards. Good discipline can be seen from the employee's great sense of responsibility for the tasks assigned to him. This can encourage employees to be more passionate and enthusiastic about work which ultimately supports the achievement of company goals.

Work motivation is the provision of a driving force that creates a person's enthusiasm for work so that they are willing to work together, work effectively, and be integrated with all their efforts to achieve satisfaction (Al Mehrzi & Singh, 2016). Excitement to work is a deep desire and pleasure towards the work done and by knowing human behavior, why people want to work, and what satisfactions they enjoy, a manager will find it easier to motivate subordinates. Motivation is the provision of a driving force that creates excitement for someone to work so that they are willing to cooperate, work effectively, and are integrated with all their efforts to achieve satisfaction, direct and maintain behavior related to the work environment (Singh, 2013).

Organizational culture or corporate culture is often defined as values, symbols that are understood and obeyed together, which is owned by an organization so that members of the organization feel one family and create a condition that members of the organization feel different from other organizations. Healthy Insurance Operational Institution (BPJS ) healthy Centre is one of the Regional Owned Enterprises (BUMD) which is engaged in the possession for public health. BPJS

Healthy Centre has the vision to become the leading easy healthy company in Indonesia. To achieve this, the company must be supported by competent resources. For the company's vision, mission and goals to be achieved, the performance of the employees must be good. The performance of these employees will be good if each employee does the job optimally (Eisenberger & Stinglhamber, 2011).

To optimize the performance and discipline of employees, leaders, and company management need to think of appropriate and efficient strategies and motivate employees to maintain their optimal performance. Based on the results of the survey and observations conducted, the employees at BPJS Healthy Centre have quite good performance and discipline. It is estimated that many factors motivate employees to always perform optimally and maintain work discipline (Saluy, Ahmad Badawai, Treshia, 2018).

## LITERATURE REVIEW

### Motivation

Motivation is the provision of a driving force that creates excitement for someone to work so that they are willing to cooperate, work effectively, and are integrated with all their efforts to achieve satisfaction. Motivation can be defined as a power that comes from within or from outside a person and arouses work enthusiasm and persistence to achieve something desired (Stello, 2014).

**Motivational Factors.** According to (Lemmetyinen, Dimitrovski, Nieminen, & Pohjola, 2016), there are seven motivational factors, namely:

1. Promotion  
Promotion is the progress of an employee on a better task, whether viewed from heavier responsibility, higher dignity or status, better skills, and an especially additional payment of wages or salaries.
2. Achievements  
The starting point of a person's career development is his work performance in performing the tasks entrusted to him now. Without satisfactory work performance, it is difficult for an employee to be proposed by his boss to be considered for promotion to a higher position or job in the future.
3. The work itself  
The responsibility for developing a career lies with each employee. All parties such as leaders, direct superiors, acquaintances, and specialists in the personnel department, only have a role in assisting, it is all up to the employees concerned, whether to take advantage of various opportunities to develop themselves or not.
4. Awards  
Motivating the need for rewards, such as awards for achievement, recognition of expertise, and so on. It is very necessary to spur passion for employees. Appreciation here can represent the demands of human factors for the needs and desires to solve a challenge that must be faced.
5. Responsibilities  
The responsibility for the tasks assigned by the company to employees is in return for the compensation they receive. The company provides what employees expect, but on the other hand, employees must also contribute to the completion of the work properly and with full responsibility by their respective fields.
6. Confession  
Recognition of the abilities and expertise of employees in a job is an obligation by the company. Because this recognition is one of the compensation that must be given by the company to employees who do have certain expertise and can do their job well too. This will be able to encourage employees who have advantages in their fields to perform better.
7. Success in Work  
Success in work can motivate employees to be more enthusiastic in carrying out the tasks assigned by the company. With this success, at least, it can give employees a sense of pride that they have been able to take responsibility for their duties.

Motivating actions will be more successful if the objectives are clear, are recognized by the person being motivated, and match the needs of the person being motivated. Therefore, everyone who will provide motivation must know and understand the life background, needs, and personality of the person to be motivated.

### **Training and Development**

According to (Platis, Reklitis, & Zimeras, 2015), training and development is something that refers to things related to planning efforts carried out to achieve mastery of skills, knowledge, and attitudes of employees or organizational members. According to Sikula in (Gervais, 2016) what is meant by training is a short-term educational process utilizing a systematic and organized procedure, where non-managerial personnel learns technical skills and knowledge for specific purposes.

