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8th Management Dynamic Conference

PROSIDING

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About Madic 8 2023

Management Dynamics Conference (MADIC) ke-8 adalah seminar nasional yang diselenggarakan oleh Fakultas Ekonomi dan Bisnis Universitas Hasanuddin bekerja sama dengan Forum Pengelola Jurnal Manajemen (FPJM). Tema seminar *"Penguatan Manajemen UMKM sebagai Motor Penggerak Pemulihan Ekonomi Nasional"*. Konferensi ini bertujuan untuk menghimpun berbagai pandangan dan pengalaman empiris dari para praktisi dan akademisi ekonomi mengenai penguatan UMKM sebagai pilar ekonomi utama serta memberikan solusi untuk tujuan ketahanan keberlanjutan (SDGs) Indonesia. Para akademisi, praktisi, peneliti telah berkontribusi dalam pengembangan penelitian manajemen dengan berpartisipasi dalam MADIC 8.

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Sambutan Dekan Fakultas Ekonomi dan Bisnis Universitas Hasanuddin

Selamat datang di Management Dynamics Conference (MADIC) ke-8 diadakan pada tanggal 16 – 17 maret 20223 di Makassar, Indonesia. Konferensi ini diselenggarakan untuk mempromosikan diskusi antara berbagai pemangku kepentingan tentang, manajemen dan bidang ekonomi. Kali ini, Fakultas Ekonomi dan Bisnis, Universitas Hasanuddin menjadi tuan rumah bekerja sama dengan Forum Pengelola Jurnal Manajemen (FPJM). Melanjutkan tradisi menyatukan penelitian, pembuat kebijakan, akademisi dan berbagai pemangku kepentingan untuk mempresentasikan dan mendiskusikan isu terkini terkait perkembangan ekonomi nasional. Untuk memperkuat pembahasan tentang manajemen, ekonomi dan bidang akuntansi, kami sepakat mengangkat topik konferensi tahun ini berjudul "*Penguatan Manajemen UMKM sebagai Motor Penggerak Pemulihan Ekonomi Nasional*". Untuk memberikan informasi terbaru mengenai topik kepada pembaca dan peserta, kami ingin menyampaikan apresiasi dan terima kasih kepada 3 narasumber dihadirkan dalam acara ini yaitu M. Fankar Umran CEO BRI Insurane, Causa Iman Karana Kepala Perwakilan Bank Indonesia Provinsi Sulawesi Selatan, dan Darwisman Kepala OJK Regional Sulampapua atas wawasan dan dukungan mereka selama konferensi. Kami berharap acara ini sangat mendorong diskusi tentang peningkatan kualitas UMKM di Indonesia. Selain itu kami ingin menyampaikan terima kasih dan dukungan kami kepada

Terakhir, kami ingin mengucapkan terima kasih sekali lagi atas kontribusi dan kerja sama yang sangat baik di antara kami para peserta konferensi. Selain itu, kami mengucapkan terima kasih atas kerjasama semua pihak panitia dalam menyelenggarakan konferensi. Kami berharap dapat bekerja sama dengan semua pemangku kepentingan yang terlibat dalam acara ini. Kami berharap proses ini akan menyediakan berbagai manuskrip unggulan yang dapat memberikan kontribusi besar dalam bidang ekonomi, manajemen dan akuntansi.

Prof.Dr.Abd. Rahman Kadir, M.Si., CIPM
Dekan Fakultas Ekonomi dan Bisnis
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Sambutan Ketua panitia Management Dynamic Conference ke - 8

Saya sangat senang bahwa acara Management Dynamic Conference ke-8 dengan tema "Penguatan Manajemen UMKM sebagai Motor Penggerak Pemulihan Ekonomi Nasional" telah terlaksana dengan sukses. Semoga acara ini memberikan banyak manfaat dan inspirasi bagi semua peserta yang hadir.

Saya ingin mengucapkan selamat dan mengapresiasi seluruh panitia yang telah bekerja keras dan dedikasi tinggi dalam menyelenggarakan acara ini. Tanpa upaya mereka, acara ini tidak akan mungkin terwujud. Terima kasih atas kerja keras dan komitmen yang telah diberikan.

Selain itu, saya juga ingin mengucapkan terima kasih kepada narasumber yang telah berbagi pengetahuan dan pengalaman mereka dalam mendukung penguatan manajemen UMKM. Kontribusi mereka sangat berharga dan saya berharap peserta dapat mengambil manfaat yang besar dari presentasi dan diskusi yang telah dilakukan.

Saya berharap bahwa acara ini menjadi awal dari langkah-langkah konkret dalam memperkuat sektor UMKM sebagai motor penggerak pemulihan ekonomi nasional. Mari kita terus bekerja sama, berinovasi, dan berkolaborasi dalam mendukung pertumbuhan UMKM dan memajukan ekonomi kita.

