

# Factor Analysis Associated with Performance of Doctors in Public Hospitals Cut Nyak Dhien Meulaboh Area

Keumala Hayati<sup>1</sup>, Martunis<sup>2</sup>, Nasrul Zaman<sup>3</sup>, Muhazar<sup>4</sup>, M Yani<sup>5</sup>

<sup>1,2,3,4,5</sup>Syiah Kuala University Banda Aceh, Aceh, Indonesia

Email: <sup>1,2,3,4,5</sup>hayatikeumala2@gmail.com, martunis@unsyiah.ac.id, nasrulzaman@usk.ac.id, muhazar@usk.ac.id, m\_yani@usk.ac.id

**Abstract**— *Introduction: The work demands of doctors in serving the community should be balanced with increased performance. There are several strategies to improve performance such as 1) Clear rules in timeliness or discipline, 2) Giving rewards and motivation, 3) Workload that is following the doctor's duties in providing services to the community, and 4) Building an organizational culture to find solutions when problems occur. problem. Objective: To analyze factors related to motivation, workload, organizational culture, and discipline with the performance of Doctors at Cut Nyak Dhien Hospital, Meulaboh. Methodology: This research is a quantitative study with a cross-sectional design. Respondents in this study were doctors who worked at Cut Nyak Dhien Meulaboh General Hospital, totaling 51 respondents taking samples using the total sampling technique, data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) method approach. Results: There is a significant relationship between the motivation and performance of doctors, (P-value = 0.000). There is no significant relationship between workload and physician performance (P-value = 0.408). There is no significant relationship between discipline and physician performance (P-value = 0.345). There is no significant relationship between organizational culture and physician performance (P-value = 0.123). There is a significant relationship between motivation and discipline in doctors (P-value = 0.000). There is a significant relationship between workload and organizational culture (P-value = 0.000). Recommendation: Motivation is the factor most related to the performance of doctors working at Cut Nyak Dhien Meulaboh Hospital. Workload factors, organizational culture factors, and discipline are not related to the performance of doctors at Cut Nyak Dhien Meulaboh Hospital. Motivation is related to discipline and workload is related to the organizational culture of doctors at Cut Nyak Dhien Meulaboh Hospital. Workload factors, organizational culture factors, and discipline are not related to the performance of doctors at Cut Nyak Dhien Meulaboh Hospital. Motivation is related to discipline and workload is related to the organizational culture of doctors at Cut Nyak Dhien Meulaboh Hospital. Workload factors, organizational culture factors, and discipline are not related to the performance of doctors at Cut Nyak Dhien Meulaboh Hospital. Motivation is related to discipline and workload is related to the organizational culture of doctors at Cut Nyak Dhien Meulaboh Hospital.*

**Keywords**— *Performance, Motivation, Workload, Organizational Culture, Discipline.*

## I. INTRODUCTION

Doctors are at the forefront of hospitals and are required to be able to accept patients in large numbers, and at the same time to maintain or improve services to the community. The number of work demands in community service must be balanced with increased performance. At RSUPN Dr Cipto Mangunkusumo several strategies to improve performance areas follows: 1) clear rules in timeliness and discipline, 2) Holding seminars, workshops, and training, 3) awarding awards, 4) granting general functional positions accompanied by main tasks, 5) Identify problems early to design appropriate solutions for the future (Fonda Menzayanti Harianja, 2022).

The performance of human resources at the regional level such as the H.Adam Malik General Hospital in Medan providing motivation, personality, and a work environment is a source of strength for the organization. If these three sources of power are applied, the performance of the outpatient installation unit at H.Adam Malik General Hospital in Medan will increase. Giving motivation to employees because there are still employees who feel their work is not appreciated resulting in low motivation will have an impact on decreasing employee performance. The director of the hospital will motivate the form of awards to employees who have good performance

so that employees feel valued and can improve their performance (Ance Tambunan, 2019).

At RSUD DR Zainal Abidin the performance of human resources. Most of the employee motivation is in the high category, namely 60.4%, which is carried out in the critical care unit room. Employees feel that they have high motivation to complete their services to patients. It is expected that employees should take full responsibility for all actions given to patients, be able to excel at work, hone skills, develop skills and be able to provide services to patients independently (Yusuf et al., n.d.).

Employees in the organization often experience ups and downs in carrying out their duties. Employees feel that they work only because they have to work, without any particular reason that makes them do the work that was given late. Therefore it is necessary to motivate to encourage workers to work better (Munawirsyah, 2018). Motivation is a process of influence or encouragement from outside a person or workgroup so that workers want to do something that has been determined in an organization (Samsudin Sadili, 2010).

