



EFFECT OF CULTURE ORGANIZATION OF WORK AND COMMITMENT TO WORK DISCIPLINE AND ITS IMPACT ON THE PERFORMANCE OF MENTAL HOSPITAL NURSES IN THE PROVINCE OF BALI

I Wayan Murjana

University of Mahasaraswati Denpasar

brojm73@gmail.com

Putu Kepramareni

University of Mahasaraswati Denpasar

pkepramareni@yahoo.co.id

I Wayan Widnyana

University of Mahasaraswati Denpasar

wid_giranda@yahoo.co.id

ABSTRACT

Hospital as a health service institution that is capital and human resource intensive, requires a good organizational culture so that the available resources can be used effectively and efficiently to achieve the stated goals. Many factors can affect patient satisfaction, in addition to being influenced by the quality of service or service, customer satisfaction is also determined by the effect of individual employee performance. Nurses are one of the human resources who play a very important role in hospital services, this is because nurses are the most number of workers, and nurses as a professional group who work 24 hours in a hospital. Nurses' performance appraisal at the Bali Provincial Mental Hospital using an evaluation of ongoing professional practice (*OPPE*) is a systematic process for gathering information about the performance of nurses' professional practice. The issue of work discipline at the Bali Provincial Mental Hospital is a matter of concern because there appears to be a decrease in employee discipline that can be seen from the indicator of participation in the morning disciplinary action that is held every day. Organizational culture is a system that is believed and values developed by organizations where it guides the behavior of members of the organization itself. The inculcation of organizational cultural values starts from how the company founder makes a code of conduct that includes what organizational culture will be developed in the organization. Organizational commitment itself is an attitude shown by individuals with the identification, involvement and loyalty to the organization, as well as the desire to remain in the organization and not willing to leave the organization under any circumstances. Good employee work discipline will also help achieve organizational goals, while low discipline will slow down the achievement of organizational goals.

Keywords: Consumer satisfaction, Performance, Work discipline, Organizational culture, Organizational commitment

INTRODUCTION

Hospitals as a health service institution that is capital and human resource intensive, need a good organizational culture so that the available resources can be used effectively and efficiently to achieve set goals. In the future, the main key to the success of the hospital lies in two main things, namely the utilization of resources, especially human resources effectively and efficiently, and satisfaction of the hospital service users (patients and families) (Alma, 2015). Patients as recipients of hospital services today are different from patients in the past. Now patients are increasingly educated and tend to be varied in meeting their health needs, so that satisfaction is fulfilled and aware of their rights. If the services provided are as desired, then the patient will be satisfied, if the opposite happens, it will cause loss of patient interest in treatment and this will cause the patient to have a *image*



negative of the company, which will result in a decrease in the number of patients which will eventually lead to a reduction in profits.

Nurse performance in Indonesia is still low. The Maimun study (2016) at the Bhayangkara Pekanbaru hospital reported that nurses' performance was low at 53.4%. Rahmat's research (2016) at the Surabaya hospital also showed a low performance of nurses by 50%. While research conducted by Maulani (2015) at H. Hanafie Muara Bungo Jambi Hospital also showed a poor performance of nurses in the category of 47.6%. When viewed from the above studies the performance of nurses is still low, almost close to 50%, meaning that most nurses are still not optimal in providing nursing services to patients. This shows that performance is an important element to be considered by the leadership so that the nursing services provided can be of high quality and in accordance with community standards and expectations.

Bali Provincial Mental Hospital is the only Hospital in Bali Province which is a center for health services, especially in the field of mental health services, so that it is the main hope of the community to get quality mental health services. Improvement of mental health services is a challenge for Bali Provincial Mental Hospital in accordance with the Hospital's vision of becoming the community's top choice in the field of mental health services, so it is demanded to provide maximum service by always oriented to customer satisfaction, for that according to the regulations of the Governor of Bali Number 33 of 2016 concerning minimum service standards at the Bali Provincial Mental Hospital where customer satisfaction indicators become one of the service standards that must be achieved with a minimum target of 85%. Based on the achievement of Minimum Service Standards (SPM) data for indicators of customer satisfaction in the last three years namely 2016 - 2018 it has not reached the targeted minimum standard where SPM achievements in 2016 amounted to 82.32% then decreased to 80.65% in 2017 and reached 81.12% in 2018.