Training is an effort to develop or explore the abilities possessed by a person so that they have skills, ways of thinking, and improving attitudes by what is needed by a company or certain institution so that it can solve problems that may be faced in the future.

**Training and Development Indicators.** There are several dimensions and indicators in training as described by (Scuotto & Morellato, 2013), the training indicators are as follows:

1. Instructor
  - a. Education  
Education is more directed at increasing one's abilities through formal channels with a long period, to maximize the delivery of material to training participants.
  - b. Mastery of the material  
Mastery of material for an instructor is important to be able to carry out the training process well so that the training participants can understand the material to be delivered.
2. Participants
  - a. Eager to join the training  
This is one of the factors that determine the training process. If the instructor is passionate about providing training materials, the training participants will be eager to participate in the training program, and vice versa.
  - b. Selection
  - c. Before implementing a corporate training program, a selection process must first be carried out, namely selecting a group of people who best meet the criteria for a position available in the company.
3. Material
  - a. As intended  
The material provided in the training program to training participants must be by the objectives of human resource training to be achieved by the company.
  - b. According to the participant components  
The material provided in the training program will be more effective if it is by the participant components so that the training program can increase the participants' abilities.
  - c. Target setting  
The material given to participants must be right on target to encourage the training participants to apply the material that has been presented in carrying out their work.
4. Method
  - a. Socialization of goals  
The delivery method is by the material to be conveyed so that it is hoped that the training participants can grasp what the aims and objectives are delivered by the instructor.
  - b. Have clear goals  
To better ensure that effective human resources training activities take place if they have clear objectives, namely to show understanding of the needs of training participants.
5. Purpose

The expected results from the training held are that it can improve the skills/skills, knowledge, and behavior of new participants or prospective employees.

### **Organizational Culture**

Culture differentiates people from one another in how they interact and act to complete a job. Culture binds members of community groups into a unified view that creates uniformity of behavior or action. As time goes by, culture must be formed in the organization and its benefits can also be felt in contributing to the overall effectiveness of the organization. (Al Mehrzi & Singh, 2016), argues that "Organizational culture is a set of assumptions or belief systems, values, norms developed within the organization which serves as a code of conduct for its members to overcome external and internal adaptation problems.

**Organizational Culture Functions.** According to (Limakrisna, Noor, & Ali, 2016), the functions of organizational culture are as follows:

1. Culture creates a distinction, clear between one organization and another.
2. Culture brings a sense of identity, for members of the organization.
3. Culture makes it easier, Commitment to something broader rather than individual self-interest someone.
4. Culture is a social glue, help unite the organization by providing proper standards for employees to practice.

**Dimensions of Organizational Culture.** According to (Reissner & Pagan, 2013), seven primary characteristics collectively capture the essence of organizational culture, namely:

1. Innovation and taking risks. The extent to which employees are encouraged to be innovative and bold Take a risk.
2. Attention to detail. The extent to which employees are expected to show accuracy, analysis, and attention to detail.
3. Result orientation. The extent to which management focuses on results rather than on the techniques and processes used to obtain those results.
4. People orientation. The extent to which management decisions take into account the effect of the results on people in the organization.
5. Team orientation. The extent to which work activities are organized in teams work, not individuals.
6. Aggressiveness. The extent to which people are aggressive and competitive, not relaxed.
7. Stability. The degree to which organizational activities emphasize the maintenance of status as opposed to growth or innovation.

### **Work Discipline**

According to (Folkman, 2013) defines discipline as the awareness and willingness of someone to obey company regulations and prevailing norms. According to (Veblen, 2017), Work discipline is an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten, and able to carry them out and not avoid receiving sanctions if they violate duties and authorities. given to him.

**Discipline Indicators.** According to (Hakim & Hadipapo, 2015), many indicators affect the level of discipline of employees of an organization, namely:

1. Goals and Capabilities  
Goals and abilities also influence the level of employee discipline. The goals to be achieved must be clear and ideally set and quite challenging for employees' abilities. This means that the purpose (work) assigned to an employee must be by the ability of the employee concerned so that he works seriously and is disciplined in doing it.
2. Exemplary Leadership

Leadership role models are very important in determining employee discipline because leaders are used as role models and role models by their subordinates. Leaders should not expect good discipline from their subordinates if they lack discipline themselves. Leaders must realize that their behavior will be imitated and imitated by their subordinates. This is what requires leaders to have good discipline so that their subordinates will also have good discipline.