Work discipline is a management action to encourage members of the organization to meet the demands of various conditions (Siagian, 2014). Improving employee performance in an organization is inseparable from work discipline in

carrying out its main tasks and functions. Good employee discipline will accelerate the achievement of organizational goals. Discipline can be interpreted when employees always come and go home on time, do all their work properly, and comply with all organizational regulations and applicable norms. (Virsa Sari Widuri, 2020).

Several studies, it is explained that health workers are the main key to the success of achieving health development goals. Article 1 of the Republic of Indonesia Law No. 36 of 2014 concerning health reads that a health worker is any person who is devoted to the health sector and has knowledge and/or skills through education in the health sector which for certain types requires the authority to carry out health efforts. The workability of health workers needs to be improved and can be seen from the results of their work, in the form of providing services to patients with skill, and mastery of science and technology. In addition, a health worker must have a desire within himself to carry out routine tasks in healthcare institutions (Ahmad Patar Rumapea Rully Mambo, 2017).

Cut Nyak Dhien Meulaboh Regional General Hospital, which is then abbreviated as Cut Nyak Dhien Meulaboh Regional General Hospital, makes the hospital a place to provide services to the community in the work area of West Aceh Regency. This hospital is served by health workers consisting of specialist doctors, general practitioners, dentists, paramedics, and other health workers. To see the quality of hospital services is very dependent on the performance of doctors. The performance of doctors is the spearhead in providing services to the community. Assessment of the performance of qualified doctors by providing good services can be seen from the quality of work, quantity, timeliness, effectiveness, and also independence.

From interviews conducted at the Cut Nyak Dhien Meulaboh Regional Hospital with 10 doctors. Where 7 people (70%) lacked attention from management about giving motivation to doctors. And only 3 doctors (3%) stated that they were often motivated and often socialized, and got promotions. Apart from that, from the interviews, it was also conveyed that many doctors who came after working hours caused performance to be disrupted and decreased work productivity. So it was necessary to make efforts to increase performance by providing motivation, by motivating doctors it was hoped that they would get the desired results.

The results of observations made by researchers at Cut Nyak Dhien Hospital show that workload is something that must be considered by hospital management. The hospital determines working hours for doctors from 08.00 - 17.00 WIB or 9 hours and then there are guard hours, patient visits in the room, and emergency measures for doctors determined by the Cut Nyak Dhien Hospital.

Based on administrative information at the Cut Nyak Dhien Hospital in Meulaboh, in the last 2 years, there have been 2 changes to the director of the Cut Nyak Dhien Hospital for reasons of policy from the regional head to improve the performance of the Cut Nyak Dhien Hospital. Furthermore, the results of interviews with 10 doctors revealed that 8 doctors (80%) stated they did not understand the policies carried out by the director, which included adjustments to the service

bureaucracy and changes implemented without involving doctors in policy formulation. Furthermore, during follow-up interviews, it was also found that 6 doctors (60%) did not understand the vision and mission of the leadership of Cut Nyak Dhien Meulaboh Hospital because they had not been socialized enough.

Based on follow-up interviews with doctors, they complained about not having received incentive payments. Incentive payments to doctors were last paid in September 2020 so for almost the last 2 years doctors have not received incentive money from Cut Nyak Dhien Meulaboh Hospital, even though giving compensation or incentives is one way to reduce anxiety for doctors. Providing smooth compensation will help doctors work calmly.

Based on the background above, the researcher wants to further analyze the factors (motivation, workload, organizational culture, discipline) related to the performance of doctors at Cut Nyak Dhien Meulaboh Hospital.

## II. METHOD

This research is quantitative, using a cross-sectional study design, which is a research design by making observations at the same time. This is intended to obtain factors related to the performance of doctors at the Cut Nyak Dhien Meulaboh Hospital.

### A. Location and Time of Research

The research was conducted in the Cut Nyak Dhien Meulaboh Regional Hospital, West Aceh District, from January 19 to January 30, 2023.

The sample in this research is 51 people. The sampling technique is the total sampling technique, namely the entire population of 51 people is used as the research sample. It consists of 20 specialist doctors, 26 general practitioners, and 5 dentists.

## III. RESEARCH RESULT

From Table 1. Showing the characteristics of respondents based on age shows that the majority of respondents are aged 21-30 years (74.5%). The majority of respondents were female, according to Dumilah Ayuningtyas, the position of women in the health sector is more because women are more compassionate and have greater social empathy, which makes them directed to work in the health sector.

