The Effect Of Suprevision, Motivasion, and Discipline On The Performance Of Military Personnels and Civil Servant Of Dustira Hospital, Cimahi.

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Abstract: *This study aims to examine and analyze the effect of supervision, motivation, and discipline on the performance of military personnels and civil servants of Dustira Hospital, Cimahi. The analyzing data were drawn from the results of questionnaires with 235 respondents. The researcher used Cluster Random Sampling from 570 populations based on the number of the Dustira Hospital's personnels. This research was conducted qualitatively with linear regression analysis methods (Test F). The partial effect of supervision, motivation and discipline on performance was done by testing the statistical t hypothesis. The result shows that supervision, motivation and discipline provide a significant influence on the performance of military personnels and civil servants of Dustira Hospital. The results of the analysis of the coefficient of determination R^2 (Adjusted R Square) is 51,9%, it shows that the performance of military personnels and civil servants of Dustira Hospital is influenced by supervision, motivation, and discipline, while the remaining 48.1% is influenced by other factors which are not examined in this study. The results of the partial analysis show that supervision, motivation, and discipline have significant effect of performance. The results of the analysis of the coefficient of partial determination of beta x zero order show that supervision contributes 22.3%, motivation contributes 14,4 % and discipline contributes 16,3% on the performance of military personnels and civil servants of Dustira Hospital.*
Key words: *Supervision, Motivation, Discipline, Performance.*

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I. Introduction

Anything which possibly causes the health problems to Indonesia's people can create enormous economic losses for the state, and the government's effort in increasing the people's health similarly indicates the nation's long-term investment for the state development. In order to reach this goal, for some decades, the government of Indonesia has been manifesting what is so called proper health services for all Indonesia's citizens by facilitating them with good and appropriate health services. To guarantee this to happen, the government made the policy for having all state-funded hospitals around implement the national health services, in which the military hospital is included within this program.

Dustira hospital is a hospital under the Regional Military of Health III/Siliwangi, structurally under the control of Regional Military Command III/Siliwangi, with the major duty to provide excellent services to especially the Army personnels, civil servants, and their family. However, this policy has created some additional provisions for the hospital to serve the publics, thus potentially decreasing the performance of the hospital personnels. This is indicated by the Head of Army through the instruction for sticking any complaints on public health services to the Head of Regional Military Command. Based on this situation, the researcher conducted interviews and pre-study in Dustira Hospital, resulting in three (3) dominant variables influencing the personnels' performance, that is supervision, motivation, and discipline.

II. Review of Literature

A. Supervision.

According to Handoko (2013:19), supervision is the invention and implementation of ways or tools in order to guarantee that a certain plan is carried out as what has been set beforehand. Meanwhile, related to this, Sondang P. Siagian stated that a supervision is a process of observing the execution of any organizational event to guarantee that all have been carried out as what have been set. From the experts' explanation above, it can be concluded that a supervision is a process of maintaining the event on track to meet the planned goals by comparing the *das sollen* (the expected productivity) with the *das sain* (the real performance), and if any deviation is found, some corrections are urged to be taken.

B. Motivation.

The theory about motivation was derived from the Latin word *movere* which has the similar meaning with *to move*, which means to encourage and to mobilize. Motivation is one of the elements in determining any success on working performances for individuals on any events. Motivation grows on individuals naturally, without any encouragements or with encouragements from a certain party outside these individuals. The influence from the environment and daily need will be highly influential in motivating the appearance of motivation itself. Faustino in Kadarisman (2017:301) revealed that a certain worker's motivation to work can be something complicated since motivation involves some individual factors as well as organizational factors. The earlier factors include the needs, goals, attitudes, and abilities. On the other hand, the latter factors include the payment, job security, co-worker, supervision, praise, and job itself.

C. Discipline.

Singodimedjo in Sutrisno (2016:86-88) stated that a discipline is a person's attitude of willingness and compliance to be obedient and do any shared norms or rules in the surroundings. Good employee's discipline will highly accelerate the process of achieving company's goals, meanwhile the declining discipline will become the obstacles and decelerate the process of reaching the company's goals. In addition, Latainer in Sutrisno (2016:87) adds that discipline is a sort of strength which develops on employees and causes them to freely adapt to any existing policy, rules, or excellent values of a certain job or behavior. On conclusion, the employees' discipline is a person's attitude which suits the rules, or the existing working procedures, or discipline is an attitude, behavior, any act which suit the organization's rules, either written or unwritten.

