

# The Correlation between Work Barrier with Employee's Discipline on Occupational Safety and Health

## *Hubungan Hambatan Kerja dengan Kedisiplinan Karyawan Dalam Kesehatan dan Keselamatan Kerja*

Rachma Noor Kafila, Popy Puspitasari, Ratna Dwi Wulandari

Department of Health Policy and Administration, Faculty of Public Health, Universitas Airlangga  
Campus C Mulyorejo, Surabaya, East Java 60115 Indonesia

### ABSTRACT

**Introduction:** Hospital as one of the health services in Indonesia is required to implement the development of human resources or health workers in health services. Conducting hospital coach should be specific to build on certain aspects. The coaching can be done by looking at aspects that are lacking in the assessment of human resources. Wiyung Sejahtera Surabaya Hospital has a decision of discipline that decreased from year to year. Researcher needed see any factor that can lead to low employees' discipline. One factor that can contribute was the job barrier felt by the employees. This study aimed to determine the relationship of work barriers as one of the employees' benchmark in the hospital on the employees' performance level at Wiyung Sejahtera Surabaya Hospital. **Method:** The type of this research was quantitative research with an analytic observational method. Based on the time, this research used a cross-sectional design. The population in this study was the employees of Wiyung Sejahtera Surabaya hospital with 80 samples taken through proportional sampling technique. The independent and dependent variables of this research were work barriers and work discipline. Data were analyzed using Kendall's tau-b test to determine the correlation between the two variables. **Results:** The results obtained that the work barrier had a negative significant correlation to the discipline of employees in the Wiyung Sejahtera Surabaya hospital. The higher the obstacle of work owned by employees in the hospital, the lower the discipline of the employees. **Conclusion:** The barriers can lower the discipline of employees at the hospital.

**Keywords:** discipline, occupational health and safety, work barrier

### ABSTRAK

**Pendahuluan:** Rumah sakit sebagai salah satu pelayanan kesehatan di Indonesia wajib melaksanakan pembinaan kualitas sumber daya manusia atau tenaga kesehatan dalam penyelenggaraan pelayanan kesehatan. Dalam melakukan pembinaan rumah sakit harus spesifik membentuk suatu pembinaan pada aspek tertentu. Pembinaan dapat dilakukan dengan melihat aspek-aspek yang kurang pada penilaian sumber daya manusia. Rumah Sakit Wiyung Sejahtera Surabaya memiliki penilaian kedisiplinan yang menurun dari tahun ke tahun. Peneliti akan meninjau faktor apa saja yang dapat menimbulkan kedisiplinan karyawan yang rendah. Salah satu faktor yang dapat berkontribusi adalah hambatan pekerjaan yang dirasakan oleh karyawan. Penelitian ini bertujuan untuk mengetahui hubungan hambatan kerja sebagai salah satu tolak ukur kinerja karyawan di rumah sakit terhadap tingkat kedisiplinan karyawan di Rumah Sakit Wiyung Sejahtera. **Metode:** Jenis penelitian ini berupa penelitian kuantitatif dengan metode observasional yang bersifat analitik. Berdasarkan waktunya penelitian ini merupakan penelitian dengan rancang bangun crosssectional. Populasi di penelitian ini adalah karyawan Rumah Sakit Wiyung Sejahtera dengan sample sebanyak 80 yang diambil melalui teknik proportional sampling. Variabel independen dan dependen dari penelitian ini adalah hambatan kerja dan kedisiplinan kerja. Analisis data menggunakan Uji Kendall's tau-b untuk mengetahui hubungan antara kedua variabel. **Hasil:** Hasil penelitian ini adalah hambatan kerja memiliki korelasi yang signifikan terhadap tingkat kedisiplinan karyawan di Rumah Sakit Wiyung Sejahtera Surabaya. Semakin tinggi hambatan kerja yang dimiliki oleh karyawan di rumah sakit maka akan semakin rendah kedisiplinan karyawan tersebut. **Simpulan:** Hambatan kerja dapat menurunkan kedisiplinan karyawan pada karyawan di rumah sakit.