Terima kasih kepada semua yang telah berpartisipasi dalam acara ini, termasuk peserta, narasumber, dan semua pihak yang telah memberikan dukungan. Semoga kita dapat melanjutkan semangat dan energi positif ini untuk memperkuat sektor UMKM dan membangun ekonomi yang lebih kuat.

Sekali lagi, selamat atas kesuksesan acara Management Dynamic Conference ke-8. Semoga langkah-langkah yang dihasilkan dari acara ini dapat memberikan dampak yang positif bagi penguatan manajemen UMKM dan pemulihan ekonomi nasional.

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Ketua panitia Management Dynamic Conference ke - 8
Universitas Hasanudin

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Work Discipline on Employee Performance Through Work Motivation at Hospitals with Plenary Accreditation in Makassar

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Abstract

This study aims to determine the influence of work discipline on employee performance through work motivation at a hospital with plenary status in Makassar. The population in this study were hospital employees with plenary status in Makassar. The number of samples used was 94 respondents using a random sampling technique with the slovin formula to determine the sample. Data collection was carried out using interviews, observation and questionnaire methods. The data analysis technique used was multiple linear regression analysis using the Statistical Product and Service Solution (SPSS) 26 version. The results showed that the work discipline variable had a positive, direct significant effect on employee performance, as evidenced by the statistical output value which stated a sig value <0.05, work motivation had a positive and significant effect on employee performance with a statistical output value which stated a sig value <0.05, work discipline had a positive and significant effect on work motivation with a statistical output value which states a sig value <0.05. This study also states the results that work motivation is able to mediate the effect of work discipline on employee

performance followed by an indirect effect value of 0.4212 which is greater than the direct effect value.

Keywords: Work Discipline, Work Motivation, Employee Performance

Abstrak

Penelitian ini bertujuan untuk mengetahui besarnya pengaruh Disiplin kerja terhadap kinerja pegawai melalui motivasi kerja pada rumah sakit berstatus paripurna dikota Makassar. Populasi dalam Penelitian ini adalah pegawai rumahsakit berstatus paripurna dikota Makassar Jumlah sampel yang digunakan sebanyak 94 orang dengan menggunakan Teknik random sampling dengan rumus slovin untuk penentuan sampel nya Pengumpulan data dilakukan dengan menggunakan metode wawancara, observasi dan kuesioner. Teknis analisis data yang digunakan adalah analisis regresi linier berganda dengan menggunkan Statistical Product and Service Solution (SPSS) v.26. Hasil penelitian menunjukan bahwa dari variable Disiplin kerja berpengaruh positif, signifikan secara langsung terhadap kinerja pegawai, dibuktikan dengan nilai output statistic yang menyatakan nilai sig < 0,05 , motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai output statistic yang menyatakan nilai sig <0,05 , disiplin kerja berpengaruh positif dan signifikan terhadap motivasi kerja dengan nilai output statistic yang menyatakan nilai sig < 0,05 penelitian ini juga menyataklan hasil bahwa motivasi kerja mampu memediasi pengaruh disiplin kerja terhadap kinerja pegawai dikutikan dengan nilai pengaruh tidak langsung sebesar 0,4212 dimana lebih besar dari nilai pengaruh langsungnya.

Kata Kunci: Disiplin kerja, Motivasi Kerja, Kinerja Pegawai.

1. Introduction

The hospital is one of the health service units for the community in the field of health services, the hospital must motivate employees so that good work discipline is realized, to create work harmony, to increase productivity. The hospital is a health service organization that is very important for the community. Recently, the growth of hospitals has been increasing rapidly, making competition between hospitals increasingly fierce (Citraningtyas et al., 2022). The hospital as a health service institution is one of the most important institutions that is expected to be able to meet the needs of the community to get good health services (AC HE., 2015).

Health services need to continue to improve the quality of service and patient safety in a sustainable and sustainable manner. Improving the quality of health services is one of the main priorities of health systems throughout the world. Accreditation is considered a capable method for improving the quality of health services at the organizational and service levels, and therefore accreditation is a mandatory program in health services in developing countries, especially Indonesia. the government through the Ministry of Health responded by requiring the implementation of hospital accreditation with the aim of improving hospital services in Indonesia. The legal basis for implementing accreditation in hospitals is Ministry of Health Regulation No. 12 of 2020 concerning Hospital Accreditation.

Achieving accreditation is one measure of success for hospital, so it can be said that achieving accreditation is an assessment of organizational effectiveness. Hospital human resources are an important factor in increasing hospital accreditation because they have a dominant role in patient care (Daminggo, et al., 2022). Hospital human

resources are an important factor in increasing hospital accreditation because they have a dominant role in patient care.