Many factors can affect patient satisfaction, apart from being influenced by service quality, customer satisfaction is also determined by the effect of individual employee performance. Hospitals as an organization need resources that are sufficiently good in quality and quantity as a driver in order to provide good and complete service. One of the most important resources in determining the successful use of other resources is the human resource itself, because the hospital will depend on the ability and expertise of its staff both health and non-health staff (Wirawan, 2010); (Yuesti, Rumanti, Kepramareni & Suardhika, 2020); (Yuesti, Kepramareni & Novitasari, 2020).

Nurses are one of the human resources who play a very important role in hospital services, this is because nurses are the most number of workers, and nurses as a professional group who work 24 hours in a hospital. The performance of the nursing staff has an important role in the creation of good quality health services, because the nursing staff are the first and longest contact providers with the patient, so the nurse is a figure who can represent almost the entire image and appearance of the hospital. A good nurse performance is the hope of all patients and the community. Nurse performance can be measured from the services provided to patients, so patients feel satisfied or not satisfied (Kurniadih, 2013). So the performance of nurses is the productivity of nurses in providing nursing care according to their authority and responsibilities that can be measured in terms of quality and quantity using clear measurement indicators, so that from the measurement process it can be concluded whether the services provided by nurses are qualified or not with reference to predetermined standard. Compliance with standards must continue to be improved because with the standards, nurses will be able to provide uniform action without being based on taste so that service can take place equally for one particular type of disease.

Nurses' performance appraisal at the Bali Provincial Mental Hospital using an evaluation of ongoing professional practice (OPPE) is a systematic process for gathering information about the performance of nurses' professional practice. The aims and objectives of the OPPE are as a means of evaluating professional performance on an ongoing basis for three reasons, namely as part of efforts to monitor professional competence, to identify areas for possible improvement in performance, and to use objective data in decisions regarding the continuation of clinical authority. Employees' performance score standards, namely category 1 91 and above are very good, 76-90 good, 65-75 enough, 51-64 less, and 50 and below.

Based on the results of 2016 nurses' performance in 2016 the average value Nurse's performance was 81.5 in the good category, then in 2017 it dropped to 78.5 in the good category and again declined in 2018 to 74.8 in the moderate category. Considering nurses as the most important Human Resources (HR) in carrying out service functions in a hospital without having to play down the role and meaning of other human resources, the nurse's performance needs to be a priority in improving service quality.

The issue of work discipline at the Bali Provincial Mental Hospital is a matter of concern because there appears to be a decrease in employee discipline that can be seen from the indicator of participation in the morning disciplinary action that is held every day. Based on attendance data for morning disciplines in 2017, 72% of employees who participated in morning apples decreased to 60% in 2018. The performance of employees of the Bali Provincial Mental Hospital can be evaluated from the average percentage data of employee activity



realization based on the main duties of the function of the year. 2016 to 2018. In 2016 it was 92%, decreased in 2017 to 85%, and decreased again in 2018 to 80%. This means that employee performance is still not optimal.

Many factors can affect patient satisfaction, in addition to being influenced by the quality of service or service, customer satisfaction is also determined by the effect of individual employee performance. There are three groups variables that influence behavior work and performance namely: individual variables, organizational variables and variables psychological. Factors which are influencing performance is a factor of individual variable consisting of abilities and skills, setting behind, and demographics and discipline. That factor affect the second performance is a factor of psychological variables that consist from perception, attitude, personality, motivation, job satisfaction and job stress. The third factor that influences Performance is an organizational factor consists of leadership, compensation, conflict, power, organizational structure, job design, work culture, organizational commitment and reward system.

Performance problems become interesting things to study, especially those related to work culture issues, organizational commitment and work discipline. The results of several studies show differences (*Research Gap*) influence between work culture, organizational commitment, work discipline on performance, including research Septian (2014), Pradana (2012), Suklentiana (2015), Marhendro (2016) and Pebriani (2015). The results of the study in general show that work culture, organizational commitment and work discipline affect performance. However, Sutrisno's (2015) and Robina's (2015) research results showed that work culture, organizational commitment and work discipline had no positive effect on performance. Based on the problem above, the authors are interested in conducting research on the influence of work culture and organizational commitment to work discipline as well as its impact on the performance of nurses at the Bali Provincial Mental Hospital.

