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The Importance of Strong Organizational Culture in Nurse Performance Over Regional Government Hospital Jakarta

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Human resources are important thing for hospitals. Therefore, human resources must have a good quality of performance to achieve the vision and mission of the hospital. Thus, this study aimed to analyze the influence of organizational culture on the performance of nurses with work discipline as an intervening variable in RSUD Pesanggrahan. This research is a quantitative study with a causal research design with 44 respondents conducted on May 2019 to August 2019. The determination of the samples number using census method. Here, research variables are performed as a dependent variable, Organizational Culture as an independent variable, and Work Discipline as an intervening variable. The collecting data in this study, we use a questionnaire with technical research instruments with questionnaire in 4 levels Likert scale. Here, we analyze the data using path analysis. The results showed that the relationship between organizational culture and performance was not significant while organizational culture has a positive and significant influence on work discipline also organizational culture has an influence on the performance of nurses with work discipline in intervening variable. The managerial implications can be applied to improve work performance to increase work discipline and stronger organizational culture.

Keywords: Nurse performance, organizational culture, work discipline.

1. INTRODUCTION

Organization is a system where human activities work together. An organization is said to be a rational coordination of activities for a number of people to achieve common goals through the division of work and function through a hierarchy authority and responsibility. The organization has certain goals whose structure and goals are mutual, related and dependent on communication to coordinate the inner activities in the organization. Therefore, organization expects employees to excel and to be able to create situations and conditions that are conducive. This is so then the employees will not experience boredom, boredom, and laziness at work that results in decreased performance. Nowadays, competitiveness requires hospitals to have human resources that are able to bring the organization to success. This can only be done by employees who have good performance. The Organizations can gain

a competitive advantage if the management creates and maintains a culture with a high level of employee involvement. Culture refers to the values, concepts, habits, and feelings taken from the basic assumptions of an organization which are then internalized by the leader and transmitted to its members. The organization, meanwhile, emphasizes group harmony, cooperation, and appreciation to improve employee performance [1]. Organizational culture norms and values are very influential on those who are directly or indirectly involved with the organization [2]. Organizational culture can improve performance. Organizational culture allows employees to be well acquainted with the company's history and current operating methods [3]. This special detection can give the employees direction about the expected and acceptable behavior and norms of the organization. Some theoretical models state that an effective human resource system is based on an organization accompanied by supporting values.

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This system has a positive impact on employee attitude and behavior. For organizations, there will be an element of discipline that guarantees the maintenance of order and fluency in addition to the implementation of tasks so then the results obtained are optimal. For employees, discipline will create a pleasant and working atmosphere. Employee morale will also increase. Discipline related to good work is if the employee obeys regulations, i.e. the employees can follow the ways that the work is determined by the company, the employees are willing to accept reprimands, they adhere to a code of ethics and they follow the rules that are applied so then employee disciplinary procedures have a positive effect on employee [4]. Employees who follow the workings and regulations that are predetermined company will mean that discipline has a positive influence on its performance. The culture of the organization and work discipline has a positive influence and significant impact on employee performance [5, 6]. Organizational culture has a positive influence that is both significant and direct on discipline [7, 8]. It was also found that work discipline has a positive and significant effect on the performance of employees. Hospitals are a public facility that functions as the center for health services which includes efforts in the prevention and curing of diseases, as well the maintenance, improvement and recovery of plenary health. The quality of the services in hospitals is inseparable from the performance of the human resource of nursing. Furthermore, a nurse is a worker in the hospital that is available 24 hours a day to the patient and their family in order to provide services. The nursing service is an integral part of the health service that contributes greatly to determining the quality of the hospital services. Every effort to improve the quality of the hospital services must be accompanied by efforts to improve the quality of the nursing services. There should be the periodic evaluation of the nurse's performance, as it is one of the most important variables for organizational effectiveness. RSUD Pesanggrahan, is a Regional Government Hospital, opened in April 2015. It is one of the Implementing Units Technical (UPT) of DKI Provincial Health Service Jakarta that is responsible for organizing health development in the work area. In accordance with the vision of RSUD Pesanggrahan for Making the Regional General Hospital of Choice Main in the Heart of the Community, RSUD Pesanggrahan conducts improvement activities related to quality and patient safety in accordance with the SNARS accreditation standards. The problems found in RSUD Pesanggrahan concern the performance of the nurses who have still not reached the organization's target. Among these are a delay in the nurses going to work, the accuracy of patient identification in the unit, adult hospitalization that still hasn't reached the target, and nurse compliance with regulations still has not reached the target [9]. The purpose of this study to analyze the influence of organizational culture on performance with work discipline as the intervening variable to analyze the

influence of the organizational culture of performance, to analyze the influence of organizational culture on work discipline and to analyze the effect of work discipline on nurse performance [10].