D. Performance.

Amstrong and Baron in Abdullah (2016:3) stated that a performance is results of work which have a strong correlation with the organization's strategic goals, consumer satisfaction, and giving the contribution to a nation's economy. Besides, Mangkunegara (2009:67) added that the term *performance* was derived from the phrase *job performance* or *actual performance* (the real working achievements achieved by someone). The definition of performance is any results of work, on quality or quantity, achieved by an employee in doing the jobs as the responsibility given to him. Thus, it can be concluded that a performance is a working achievement as a result of the implementation of the organization's workplans and carried out by the employees as their responsibility to reach the organization's goals.

E. Previous Studies

Some studies related to the above-mentioned theories are the research by Ackah David (2015), which found that the motivation is influential to the employee's performance. Meanwhile, Brigita Ria Tumihar (2015) found that it was discipline which was significantly influential to the employee's performance.

F. The Framework of Thought.

Based on the existing theories and the results of the previous studies, it can be concluded that there was found the effect of supervision, motivation, and discipline on the performance of military personnels and civil servants of Dustira Hospital, Cimahi. Therefore, related to it, the researcher developed a framework of thought as can be seen in the following Figure 1.
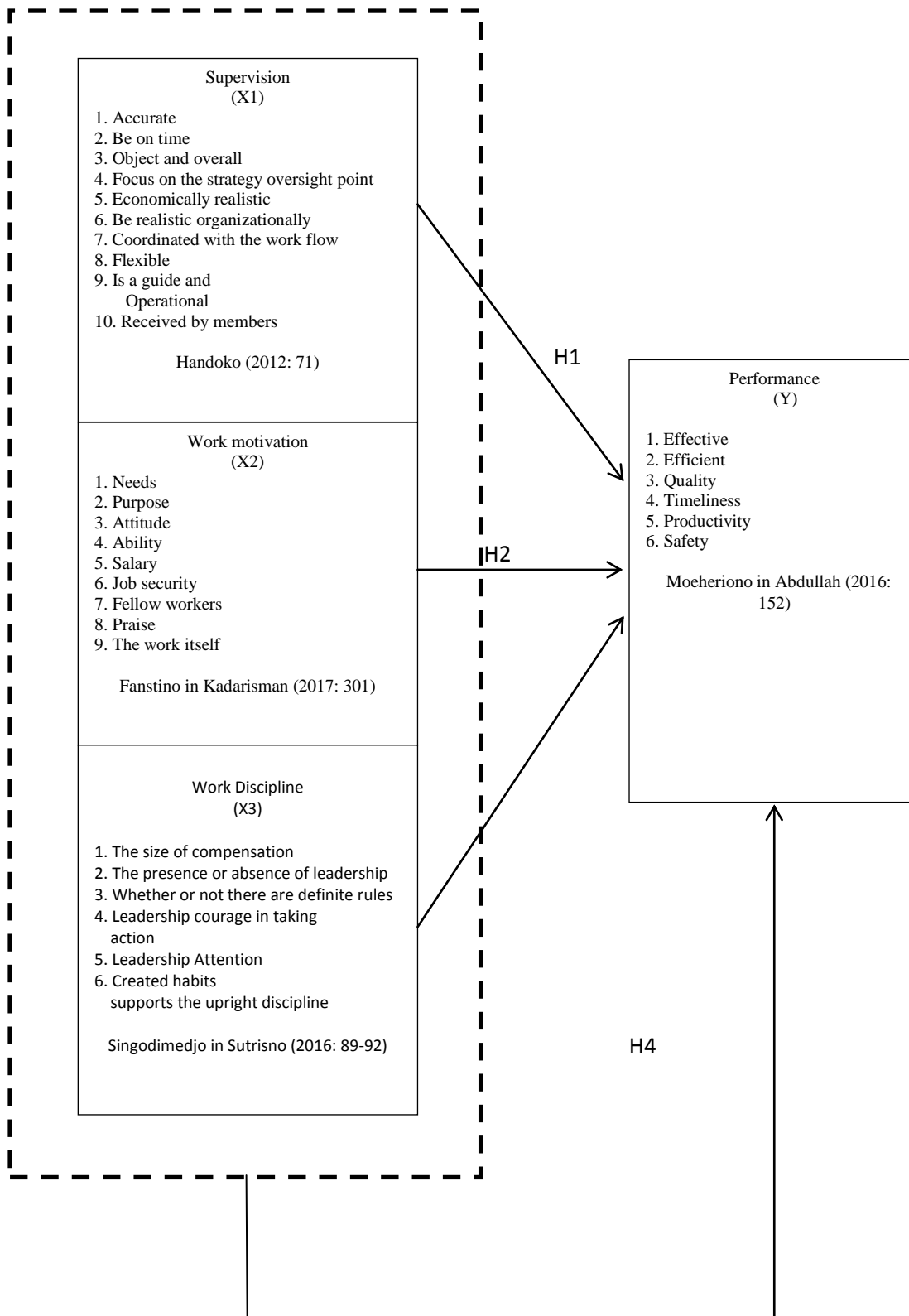
Figure 1 The Model of Framework of Thought