LITERATURE REVIEW

According to Wood, Wallace, Zeffane, Shermerhorn, Hunt, Osborn (2001: 263) in Sutrisno (2014) one of the factors influencing employee performance in a government agency is work culture, where these factors are very closely related to improving employee performance, because with the achievement of a good work culture and supported by collaboration with fellow employees, results will be achieved that can improve employee performance. Improved employee performance through work culture has been carried out by the Provincial Government of Bali which must be translated by each Regional Apparatus Organization in the Provincial Government of Bali Province including one of them is the Provincial Mental Hospital of Bali through the application of five work culture (TAKSU, short for TAKSU) Responsibility, Accountable, Creative, Harmonious and Excellence. These five values are a representation of the many values held by employees in order to work well, so as to improve the quality of service. In order to implement the work culture of TAKSU by employees of the Bali Provincial Mental Hospital, the work culture of TAKSU has been outlined in the Hospital's mission of increasing sustainable human resource competency towards perfect and excellent service through the application of TAKSU work culture.

Organizational commitment also affects employee performance. According to Luthans (2006, p.224) Organizational commitment is a strong desire to remain as a member of the organization, certain beliefs, and acceptance of organizational values and goals, whereas according to Nikpour (2017) organizational commitment itself is an attitude that is shown by individuals with the identification, involvement and loyalty to the organization, as well as a desire to remain in the organization and not willing to leave the organization under any circumstances. In other words it is an attitude that reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization and its successes, as well as ongoing progress. Commitment has an important role, especially on the performance of someone at work, this is caused by the existence of commitments that become a reference and encouragement that makes them more responsible for their obligations. But in reality many organizations or companies pay less attention to the commitment / loyalty of their employees, so their performance is less than optimal.

Good employee work discipline will also help achieve organizational goals, while low discipline will slow down the achievement of organizational goals. According to Rivai & Sagala (2013: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as someone's willingness to obey all the rules and social norms that apply in a company. For this reason, work discipline in the company needs to be upheld, because with discipline, there will be written rules that must be implemented and obeyed by all employees both superiors and subordinates. Implementation of disciplinary factors in the company will help employees in directing and guiding them, so that employee behavior in carrying out activities can be controlled, whether it has been carried out in accordance with the rules that are expected that it will make employees become responsible and timely in completing their work. It is hoped this will have an impact on improving employee performance in the company. In addition, there is a form of attention from the company to employees in full will be able to make employees more confident and confident working in the company, where this makes employee commitment to the organization will be higher. If employees have a good



commitment in the company then encourages the achievement of organizational goals, because it is supported by employees who are loyal or loyal in carrying out their work, actively participating in the involvement of each job, so it is expected that employee performance will also improve. Employees who have a high commitment will be able to carry out the tasks given to them and run them and show their business with a full sense of responsibility (Sobirin, 2016).

Based on the description above, then the hypothesis can be formulated as follows:

- H1 Work culture has a positive and significant effect on work discipline.
- H2 Organizational Commitment has a positive and significant influence on work discipline. Work
- H3 discipline has a positive and significant influence on performance
- H4 work culture has a positive and significant effect on nurse performance.
- H5 Organizational Commitment has a positive and significant effect on nurse performance.
- H6 Work discipline has a positive and significant influence in mediating the influence of work culture on nurse performance.
- H7 Work discipline has a positive and significant effect in mediating the effect of organizational commitment on nurse performance.

METHODS

This research is to explain (*explanation*) the relationship of the variables studied, namely: competence, career development, job stress on job satisfaction and nurse performance. The study was conducted to take the location of the Bali Provincial Mental Hospital located at Jalan Kesuma Yudha No. 29 Bangli. The object of the study was the implementing nurse who worked at the Bali Provincial Mental Hospital. The population in this study were all nurses who worked in the Inpatient Room of the Bali Provincial Mental Hospital with a total of 88 nurses in adult inpatient rooms and 52 nurses in special care rooms. The minimum number of samples determined in this study uses the Slovin formula. Based on calculations with the Slovin formula above, the minimum number of samples targeted in the study was 104 people. Inferential analysis techniques are used to test empirical models and hypotheses proposed in this study. The analysis technique used is the structural equation model (*Structural Equation Modeling* - SEM).