Characteristics of the level of education show that the majority of respondents with a bachelor's degree of education were 27 people (52.9%), not much different from a master's degree or a specialist doctor 24 people (47.1%). Characteristics based on marital status showed that all respondents were married, namely 51 people or 100%. Characteristics of the rank group show that the majority of non-PNS of 30 people (58.9%) include general practitioners and specialist doctors who have not been appointed as civil servants, so their status in employment is contract workers. Characteristics based on years of service for 11-20 years amounted to 26 people (50%).

TABLE 1. Frequency Distribution of Respondents According to Individual Characteristics of Doctors at Cut Nyak Dhien Meulaboh Hospital.

Characteristics		N	%
Age	21 – 30 years	38	74.5
	31 – 40 years	12	23.5
	41 – 50 years	1	2.0
Gender	Man	21	41,18
	Woman	30	58,82
Level of education	S1	27	52,9
	S2 (Specialist)	24	47,1
Marital status	Marry	51	100
class	Group III	17	33,3
	Group IV	4	7,8
	Non civil servants	30	58,9
Years of service	< 10 years	24	47,1
	11 – 21 years	26	50,0
	21 – 30 years	1	1,5
<b>Total</b>		<b>51</b>	<b>100</b>

Table 2. the frequency distribution of respondents' responses to performance variables shows that the majority of doctors' performance is perceived in the good category (84.30%) and the poor performance category (15.70%). In general, at the Cut Nyak Dhien Meulaboh Hospital, the performance of doctors is in a good category.

TABLE 2. Frequency Distribution of Respondents' Responses About Performance at Cut Nyak Dhien Meulaboh Hospital.

No	Category	N	(%)
1	Good	43	48.30
2	Not enough	8	15.70
<b>Amount</b>		<b>51</b>	<b>100</b>

From Table 3. Shows data on respondent motivation, namely, the majority of doctors at Cut Nyak Dhien Meulaboh Hospital are perceived to have motivation in the high category of 38 (74.50%) and some of the doctors have low motivation, namely 13 or 25.50%.

TABLE 3. Frequency Distribution of Respondents' Responses About Motivation at Cut Nyak Dhien Meulaboh Hospital.

No	Category	N	(%)
1	Tall	38	74.50
2	Low	13	25.50
<b>Amount</b>		<b>51</b>	<b>100</b>

From Table 4. Shows the respondents' responses to the implementation of the workload on doctors who work at Cut Nyak Dhien Meulaboh Hospital. The majority of the workload in hospitals is perceived to be in the appropriate category (78.40% appropriate and 21.60% inappropriate). In general, it shows that the workload is appropriate given.

TABLE 4. Frequency Distribution of Respondents' Responses About Workload at Cut Nyak Dhien Meulaboh Hospital.

No	Category	N	(%)
1	In accordance	40	78,40
2	It is not in accordance with	11	21,60
<b>Amount</b>		<b>51</b>	<b>100</b>

From Table 5. Shows the frequency distribution of respondent's responses to the implementation of organizational culture among doctors who work at Cut Nyak Dhien Meulaboh Hospital. The majority of organizational culture in the hospital

is perceived to be in a good category (76.50% good and 23.50% not good). In general, it shows the organizational culture in the good category.

TABLE 5. Frequency Distribution of Respondents' Responses About organizational culture at Cut Nyak Dhien Meulaboh.

No	Category	N	(%)
1	Good	39	76.50
2	Not good	12	23.50
<b>Amount</b>		<b>51</b>	<b>100</b>

From Table 6. Shows the frequency distribution of respondent's responses to the implementation of discipline in doctors who work at Cut Nyak Dhien Meulaboh Hospital. The majority of discipline in the hospital is perceived to be in a good category (43 or 84.30%). In general, it shows the discipline of doctors in the good category.

TABLE 6. Frequency Distribution of Respondents' Responses About Discipline at Cut Nyak Dhien Meulaboh Hospital.

No	Category	N	(%)
1	Good	39	76.50
2	Not good	12	23.50
<b>Amount</b>		<b>51</b>	<b>100</b>

Figure 1. The model gives results that meet the criteria for convergent validity test results showing that each indicator has a loading factor value above 0.50 and an AVE value above 0.50. The value of these indicators indicates that each indicator has a high relationship with the construct, meaning that these indicators are valid for measuring the construct. Complete values of the loading factor and AVE for each variable and manifest variable are shown in Table 6.