2. METHODOLOGY

A. Performance

Performance is defined as the ability to work in terms of quality and quantity [11]. This opinion can be understood in that performance is work performance (performance) both in quantity and in the qualities achieved by someone during a given period, usually within one year. This includes the work standards, targets or criteria that are predetermined and that have been agreed upon together. Performance is not only the end result that is seen but rather, we can see the process of performance and so we can see how people achieve it [11]. Performance as the achievement of the final results of the employee's work in a certain period of time in order to reach the goals of the organization [12, 13]. A nurse is defined as a professional who has the ability to implement the responsibilities and authorities of the nursing services / care at various nursing service levels [14]. The International Council of a nurse who has completed an education program on nursing that can be authorized in the country concerned in order to provide the nursing service and take responsibility for improving health, preventing illness and servicing the patients [15, 16]. Meanwhile, according to the National Nurses Association Indonesia, nurses are care workers who come from higher education focused on nursing (Associate Expert, Nurse, Special Nurse, and Nurse Consultant).

B. Organizational Culture

The definition of organizational culture is related to the context of organizational development [16]. This means that the culture is rooted in history of the organization. It is believed collectively and it is not easily manipulated directly. The pattern of beliefs, values and the ways learned facing the experience that has been developed throughout the history of the organization manifests in the material arrangement and behavior of the members of the organization. The organizational culture as the values, principles, traditions and ways of working that are shared by the members of the organization that influence the way they act [17]. The culture of the organization consists of the dominant values supported by an organization or the philosophy guide within the organizational policy intended for the employees. This is as well as the assumptions and trust found in the members of the organization. Organizational culture consists of three components, namely 1) Observed artifacts, which are an observable embodiment of the employees including the symbol / logo of the organization, physical structure, language, stories, rituals and ceremonies; 2) Values supporting the exposed beliefs and the norms that are believed and enforced by the organization. The values are based on published documents or regulations, such as the

vision, mission, goals, stages of work, strategic plans, Standard Operating Procedures (SOPs), business plan and various regulations or decisions and 3) The basic assumptions or ideologies believed by all members, such as a mutual cooperation culture, which is a culture of help and fair competition.

C. Discipline

Discipline is a form of training that enforces the rules in the organization [18]. Here, discipline behavior relates to the circumstances in the organization including the order and how the employees behave in accordance with the provisions and rules. This is as well as which behavior is accepted in an organization. Referring to this concept, discipline relates to a person's obedience to the provisions in the organization, both written and unwritten, without coercion, based on the realization that without obedience, all of the goals of the organization will not be achieved. Discipline in relation to implementing work concerns the obedience when carrying out the rules that are required and expected by the organization. This is so then every employee can carry out their work in an orderly manner so then the organizational goals can be achieved. Discipline is the actions taken by the employees who have been violating organizational regulations or the there performance has decreased. Thus, actions for improvement are needed. The discipline as a rule made to control employee performance [19]. Thus, the discipline is a state of order where the employees act according to the standards of expected behavior [20].

D. Relationship Variables and Hypothesis Development

The simultaneously there are influences that are significant between organizational culture and discipline concerning the work performance of employees [21]. Here, the organizational culture is positive and that it has a significant effect indirectly on performance through discipline. Thus, shows that organizational culture is applied in order to influence and improve employee performance with work discipline as the intervening variable [22]. It was concluded that the better the organizational culture and work discipline, the more there will be an increased level of employee performance. Based on the above research, the researchers hypothesized the following:

H₁: There is an influence from organizational culture on nurse performance with work discipline as the intervening variable in RSUD Pesanggrahan.

The organizational culture has a significant effect on employee performance [23]. Strong organizational culture is very useful at improving the performance of the employees. This means that the goals can be achieved and that organizational performance can improve employee performance [24].

Thus, the organizational culture has a positive effect on employee performance, meaning that if the culture is better than the organization, then the employee's performance will increase. A positive and negative behavior tied into organizational culture has a significant consequence on the employees as well as on the company performance [25]. Organizational culture has a positive influence on worker behavior [26]. Here, the strong organizational culture increases the satisfaction and commitment of workers, as well as making the workers have a feeling of belonging [27]. The stronger the culture of the organization, the more that the performance of the employees / nurses inside the organization will also increase [28]. The researchers concluded the following.