G. Hypotheses.

        Referring to the above-mentioned framework, the hypotheses were formulated as follows:

1) H1: Supervision is influential on the performance of military personnels and civil services of Dustira Hospital, Cimahi

2) Motivation is influential on the performance of military personnels and civil services of Dustira Hospital, Cimahi

3) Discipline is influential on the performance of military personnels and civil services of Dustira Hospital, Cimahi

4) Supervision, motivation, and discipline are altogether influential on the performance of military personnels and civil services of Dustira Hospital, Cimahi

III. Research Methodology

A. Population and Sample.

The population of this research were the military personnels and civil servants of Dustira Hospital. Through the employment of *Slovin sampling*, there were 235 respondents out of 570 who became this research respondents.

B. The Method of Data Analysis

The research design in this research was descriptive method with quantitative approach. The technique of data analysis was employed to test the hypotheses. The statistical test tool used in this research was the multiple linear regression.

IV. Results And Discussions

A. Validity Test.

The results of validity test with the variables of supervision (X1) resulted in 20 statements, of motivation (X2) resulted in 18 statements, of discipline (X3) resulted in 12 statements, and of performance (Y) resulted in 12 statements. If the coefficient of correlation was bigger than or the same as 0.30, the statements are valid. Based on the results of data analysis by using the correlation of *Pearson product moment* (r), it was obtained the results as presented in Table 1.

Table 1. The Results of Validity Test

Variables	Numbers of Question	Range Value of r count	r value, critical	Conclusion
Supervision	20	0,326-0,899	0,300	Valid
Motivation	18	0,353-0,890	0,300	Valid
Discipline	12	0,355-0,867	0,300	Valid
Performance	12	0,396-0,855	0,300	Valid

B. Reliability Test.

The reliability test was carried out to investigate whether the measurement tool arranged in the forms of questionnaires were reliable. Dealing with this, a certain measurement tool is called reliable when it is repeatedly used and it is able to show similar or almost similar results. If the reliability value of each variable (*Alpha Cronbach's*) is bigger than the critical point 0.600, it can be said that it is reliable. The results are presented in Table 2.

Table 2 The Results of Reliability Test

No	Variable	Cronbach's Alpha	Critical Point	Conclusion
1	Supervision	0,908		Reliable
2	Motivation	0,911	0,600	Reliable
3	Discipline	0,854		Reliable
4	Performance	0,873		Reliable

C. Normality Test.

In this research, in detecting whether the data were normally distributed and not carried out through the use of *Kolgomorov Smirnov* analysis and the graphic analysis of normal probability plot. In Figure 2, the result of normality test was normal if the data points were spreading around the diagonal lines.
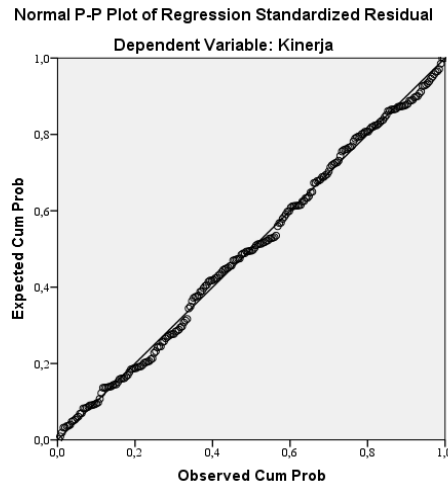
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Kinerja