Results

Hypothesis Test

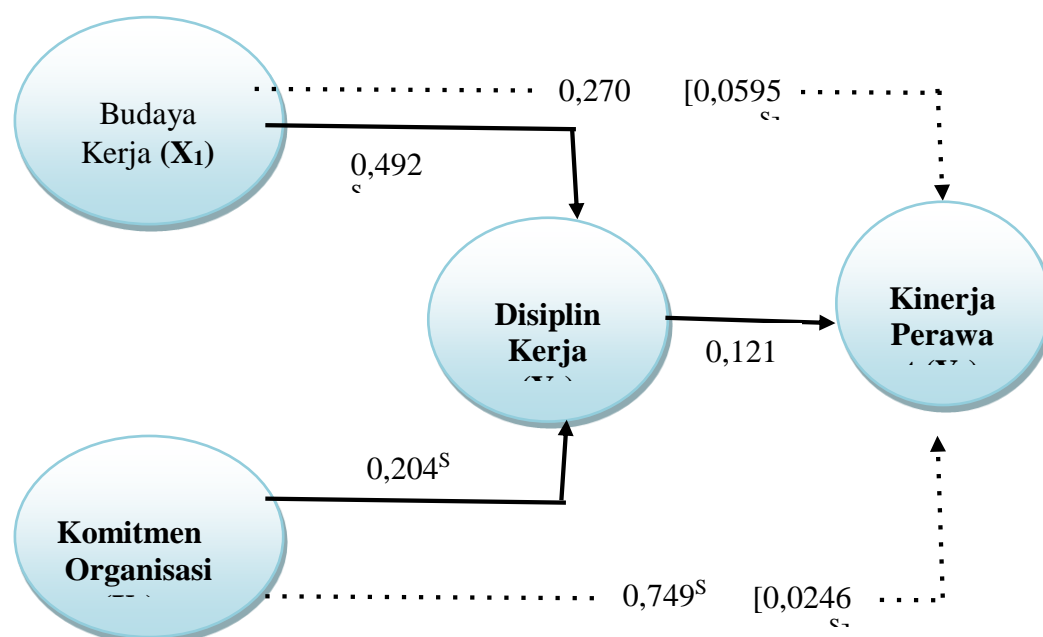


Figure 1. Path Chart Hypothesis Test Results

Information
S = Significant



NS = No Significant

[] = IndirectDirect

Effects Hypothesis TestEffect

To see the significance of the effect of competence, career development and job stress on job satisfaction and its impact on performance can be seen from the value *original sample*, the value of the statistical significance of T and the value of *P-Values* on the *output path coefficient*. The limit for rejecting or accepting a hypothesis is a *P-Values value* <0.05 or T statistic> 1.96. Information from the recapitulation of the above analysis can determine the results of testing hypotheses as follows:

- 1) Hypothesis Testing (H_1). Based on Table 1 above, it can be seen that the coefficient value of the work culture pathway with work discipline is 0.492 with a significance below 5% as indicated by the t-statistic value of 4.871 which is greater than the t-table value of 1.96. Path coefficient value Positive indicates that work culture has a positive and significant effect on work discipline. These results give the meaning that the better the work culture in the Mental Hospital of the Province of Bali will be able to improve the work discipline of nurses.
- 2) Testing Hypothesis (H_2). Based on Table 5.18 above, it can be seen that the path coefficient of organizational commitment with work discipline is 0.204 with a significance below 5%, indicated by the t-statistic value of 2.002 which is greater than the t-table value of 1.96. Path coefficient value Positive indicates that organizational commitment has a positive and significant effect on work discipline. These results mean that the better the commitment of nurses to the organization of the Bali Provincial Mental Hospital will be able to improve the discipline of nurses' work.
- 3) Hypothesis Testing (H_3). Based on Table 5.18 above, it can be seen that the coefficient value of the work discipline pathway with nurse performance is 0.121 with a significance below 5% as indicated by the t-statistic value of 3.309 greater than the t-table value of 1.96. Path coefficient value Positive indicates that work discipline has a positive and significant effect on nurse performance. This result meant that the better the working discipline at the Bali Provincial Mental Hospital will be able to improve the performance of nurses to the organization
- 4) Testing Hypothesis (H_4). Based on Table 5.18 above, it can be seen the coefficient value of work culture with nurses' performance is 0.270 with a significance below 5% as indicated by the t-statistic value of 6.857, greater than the t-table value of 1.96. Path coefficient value Positive indicates that work culture has a positive and significant effect on nurse performance. These results give the sense that the better the work culture at the Bali Provincial Mental Hospital will be able to improve the performance of nurses.
- 5) Hypothesis Testing (H_5). Based on Table 5.18 above, it can be seen that the coefficient of organizational commitment with nurse performance is 0.749 with a significance below 5% as indicated by the t-statistic value of 20.777, which is greater than the t-table value of 1.96. Path coefficient value Positive indicates that organizational commitment has a positive and significant effect on nurse performance. These results mean that the better the organizational commitment at the Bali Provincial Mental Hospital will be able to improve the performance of nurses.