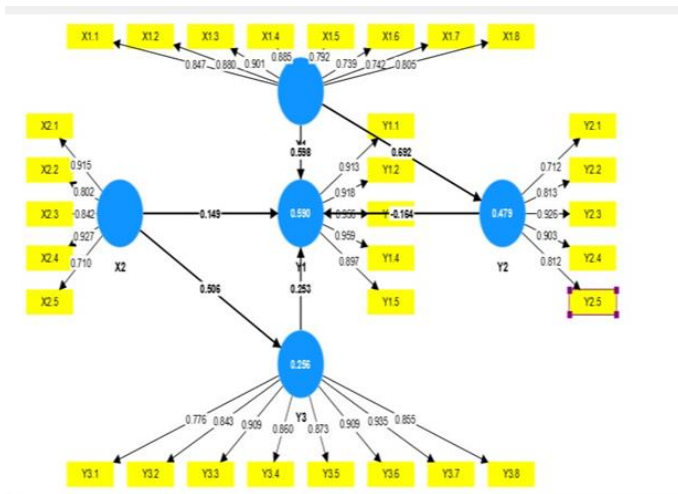


Figure 1. PLS SEM Algorithm Model

From the data Table 6. shows the value of the loading factor which has greater than 0.7 so that it can be said to be valid. The validity of each construct was tested with Average Variance Extracted (AVE), a construct with good validity because it has a value of more than 0.5 (Ghozali, 2016). From Table 7 it can be seen that the Average Variance Extracted (AVE) Motivation (X1), workload (X2), Organizational culture (Y3), Discipline (Y2), and performance (Y1) have a



value of > 0.5 meaning that, in general, the variables studied from all question items that will be used have a good level of reliability.

TABLE 7. Convergent validity test results with factor loading criteria and AVE

Latent variable	Manifest Variable	LF	AVE
Performance (Y1)	Quality of Work (Y1.1)	0.913	0.863
	Working quantity (Y1.2)	0.918	
	Timeliness (Y1.3)	0.956	
	Effectiveness (Y1.4)	0.959	
	Independence (Y1.5)	0.897	
Motivation (X1)	Promotion (X1.1)	0.847	0.682
	Promotion (X1.2)	0.880	
	Work performance (X1.3)	0.901	
	Work performance (X1.4)	0.885	
	Work performance (X1.5)	0.792	
	Award (X1.6)	0.739	
	Confession (X1.7)	0.742	
	Confession (X1.8)	0.805	
Workload (X2)	Task (X2.1)	0.915	0.711
	Work organization (X2.2)	0.802	
	Work environment (X2.3)	0.842	
	Stomatic factor (X2.4)	0.927	
	Psychological factors (X2.5)	0.710	
Organizational culture (Y3)	Engagement (Y3.1)	0.776	0.759
	Adjustment (Y3.2)	0.843	
	Consistency (Y3.3)	0.909	
	Consistency (Y3.4)	0.860	
	Consistency (Y3.5)	0.873	
	Mission (Y3.6)	0.909	
	Mission (Y3.7)	0.935	
	Mission (Y3.8)	0.855	
Discipline (Y2)	Compensation (Y2.1)	0.712	0.700
	Leadership exemplary (Y2.2)	0.813	
	Regulatory certainty (Y2.3)	0.926	
	Leader courage (Y2.4)	0.903	
	Supervision from the leadership (Y2.5)	0.812	

From the data in Table 8. Hypothesis testing can be seen from the results of the t-statistic test in Table 4.21 showing that the variable X1 to Y1 has a t-statistic value greater than 1.96 of 3.731. This means that the variable X1 is significantly related to Y1. Meanwhile, when viewed from the P-Value, Variable X1 has a P-Value <0.05, equal to 0.000. This proves that the variable X1 is significantly related to Y1, indicating that X1 has a positive and significant relationship to Y1 so the first hypothesis (H1) is accepted.

The t-statistic test in Table 4.21 shows that the variable X2 to Y1 has a t-statistic value less than 1.96 of 0.828. This means that the variable X2 is not related to Y1. Meanwhile, when viewed from the P-Value, Variable X2 has a P-Value > 0.05 of 0.408. the second hypothesis (H2) is rejected.

The T-statistic test for the variable Y2 to Y1 has a t- statistic value less than 1.96 of 0.943. This means that the variable Y2 is not related to Y1. Meanwhile, if seen from the P-Value > 0.05 of 0.345, the third hypothesis (H3) is notaccepted/rejected.

The t-statistic test for the variable Y3 to Y1 has a t- statistic value smaller than 1.96, namely 1.542. This means that the variable Y3 is not related to Y1. Meanwhile, if seen from the P-Value > 0.05 of 0.123, the fourth hypothesis (H4) is not accepted/rejected.

The results of the T-statistic test show that the variable X1

to Y2 has a statistical T value greater than 1.96 of 8.691. This means that the variable X1 is significantly related to Y2. Meanwhile, if seen from the P-Value <0.05 of 0.000, this proves that variable X1 is significantly related to Y2, indicating that X1 is positively and significantly related to Y2 so the first hypothesis (H5) is accepted.