Figure 2 Normality Test

D. Multicollinearity Test.

The multicollinearity test is a condition in which in the regression model, it was found the perfect or almost perfect correlation among the independent variables. In good regression model, no perfect or almost perfect correlation was found among the independent variables (the correlation value is 1 or near 1). To find out whether a certain regression model is free from multicollinearity can be from checking the VIF number (VIF stands for Variance Inflation Factor) which must be less than 10 and the tolerance number is more than 0.1

Table 3 Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Pengawasan	,947	1,056
	Motivasi Kerja	,959	1,043
	Disiplin	,946	1,057

a. Dependent Variable: Kinerja

The tolerance value of all independent variables > 0.1 and the VIF value of all independent variables < 10. Thus, it can be concluded that, in this data, no multicollinearity was found.

E. Heteroskedasticity Test.

Good regression model is indicated by the absence of heteroskedasticity. The basis of decision making was that there was no certain pattern existing, such as points forming a certain regular pattern (wavy, spreading out and narrowing down), there was no heteroskedasticity was found.
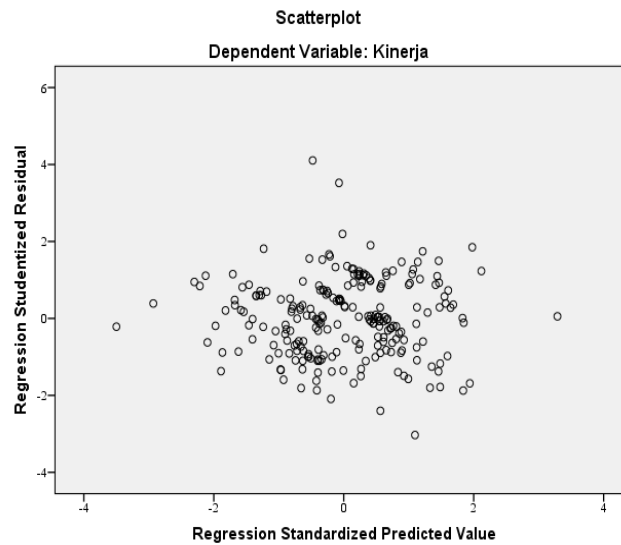
Scatterplot

Dependent Variable: Kinerja

Figure 3 Heteroskedasticity Test

F. The Analysis of Multiple Linear Regression

The analysis of multiple linear regression was employed in estimating the coefficients of linear equations, involving one or two independent variables which can be suitably used in predicting the dependent variable value.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Note:

Y : Variables' predicted values of the military personnels and civil servants
X1 : Supervision
X2 : Working Motivation
X3 : Discipline
b0 : Constanta
b1, b2 : Regression Coefficients

The results of data analysis are as follows:

Table 4 The Analysis of Multiple Linear Regression

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,681	1,996		5,351	,000
	Pengawasan	,269	,030	,416	8,940	,000
	Motivasi Kerja	,241	,034	,324	7,007	,000
	Disiplin	,352	,048	,340	7,285	,000

a. Dependent Variable: Kinerja

The following equation of linear regression:

$$Y = 1{,}681 + 0{,}269 \ X1 + 0{,}241 \ X_2 + 0{,}352 \ X3$$

The coefficient of the equation can be explained as follows:

b0 (Constanta) = 1.681 This indicates that if supervision, working motivation, and discipline are constant or no improvement, the performance of military personnels and civil servant is 1.681

b1= 0.269 This indicates that if there is in a unit improvement on supervision, it will cause to the improvement of the performance of military personnels and civil servants as counted 0.269

b2 = 0241 This indicates that if there is in a unit improvement on working motivation, it will cause to the improvement of the performance of military personnels and civil servants as counted 0.241

b3 = 0.352   This indicates that if there is in a unit improvement on discipline, it will cause to the improvement of the performance of military personnels and civil servants as counted 0.241

G. Coefficient of Determination (R^2)

The coefficient of determination is a value which shows an independent variable's simultaneously enormous effect to the dependent variable. The output is obtained as follows:

Table 5 Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,725[a]	,525	,519	1,619049

a. Predictors: (Constant), Disiplin, Motivasi Kerja, Pengawasan

b. Dependent Variable: Kinerja

Based on the above table, it was obtained the information that the Adjusted R-*square* is 0.519 or 51.9%. The value indicates that the supervision, working motivation, and discipline simultaneously give contribution or effect on the military personnels and civil servants as counted 51.9%, while the remaining (100%-51.9%) = 48.1% was influenced by the other variables which are identified or examined in this research. By the use of Beta x Zero order formula, it was found the partial effect of each variables: Supervision 22.2%, Motivation 14.4%, and Discipline 16.3%.