**Kata kunci:** disiplin, hambatan kerja, kesehatan dan keselamatan kerja

### Corresponding Author:

Ratna Dwi Wulandari

Email: ratna-d-w@fkm.unair.ac.id

Telephone: +628123271291

## INTRODUCTION

Hospital is the health service of the advanced stage referral where it provides the most complex health service in Indonesia. In the hospital, there are various kinds of health service or nursing which are different in each unit. In executing the service, a service cannot stand by itself but it must have collaboration which is systematic or coordinated with one another. Besides, hospital also entangles many kinds of professionals who are skillful at their respective field. In order to keep the health service or the nursing quality, hospital must always keep its grade. According to Donabedian, the grade or the quality of a service can be seen from three elements which are the element of structure, process and outcome. An organization which provides the service, the hospital, must have those three elements. The hospital structure must encompass human resource, facility and operational standard which will regulate the flow of the hospital function. Furthermore, the hospital must undertake a series of process at giving either the direct service or indirect service to the patient. The process can be seen from the making of anamnesis, physical check-up, medical support check-up, drug prescription, health counseling and patient referral. All of those processes surely will not work without the existence of the medical staffs who accomplish them. Therefore, it is important for the hospital to ensure that the medical staffs who stay in their place has the superfine quantity and quality. Meanwhile, the last element is outcome. Outcome which will later be produced by the hospital besides the health of the patient is the satisfaction of the patient who uses the hospital service (Donabedian, 2003).

Hospital, as the institution of the health service, is demanded to provide the best service with affordable cost. In order to ensure that the hospital always has the good grade or quality, it must be ascertained that the hospital structure is in the good condition. As what mentioned previously, human resources will determine the quality of the hospital service operation. The human resource must be expanded and developed. In keeping with the five prioritized programs which have expanded in Indonesia in 2019-2024 which is the human resource development especially in the medical field. There are many factors which influence the human resource in the hospital in doing the service process, such as the number of the employees, the educational level of the employees, the employees'

working experience and many more factors. One of the dominant factors that influences the human resource at giving hospital service is the work performance of the hospital employees which will then affect the work performance of the hospital organization entirely.

Work performance is the work behavior of the members in an organization while they are doing their job. Work performance is influenced by many factors, such as motivation, competence, job involvement and professional value (Geyer et al., 2018). Meanwhile, another research project stated that work performance on human resource was affected by the characteristic of the employees themselves, the vividness of the role and job, incentive, supervision and training (Kok et al., 2015). Kok also said that work performance can be influenced by the work load. Work load can be measured whether it is tough or mild on the employees. Work load will be harder if it has many barriers in its execution.

Something which becomes the benchmark in the work performance of the employees is the level of discipline and motivation of the employees. According to Meilany, work discipline has the influence towards the work performance of the employees (Meilany and Ibrahim, 2015). To strengthen Meilany's statement, Deni, in his research, also stated that discipline and motivation have positive effect and they are significant towards the work performance of the employee (Deni, 2018). Thus, it can be said that work discipline is important related to the work performance of an employee in an organization. It is mainly in the organization of health service, such as hospital which has the arrangement that must involve human resource. If the hospital has found that the employee is not discipline, the hospital must then do the improvement soon.

In 2018, Wiyung Sejahtera Surabaya hospital found discipline on the employees which was 50.58% of the employees from the total employee of 259 employees. The number was seen from the standard score of the discipline indicator on the performance appraisal in the middle of 2018. The discipline accomplishment was based on the data of the employees' lateness in each workplace. This lateness problem occurred in almost each workplace and in almost each office. The lateness average of Wiyung Sejahtera Surabaya Hospital employees reached more than 190 with the rising average of 1.55%.

The discipline is done to regulate the relationship which exists in an organization that involves many human resources. To create the discipline of the employees, the organization can make rule with the aim in order that the employees can do their job as what is expected by the organization. However, the application of the discipline reaps a lot of barriers in its implementation. Therefore, in taking the action, the development of the employees' discipline must be adjusted with the kind of barrier which may have great influence towards the employees' discipline. Besides, it is rare to do research which examines the dimension or the kinds of barriers which exist in an organization when the barrier of an employee in the organization is important to note. This study aimed to determine the correlation of work barriers with work discipline as one of the benchmarks of employees in hospitals at the level of employees' performance at Wiyung Sejahtera Surabaya Hospital.