According to Sutoto (2019) Implementation of hospital accreditation standards must involve all employees. Based on data released by the hospital accreditation commission, it shows that as of January 2019, in the final report on the specific work visit, Commission IX of the DPR RI supervised the fulfillment of hospital accreditation in order to support service and quality of the JKN program quality in South Sulawesi Province from 15 to 17 January 2019 from Of the 2,817 hospitals in Indonesia, the number of accredited hospitals is 1,988. This shows that the number of hospitals that are currently operating and not yet accredited is still very large.

Human Resource Management is important in achieving the goal of improving hospital performance. Managing human resources is not an easy thing, because humans are unique elements and have different characteristics from one another (Djunaid et al., 2020). HR is a science that studies how to empower employees in companies, create jobs, work groups, develop capable employees, identify approaches to be able to develop employee performance and reward them for their efforts and work (Tarigan & Sembiring, 2021). According to Aufia Zahra Fadillah Juliana Nasution, (2022) states that the development of an organization is inseparable from the existence of a performance, a necessity for every employee to achieve good performance so that the main goals of the agency can be achieved, this is of course inseparable from the quality and capacity of employees in carrying out a job that has become their responsibility.

To achieve this goal, a management control system is needed that provides assurance through the leaders that the agency has carried out its strategy effectively and efficiently. Human resources (HR), in this case high-performing employees, play a dominant role in carrying out operations and achieving set goals (Djunaid, 2023). Therefore, it needs to appreciate all aspects of employees in order to create human resources of high quality and superior performance (Setiawan, 2013).

The performance of health workers as a consequence of society's demands for the need for high-quality services, so that it is expected to be able to show a real professional contribution in improving the quality of health services, which has an impact on the organization where they work, and the final impact leads to quality of life and well-being (Mantiri et al., 2022). According to Anwar prabu Mangkunegara (2017) Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Setiawan (2013). Work discipline is useful for teaching employees to comply with organizational rules, procedures and policies in order to perform better. Study (Afianto and Utami, 2017) explained that work discipline will affect employee performance and job satisfaction, both directly and indirectly. Further research (Pangarso and Susanti, 2016; Isvandiari and Idris, 2018) argued the same thing that discipline will improve employee performance. the higher the level of discipline of an employee, the more his performance will improve, this is reflected in the high value of effectiveness and efficiency of performance when employees implement good discipline.

In addition to work discipline, in order to improve employee performance, motivation also needs to be considered. Research result (Lusri and Siagian, 2017) indicated that work motivation is a factor that influences employee performance, besides that work motivation also influences job satisfaction. Study (Muhammad Ekhsan, 2019; Amalia & Fakhri, 2016) suggests that employee performance is influenced by work motivation. Study(van der Kolk et al., 2019) explains that supervision and work motivation affect performance, meanwhile(Ferrell et al., 2016) specifically states that achievement motivation affects performance.

Nowadays, global competition, the world of work requires employees who are able to think more advanced, intelligent, innovative, and able to work with high enthusiasm in facing the times. Various organizations are trying to improve the performance of all elements within the organization to achieve organizational survival (Citraningtyas et al., 2022).

The description of the findings and theoretical studies above shows that most have proven that discipline affects employee performance through work motivation. However, empirically from the results of previous studies, the results were varied and contradictory. Because of that, the researcher is interested in re-testing and obtaining clarity about the influence of these variables. Thus the research gap from several previous researchers, according to (Agung Setiawan, 2013), the results of his research revealed that work discipline does not affect performance. The results of his research reveal that work discipline has a significant effect on performance (Dwi Santoso Tinoring, 2019; Marro Arifah, 2020; Willy Yusnandar, 2021; Deni Marlina, 2021; Jemmi Nur Asia, 2022). Work discipline is the implementation of management to reinforce organizational guidelines (Anwar prabu Mangkunegara, 2017).

According to Hasibuan Malayu SP (2016) work discipline is a person's awareness to comply with organizational regulations and applicable norms, and is willing to obey them. Meanwhile, willingness reflects that employees have the attitude and behavior of a person to comply with the rules, whether written or not in the company. Work discipline can be used as a tool between management and employees, aiming to increase one's awareness and willingness to comply with all applicable rules and norms.(Rivai Veitzhl and Sagala, 2011)

Study (Afianto & Utami, 2017) explained that work discipline will affect employee performance and job satisfaction, both directly and indirectly. Furthermore, Pangarso and Susanti's research (2016; Ekhsan 2019); Isvandiari and Al Idris (2018) put forward the same thing that high work discipline will improve employee performance.