H. Simulant's Hypotheses Test (F Test)

The partial hypotheses test (t-test) was carried out to test whether the supervision, motivation, and discipline, partially, were significantly influential on the performance of military personnels and civil servants. The statistical hypotheses formula is as follows:

Ho: $\beta1 = \beta2, = 0$ There is no significant influence of supervision, working motivation, and discipline on the performance of military personnels and civil servants in Dustira Hospital

Ha: $\beta1 \neq \beta2 \neq 0$ There is significant influence of supervision, working motivation, and discipline on the performance of military personnels and civil servants in Dustira Hospital. The probability = 0.05

Criteria:

Reject the Ho if the value of F count > F table,

Accept Ho if the value of F count < F table

Table 6 F ANOVA Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	669,514	3	223,171	85,137	,000[b]
	Residual	605,525	231	2,621		
	Total	1275,039	234			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Disiplin, Motivasi Kerja, Pengawasan

Based on the table above, it can be seen that the value of F count is 85.137 with the significance value is counted 0.000. This value becomes the statistics test that will be compared to the value of F table, in which in F table for $\alpha = 0,05$ and df1: 3 and df$_2$: n-k-1 (235-3-1) = 231, thus the obtained value for F_{tabel} is 2,644. In this data, because the Fcount (85.137) is bigger than the Ftable (2.664), thus in the degree of error 5% ($\alpha=0,05$), thus rejecting the Ho and accepting the Ha. This indicates that with the level of trust 95%, it can be concluded that the supervision, working motivation, and discipline are significantly influential on the performance of military personnels and civil servants in the hospital.

I. Partial Hypotheses Test (*t*-test)

The partial hypotheses test (*t*-test) was carried out in testing whether the supervision, motivation, and discipline, partially, were significantly influential to the performance of the military personnels and civil servants. The output results of the *t*-test are as follows:

Table 7 The Partial Hypotheses test (t-test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,681	1,996		5,351	,000
	Pengawasan	,269	,030	,416	8,940	,000
	Motivasi Kerja	,241	,034	,324	7,007	,000
	Disiplin	,352	,048	,340	7,285	,000

a. Dependent Variable: Kinerja

The partially statistical hypotheses which were tested in this research are as follows:
1. Supervision
H_o: $\beta1 = 0$ Partially, the supervision is not significantly influential on the performance of military personnels and civil servants in Dustira Hospital
H_1: $\beta1 \neq 0$ Partially, the supervision is significantly influential on the performance of military personnels and civil servants in Dustira Hospital
2. Working Motivation
H_o: $\beta1 = 0$ Partially, the working motivation is not significantly influential on the performance of military personnels and civil servants in Dustira Hospital
H_1: $\beta1 \neq 0$ Partially, the working motivation is significantly influential on the performance of military personnels and civil servants in Dustira Hospital
3. Discipline
H_o: $\beta2 = 0$ Partially, the discipline is not significantly influential on the performance of military personnels and civil servants in Dustira Hospital
H_2: $\beta2 \neq 0$ Partially, the discipline is significantly influential on the performance of military personnels and civil servants in Dustira Hospital

Criteria:
Reject Ho if tcount > ttable or tcount < ttable
The level of significance (α) is 5%, db= (n-k-1) 235-3-1 = 231, by two-tailed testing it was obtained the ttable 1.970
The supervision is significantly influential on the performance of military personnels and civil servants because the tcount value (8.940) is bigger than ttable value (1.970). Thus, because tcount was at the rejecting area of H0, the H0 is rejected. This indicates the supervision's significant effect on the performance of military personnels and civil servants in Dustira Hospital.
The working motivation is significantly influential on the performance of military personnels and civil servants because the tcount value (7.007) is bigger than ttable value (1.970), and because tcount was at the rejecting area of H0, thus the H0 is rejected. This indicates the supervision's significant effect on the the performance of military personnels and civil servants in Dustira Hospital.
The discipline is significantly influential on the performance of military personnels and civil servants because the tcount value (7.285) is bigger than ttable value (1.970), and because tcount was at the rejecting area of H0, thus the H0 is rejected. This indicates the supervision's significant effect on the performance of military personnels and civil servants in Dustira Hospital.