H₂: There is a significant effect between organizational culture and nurse performance at RSUD Pesanggrahan.

The organizational cultural values play a role in the formation of employee work discipline [29]. Here, the organizational culture has a positive and significant effect directly on work discipline. The relationship of organizational culture and work discipline showed that the organizational culture that is applied by the employees has an influence on increased work discipline attitudes and the behaviors of the employee [30]. Thus, the organizational culture has a positive and significant effect on employee work discipline [31]. Organizational culture has a positive and significant effect on discipline. It was concluded that the stronger the organizational culture applied, the more that the work discipline will increase [32]. Based on the above research, the researchers concluded the following hypothesis.

H₃: There is a significant effect between organizational culture and work discipline in RSUD Pesanggrahan

The discipline has a significant positive effect on the performance of the workers. The work discipline has a positive influence on employee performance. If a better level of work discipline is obtained, then the performance of the employee increases. The discipline work has a significant effect on the performance of the employee. An increase or decrease in performance is influenced by work and company discipline. One must pay more attention to the aspects of work discipline, such as goals and abilities, the role models of leadership, payback, justice, courtesy and legal sanctions, in order to be able to improve employee performance. It was concluded that the better the work discipline in the organization, the better that the employee performance will be. Based on the above research, the researchers conclude the following.

H₄: There is a significant effect between work discipline and nurse performance at RSUD Pesanggrahan

The study was conducted at RSUD Pesanggrahan, Jalan Cenek I No. 1 Pesanggrahan, South Jakarta. The research time from the start of the preparation of the research plans up to the compilation of the complete research reports was from May 2019 to August 2019. The population according to [30] is the area of generalization consisting of the objects / subjects that have both the quantity and characteristics set by the researchers to be studied and then concluded on. The population in this study was all of the nurses in Pesanggrahan Regional Hospital, Jakarta, which was as many as 55 nurses. In this study, because of the retrieval of the sample was by the saturated sample technique, the sample taken was as many as 44 nurses. The data analysis techniques used in this study were path analysis techniques. The development of a parsed correlation is split into several interpretations of the effect being caused by it. Path analysis techniques are also known as a causal model. The path analysis as an analysis technique that is used to analyze the relationships' cause and effect which is inherent between the variables. In path analysis, due to counting using linear regression techniques, the assumptions of general linear regression should include:

- 1) The regression model must be feasible. This feasibility it is known if the significance figure in ANOVA is < 0.050 .
- 2) The predictors used as independent variables must be feasible. This feasibility is known if the numbers of the Standard Error of Estimate $<$ Standard Deviation.
- 3) The regression coefficients must be significant. The test is performed by the T. Regression coefficient test and it is significant if $T \text{ arithmetic} > T \text{ table (critical value)}$.

3. RESULT AND DISCUSSION

A. Validity and Reliability Test

The discussion of the validity test in this study used factor analysis by looking at the values of Kaiser Meyer Olkin (KMO) and Matrix. The score of Kaiser Meyer Olkin (KMO) and the value of MSA (AntiImage Matrix) can be received with a minimum value of 0.500 or greater than 0.500. If the value of KMO is below 0.500, then the factor analysis is not acceptable. The research questionnaire was conducted with the AntiImage Matrix test. MSA (Measure of Sampling Value Adequacy) is expected to be minimum 0.500 by using the analysis, then all the organizational culture and performance is said to be valid. As for Discipline, there are invalid statements 1, 3 and 7. And then for performance it is said to be all valid. The reliability test results show that all reliable variable.

B. Descriptive Analysis

According to the descriptive analysis, organizational culture is categorized as being moderate. The strongest score is "RSUD encourage employees to prioritize group interests rather than interests that are individual" and the lowest is "Instructions are always outlined in detail so then

the nurses can understand". For discipline according to the perception of the nurses, work discipline is in the high category. The score that was the most powerful was "Relations between employees in RSUD are going well" and the lowest score is "Hospital employees get training on regular discipline". For the performance according to the nurses' perceptions, their entrance performance is in the high category. The strongest score is "I always prioritize patient and team safety when solving problems" and the lowest score is "I am rarely absent/do not enter if it is not really a state of urgency".