The link between work motivation and work discipline is also explained furtherin(Anwar prabu Mangkunegara, 2017) that work motivation is a condition that moves employees to be able to achieve the goals of their motives, it is this motive that will become the driving force so that the performance of an employee/employee can increase.

McClelland in (Anwar prabu Mangkunegara, 2017) states that good work motivation can be measured by several indicators, namely motive, which is a driving force of the will to work; hope, namely the possibility of achieving something; and

incentives, namely in the form of money if the gift is related to the purpose of carrying out the task which greatly influences performance improvement.

Research result (Lusri & Siagian, 2017) claimed that work motivation is a factor that influences employee performance, besides that work motivation also influences job satisfaction. Study (Muhammad Ekhsan, 2019; Amalia & Fakhri, 2016) suggests that employee performance is influenced by work motivation. Study (van der Kolk et al., 2019)explains that supervision and work motivation affect performance, meanwhile (Ferrell et al., 2016) specifically states that achievement motivation affects performance. Meanwhile, previous research explained that motivation is influenced by work discipline as research by Istiqomah and Suhartini (2015) which states that work discipline affects employee motivation, motivation mediates the relationship between work discipline and performance.

Previous research has proven that discipline is a factor that influences employee performance (Afianto and Utami, 2017; Isvandiari and Al Idris, 2018; Pangarso and Susanti, 2016). Employee performance is also influenced by employee motivation (Amalia and Fakhri, 2016; Ekhsan, 2019; Lusri and Siagian, 2017). Kurniawan and Heryanto (2019) found conflicting results that discipline does not affect employee performance, besides that discipline does not affect performance. The results of previous research explained that there is a relationship between work discipline and motivation on employee performance. However, there are still differences in results and limited testing of the role of motivation as a mediation for the relationship between work discipline and employee performance.

The objectives to be achieved in this study in general are to test (verify) and explain the effect of work discipline on employee performance through work motivation in hospitals with plenary status in Makassar.

This research is expected to contribute to the development of human resources which leads to increased performance. About the concept of work discipline, work motivation, and employee performance. The results of this study contribute to researchers being able to gain learning experience in realistic research and broaden horizons and scientific development in the future, especially human resource management.

2. Method

This type of research is hypothesis testing. The hypothesis used is the explanatory or causal hypothesis, the hypothesis is a hypothesis that states the relationship of one variable causes changes in other variables.

The variables in this study consist of dependent, independent and intervening variables. The dependent variable is work motivation, the independent variable is work discipline and the intervening variable is employee performance.
This research was conducted at a hospital with plenary status according to data collected by researchers through the national hospital accreditation commission of Makassar.
Population is territorygeneralizations consisting of objects or subjects that have certain qualities and characteristics that have been determined by researchers to be studied

and then conclusions drawn (Arikunto, 2019). In this study the population that will be used as the research population is employees with permanent employee status in the managerial structure of a hospital with plenary status in Makassar.

The simple random sampling technique is a random sampling technique in the population. In line with this (Sugiyono, 2014) explains that sampling from the population is carried out randomly without regard to the strata in that population. Using a simple random sampling technique is able to provide more accurate answers to the population without regard to the strata of the population members selected to be members of the sample.

The results of the calculation of the formula above amount to 93.70 and then rounded up to a minimum of 94 people who will be used as samples for research, so that in this study the sample used was 94 medical staff in hospitals with plenary status in the city of Makassar.

Data Types and Sources

Quantitative Data

The data that is calculated is in the form of numbers obtained from the values listed on the short questionnaire for each variable which is then converted into a descriptive interpretation so that conclusions can be drawn

Qualitative data

Data obtained from opinions, assumptions, respondents, then processed into figures so that they can be interpreted and concluded.

Data source

Data is collected by the researchers themselves directly from the first source or where the object of research is carried out. Secondary data is data that has been collected for purposes other than solving the problem at hand. This data can be found quickly.

Method of collecting data

Observation is careful and systematic observation and recording of the symptoms being studied (Kumar, 2011). Through observation, researchers can see and formulate a clearer description of the conditions of each research object. This technique is used when the research is aimed at studying human behavior, work processes, natural phenomena and is carried out on respondents who are not too large.

Data analysis method

The statistical method used to test the hypothesis is to use path analysis with the help of SPSS for windows software. After all the data in this study has been collected, then data analysis is carried out which consists of, *Data Quality Test (Research Instrument)*

Testing the quality of the data (research instrument) was carried out by distributing questionnaires, so the willingness and thoroughness of the respondents to answer each question was very important in this study. The validity of an answer is determined by the specified measuring instrument. For this reason, in testing the data quality of this primary data, the researcher conducted a validity and reliability test.

Hypothesis Test with Path analysis

In this study, data analysis used regression analysis with intervening variables. To examine the influence of intervening variables, path analysis methods are used.