**METHOD**

This research was an observational qualitative research through analytical design. This research aimed at analyzing the correlation of work barriers towards the work discipline. This research was done in type C hospital of Wiyung Sejahtera Surabaya Hospital. Based on the timeline, this research was a cross sectional research which was done in 2019. The population in this research was 251 people with 80 respondents as the sample. The way to determine the sample was counted by using the formula of proportional random sampling because in each workplace, there was difference in the amount of employees. The survey was done by using the measurement tool which was questionnaire that was adapted from fourteen work barrier dimensions according to Francis and Woodcock that has been retested by Mangundjaya (Mangundjaya, 2015). The variables tested in this research were distinguished into dependent variable and independent variable. The dependent variable in this research was the level of work discipline of the employees, while the independent variable was the work barriers. There were fourteen questions representing each barrier dimension that must be answered by the respondents. Here was the list of the work barrier dimensions which measured the work obstacle of the employees of Wiyung Sejahtera hospital.

For the dependent variable, the researcher used four dimensions which were the time accuracy, the obedience towards the rules, the work responsibility

and the implementation of rightness and obligation. The data analysis in this research was qualitative analysis which used data processor software. The analysis was only in the correlation of barrier dimension which was also the independent variable towards the employees' discipline. Before doing the analysis by using the data processor software, the data of the questionnaire was analyzed by the researcher. The dependent variable which was the discipline was analyzed by calculating the score of each question so it reached the score of 80, the total score was used to evaluate the level of the employees' discipline. The data analysis was done by using kendall's tau-b correlation test to see the correlation between independent variable and dependent variable. Questionnaire which represented

**Table 1.** Independent Variable of Work Barriers

Dimensions	Definitions
Unclear Aims	Unclear organizational goals
Unclear Values	Organizational values will be used as unclear standards
Inadequate Philosophy Management	The basis that determines the role of management that has an impact on workers or the surrounding environment
Lack of Succession Planning and Management Development	Planning is not mature regarding the preparation of achieving organizational goals
Confusing Organizational Structure	Unclear organizational structure
Inadequate Control	The impact of control by improper top management
Inadequate Recruitment and Selection	Mismatch between tasks and competencies on the employees
Unfair Rewards	Less optimal system of rewards materially and immaterially
Poor Training	Development and training for employees does not exist
Personnel Stagnation	Bad attitude that can encourage the ineffectiveness of work tasks and organizational growth
Inadequate Communication	Lack of communication between employees
Poor Teamwork	Cooperation between employees is low
Low Motivation	Motivation that drives work involvement is very low
Low Creativity	Creativity in dealing change is low

fourteen dimensions has done the test of ethics from Universitas Airlangga Faculty of Dental Medicine Health Research Ethical Clearance Commission the certificate of ethics 287/HRECC.FODM/V/2019.

## RESULT

Wiyung Sejahtera Surabaya Hospital is a non-education type C hospital. The data of the respondents' characteristic consisted of gender, age, educational level and work length. The characteristic of sex was distinguished into two categories which were male and female with the majority of the respondent was female (81.25%). Then, the age characteristic was distinguished into four categories which consisted of 21-30 years old, 31-40 years old, 41-50 years old and > 50 years old with the majority of the respondent was 21-30 years old (80.0%). The rest was about 31-40 years old (15%) and 41-50 year old (5%) and there was no respondent ann the age of over 50 years old. Next, for the respondents with education characteristic, the majority of the respondents' education was Diploma (67.50%) whereas the rest had the same amount for Senior

**Table 2.** The Characteristics of Research Respondents which are Age, Gender, Education and Work Period in Wiyung Sejahtera Hospital in 2019

Respondent Characteristics	Frequency (n)	Percentage (%)
<b>Gender</b>		
Man	15	18.75
Women	65	81.25
<b>Age (Year)</b>		
21-30	64	80.0
31-40	12	15.0
41-50	4	5.0
>50	0	0.0
<b>Education Level</b>		
SMP	0	0.0
SMA/SMK	13	16.25
D3	54	67.50
S1	13	16.25
<b>Length of Working</b>		
>3 months	17	21.25
>1 year	23	28.75
3 years	13	16.25
>3 years	27	33.75
Total	80	100

High/Vocational High School and Bachelor. The last characteristic was the work period with the majority of the work period was more than three years (33.75%) followed by the second majority of the work length that was over a year (28.75%).

Based on the questionnaire sheet that filled out by 80 respondents in Table 3, it can be seen that the obstacles which have been perceived were in the dimension of inadequate communication and personnel stagnation. They were indicated by 72.5% of respondents said that the two dimensions were their obstacles. Meanwhile, the most rarely perceived of the employees' barriers were in the dimensions of poor teamwork and low motivation. They were indicated by 47.5% of respondents said that the two dimensions were not the obstacles. However, the average respondents said that these 14 dimensions were often perceived as obstacles, and it was indicated by an average of 64% of the respondents.