The results of the t-statistical test show that the variable X2 to Y3 has a statistical T value > 1.96 of 4.534. This means that the variable X2 is significantly related to Y3. Meanwhile, if seen from the P-Value <0.05 of 0.000, this proves that variable X2 is significantly related to Y3, so the sixth hypothesis (H6) is accepted.

TABLE 8. Test results of the t-statistical test and P-Value

	Latent variable	t-statistics	P-Value	hypothesis
H1	X1 -> Y1	3,731	0.000	Accepted
H2	X2 ->Y1	0.828	0.408	Rejected
H3	Y2 ->Y1	0.943	0.345	Rejected
H4	Y3 ->Y1	1,542	0.123	Rejected
H5	X1 ->Y2	8,691	0.000	Accepted
H6	X2 ->Y3	4,534	0.000	Accepted

X1 : motivation X2 : workload  
Y1 : Performance Y2 : discipline  
Y3 : organizational culture

#### IV. DISCUSSION

##### *The Relationship between Motivation and Performance in Cut Nyak Dhien Meulaboh Hospital Doctors.*

The results showed that 51 respondents stated that motivation was related to performance, and the R-Square value was 0.590 or 59%. The size of the performance relationship is in the moderate category. The result of the t- statistic test is greater than 1.96, which is 3.731. This means that the motivational variable is significantly related to performance. Meanwhile, when viewed from the P-Value, the motivational variable has a P-Value <0.05, equal to 0.000. This proves that the motivational variable is significantly related to performance.

The results of this study are in line with the research conducted (Munawirsyah, 2018) about the effect of work motivation and organizational culture on employee performance at PT Perkebunan Nusantara III Medan. The results showed that the variables of work motivation and organizational culture affected employee performance. Based on the results of research conducted on 89 employees at PT Perkebunan Nusantara III Medan, it was found that motivation has a direct influence on employee performance, namely 0.275, as well as an organizational culture which has a direct effect on employee performance of 0.125. The calculation of the R square value of 49.8% and the remaining 50.8% is explained by other factors outside the analysis of variables in this study such as work discipline, morale, work morale, and work environment.

Because of the facts on the ground according to researchers, the relationship between the motivation and performance of doctors is so great, without great motivation it is difficult to achieve goals. Motivation is a very important element to move doctors to work to achieve a goal. Sometimes a doctor is in an unpleasant situation, but when the doctor is in the hospital the doctor must be able to focus on his goals in the hospital.

Without motivation at work, it is very difficult for doctors to achieve their goals at work, where the goal of a doctor is to serve patients and the people in the West Aceh district who need their help in the health sector.

*The relationship between workload and performance in doctors at the Cut Nyak Dhien Meulaboh Hospital.*

The results showed that 51 respondents stated that workload was related to performance, and the R-Square value was 0.547 or 55%. The magnitude of the relationship between performance is classified as moderate to the workload variable. the statistical T value is less than 1.96 of 0.828. This means that the workload variable is not related to performance. Meanwhile, when viewed from the P-Value, >

0.05 is 0.408. The workload variable is not related to performance, and the second hypothesis (H2) is rejected.

The results of this study are not in line with the research conducted (Nurul Noverina, 2020) researchers examined the effect of workload and work culture on work discipline and the performance of sub-district office employees in Bondowoso district. The results of the study show that workload and work culture variables affect work discipline and employee performance. Analysis of the data obtained results that stated that work culture had a significant effect on the performance of sub-district employees in Bondowoso Regency, the hypothesis was proven true. This could be due to aspects related to a work culture that has been able to create the performance of sub-district employees throughout Bondowoso Regency.

The research result (Silvia et al., 2019) is in line with this study and shows that workload does not affect the performance of employees at PT. Prosperous Independent Tannery Pekanbaru. In this study, the workload has a negative effect so if the workload variable increases or is high, employee performance will decrease. The workload provided by the organization should reduce work so that employees do not feel the workload is too heavy, therefore the workload given by the organization to employees is still relatively high and employees are quite burdened with the existing workload, and do not provide jobs that are not following the abilities of employees.

In the opinion of researchers in the field, excessive workload arises as a result of too many activities given to doctors to complete in a certain time. Excessive workload, it will take time to work a very large number of hours to complete all assigned tasks. Every job is expected to be completed quickly, in the shortest possible time. So that the workload given to doctors will not be related to the work performance of doctors in serving patients.

*The relationship between discipline and performance in doctors at the Cut Nyak Dhien Meulaboh Hospital.*

The results showed that the t-statistic value was less than 1.96, which was 0.943. Meanwhile, if seen from the P- Value > 0.05, it is 0.345. This means that the disciplinary variable is not related to performance. the third hypothesis (H3) is rejected.