Based on the path analysis, it can be seen that the amount of direct and indirect influence between variables.

Partial Significance Test

This test is to find out whether the effect of each variable This test is carried out by comparing the tcount value of each variable with the ttable value at the 0.05 confidence level. If the tcount > ttable, then the independent variable has a significant influence on the dependent variable. Determination Coefficient Test (R2)

According to Sugiyono (2019) to get the correlation value (R) of the X and Y variables and the determination correlation value (R Square). In order to be able to provide an interpretation of the correlation coefficient found to have a large or small value, it can be guided by the provisions that have been set.

3. Results

This research was conducted in November - January 2023, taking place in several hospitals with plenary status of Makassar, this research was carried out to review and analyze empirically and theoretically regarding the effect of work discipline on employee performance with work motivation as an intervening variable in hospitals with plenary status of Makassar.

From the data obtained, the description related to the questionnaire item on the employee performance variable that gets the highest score is the third indicator related to work adaptation. The researchers use the time allotted as much as possible to complete the job with a total score of 375 with an average score of 3.98.

3.1 Results of the Work Motivation Questionnaire

Descriptive analysis of respondents' answers about the Work Motivation variable is based on the respondents' answers to statements such as those contained in the questionnaire distributed to the respondents. Then the writer interprets these answers based on the highest score of the work motivation variable.

From the elaboration above, it can be concluded that from the description related to the questionnaire items on the work motivation variable that gets the highest score, it is the first indicator related to Motive. The researchers feel compelled to complete tasks faster and better obtained a total score of 428 with an average score of 4.55.

3.2 Research Instrument Test

3.2.1 Validity Test

Validity Test is used to test the extent to which the accuracy of the measuring device can use the concept of the symptoms and events being measured. Validity test is used to measure whether or not a questionnaire is valid, for a questionnaire it can be said to be valid if a statement or item in the questionnaire is able to reveal something that the questionnaire will measure. In the validity test it is calculated by comparing the value of r table, if rcount > rtable then the indicators of the research variables can be said to be valid. The r table value for n = 94 is 0.170. The following is a table of validity test results using the IBM SPSS V.26 application,

3.2.2 Reliability Test

Reliability Test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time.

The reliability test in this study was to use the calculated Cronbach's alpha value, if the calculated Cronbach's alpha value was > 0.600 Reliability was acceptable. Testing the reliability for each variable obtained the following data.

3.3 Hypothesis Testing
3.3.1. Model I Regression Analysis

Variable	Compute Cronbach's Alpha Value	Information
Work Discipline	0.776	Reliable
Employee Performance	0.690	Reliable

Table 1.1 Regression Analysis Model I
Regression analysis model 1 (one) is used to determine the strength of the relationship of the independent variables (independent) of work discipline, as well as work motivation on the dependent variable (dependent) of employee performance. In the regression analysis model 1 (one) the structural equation is:
Employee Performance = b1 X1 + b2 Y1 e1

Based on Table 5.12 by paying attention to the numbers in the Unstandardized Coefficient Beta column, the multiple regression equation can be arranged as follows

Table 1.2 Regression Analysis Model I
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	1,766	2,398		.736	.463
	Work Discipline	.784	081	.676	9,658	.000
	Work motivation	.243	.073	.232	3.315	001

Dependent Variable: Employee Performance

Based on the table above, the two independent variables have a significant effect on performance. From the coefficients, the regression equation is obtained as follows: Y = 1.766 + 0.784 X1 + 0.243 Y1+ e Information :
Y2   = Employee Performance
X1   = Work Discipline
Y1   = Work Motivation

e   = error Term

   From the regression equation, it can be explained that the regression coefficient of the work discipline variable is 0.784 with the assumption that if the work discipline variable increases by one point, it can be predicted that the employee performance variable will also increase by 0.784. The regression coefficient of the work motivation variable is 0.243 with the assumption that if the work motivation variable increases by one point, it can be predicted that the employee performance variable will also increase by 0.243.

   By looking at the linear regression equation above, it can be explained that:

1) If work discipline is high, then the performance of employees in hospitals with plenary status of Makassar will increase.
2) If work motivation is high, the performance of employees at hospitals with plenary status of Makassar will increase.