### Performance

According to (Trivellas, Reklitis, & Platis, 2013), performance factors consist of external factors and internal factors. Internal factors are factors that are associated with a person's characteristics. External factors, namely factors that affect a person's performance that come from the environment.

Likewise, according to (Joo & Ready, 2012), the goals of performance evaluation are payroll administration, performance feedback, identification of individual strengths and weaknesses, documenting employee decisions, rewarding individual performance, identifying poor performance, assisting in identifying goals, establishing promotional decisions.

**Factors Affecting Performance.** (Trivellas et al., 2013) factors that influence performance achievement are the ability and motivation factors that suggest that motivation is formed from the attitude of an employee in dealing with work situations. A mental attitude that encourages employees to strive to achieve maximum work performance that is psychophysically ready (ready mentally, physically, goals, and situations).

**Dimensions and Performance Indicators.** 5 dimensions affect the value of an employee's performance (Segoro, 2013), namely:

1. Job Skills  
The abilities and expertise of employees that support the implementation of tasks, which include knowledge skills, interpersonal skills, and technical skills.
2. Discipline (Discipline)  
Namely the ability of employees to comply with regulations and policies to behave with the organization, including completion of attendance assignments, work breaks, and work completion.
3. Responsibility  
A person's ability to do or complete work correctly, for example, the time spent working and the quality of work.
4. Cooperation  
Ability to build interactions with peers and help each other in carrying out tasks.
5. Creativity  
This refers to the employee's ability to behave and try new things.

According to (Riansari, Sudiro, & Rofiaty, 2012), employee performance indicators include:

1. Quality of work  
It means the rate at which the activity results done near perfect.
2. Quantity of Work  
It means the amount generated or completed.
3. Timeframe  
This means that the level of an activity is completed at the desired time.
4. Attitude  
This means that employees have a commitment, With companies and to be responsible against the company.

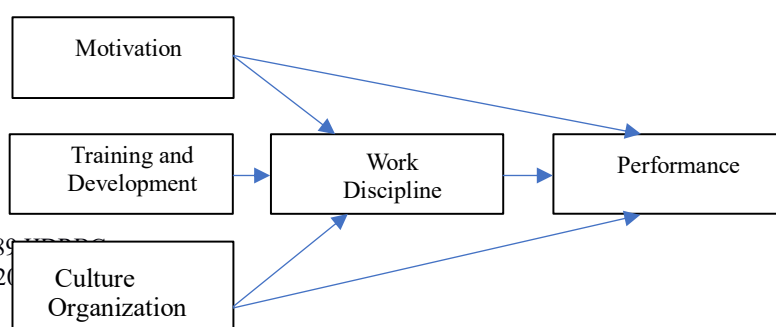


Figure 1: Conceptual Framework

### **Hypothesis**

The hypotheses in this study are:

1. Motivation have affect on work discipline BPJS Healthy Centre Jakarta employees.
2. Training and Influential development have effect on employee work discipline BPJS Healthy Centre Jakarta.
3. Organizational Culture have affect on work discipline BPJS Healthy Centre Jakarta employees
4. Motivation have affects on performance of BPJS Healthy Centre Jakarta employees.
5. Training and Development have affect on employee performance at BPJS Healthy Centre Jakarta.
6. Organizational culture have affects on performance of BPJS Healthy Centre Jakarta employees.
7. Work Discipline have affects on performance of BPJS Healthy Centre Jakarta employees.

### **RESEARCH METHODS**

The research approach carried out in this research is quantitative. The population in this study were employees of the Healthy Insurance Operational Institution (BPJS ), Jakarta. The sample in this study was 203 employees.

Data analysis from this study used Structural Equation Modeling (SEM). SEM is a statistical modeling technique that is highly cross-sectional, linear, and general in nature. Included in this SEM are factor analysis, path analysis, and regression.

### **RESULT AND DISCUSSION**

#### **The Effect of Motivation on Work Discipline**

The results of the analysis using Structural Equation Modeling (SEM) with AMOS 22 software prove that there is a significant effect on motivation on work discipline among BPJS Healthy Centre employees. One of the factors for increasing work discipline is motivation. A company does not only expect employees who are willing and able to work actively but how to have high motivation to achieve organizational goals, abilities, skills, and skills of employees is meaningless if it is not followed by high motivation from each employee to improve work discipline. Human resources are a dominant factor in achieving organizational goals that need special attention (Hakim & Hadipapo, 2015; Webb et al., 2013).