C. The influence of organizational culture on nurse performance mediated by work discipline.

Simultaneously, organizational Culture and work discipline contributes significantly to nurse performance. This is because of the value of sig in the F test being 0,000 and where this value is smaller than 0.050. It can be concluded that H_0 is rejected and H_1 is accepted. This means that Hypothesis 1 is fulfilled. This shows that organizational culture influences nurse performance if it is mediated by work discipline.

Hypothesis 1 is accepted. Organizational culture has a significant effect on nurse performance mediated by work discipline.

D. The influence of organizational culture on nurse performance.

Organizational culture does not have a significant effect on the nurse's performance because the value of Sig is 0.084. This value is greater than 0.050. It can be concluded that Hypothesis 2 is not fulfilled. The coefficient of the cultural influence from the organization on nurse performance was 0.279, so it can be concluded that H_0 is accepted and H_1 is rejected. This means that Hypothesis 2 is not fulfilled. This shows that organizational culture has an indirect and insignificant effect on nurse performance. Thus, a stronger organizational culture does not necessarily make the performance of the nurses better. Hypothesis 2 is rejected. Organizational Culture does not directly and insignificantly effect nurse performance.

E. The influence of organizational culture on discipline.

Organizational culture has a significant effect on work discipline because the value of Sig is equal to 0,000 as this value is less than 0.050. It can thus be concluded that Hypothesis 3 has been fulfilled. The coefficient of the influence of organizational culture on work discipline amounted to 0.591. It can thus be concluded that H_0 is rejected and H_1 is accepted. This means that Hypothesis 3 is fulfilled. This shows the influence of organizational culture on work discipline, and that it is both significant and direct. Thus the stronger the organizational culture, then the better that discipline will get. Hypothesis 3 is accepted. Organizational culture has a direct and significant effect on discipline. The effect of discipline on nurse performance. Work discipline has a significant effect

on the performance of the nurses because the Sig value is 0.023 and this value is smaller than 0.050. It can thus be concluded that Hypothesis 4 is fulfilled. The coefficient of the influence of work discipline on nurse performance is 0.373, so it can be concluded that H0 is rejected and H1 is accepted. This means that hypothesis 4 is fulfilled. This matter shows that work discipline significantly and directly influences nurse performance. Thus, the better the work discipline, the better the nurse performance. Hypothesis 4 is accepted. Discipline is influential both directly and significantly on nurse performance.

F. The effect of organizational culture on nurse performance is mediated by discipline.

Based on the results of the hypothesis verification using path analysis, it is proven that organizational culture influences nurse performance if it is mediated by work discipline. The stronger the organizational culture, the better the work discipline, so the performance of the nurses will get better as a result. So conversely, the weaker the organizational culture, the worse that the work discipline will be, thus making the level of performance decrease. The simultaneous influence exists and that it is significant between organizational culture, discipline and the work performance of employees. The organizational culture has a positive and significant effect indirectly on performance through discipline. In addition, the culture that the organization has applied has an influence concerning increasing employee performance with work discipline as the intervening variable. In the results of the descriptive analysis, it has been found that the instructions from the leadership and management of the RSUD still have not been described in detail so that nurses lack understanding, the leadership of the RSUD lacks discussion with subordinates in making the majority of their decisions and rarely requests opinions from subordinates, RSUD also less encourages employees to prioritize group welfare, and the application of organizational culture needs to be more socialized to employees so that it can be easily implemented. From the results of this study, the r^2 was obtained (coefficient of determination) of organizational culture and discipline on nurse performance. This was 34%, meaning that as many as 66% of other factors also affect the nurse's performance aside from organizational culture and work discipline. The research results show that 66% of the other factors outside of this study affect the performance of the nurses from within the organizational culture and discipline, which is supported by several research studies. The work environment has a very strong influence and that it has a significant effect on improving employee performance. The organizational culture has an influence that is both significant and dominant on work discipline and employee performance. In this research, it was found that there are other factors that have an influence that is positive on employee performance, i.e. situational leadership and communication patterns.