Hypothesis Test of Indirect Effects

Based on the results of the analysis as shown above shows the path coefficient of work culture to nurse performance of 0.270, work culture to work discipline of 0.492 and work discipline to nurse performance of 0.121, thus the indirect effect has a smaller path coefficient namely 0.0595 (0.492×0.121) compared to the direct coefficient of 0.270 with a total effect of 0.330. This path coefficient proves that work culture has an indirect effect on employee performance through work discipline is smaller than the direct influence of work culture on nurse performance. This finding provides a clue that a good work culture can improve the performance of nurses and the direct effect of work culture has a greater effect on nurse performance than through mediation of work discipline, this indicates that without the influence of work discipline if the work culture at the Bali Provincial Mental Hospital runs well then improve nurse performance.

Based on the analysis as shown in the picture above shows the path coefficient of organizational commitment to nurse performance by 0.749, organizational commitment to work discipline by 0.204 and work discipline to nurse performance by 0.121, thus the indirect effect has a smaller path coefficient of 0.0246 (0.204×0.121) compared to the direct path coefficient of 0.749 with a total effect of 0.773. This path coefficient proves that organizational commitment has an indirect effect on employee performance through work discipline is smaller than the direct effect of organizational commitment on nurse performance. These findings provide a clue that high organizational commitment can improve nurse performance and the direct effect of organizational commitment



has a greater effect on nurse performance than through mediating work discipline, this indicates that without the effect of work discipline if nurses have high commitment to the organization namely Provincial Mental Hospital Bali then can improve its performance

Discussion

Based on the analysis of the effect of work culture on work discipline, it shows that work culture has a significant and positive influence on work discipline. These test results show that the hypothesis 1 (H_1) which states that the work culture has a positive and significant influence on work discipline received. This gives meaning that nurses who feel that applying TAKSU work culture where they work well can improve work discipline when providing services to patients where the most dominant indicator influencing work culture is the attendance indicator. The results of this study indicate that work culture forms *values*, thought patterns and collective habits so as to direct someone to work according to company standards, one of which is the attitude and behavioral discipline in the work. Work culture is shown in the form of work in earnest and full responsibility and has a high commitment to the results and quality of work. With sincerity in working reflects the existence of high work discipline. The results of this study are supported by theory Hartanto's (2015) work culture will form *values*, thought patterns and habits that are not individual in nature. It forms behaviors that direct someone to adapt to work effectively in accordance with company standards, and give a strong identity collectively to members of the organization. Whereas (Pujiani, 2014) said the work culture can be interpreted very deeply because it will change the attitudes and behavior of human resources to achieve higher work productivity in supporting organizational goals. The benefits of work culture that can be obtained include job satisfaction being increased, association becoming more intimate, discipline increasing.