**Table 3.** The Distribution of Work Barrier of the Employees in Wiyung Sejahtera Surabaya Hospital in 2019

Type of Barriers	Barrier		Non Barrier		Total N
	n	%	n	%	
Inadequate Philosophy Management	53	66.25	27	33.75	80
Unclear Value	48	60	32	40	80
Poor Training	43	53.75	37	46.25	80
Inadequate Communication	58	72.5	22	27.5	80
Poor Teamwork	42	52.5	38	47.5	80
Unfair Reward	56	70	24	30	80
Low Creativity	47	58.75	33	41.25	80
Inadequate Control	56	70	24	30	80
Inadequate Recruitment and Selection	52	65	28	35	80
Lack of Succession Planning and Management Development	55	68.75	25	31.25	80
Personnel Stagnation	58	72.5	22	27.5	80
Low Motivation	42	52.5	38	47.5	80
Confusing Organizational Structure	56	70	24	30	80
Unclear Aims	52	65	28	35	80
Average	51	64	29	36	80

**Table 4.** The Results of Employees' Discipline Measurement at 2019 Wiyung Sejahtera Hospital

Categories	Total	
	N	%
Very Low	7	8.75
Low	15	18.75
Mediate	34	42.50
High	18	22.50
Very High	6	7.50
<b>Total</b>	<b>80</b>	<b>100</b>

**Table 5.** The Strength Categories of Kendall's tau-b Correlation Test Values

Value of Kendall's tau-b Correlation	Correlation Strength
-/(0.001-0.249)	Low
-/(0.250-0.499)	Mediate
-/(0.500-0.749)	Strong
-/(0.750-0.999)	Very Strong

Based on table 4, the results of the research indicated that the level of employees' work discipline were various. Based on Table 4, it can be seen that employees tended to have a moderate level of work discipline with the highest percentage of 42.50%. The lowest percentage of work discipline was in the very high category with a percentage of 7.50%. The level of employees' discipline that tended to be in the medium category showed that some employees have understood and were willing to obey the rules which have been applied in the hospital, but it was not complete. The low number of employees with a very high level of work discipline showed that only a few employees were well aware and willing as well as able to implement the applicable rules in the hospital.

The relationship of work barriers to the level of employees' work discipline can be determined by the Kendall's tau-b correlation test. It can be seen whether there was a positive or negative relationships, and the strength of the relationship with this test. In categorizing the strength of the relationship, the researcher made these following categories.

After determining the strength categories of the relationship which was seen from the Kendall's tau-b value obtained on each variable or dimension, the statistical test was performed. The Kendall's

**Table 6.** The Statistics Tests of Work Obstacles to the Work Discipline at Wiyung Sejahtera Hospital in Surabaya at 2019

Barrier	Correlations Test		Strength
	Correlation Coefficient	S i g . (2-tailed)	
Unclear Aims	-0.383	0.000	Mediate
Unclear Values	-0.292	0.005	Mediate
Inadequate Philosophy Management	-0.285	0.006	Mediate
Lack of Succession Planning and Management Development	-0.468	0.000	Mediate
Confusing Organizational Structure	-0.505	0.000	Strong
Inadequate Control	-0.505	0.000	Strong
Inadequate Recruitment and Selection	-0.299	0.004	Mediate
Unfair Rewards	-0.505	0.000	Strong
Poor Training	-0.320	0.002	Mediate
Personnel Stagnation	-0.446	0.000	Mediate
Inadequate Communication	-0.445	0.000	Mediate
Poor Teamwork	-0.391	0.000	Mediate
Low Motivation	-0.373	0.000	Mediate
Low Creativity	-0.389	0.000	Mediate

tau-b Correlation Test was chosen because the data held by the researcher were in the form of ordinal data scales on discipline variables and nominal on obstacle variables. In addition, through the Kendall's tau-b correlation test, it can be seen that the value, direction, and strong relationship of one variable to another variable. From the Kendall's tau-b Correlation statistical test results, it can be obtained that all dimensions have a significance value of 0.000. These results indicated that all dimensions had a significant value that meets the requirements of  $<5\%$  ( $p < \alpha$ ) which means that the results of this test can be generalized to all hospital employees as a population.