The leadership style has a dominant influence on employee performance, which has a higher level of conformity between the subordinate's level of maturity with the ability and will of the leader. The employee will feel that they have gained protection and guidance from leaders who, in the end, are willing to donate his best work to the company. The results of this study also strengthened that communication helps the members of the organization to achieve good individual or organizational goals. This is by implementing and responding to changes in the organization and coordinating various activities. This is virtually related to all behavior that is relevant to the organization. If the communication of the organization is less effective, then the organization is not as effective as it should be. The discipline can be positively associated with performance. This is contrary to the assumption that people can discipline damaging behavior. Employees can refuse unfair disciplinary action from the management but the actions taken to maintain established standards can encourage group norms. This results in improved performance and justice. A positive and significant effect on employee performance. The results of this research are in accordance with several studies which is shows that competence has an effect simultaneously on performance in Binamu District Civil Servants Apparatus Jeneponto Regency. The organizational commitment has a partial effect on the performance of the Department of Industry's employees, such as cooperatives and UKM Regency. The competence has a positive and significant impact on the performance of the employees of the General Section of the Regional Secretariat Soppeng Regency. A positive effect that is significant on employee performance. This shows that education has the role and function of educating citizens of the state in order for the workforce to have the basic characteristics needed, especially by modern society. Education forms and increases one's knowledge to allow an individual to do things faster and precisely. The higher the level of education that someone has, the greater the level of performance that is achieved. In addition, it was emphasized that training has a positive and significant effect on the performance of an employee.

G. The effect of organizational culture on nurse performance.

Based on the results related to proving the hypothesis, it was obtained that organizational culture does not directly affect nurse performance. However, a stronger organizational culture in RSUD Pesanggrahan does not necessarily make the performance of the nurse better. The organizational culture has no influence either directly or significantly on employee performance. Here, organizational culture has a positive and significant effect on the performance of employees. Here, organizational culture has a positive effect on employee performance. The hypothesis testing proves that there is direct influence from organizational culture on employee performance. The difference in the results of this study can be because

RSUD Pesanggrahan is a hospital that has not long been established, so the organizational culture in the RSUD has not yet taken root and it is not going well. Some organizational culture can be said to be strong whereas others can be said to be weak. All organizations have a culture but not all the organization is equally powerful at influencing the behavior and actions of its employees. A strong culture is the culture of an ideal organization that is widely embraced and clear in its delivery as well as cultural strength, thus affecting the intensity of behavior. A strong organizational culture that is more intensive (the values are embedded more and they are more basic and sturdy), the more widely embraced (the more citizens organizations that embrace it), and increasingly clear socialized and passed on it will be. The stronger the culture, the stronger the effect or influence on the environment and on human behavior.

H. The effect of organizational culture on discipline

Based on the results of the hypothesis, it has been obtained that organizational culture has a positive and significant influence and impact on the work discipline in RSUD Pesanggrahan. This means that if there is a stronger culture in the organization, then the better the work discipline will be in RSUD Pesanggrahan. The results of his research show that culture organization has a significant role to play in discipline. The organizational culture positively and significantly influences work discipline. Thus, organizational culture has an influence that is significant on discipline. From the results of the descriptive analysis, it was found that RSUD employees have not received regular disciplinary training, the application of justice has not run optimally for all employees, there is still a need for good role models and close supervision from leaders to subordinates, and the relationship between leaders and employees needs to be further improved. Here, organizational culture as a pattern of learned assumptions in relation to solving problems that are related to the adaptations to the external environment of the organization and the internal integration between the units within the organization itself. Organizational culture consists of multilevel layers, i.e. visible layers, artifacts, invisible layers and/or invisible artifacts. Invisible artifacts inside the dimension of organizational culture are a system of values that play a role in the formation of attitudes and the behavior of the members of the organization. This matter because the value system is related to the core values of an organization that are directed to the organizational members to encourage them to realize the organization's goals, vision and mission. This means that the value system is the core values of the organization that the members believe in, so it directs the members of the organization to work according to the regulations and company standards. One's attitude and behavior is related to how they work according to the company standards. Obeying the rules is a form of attitude and work discipline behavior.

I. The effect of work discipline on nurse performance.

Based on the results, it was found that work discipline has a positive effect that is significant on the performance of the nurses in RSUD Pesanggrahan, which means that the better the discipline at work, the better the nurse's performance will be at RSUD Pesanggrahan. The discipline is influential positive on employee performance. The test results indicate that the variable of work discipline has the dimensions of preventive discipline and corrective discipline, which has a dominant effect on employee performance. The work discipline has a significant positive influence on employee performance. The discipline has a positive influence and significant impact on employee performance. In the results of the descriptive analysis, it was found that the absentee level of nurses and the nurse's performance in working according to procedures and schedules still did not reach the target. The discipline is a situation in the organization that includes order, where the employees behave in accordance with the provisions and rules, as well as behaving in a manner that is acceptable to the organization. Discipline is action taken against the employees who have broken organizational regulations or whose performance has decreased to the point where corrective action is needed.