Based on the analysis of the effect of organizational commitment on work discipline, shows that organizational commitment has a positive and significant effect on work discipline. The results of this test indicate that hypothesis 2 (H_2) states that organizational commitment has a positive and significant effect on work discipline. These results give the meaning that the higher the commitment of nurses to the organization can improve the work discipline of nurses where the most dominant indicator influencing organizational commitment is the indicator of affective commitment. The commitment of nurses to the organization at the Bali Provincial Mental Hospital can be seen from the results in carrying out responsibilities and behaving within the organization, in this case the interests of the organization will always take precedence over personal interests, the form of disciplinary behavior can be observed such as arranging time to come and go home at work. When the discipline has been formed, of course the work can be completed by encouraging increased satisfaction felt by employees at work so it can be concluded that organizational commitment has a positive effect on employee work discipline. The results of this study are supported by the theory of Irawati and Mustakim (2016) argues that basically organizations within the scope of government have a basis for the behavior of power, where the higher administrative manager or management who has the authority will tend to exercise formal authority to give orders to employees and employees with the reasons for fulfilling their rights and obligations have a compliant orientation towards the order. The results of this study are also in accordance with the theory of Hasibuan (2013) commitment is a decision of someone by himself, whether he will do or not do an activity. So someone who already has a commitment then they will not hesitate in determining the attitude and responsibility for the decision taken. Someone who has a high commitment to the task will be able to work hard. This is done not only to himself but also to others. The better organizational commitment will increase employee work discipline. Someone who already has a commitment so they will not hesitate in determining the attitude and responsibility for the decision taken. Employees in disciplined behavior are required to have awareness and willingness to obey all rules and social norms that apply where he is, including in the agency.

Based on the analysis of the effect of work discipline on nurse performance, it shows that work discipline has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 3 (H_3) states that work discipline has a positive and significant influence on accepted performance. These findings give the sense that the higher the work discipline will be able to improve nurse performance. The results of this study are supported by the theory of Siagian (2002) work discipline is the attitude of employees in respecting, respecting and obeying the company's rules. Discipline is one thing that must be maintained and improved continuously so that employees become accustomed to working according to the rules. An employee who enters on time, performs tasks according to a predetermined work schedule, follows every rule and standard, the results of his work will be of higher quality because the work performed is right on target and purpose. This can be seen clearly with the achievement of programmed targets, the amount of responsibility for carrying out tasks, high morale and enthusiasm for work and employee initiative in doing work. Furthermore, with such work conditions will encourage employees to produce quality work, which in turn will benefit the employees themselves.

Based on the results of the analysis of the influence of work culture on nurse performance, shows that work culture has a significant effect on nurse performance. These test results show that the hypothesis 4 (H_4) who stated



that the work culture has a positive and significant impact on the performance of nurses received. These results give meaning that a work culture that is carried out well by nurses is able to improve its performance. The analysis also found that the indirect effect has a path coefficient smaller than the direct path coefficient. These results prove that work culture has an indirect effect on employee performance through work discipline is smaller than the direct influence of work culture on nurse performance. This finding provides a clue that a good work culture can improve the performance of nurses and the direct effect of work culture has a greater effect on nurse performance than through mediation of work discipline, this indicates that without the influence of work discipline if the work culture at the Bali Provincial Mental Hospital runs well it can improve nurse performance. The results of this study are supported by the theory of Pujani (2014) the application of work culture in an organization / company based on values or philosophies that are held in high esteem by the company, will greatly affect the lives of these companies. The dominance of the company culture greatly affects company members or employees to increase their productivity. Whereas Hartanto (2015) said the application of culture based on the values upheld by the company would also have an impact on increasingly placing company members or employees in the position of company partners not just production factors that were ready to be exploited as fully as possible in other words employees would get better appreciation from the company. A strong work culture will lead to an adjustment (*goal*) between employees in the organization.

Based on the analysis of the effect of organizational commitment on employee performance, shows that organizational commitment has a significant and positive influence on employee performance. The results of this test indicate that hypothesis 5 (H_5) which states that organizational commitment has a significant and positive influence on nurse performance is accepted. This gives the meaning that the better the employee's commitment to the organization will be able to improve its performance. The analysis also found that the indirect effect has a path coefficient smaller than the direct path coefficient. These results prove that organizational commitment has an indirect effect on employee performance through work discipline less than the direct effect of organizational commitment on nurse performance. This finding provides a clue that high organizational commitment can improve nurse performance and the direct effect of organizational commitment has greater effect on nurse performance than through mediation of work discipline, this indicates that without the effect of work discipline if nurses have high commitment to the organization namely Provincial Mental Hospital Bali then can improve its performance