3.4 Test the Significance of Individual Parameters (t test)

Statistical test t was conducted to determine whether the variables of work discipline, work motivation partially affect the performance of employees in hospitals with plenary status of Makassar. The criteria used to see the effect of work discipline variables, work motivation have a partial effect on employee performance in hospitals with plenary status in the city of Makassar by looking at the probability value (p-value) in the Cofficients table (appendix). From the results of calculations with SPSS, it can be seen that the value of t is as follows:

Table .1.3 Value of t Count Regression Model I

Variable	t value	Sig. Value	Information
Work Discipline	9,658	0.000	Significant
Work motivation	3.315	0.001	Significant

Source : Output Spss v.26

   Based on the data presented in the table above, it can be explained as follows:

1. The effect of work discipline on employee performance at hospitals with plenary status of Makassar. From the results of calculations using SPSS, the t count is 9.658 with a probability (p value) of 0.000. The probability value is smaller than alpha (5%). Thus, it can be concluded that work discipline affects the performance of employees at the plenary status hospital of Makassar. This means that the research hypothesis which states that "There is a positive influence between work discipline on employee performance at hospitals with plenary status of Makassar". It was proven significantly.
2. The influence of work motivation on employee performance at hospitals with plenary status of Makassar. From the results of calculations using SPSS, the t count is 3.315 with a probability (p value) of 0.001. The probability value is smaller than alpha (5%). Thus, it can be concluded "There is a positive influence between work motivation on employee performance at hospitals with plenary status of Makassar". It was proven significantly.

3.5 Test the Coefficient of Determination of Model I

The coefficient of determination (R2) of model 1 (one) aims to determine the ability of the variables of work discipline and work motivation as a whole in explaining employee performance variables. The results of the analysis of the coefficient of determination can be seen as follows:

Table 1.4 The coefficient of determination of the regression model I

Summary models

Model	R	R Square	Adjusted Square	R std. Error of the Estimate 1
	.818a	.670	.662	1,399

a. Predictors: (Constant), Work Motivation, Work Discipline

The results of the determination analysis can be seen in the Model Summary output from the results of multiple linear regression analysis. Based on the output, the value (R Square) is 0.670 or 67.0%. This shows that the percentage of the influence of work discipline and work motivation on employee performance is 67.0%, while the rest is influenced or explained by variables outside the research model.

3.5.1 Regression Analysis Model II

Regression analysis of model II (two) is used to determine the strength of the relationship of the independent variables (independent) of work discipline, as well as work motivation on the dependent variable (dependent) of employee performance. In the regression analysis model 1 (one) the structural equation is:

Work discipline = b1 X1 + b2 Y1 e1

Based on Table 1.5 by paying attention to the numbers in the Unstandardized Coefficient Beta column, the multiple regression equation can be arranged as follows

Coefficientsa

Model		Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	11,928	3.177		3,754	.000
	Work Discipline	.563	099	.508	5,663	.000

Dependent Variable: Work Motivation

Based on the table above, the work discipline variable has a significant effect on work motivation. From the coefficients, the regression equation is obtained as follows:

Work Motivation = 11.928 + 0.563 X1 + e Information :

X1   = Work Discipline

e   = error Term

From the regression equation, it can be explained that the regression coefficient of the work discipline variable is 0.563 with the assumption that if the work discipline variable increases by one point, it can be predicted that the work motivation variable will also increase by 0.563.

By looking at the linear regression equation above, it can be explained that: If work discipline is high, then work motivation will increase in hospital employees with plenary status of Makassar.

3.5.2 Test the Significance of Individual Parameters (t-test)

Statistical test t was conducted to determine whether the variables of work discipline, work motivation partially affect the performance of employees in hospitals with plenary status in the city of Makassar. The criteria used to see the effect of work discipline variables, work motivation have a partial effect on employee performance in hospitals with plenary status of Makassar by looking at the probability value (p-value) in the Cofficients table (appendix). From the results of calculations with SPSS, it can be seen that the value of t is as follows:

Table 1.6 Value of t Calculated Regression Model II

Variable	t value	Sig. Value	Information
Work Discipline	5,663	0.000	Significant

Source : Output Spss v.26

Based on the data presented in the table above, it can be explained as follows: The effect of work discipline on work motivation in hospitals with plenary status in the city of Makassar. From the results of calculations using SPSS, the t count is 5.663 with a probability (p value) of 0.000. The probability value is smaller than alpha (5%). Thus, it can be concluded that work discipline has an effect on work motivation in hospitals with plenary status of Makassar. This means that the research hypothesis which states that "There is a positive influence between work discipline on work motivation in hospitals with plenary status of Makassar" It is proven to be significant.

3.5.3 Test the Coefficient of Determination of Model II

The coefficient of determination (R2) of model II (two) aims to determine how much the overall ability of the work discipline variable in explaining its effect on work motivation. The results of the analysis of the coefficient of determination can be seen as follows:

Table 1.7 The coefficient of determination of the regression model II

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.508a	.258	.250	1991

Predictors: (Constant), Work Discipline

The results of the determination analysis can be seen in the Model Summary output from the results of multiple linear regression analysis. Based on the output, the value (R Square) is 0.258 or 25.8%. This shows that the percentage of the influence of work discipline on work motivation is 25.8%, while the rest is influenced or explained by variables outside the research model.