Table 6 shows the results of Kendall's tau-b Correlation Test. The test results showed that these 14 variables had a significant value of  $<0.005$  indicating that there was a relationship between the fourteen dimensions of work barriers and the employees' discipline. The fourteen variables had

negative value where the negative value meant that the relationship was in the opposite direction. So, the higher barriers felt by employees, the lower the employees' discipline. Based on the categorization of the Kendall's tau-b Correlation Test Values from 14 dimensions of obstacles, as many as three variables including Confusing Organizational Structure, Unfair Rewards, and Inadequate Control had a strong relationship to work discipline. Then, as many as eleven variables, including Lack of Succession Planning and Management Development, Confusing Organizational Structure, Inadequate Recruitment and Selection, Poor Training, Personnel Stagnation, Inadequate Communication, Poor Teamwork, Low Creativity, Unclear Aims, Unclear Values, and Inadequate Philosophy Management variables had mediate relationship to work discipline.

## DISCUSSION

### Work Barriers to Work Discipline

The organization in running its management wheels must have a strategy that is used as a map to determine the direction and how the organization runs. The first step is an organization should determine the organization's philosophy, values and goals. The high work discipline is needed by an organization for the achievement of predetermined goals. Without good work and discipline, it is difficult for organizations to achieve their goals to the maximum (Sampeliling, 2015). Before the employees are demanded to perform well in advance, the organization should determine the clear objectives of the organization. The purpose of the organization is the direction to running organization. The goal is the final place that the organization wants to reach. If organizational goals are unclear, the employees will feel confused about what to do with their work. The employees will make the organization's goals a reference to what the employees must do. In addition to the goals of the organization, the employees will also understand the management philosophy and values held by the organization so that the employees truly understand what is desired by the organization where they work. Therefore, the employees need to be avoided from the obstacles, such as Unclear Aims, Unclear Value, and Inadequate Philosophy Management. So, the employees feel clear about what they are doing and form a disciplined attitude towards their work.

In order to achieve the goals of the organization is not only by establishing operational steps to carry out its activities, the organization must also have human resources to carry out its activities. The organizations must have good human resource management starting with the recruitment of good human resources. The recording of human resources is a task that is often considered simple but can produce the best achievements in the organization. This achievement is seen when new employees who work in organizations are able to show extraordinary abilities and are able to return optimal investment in their working years (Pynes and Lombardi, 2011). The achievement of good employees can be run by employees who have the ability in accordance with the tasks that the employee is doing. The suitability between tasks and abilities depends on an adequate recruitment process. If the recruitment process is carried out by taking into account the competencies needed by a particular position, the human resources obtained will also be suitable and able to do the tasks related to the position. The suitability between tasks and abilities will affect employees in carrying out their responsibilities. The employees who carry out their responsibilities well are able to form a good discipline character. Discipline is the extent to which employees can obey the obligations that bind themselves, one of them is the obligation in completing their duties. Therefore, it is important to eliminate obstacles such as Inadequate Recruitment and Selection in order to produce human resources who are truly competent in their work so as to build the character of discipline.

After carrying out their obligations in completing tasks, the employees will claim the right they should receive. The employees' rights that must be fulfilled by the organization can be in the form of regular salary or payment. Beyond that, additional rewards are needed to improve employee's performance. Of course, the rewards outside the salary is based on the achievement of performance that have been done by the employees. According to Kok in his research, the provision of additional material and non-material incentives can improve employee's performance (Kok et al., 2015). In line with what Kok, Dahlan, Mananeke, and Dotulong (2017) said in their research about the program's health and safety work and the provision of incentives, the provision of incentives and programs of health and safety work effect is significant and positive to the performance of employees (Dotulong, Mananeke and Dahlan, 2014).

The employees will continue to be encouraged to improve their performance, so they continue to get additional incentives. Simultaneously improving employees' performance will also form a discipline in fulfilling the tasks assigned to them. The relationship that occurred was when an employee has a good achievement in his or her performance at the same time the employees' discipline will also be formed. To maintain the achievement of good performance, employees will demand rewards in accordance with their performance achievements. If an employee experiences Unfair Rewards, the employee will lose his or her motivation to continue improving his or her performance.