The results of this study are not in line with the research conducted (Virsa Sari Widuri, 2020) researchers examined the influence of work discipline, work motivation, and work culture on teacher performance at school X in Tangerang Selatan. Based on the results of research and data processing, showed that work discipline had a positive effect on teacher

performance. The higher the work discipline, the higher the teacher's performance.

Research results according to (Doni Irawan et al., 2021) support this research where partial work discipline does not affect employee performance. The Serpong sub-district office pays more attention to work discipline to improve employee performance. Because if it is implemented properly it will improve employee performance. However, it is suggested to the sub-district office focus more on giving rewards to employees at the serpong sub-district office.

According to the researcher's assumption, the discipline of a doctor is an attitude of respecting and obeying the rules that apply in the hospital. Doctors have a mission to serve the community such as providing treatment, and educating the public so doctors are required to have high discipline, doctors can serve patients and not make patients wait too long when providing polyclinic services. A disciplined doctor will not steal work time to do things that are not related to his work. The performance of a doctor is not related to discipline because it tends to be that the majority of doctors at the Cut Nyak Dhien Hospital are very concerned about their patients.

*Relationship between organizational culture and performance of doctors at the Cut Nyak Dhien Meulaboh Hospital*

The results showed that the t-statistic value was less than 1.96, which was 1.542. Meanwhile, if seen from the P- Value > 0.05, it is 0.123. This means that organizational culture variables are not related to performance, and the fourth hypothesis (H4) is rejected.

The results of this study are not in line with the research conducted (Virsa Sari Widuri, 2020) researchers examined the effect of work discipline, work motivation, and work culture on teacher performance at school X in Tangerang Selatan. The results showed that work discipline, work motivation, and work culture variables affected teacher performance. School management pays more attention to organizational culture variables to be able to predict teacher performance variables. When management can improve, improve and maintain organizational culture to be able to maintain organizational culture properly, it will have an impact on increased performance.

Research results according to (Firman Nurhalim et al., nd) which is in line with this study where organizational culture does not affect performance. This means that any increase in organizational culture does not have much effect on employee performance. Based on this description it can be understood that organizational culture has no significant effect on the performance of Bank Indonesia Jember Branch employees because in carrying out performance activities the company's employees must be able to provide an understanding or impact from the formation of organizational culture to all employees.

Income from researchers is not related to organizational culture with a performance at Cut Nyak Dhien Meulaboh Hospital, organizational success is much associated with various factors such as the involvement of members of the organization, being able to adapt, being consistent with goals, and sticking with a shared mission. Meanwhile, performance requires independence in work and timeliness in completing work.

*The relationship between motivation and discipline in doctors at the Cut Nyak Dhien Meulaboh Hospital*

The results of the study show that the t-statistic value shows that the motivation variable for discipline has a t- statistic value > 1.96 of 8.691. This means that the motivational variable is significantly related to organizational culture. Meanwhile, if seen from the P-Value <0.05, it is 0.000. This proves that the motivation variable is significantly related to discipline, so the first hypothesis (H5) is accepted.

The results of this study are in line with research conducted by Trio Saputra (2019). The results of the study indicate that there is a significant relationship between work motivation and employee work discipline, the factors underlying work discipline are the individuals themselves, with the formation of commitment to employees will increase work motivation.

In the opinion of researchers, motivation relates to the discipline of doctors so that they are willing to follow existing regulations, both motivation from the doctors themselves and motivation obtained from hospital management. Factors that influence motivation towards disciplines such as compensation and regulatory certainty. Compensation seeks the welfare of doctors by providing salaries, benefits, work facilities, and services, thus increasing the motivation of doctors to work, creating discipline in a doctor will result in a good performance. *The relationship between workload and organizational culture in doctors at the Cut Nyak Dhien Meulaboh Hospital*

The results showed that the t-statistic value showed that the workload variable on organizational culture had a t- statistic value > 1.96 of 4.534. This means that the workload variable is significantly related to organizational culture. This can be seen from the P-Value <0.05 of 0.000. This proves that the workload variable is significantly related to organizational culture, so the sixth hypothesis (H6) is accepted.

The results of this study are not in line with research conducted by Virsa Sari Widuri, et al (2020) researchers examined the effect of work discipline, work motivation, and work culture on teacher performance at school X in South Tangerang. The results showed that the variables of work discipline, work motivation, and work culture affected teacher performance. School management pays more attention to organizational culture variables to be able to predict teacher performance variables. When management can improve, improve and maintain organizational culture to be able to maintain organizational culture properly, it will have an impact on increased performance.