3.5.4 Path Analysis

Path Analysis Testing this research using path analysis. Path analysis is an extension of multiple linear regression analysis. Regression analysis was performed twice. The first regression analysis is to determine the strength of the relationship of the independent variable to the intervening variable. The second regression analysis is

to determine the strength of the relationship of the independent variable to the dependent variable.

3.5.5 Interpretation of Pathway I & II

Interpretation of Path I Analysis to test the direct effect of work discipline variables on employee performance, based on the regression results shown in Figure 5.1, the unstandardized coefficients beta value of work discipline variable on employee performance is 0.784. The unstandardized coefficient beta value of 0.784 is the P1 path value. The direct effect of work motivation on employee performance, based on the results of data processing obtained unstandardized coefficients beta variable work motivation on employee performance of 0.243. The unstandardized beta coefficients value of 0.243 is the P2 path or path value, path II analysis is to test the direct effect of work discipline on work motivation, based on the results of the regression output, the value of unstandardized coefficients beta on the work discipline variable on work motivation is 0.563. The unstandardized coefficient beta value of 0.563 is the P3 path value. Meanwhile, the P4 path, which is the effect of work discipline on performance through work motivation, has a value of 0.441.

Based on the R2 test, the value of e1 = 1- R2 = 1- 0.670 = 0.33. The empirical causal effect between work discipline and work variables on employee performance is described through structural equation 1 (one), employee performance = 0.748 work discipline + 0.243 motivation Work + 0.33. Based on the R2 test shown in Table 5.9, the value of e2 e2 = 1- R2 = 1- 0.258 = 0.75 is obtained. Empirical causal influence between work discipline variables on work motivation through structural equation 2 (two), work motivation = 0.563 work discipline + 0.75 e2.

Direct and Indirect Effects In the path model, this study will explain the direct and indirect effects of research variables as follows:

Table 1.8 Direct and Indirect Influence on the path model

Model	Unstandardized coefficient beta	t	sig	R2
Structural Equations X1,Y1 to Y2				
p1 x1 y2	0.784	9,618	.000	0.670
p2 y1 y2	0.243	3.315	001	
Structural Equation 2 X1 to Y1				
p3 x1 y1	0.563	0.050	.000	0.258

Source : Output Spss v.26

The Effect of Work Discipline on Employee Performance Direct Influence (X1Y2) = 0.784

Indirect effect (through work motivation) = (0.784)*(0.563) = 0.4413

If the indirect effect is greater than the direct effect, it can be concluded that the actual relationship is an indirect or mediating variable. From these results it can be concluded that the motivational variable mediates the influence of work discipline variables on employee performance. This is because the value of the direct effect is

greater than the indirect effect (0.784 <0.4413). Thus it can be concluded that hypothesis 4 in this study is accepted, because work motivation is able to mediate the influence of work discipline on employee performance.

4. Discussion

The discussion in this section includes the analysis in interpreting the results of research found in the field regarding the effect of work discipline on employee performance through work motivation in hospitals with plenary status of Makassar, the construction of this discussion is built based on research facts, related theories which are used as research variables. sourced from existing literature, as well as previous studies which are used as a source of reference in building the discussion in this study. The discussion is focused on realizing research allegations which are answered based on existing empirical facts:

1. The effect of work discipline on employee performance at a hospital with plenary status of Makassar.

Employee performance is closely related to work discipline, they (employees) in an agency or organization are unlikely to receive a good assessment of their performance if they do not apply the disciplinary indicators determined by the agency or organization, according to (Henry Simamora, 2016) states that work discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Because work discipline is a condition in which an employee follows and implements the rules that apply in an organization, these rules are then implemented to achieve the goals set by the organization or organizations in order to create a good working atmosphere in accordance with the norms of the organization, so that a person Disciplined employees will greatly support their performance or job performance, because the discipline they apply will have a direct impact on the quality and quantity of their work.

Research conducted by (Sari Hijayanti, 2016) explains that there is a significant relationship between work discipline on the performance of nurses at Dustira Cimahi Hospital, West Java with the explanation that the higher the discipline applied by an employee, the more it will support his performance, meaning that the better the discipline of an employee, the better the performance will be. it generates. The results found in this study are also in line with the research above where in this study it was found that there is a significant influence between work discipline on employee performance, empirical facts to show the level of influence and even that is supported by data, that the significance value of the work discipline variable is smaller than 0.05 so it was concluded that in this study work discipline had an effect on employee performance.