According to Husaini (2017) argues that a company is like an organization in which there is an organizational structure such as leaders or superiors and subordinates or subordinates, within the company, commitment between leaders or subordinates will be interrelated where cooperation and loyalty between leaders and subordinates can lead to increased performance. In this case commitment and strong emotional ties to the company have an important role in improving performance. A high employee commitment will affect employee performance. This is in accordance with the opinion of Meyer *et al* (1993) in Purbangkoro (2015) suggesting that those who have high *continuance commitment* remain because they feel they need it, while employees have high *affective commitment* to stay because they want it and *normative commitment* that remains because they feel they should.

Based on the results of the analysis of the effect of work discipline in mediating the influence of organizational culture on nurse performance shows that work discipline is able to mediate positively and significantly on the influence of not directly working culture on nurse performance. These test results show that the hypothesis 6 (H_6) which states that the work discipline has a positive and significant impact in mediating influence on the performance of nurse's work culture. This means that the better the work culture is accompanied by high work discipline, the performance of nurses will increase / better. High discipline in working and supported by a good work culture will be able to improve employee performance. Employees who act discipline will work optimally. Thus, employee performance will also improve and bring the company to be able to achieve the vision that has been set. However, this will be different if the organizational culture that is applied is not appropriate then this will have an impact on work discipline and this affects the performance of employees who are not maximized. Erawati's research (2019) found work discipline proved capable of mediating the effect of organizational commitment, work motivation, and *self efficacy* on employee performance. Tintami Research (2015) found work discipline is able to mediate the influence of organizational culture and transformational leadership styles on employee performance.

Based on the analysis of the effect of work discipline in mediating the effect of organizational commitment on nurse performance shows that work discipline is able to mediate positively and significantly on the indirect effect of organizational commitment to nurse performance. These test results show that the hypothesis 7 (H_7) which states that the work discipline has a positive and significant impact in mediating effect of organizational commitment on performance of nurses. This means that the better the commitment of nurses to the organization accompanied by high work discipline, the nurse's performance will increase / better. According to Rivai & Sagala (2013 :) high work discipline in employees will also have an impact on employee commitment in the organization. With the culture owned by employees, it means they can work well and try to always obey all the rules that have



been agreed. For companies in improving employee discipline, many steps must be taken, for example by improving conditions and situations related to the work so that this will have an impact on employee commitment and employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the results of the above research it can be concluded that work culture has a positive and significant effect on work discipline. These results give the sense that the better the work culture at the Bali Provincial Mental Hospital will be able to improve the work discipline of nurses. Organizational Commitment has a positive and significant effect on work discipline. These results give meaning that nurses who are highly committed to the organization are able to improve their work discipline. Work discipline has a positive and significant effect on nurse performance. These findings mean that the better the discipline of nurses at the Bali Provincial Mental Hospital will be able to improve their performance. Work culture has a positive and significant effect on the performance of nurses. These results give meaning that a work culture that is carried out well by nurses is able to improve its performance. The analysis also found that the indirect effect has a path coefficient smaller than the direct path coefficient. These results prove that work culture has an indirect effect on employee performance through work discipline is smaller than the direct influence of work culture on nurse performance.

Organizational commitment has a significant and positive influence on the performance of nurses received. This gives the meaning that the better the employee's commitment to the organization will be able to improve its performance. The analysis also found that the indirect effect has a path coefficient smaller than the direct path coefficient. These results prove that organizational commitment has an indirect effect on employee performance through work discipline less than the direct effect of organizational commitment on nurse performance. Work discipline has a positive and significant influence in mediating the influence of work culture on nurse performance. This means that the better the work culture is accompanied by high work discipline, the performance of nurses will increase / better. Work discipline has a positive and significant influence in mediating the effect of organizational commitment on nurse performance. This means that the better the commitment of nurses to the organization accompanied by high work discipline, the nurse's performance will increase / better.