Training is a systematic process where employees learn knowledge, skills, abilities and other characteristics needed to do their jobs. Training usually has to do with improving performance, knowledge, or skills of employees in their current position (Pynes and Lombardi, 2011). Shantz also mentioned that ongoing training also has an effect on employees in improving their performance (Shantz, Alfes and Arevshatian, 2016). In order to improve performance through training, the employees will learn what skills are needed to do their jobs. One of the skills that must be possessed by the employees is discipline skills. Good discipline will show a great sense of responsibility from employees for the tasks assigned to them. This can encourage more passionate employees and increase employees' morale in the work. Shantz also mentioned ongoing training also has an effect on the employees in improving their performance (Shantz, Alfes and Arevshatian, 2016).

Personnel stagnation is an employee career condition that stops at a certain point. These conditions are experienced by these individuals both structurally or by promotion of positions and also by job content such as abilities and skills possessed by individual employees (Sijabat, 2018). Personnel stagnation can be influenced by several factors such as paralysis of promotion, the absence of competition in organization, and the attitude of employees' satisfaction towards the work that has been given to him or her. These three factors cause the employee to remain in his or her position for a long time. Personnel Stagnation can be considered as a barrier for someone to get motivated. A person with low motivation is reluctant to make himself explores many things. Personnel Stagnation will also affect employees' discipline. According to Ardi, the discipline of working together with the promotion of

position will be able to improve one's performance (Ardi and Sukmasari, 2016). Employees who have poor job promotions will tend to experience high personnel stagnation. Employees who experience high stagnation will reduce their ability in adapting to changes that might occur in the organization. Furthermore, these conditions will have an impact on decreased discipline.

In addition to the elements of human resource management, as previously explained, discipline also relates to employees' obstacles in the form of weak communication between the employees. According to Dila, the higher the level of communication effectiveness carried out by employees, the higher the employees' discipline (Dila and Rochmah, 2015). If the employees do not communicate effectively, the discipline that will be formed will be low. An effective communication is the key to an organization's success in conveying all information and understanding related to work owned by employees. The submission is done by upward communication or downward communication. Shantz, in his research, also mentioned that communication will encourage employees to involve themselves in work so that employees understand and improve their discipline (Shantz, Alfes and Arevshatian, 2016). Team effectiveness also has a relationship with good communication. Dila's research stated that high teamwork effectiveness will support a group's disciplined behavior. The groups that have good teamwork will maintain consistency in doing work between employees in the team. The good teamwork will encourage employees to get to know the characters of their colleagues so that cohesiveness is formed within the team. If the collaboration is not good, the employees in the team will be reluctant to form mutual attachment between employees. As a result, discipline will also decline and has an impact on the decrease in doing work.

Discipline is also associated with employees' motivation. Motivation refers to the desire of someone to work hard, have enthusiasm and persistence in managing their performance (Rainey, 2014). In accordance with research conducted by Doloh, work motivation will affect employees' performance. Pynes explained that employees can be motivated by many factors. The employees' performance is often determined by the level and interaction of abilities and motivation possessed. The motivation referred to by Pynes is the desire in a person to act in their own way. This desire refers to the desire of employees to work with discipline.

Meanwhile, Sukma and her friend explained, in their research related to work performance that between motivation and work discipline simultaneously affect work performance (Sukma, Sutopo and Enny Istanti, 2018). Their findings showed that if there is Low Motivation in employees there will also be a decrease in employee discipline.

Highly motivated employees will do their work in their own way. An individual way is a form of employees' creativity. Employees can have different creativity in achieving their goals. To complete a job requires good creativity to solve every problem that exists in the job. Research by Pratama explained the positive and significant influence between creativity and employees' discipline (Pratama, 2016). The higher the employees' discipline, the higher the level of employees' creativity in completing their work. However, if an employee experiences Low Creativity, the employee's discipline will also be low.

Then, based on the existing obstacles, the organization also has management functions in the form of planning, control, and structuring. All of these three obstacles have a relationship with employees' discipline. Doloh explained that employees' performance will be affected by supervision (Doloh, Tamtomo and Sulaeman, 2018). Supervision is a control given by superiors to subordinates to ensure that all work units have been working in accordance with the assigned tasks and targets. Supervision is also another form of Top Management control of staff in the work unit so that staff continues to work in accordance with the specified flow. Another study by Kok also mentioned the same thing that supervision can improve employees' performance (Kok et al., 2015). The control of employees will be considered as a form of supervision of Top Management so that employees will improve their disciplinary behavior so that their performance is considered good by Top Management.