J. The Matrix of Inter-Dimension Correlation
The analysis was carried out to test the strength of a certain dimension on variable X to the dimension on Variable Y. The weakest correlation indicates the potential of performance (Y) to decline, caused by whether the measurement of variable X is maintained or not. From the data analysis, the table presented as follows:

Table 8 Inter-Dimension Correlation

Variabel	Dimensi		Efektif (Y1.1)	Efisien (Y1.2)	Kualitas (Y1.3)	Kinerja (Y) Ketepatan Waktu (Y1.4)	Produktifitas (Y1.5)	Keselamatan (Y1.6)
Pengawasan (X1)	Akurat	(X1.1)	**0.004**	0.455	0.461	0,080	0.044	0.053
	Tepat Waktu	(X1.2)	0.053	0.052	0.170	0.043	0.201	0.191
	Obyek dan Menyeluruh	(X1.3)	0.097	0.065	0.007	0.116	0.008	0.027
	Terpusat pada Titik Pengawasan Strategi	(X1.4)	0.124	0,100	0.162	0.039	0.089	0.197
	Realistis Secara Ekonomis	(X1.5)	0.044	0,053	0.046	0.124	0.094	0.517
	Realistis Secara Organisasional	(X1,6)	0.062	0.114	0.040	0.028	**0.006**	0.041
	Terkoordinasi Dengan Aliran Kerja	(X1,7)	0.130	0.039	0.013	0.105	0.093	0.527
	Fleksibel	(X1.8)	0.141	0.076	0.112	0.025	0.107	0.696
	Bersifat Petunjuk dan Operasional	(X1.9)	0.023	0.042	0.066	**0.004**	0.127	0.136
	Diterima Para Anggota	(X1.10)	0.139	0.078	0.130	0.007	0.141	0.260
Motivasi (X2)	Kebutuhan	(X2.1)	0.019	0.020	0.092	0.025	0.059	0.035
	Sikap	(X2.2)	0.087	0.076	0.012	0.036	0.045	0.070
	Tujuan	(X2.3)	0.013	0.026	0.074	0.014	0.680	0.006
	kemampuan	(X2.4)	0.039	0.032	0.674	0.074	0.069	0.134
	Gaji	(X2.5)	0.051	0.062	0.045	0.108	0.104	0.028
	Keamanan Pekerjaan	(X2,6)	0.054	0.037	0.028	0.067	0.135	0.114
	Sesama Pekerja	(X2.7)	0.083	0.128	0.042	0.146	**0.002**	**0.003**
	Pujian	(X2.8)	0.058	**0.002**	0.127	0.080	0.008	0.646
	Pekerjaan itu Sendiri	(X2.9)	0.029	0.064	0.088	0.025	0.152	0.126
Disiplin (X3)	Besar Kecilnya Kompensasi	(X3.1)	0.048	0.174	0.553	0.172	0.152	0.161
	Ada tidaknya Keteladanan Pimpinan	(X3.2)	0.091	0.057	0.012	0.080	0.085	0.071
	Ada tidaknya Aturan yang Pasti	(X3.3)	0.144	**0.008**	0.118	0.093	0.017	0.556
	Keberanian Pimpinan Mengambil Tindakan	(X3.4)	0.027	0.547	0.017	0.067	0.028	0.160
	Perhatian Pimpinan	(X3.5)	**0.009**	**0.005**	0.096	0.022	0.090	0.213
	Diciptakan Kebiasaan Disiplin	(X3.6)	0.090	0.025	0.128	0.109	0.010	0.212

From the table, the weakest correlation is found on variable Supervision (X1.1) to the variable of Performance (Y1.1) and (X1.9) with (Y1.4), by correlation value 0.004. In variable of motivation, the weakest correlation was found in the correlation (X2.8) with (Y1.2) and (X2.7) with (Y1.5), by correlation value 0.02. Meanwhile, in variable of discipline, the weakest correlation is on (X3.5) with (Y1.2), by correlation value 0.005.