Suggestions

The results of the study show that organizational commitment has a positive and significant effect on employee performance, and organizational commitment has the highest total effect value, so organizational commitment has the most influence on performance compared to other variables. Nurses' commitment to the organization at the Bali Provincial Mental Hospital is already good, measured by several indicators. However, the indicator of continuous commitment is an indicator with the lowest value, so it is necessary to take anticipatory steps, to increase continuous commitment by giving attention, appreciation of adequate, fair, and competitive compensation to employees. To increase employee alignment within the organization, the management needs to build a mindset of personnel in accordance with the organization and the process of internalizing the mission, vision, basic beliefs and basic values of the organization into all of the organization's personnel. To improve the performance of nurses related to accountability and responsibility, in terms of carrying out nursing care the management needs to evaluate consistently and improve career paths in accordance with the science and technology of nursing, so that the goal of maintaining quality at the Hospital provides optimal results

REFERENCES

- Alma, R. 2015. *Qualiti Assurance Pelayanan Rumah Sakit*, Yogyakarta : Penerbit Konsorsium Rumah Sakit Islam Jateng.
- Erawati, A. 2019. Peran Disiplin Kerja Dalam Memediasi Pengaruh Komitmen Organisasi, Motivasi Kerja, Dan Self Efficacy Terhadap Kinerja Pegawai. *Economic Education Analysis Journal*, 8(1),
- Hasibuan, Malayu SP (2013). *Motivasi Dalam Meningkatkan Kinerja Karyawan*. Edisi Ketiga. Jakarta: Bumi Aksara
- Hartanto. 2015. *Paradigma Baru Manajemen Indonesia: Menciptakan Nilai dengan Bertumpu pada Kebijakan dan Potensi Insani*. Bandung: PT. Mizan Pustaka
- Husaini. 2017. Pengaruh Komitmen Organisasional Terhadap Kinerja Perawat Pavillium Cendana Rumah Sakit Dr. Moewardi Surakarta. *Jurnal Trikonomika Volume 13, No. 2*,
- Kurniadih, 2013. *Produktivitas dan Manajemen Indonesia Seri Produktivitas IV*. Jakarta : Lembaga sarana Informasi Usaha dan Produktivitas.
- Luthfan. 2006. *Perilaku Organisasi*. Edisi Sepuluh, PT. Andi: Yogyakarta.



- Maimun. 2016. Pengaruh Karakteristik Individu Terhadap Kinerja Kerja Perawat di Rumah Sakit Bhayangkara Pekanbaru. *Jurnal El-Dinar*, Vol. 3, No 1, Januari 2015
- Pujiani. 2014. Pengaruh Budaya Kerja dan Disiplin Kerja Terhadap Kinerja Perawat Rumah Sakit Panti Wilasa Citarum Semarang. *Jurnal Skala Mdika Edisi 3 No 1*
- Purbangkoro. 2015. Pengaruh Karakteristik Individu Dan Komitmen Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja. *Jurnal Manajemen Volume 4 Edisi 1*
- Rahmat. 2016. Pengaruh Budaya Organisasi Terhadap Kinerja Perawat Rawat Inap di RSUD H. Hanafie Muara Bungo Jambi. *Jurnal Aplikasi Manajemen Volume 01, No. 01*
- Rivai dan Sagala. 2013. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT Raja Grafindo
- Siagian, SP 2012. *Manajemen Sumber Daya Manusia Edisi 1 Cetakan 19*. Jakarta: PT. Bima Aksara. Sutrisno. 2015. Pengaruh Stres Kerja Terhadap Kinerja Karyawan Di Madrasah Aliyah Negeri Demak. *E-Jurnal Katalogis*. Vol. 1 No. 1
- Tintami. 2015. Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Disiplin Kerja Pada Karyawan Harian Skt Megawon II PT. Djarum Kudus. *Diponegoro Journal Of Social And Politic*
- Yuesti, A., Kepramareni, P., & Novitasari, N. L. G. (2020). ABC and TDABC as determinants of Single Tuition Fees for University. *Journal of Talent Development and Excellence*, 12(3s), 1390-140
- Yuesti, A., Rumanti, I. G. A. R., Kepramareni, P., & Suardhika, I. N. (2020). Role of Corporate Social Responsibility in Supply Chain Management and Increasing Corporate Value. *Int. J Sup. Chain. Mgt* Vol, 9(1), 869.