J. Research limitations

There are still a number of variables that affect the performance of the nurses that were not used in this study, such as the variables of leadership style, communication patterns, the work environment, commitment to the organization, competency, level of education, and training. Due to the time and place limitations, the variables of organizational culture, work discipline and nurse performance cannot be measured as a whole. Another limitation in this study is that nurse performance is measured based on the perception of the hospital nurses themselves, so this can cause bias. The second and last limitation is the number of variables that must be added. In this study, it was found that organizational culture has no influence directly on the nurse's performance and organizational culture will have an influence related to improving performance if work discipline is an intervening variable. This is due to because the application of sanctions cannot have a deterrent effect.

4. CONCLUSION

Based on the results of the analysis conducted, the conclusions that can be raised in this study are: 1) Organizational culture has an influence that is significant on nurse performance if it is mediated by work discipline. 2) Organizational culture has no influence directly and significantly on nurse performance. 3) Organizational culture has a positive and significant effect on work discipline. 4) Work discipline has a positive influence on nurse performance. The instructions from the leadership and management of the RSUD were still not described in detail so nurses lacked understanding, the leadership of the RSUD lacked discussions with subordinates in making the

majority of decisions and rarely asked for opinions from subordinates, RSUD also did not encourage employees to prioritize group welfare, and the application of organizational culture needs to be more socialized to employees so that it can be easily implemented. From this discovery, the organizational culture in hospitals needs to be developed by making management behavior a model; creating new history, symbols and habits and beliefs according to the desired culture; selecting, promoting and supporting employees; redefine the socialization process for new values; change the reward system with new values; replace unwritten norms with formal or written rules; randomize sub-cultures through job rotation, and enhance group collaboration. For organizational culture to function optimally, organizational culture must be created, maintained and strengthened and even changed by management, and introduced to employees through a socialization process so that employee values and organizational values can be united. Through this socialization employees are introduced to the goals, strategies, values and standards of organizational behavior, as well as work-related information. Based on the results of this study, it was found that RSUD employees have not received regular disciplinary training, the application of justice has not been running optimally to all employees, there is still a need for good role models and close supervision from leaders to subordinates, and the relationship between leaders and employees needs to be further improved. Work discipline needs to be further improved by giving jobs to employees according to their abilities; a good leader as role model; leaders who are always fair to their subordinates; an active leader and directly oversees the performance of subordinates; apply strict rules and sanctions; and the existence of a harmonious relationship between all employees. Regulations are needed to provide guidance and counseling for employees in creating good discipline in hospitals. With good discipline, work morale, efficiency, and work effectiveness of employees will increase. Punishment is needed to improve discipline and educate employees to obey all RSUD regulations. Penalties must be fair and strict to all employees. Discipline must be emphasized in realizing RSUD's goals, because discipline is the key to the success of RSUD in achieving its goals. Based on the results of this study, it was found that the absentee level of nurses who had not yet reached the target and the nurse's performance in working according to procedures and schedules still needed attention. High and low attendance and the level of nurse compliance in working according to procedures and schedules can be used to measure the discipline of nurses in their work. The higher the absentee level of nurses and the lower the level of nurse compliance, will hinder the productivity of hospitals so that the objectives of the hospital will be hampered. From this discovery, the nurse's performance can be improved by increasing the work discipline of RSUD. The better the discipline of work, the absentee

level and level of compliance will be good and performance will increase. To improve the nurse performance in RSUD Pesanggrahan as a Regional Hospital, the management finds it necessary to improve work discipline, i.e. to conduct disciplinary training periodically and to implement a surveillance system directly from the superiors to the subordinates regarding employee performance, apply rules and sanctions fairly and firmly, and the relationship between leaders and employees needs to be further improved. The leadership and management of RSUD Pesanggrahan as a Regional Hospital must be able to implement more communication directly and clearly so then the instructions are received by the nurses clearly and correctly in turn. Organizational culture includes bureaucracy, innovation, and it must be supportive. It must be socialized to the nurses in every job so then the culture of the organization can be instilled in every nurse so then they can work better for the company. To prevent performance appraisals that are not accurate because they are done based on the perception of the hospital nurses themselves, the researcher can then enter the assessment results of the nurse performance performed by the leadership. Future research should involve other variables, besides the variables of organizational culture and work discipline, which is another important variable that affects nurse performance. Important variables include the level of education, training, communication patterns, work environment, leadership style, competence and commitment to the organization.

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