From the observations of researchers, the workload is related to organizational culture, doctor's workload can be interpreted as all activities or activities carried out by doctors while on duty at the service unit to patients, according to analysis in the field, the number of doctors in the hospital is sufficient, so fellow doctors can share their roles and duties. So far, the organizational culture at Cut Nyak Dhien Meulaboh Hospital is very strong, such as the involvement of doctors in hospital management

V. RESEARCH CODE OF ETHICS

Health research ethics committee syariah kuala university medical faculty in an effort to protect the human rights and

well-being of research subjects, has carefully reviewed the research protocol entitled " *Factor Analysis Associated With Performance of Doctors in Public Hospitals Cut Nyak Dhien Meulaboh Area*" with protocol number 1171012P with no. Approval Number: 020/EA/FK/2023 on behalf of Syarifah Nurakmal and declared ethically feasible according to 7 (seven) 2011 WHO Standards and referring to the 2016 CIOMS guidelines.

VI. CONCLUSION

The results of analyzing further the factors (motivation, workload, organizational culture, discipline) related to the performance of doctors at Cut Nyak Dhien Meulaboh Hospital have answered the research objectives, namely:

1. There is a significant relationship between the motivation and performance of doctors (Smart PLS calculation which states a direct effect between variables if the P-value <0.05, the P-value obtained is 0.000).
2. There is no significant relationship between workload and the performance of doctors at Cut Nyak Dhien Meulaboh Hospital (P-value <0.05, the P-value obtained is 0.408).
3. There is no significant relationship between discipline and physician performance (P-value <0.05, the P-value obtained is 0.345).
4. There is no significant relationship between organizational culture and physician performance (P-value <0.05, the P-value obtained is 0.123).
5. There is a significant relationship between motivation and discipline among doctors at Cut Nyak Dhien Meulaboh Hospital, (P-value <0.05, the P-value obtained is 0.000).
6. There is a significant relationship between workload and organizational culture (P-value <0.05, the P-value obtained is 0.000)

REFERENCES

- [1] Afandi, P. (2018). *Manajemen Sumber Daya Manusia*. Zanafa publishing.
- [2] Ahmad Patar Rumapea Rully Mambo, F. (2017). *Kualitas Kinerja Tenaga Medis Di Rumah Sakit Siti Maryam Kota Manado*.
- [3] Ananda Sabil Husain. (2015). *Penelitian bisnis dan manajemen menggunakan partial least squares (PLS) dengan smart PLS 3,0*. Modul ajar jurusan manajemen fakultas ekonomi dan bisnis universitas brawijaya.
- [4] Ance tambunan. (2019). *Pengaruh motivasi, kepribadian, dan lingkungan kerja terhadap kinerja karyawan unit instalasi rawat jalan RSUP H.Adam malik*.
- [5] Andika, C., Purnomo, H., Djudi, M., & Mayowan, Y. (2017). *Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi pada Karyawan Tetap PT Karoseri Tentrem Sejahtera Kota Malang)*. In *Jurnal Administrasi Bisnis (JAB)*/Vol (Vol. 48, Issue 1).
- [6] Aron F polakintang, Rosalina koleangan, & Imelda Ogi. (2019). *Pengaruh Beban Kerja, Lingkungan Kerja Dan Stress Kerja Terhadap Kinerja Karyawan Pada PT Esta Group Jaya*. *Journal EMBA*.
- [7] Astuti, R., Prima, O., & Lesmana, A. (2018). *Pengaruh Motivasi dan Beban Kerja terhadap Kinerja Perawat pada Rumah Sakit Umum Mitra Medika Medan*. *Jurnal Ilman*, 6(2), 42–50. <http://journals.synthesispublication.org/index.php/ilman>
- [8] Budiarto, & Eko. (2012). *Biostatistik untuk Kedokteran dan Kesehatan Masyarakat*. Buku Kedokteran ECG.
- [9] Doni Irawan, Gatot kusjono, & Suprianto. (2021). *Pengaruh Disiplin Kerja dan Lingkungan Kerja Pegawai Negeri Sipil Pada Kantor Kecamatan Serpong*. *JIMAWAA*.
- [10] Efnita, T. (2018). *Gaya kepemimpinan, motivasi dan disiplin kerja karyawan (PT Bank Pembangunan Daerah BPD) Sumatera barat*. In *JIM UPB* (Vol. 6, Issue 2).
- [11] Firman Nurhalim, Diana Sulianti K, & Dudarsih. (n.d.). *Pengaruh budaya*