2. The effect of work motivation on employee performance at a hospital with plenary status of Makassar

Employee performance is something that every organization wants to encourage so that it can be maximized, this is very closely related to how the level of discipline and motivation of employees or employees in an organization means that when the level of discipline and motivation of an employee can be maximized, the performance will be even better. well, research done (Wahyuni, L., & Karneli, 2019) shows a strong influence between work motivation on employee performance. The performance of health workers as a consequence of society's demand for the need for high-quality services, is expected to show a real professional contribution in improving the quality of health services, which has an impact on the organization where they work, and the final impact leads to quality of life and welfare (Mantiri et al., 2022).

3. The effect of work discipline on work motivation in hospitals with plenary status of Makassar

Providing motivation is very important to do so that employees at work can provide the best for the organization directly and can have an impact on their discipline. Research conducted by (Purnomo et al., 2020) indicated that motivation has a positive and significant influence on employee performance. This means, the higher the motivation of employees to the organization, then it encourages employees to get achievements. (Sulaefi, 2019) states that a motivated employee will be energetic and passionate, and conversely an employee with low motivation will often display discomfort and displeasure with his work which results in their performance being poor and purposeful.

4. The effect of work discipline on employee performance through work motivation at a hospital with plenary status of Makassar

An employee who always applies discipline will create high motivation for the work he is carrying out, by him the more disciplined an employee or employee is, the stronger the motivation for his work motives in an organization, research conducted by (Arifah et al., 2020; Yusnandar et al., 2020; Mardianto & Utami, 2020) explains the strong relationship between work discipline on the work motivation of an employee in an organization, the more disciplined an employee will further increase his motivation in working to achieve organizational goals.

The results of this study are supported by several other research results which state that work discipline has a significant effect on the performance of RSUD Dr. Sam Ratulangi Tondano but motivation also plays an important role in improving performance, especially during the Covid-19 pandemic (Mantiri et al., 2022). It is imperative for hospitals to pay serious attention at least to the importance of employee competence and discipline in implementing TQM and employee performance. Meanwhile, leadership plays an important role in influencing the performance of surveyed government-owned hospital employees(AC HE., 2015). There is an influence of discipline on the performance of administrative staff at the hospital. There

is an influence of leadership on the performance of administrative employees. There is an effect of training on the performance of administrative employees and there is an influence of motivation on the performance of administrative employees of Abepura Hospital (Kasim et al., 2016). Work motivation and discipline have a positive and significant effect on the performance of the pharmacy staff at Manembo-nembo Hospital, Bitung, North Sulawesi, Indonesia. This can be interpreted that good motivation and work discipline jointly contribute to improving employee performance (Citraningtyas et al., 2022).

5. Conclusion
Conclusion

From the results of the research conducted, several points that can be concluded in this study are that work discipline has a positive and significant effect on employee performance, these results are consistent with the theory which states that the better the work discipline, the better the employee performance appraisal will be. Work motivation has a positive and significant effect on employee performance, the more motivated an employee is, the more his work ethic will improve. Work discipline has a positive and significant effect on work motivation. And work motivation can be a mediating variable for the relationship between the influence of work discipline on employee performance at a hospital with plenary status (accreditation) in Makassar.

Suggestion

Always maintain and improve the value of employee discipline in order to maintain good performance so that the reputation of the organization will be good. Increasing work motivation so that the effectiveness and efficiency of work becomes even better, in order to maintain the predicate that has been achieved. Carry out development related to values that are able to improve work discipline and work motivation so that employee performance can continue to improve on an ongoing basis. Regarding variables that have not been studied in this study, it is hoped that further research can be used as anaddition so that they can increase knowledge regarding variables that can influence employee performance.

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The Effect of Good Corporate Governance Implementation on Employee Performance With Work Motivation as an Intervening Variable

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Abstract

This study aims to analyze good corporate governance that has an indirect influence on employee performance through work motivation at Perumda Water Supply Makassar City. This study uses a quantitative approach. The data used is primary data. A sample of 99 respondents. The respondent is an employee of Perumda Water Drinking Makassar City. Data collection was carried out through a survey using a questionnaire distributed to respondents. Data were analyzed using multiple regression analysis and path analysis using the statistical package for the social sciences (SPSS) version 26. The results of the study show that good corporate governance has an indirect influence on employee performance through work motivation at the Makassar City Water Supply Perumda. This shows that when high good corporate governance is followed by high work motivation, employee performance will increase and vice versa.
Keywords: Good Corporate Governance, Work Motivation, Employee Performance.

1. Introduction

PDAM is a Regional Owned Enterprise that is included in the category of service providers that are profit oriented with the task of providing clean water services to citizens in an area. PDAM as a government agency in the form of BUMD has a type of service that is included in the group of goods services, namely services that produce various forms/types of goods, in this case, the provision of clean water. In line with the