#### **The Influence of Motivation on Employee Performance**

The results of the analysis using *Structural Equation Modeling* (SEM) with AMOS 22 software proves that there is a significant influence on motivation on employee performance of BPJS Healthy Centre employees. Manullang (2015) argues that motivation can provide an incentive to the employee concerned so that the employee works with all his power and efforts. This is closely related to employee performance. Employees who have a strong desire to work with all their power and efforts will also have a good performance because they will strive to always provide optimal work results for the company (Lecturer, 2018).

#### **The Effect of Training and Development on Work Discipline**

The results of the analysis using Structural Equation Modeling (SEM) with AMOS 22 software prove that there is a significant effect on training and development on Work Discipline for BPJS Healthy Centre employees. Based on these results, it can be concluded that if HR training improves, the work discipline will also increase. If the HR development program increases, the company needs to improve soft skills, increase teamwork, help solve operational problems, increase the ability to see problems from various directions, improve careers, so employee work discipline will increase. And

work discipline has an impact on employee productivity (Al Mehrzi & Singh, 2016; Hong, Hong, Cui, & Luzhuang, 2012; Webb et al., 2013).

### **Effect of Training and Development on Employee Performance**

The results of the analysis using Structural Equation Modeling (SEM) with AMOS 22 software prove that there is a significant effect of training and development on the performance of BPJS Healthy Centre employees. Based on these results, it can be concluded that if training and HR development increase, employee performance will also increase. Various studies have shown the positive impact of training and development on performance (Joo & Ready, 2012; Kurtessis et al., 2015; Singh, 2013). Training and development affecting employee behavior and skills which ultimately improves performance.

### **The Influence of Organizational Culture on Work Discipline**

The results of the analysis using *Structural Equation Modeling*(SEM) with AMOS 22 software proves that there is a significant influence of organizational culture on the work discipline of BPJS Healthy Centre. Robbins explained that work discipline is compliance in carrying out work by company rules and standards (Franklin & Pagan, 2006). These attitudes and behaviors are habits that are formed from the values shared by a person from the values of the organization and the environment. The values shared by a person originating from the organization are called organizational cultural values. Organizational cultural values play a role in the formation of employee discipline, where the values of organizational culture will direct someone to behave and behave in a disciplined manner (Folkman, 2013; Webb et al., 2013).

### **The Influence of Organizational Culture on Employee Performance**

The results of the analysis using Structural Equation Modeling (SEM) with AMOS 22 software prove that there is a significant influence of organizational culture on the performance of BPJS Healthy Centre employees. Organizational culture helps employees view the organization or company they work for. When employees feel proud of their work and the organization they belong to, they are more likely to be motivated to show good work performance. A person's encouragement can be external or internal. Based on the results of the analysis through this research, it can be shown that organizational culture behavior which includes innovation and risk-taking, attention to detail, results in orientation, people orientation, team orientation, aggressiveness, and stability/stability can support the drive to achieve goals (Gupta & Sharma, 2016; Rompho, 2011).

## **CONCLUSION**

Motivation has a significant influence on the work discipline of BPJS Healthy Centre Jakarta, so it is known motivation significantly affects work discipline. Training and development have a significant influence on the work discipline of employees of BPJS Healthy Centre Jakarta, so it is known training and development influence employee work discipline significantly. Organizational culture has a significant influence on work discipline for BPJS Healthy Centre Jakarta employees, where the probability value has three stars. Motivation, training and development, and organizational culture simultaneously have a significant influence on the work discipline of BPJS Healthy Centre Jakarta.

Motivation has a significant influence on the performance of BPJS Healthy Centre Jakarta employees, where the probability value has three stars. Training and development have a significant influence on the performance of BPJS Healthy Centre Jakarta employees, where the probability value has three stars. Organizational culture has a significant influence on the performance of the employees of BPJS Healthy Centre Jakarta, so it is known organizational culture significantly affect employee performance. Work discipline has a significant influence on the employee performance of BPJS Healthy Centre, Medan Motivation, training and development, organizational culture and work discipline simultaneously have a significant influence on the work discipline of BPJS Healthy Centre Jakarta

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