- organisasi, lingkungan kerja dan organizational citizenship behavior terhadap kinerja bank indonesia cabang jember.
- [12] Fitri, M. (2019). Hubungan Budaya Organisasi dengan Kinerja Pegawai RSUD Mukomuko Tahun 2017. In *Jurnal Kesehatan Andalas* (Vol. 8, Issue 2). <http://jurnal.fk.unand.ac.id>
- [13] Fonda Menzayanti Harianja, B. (2022). Strategi Perusahaan Dalam Meningkatkan Kualitas Kinerja Karyawan Selama Masa Pandemi Di Rsupn Dr. Cipto Mangunkusumo. *JMBA*, 08/No.02/2022.
- [14] Ghozali, I. (2016). Konsep, Teknik dan Aplikasi Menggunakan Program SMARTPLS 3.0. Universitas diponegoro.
- [15] Haliman, A. & A. Wulandari. (2012). *Cerdas memilih rumah sakit* (ED I Yogy.ed.Benedic).
- [16] Hasibuan S.P. (2019). *Manajemen sumber daya manusia, dasar dan kunci keberhasilan*. PT Gunung Agung.
- [17] Husein umar. (2008). *Metode Penelitian Untuk Skripsi dan Tesis Bisnis*. PT Raja Grafindo Persada.
- [18] JCAHO. (2011). *Standards BoosterPak™ for Focused Professional Practice Evaluation/ Ongoing Professional Practice Evaluation (FPPE/OPPE)*.
- [19] Mangkunegara, Anwar. P. (2009). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.
- [20] Munawirsyah, I. (2018). Pengaruh Motivasi Kerja Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada Pt. Perkebunan Nusantara Iii Medan. In *Jurnal Bisnis Administrasi* (Vol. 07).
- [21] Nurul Noverina. (2020). Pengaruh beban kerja dan budaya kerja terhadap disiplin kerja dan kinerja pegawai. *JSMBI (Jurnal Sains Manajemen Dan Bisnis Indonesia)*.
- [22] Permenkes Ri Nomor 340/Menkes/Per/Iii/2010 Tentang Klasifikasi Rumah Sakit. (n.d.).
- [23] Samsudin sadili. (2010). *Manajemen sumber daya manusia*.
- [24] Saptono, & Basrindu, G. (2017). Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Pegawai Pada Dinas Tenaga Kerja Kabupaten Kapuas. *Ilmu Administrasi Dan Manajemen*, 1(1). <http://ejournal.stiabinabanuabjm.ac.id/index.php/administraus>
- [25] Saragih, S. (2011). The Effects of Job Autonomy on Work Outcomes: Self Efficacy as an Intervening Variable. *Bussiness Studies*.
- [26] Sarwono, & Narimawati. (2015). *Membuat skripsi, Tesis dan Disertasi dengan Partial Least Square SEM (PLS-SEM)*.
- [27] Serdamayanti. (2011). *Manajemen sumber daya manusia reformasi birokrasi dan manajemen pegawai negeri sipil*. PT Refika Aditama.
- [28] Siagian, S. P. (2014). *Manajemen sumber daya manusia*.
- [29] Analysis of the Achievements of the Covid-19 Vaccination in Terms of Mobilization and Community Participation Factors at the Banda Aceh City Health Center. 2023. <https://irjpm.com/volume-6-issue-1/>
- [30] Silvia, Sitompul, S., & Simamora, F. (2019). *The Effect Of Workload, Work Experience, And Compensation On Employee Performance PT. Tannery Sejahtera Mandiri Pekanbaru*. In *Management Studies and Entrepreneurship Journal* (Vol. 2, Issue 2). <http://journal.yrpiiku.com/index.php/msej>
- [31] Simamora. (2010). *Manajemen sumber daya manusia* (2nd ed.). STIE YKPN.
- [32] Sinambela, & Lijan poltak. (2016). *Manajemen sumber daya manusia; Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi aksara.
- [33] Sugiyono. (n.d.). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta, CV.
- [34] Sunarso. (2010). *Pengaruh Kepemimpinan, Kedisiplinan, Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Guru Sekolah Dasar*. *Jurnal Manajemen Sumber Daya Manusia*.
- [35] Suprihati, S. (2014). Analisis Faktor-Faktor Yang Mempengaruhi Kinerja. *Jurnal Paradigma*, 12(01), 2014–2093.
- [36] Sutrisno, E. (2019). *Manajemen sumber daya manusia*.
- [37] Virsa sari widuri. (2020). Pengaruh disiplin kerja, motivasi kerja, dan budaya organisasi terhadap kinerja. *Jurnal Administrasi Bisnis (JAB)*.
- [38] Wibowo. (2010). *Manajemen kinerja*. Rajawali pers.
- [39] Wijaya, Tony. (2013). *Metodologi penelitian ekonomi dan bisnis; teori dan praktik*. Graha Ilmu.