K. Discussion

From the results of matrix of inter-dimension correlation above-presented, it can be found the either strong effect or the weak effect. The strong effect is good to maintain while the weak effect must be given solution through the implementation of good management of human resources, in order to improve the performance in the future. What should be given more attention is that from the analysis of inter-dimension between supervision and performance above, it can be found the correlation between accurate dimensions on the variables of supervision, with the effective dimension on the very weak variable of performance. This is in line with that Saydam (2013) has stated that properly adhered supervision is carried out by the direct superintendents, adhered obsolete, and must be carried out continuously in order to avoid any devolution.

In this case, mainly, this adhered supervision should be accurate on the subordinates' fields of work, in the forms of proper operational instruction about job, realistically implemented and thus the performance implemented can be carried out effectively, on time, and resulted in high productivity. However, if the supervision is carried out with no focus on the supervised objects and lack of act examples and not carried out by all level of organization, this will result in less-optimum performance. This is in line with that Berend Van Der Kolk et al (2018) stated that supervision will give positive impacts on the intrinsic and extrinsic motivation, in which both are possibly increasing the performances. This possibly happens referring to the fact that the health service is a kind job which tends to happen repeatedly, thus the human errors will possibly happen. Thus, Dustira hospital must improve their supervision to achieve the possible improvement for the upcoming employees' performances.

Next, it was found that there is the correlation among the dimension between workers or employees with the dimension of safety, the dimension between workers with the dimension of productivity, and the dimension of compliment with the dimension of efficiency. From this data, it can be seen that the inharmony working relationship among workers and lack of rewards from the superintendents will result in the less optimally efficient working productivity. The effect of motivation to the dimension performance in this condition is in line with the result of research by Thosan Owusu (2012), stating that when the motivation was raised, this will improve the individual performance. This is also similar to the theory from Kreitner and Kinicki (2016) which stated that working enrichment by conducting work rotations will alleviate the boredom among workers, thus encouraging the mastery of both work and motivation. Therefore, Dustira hospital needs to encourage and raise the motivation to achieve the improvement of the upcoming employees' performance.

Next, from the analysis among dimensions on the variable of discipline on the next variable of performance, that is the dimension of superintendent's concern or attention with the dimension of effectivity, the dimension of the existing rules with the dimension of efficiency, and the dimension of superintendent's concern with the dimension of efficiency, show that the lack of superintendent's attention or concern and less specific the rules shared within the organization has caused the less effective and efficient the working results. This is in line with what Hersey said that performance, more or less, was caused by what was acronymized as ACHIEVE, particularly the H for HELP, which is in this situation referring to the support from the organization. This is like what Ivonne A.S Sajang (2013) stated that the working motivation, work discipline, and work satisfaction are significantly influential on the employees' performance. Therefore, the Head of Dustira Hospital needs to encourage the superintendent's attention, particularly in the level of supervisors, making some specific rules and norms, and creating some disciplines which can encourage the employees' personality to be better, thus will result in the more positive performance for the upcoming employees.

V. Conclusion And Suggestion

A. Conclusion
From the analysis and discussion, it can be drawn conclusions as follows:
1. That supervision is influential on the performance of military personnels and civil servants of Dustira Hospital
2. That motivation is influential on the performance of military personnels and civil servants of Dustira Hospital
3. That discipline is influential on the performance of military personnels and civil servants of Dustira Hospital
4. That supervision, motivation, and discipline are influential on the performance of military personnels and civil servants of Dustira Hospital

B. Suggestion
1. Related to Supervision:
1) Supervision must be given through clear working instructions
2) Empowering the internal controlling system (SPI)
3) Creating displays about the job implementation and place it at every department or service unit.
4) Creating pamphlets on a place in which the error and risks of working procedure were attached.
2. Related to Motivation
1) The need of empowering the compliment after finishing the jobs
2) Having work rotations on the basis of employees' competence
3) Always having internal meeting and briefing on task which involves all team members
4) Building informal compactness through dining event in one of the member's house. This can also be achieved through the family gathering.
3. Related to Discipline
1) Help to improve the employee's prosperity by giving the appropriate and sufficient incentives on the basis of the job's density, risks, and responsibility

2) Give counselling assistance for the civil servants by calling up the competent experts for the success in the test of the rank raise.

4. Research on human resources related to performance needs to be conducted by other researchers through studies using other variables which have not been discussed, identified, or examined in this research. This is expected to create the enrichment on the management of human resource from some other aspects, which might be found within a certain organization, generally or specifically.

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