Organizations must also be able to draw up clear planning and development. This plan is made to be the starting point for the organization in achieving its goals. If in the beginning of the journey an organization has not been able to make a clear plan then in the future employees will work without a clear timeline and targets so as to make employees run without clear indicators and standards. When employees work without clear standards and indicators, they tend to reduce their discipline. Employees at work are important to

reflect attitudes that can encourage the effectiveness of the assignment of tasks to organizational growth. The employees with low discipline do not reflect this attitude.

Employees should be willing to involve themselves to the maximum to help the organization so that the goals of the organization run effectively. In involving the employees for a job, the organization will adjust them to the position where they should be. Employees will see the organizational structure in order to adjust their roles to be involved in a job or even a project. Having a clear organizational structure can also minimize irregularities in decision making. In addition, a clear structure can prevent errors in the division of job description.

### **Discipline in Work Performance**

According to James Drever, from the psychological side, discipline is the ability to control or drive actions that come from within a person or come from outside such as existing norms (Drever, 1986). Psychological discipline is a person's behavior that appears and is able to adjust to the rules that have been set. This theory explains that a person's discipline in work is used as a measure of the extent to which the person is able to carry out work in accordance with applicable rules so as to produce good work success.

Discipline in the world of work will be very important to note. Discipline makes workers or employees do their work according to a predetermined track so that it can sustain work success. A job must have its own workload. A target needs to be made to complete the work. In order to be able to bring the work flow to the target, rules or regulations are made. These rules or regulations are made to be able to match the demands of work completion in accordance with the target with the existing workload.

Rules can appear either intentionally or unintentionally. Discipline is measured by the compliance or obedience of a person against existing norms and regulations that have been made both written and not. These rules are not only intended for workers to be disciplined but also for workers to be productive in completing their work. According to Sudwiyatmoko, work discipline has a significant effect on employees' productivity (Sudwiyatmoko, Rodhiyah and Nurseto, 2014). Anggraeni in her research also said similar things which was if safety and health work together with discipline, it can increase the productivity of the employees



(Anggraeini, Nugraha and Dewi, 2014). The employees must comply with these rules. If workers obey these rules, workers can complete the work according to the specified targets.

Awareness of willingness to behave must be possessed for every worker in carrying out his work in the workplace. Discipline behavior is not only seen in terms of time and productivity, but also in terms of employee safety behavior. Discipline behavior in worker safety can be shown from the use of personal protective equipment such as helmets, safety jackets, gloves, boots, masks, protective clothing, and others. The behavior aims to minimize the possibility of risk or danger of work accidents. According to Putri, work discipline has a significant effect on occupational safety and health (Putri, Machasin and Amsal, 2015). Therefore, a company or industry/organization needs to regulate how employees in it can work with discipline not only to obey but also to understand why the rules are made. Understanding is also something that needs to be applied so that employee perceptions of existing regulations are not always related to the interests of the company or industry/ organization but regulations are also made for the benefit of the employees themselves.

A company or organization that is engaged in service field especially health services will be supported by various resources. However there are main principal resources that must be owned by a company or organization which is the human resource. The human resource that exist in it is composed of various kinds of formations are mainly divided into two types, those are medical staff who works in medicals service and service support staff who supports the smooth process of service (Hutagalung and Ikatrinasari, 2018).

The two components of human resources collaborate to create quality service that is in accordance with the targets and expectations of customers or patients. The main focus in improving quality is the performance of human resources. Consistent discipline will be necessary for working in health services such as hospitals. That is due to the hospital environment that has hazards for employees' safety and health. Occupational health and safety hazards in a hospital environment can be varied. Starting from the hazards of infectious diseases, physical hazards, psychological hazards, and occupational ergonomic hazards. With good discipline of employees, it is expected to be able

to maintain employees contact with these hazards (Hutagalung and Ikatrinasari, 2018).

In organizations such as hospitals, safety and health are not only important for patients, but also for health workers or medical personnel because both face the risk of disease infection every day. To prevent this risk exposure, medical personnel are required to wear personal protective equipment properly. Every hospital must have their own standard operational procedures related to how the use of personal protective equipment. Furthermore, the implementation of standard operating procedures related to the use of personal protective equipment depends on how medical personnel understand the importance of the use of personal protective equipment. When medical personnel understand well the benefits of using personal protective equipment, medical personnel will be disciplined in applying standard operating procedures.

In addition to comprehension, communication also plays a role in facilitating employees to behave in a disciplined manner. Communication plays a role as a facilitator in the delivery of information that has been understood by each individual employee. Kuncorowati in his research stated that good or bad communication can be seen from complaints of communication to superiors, explanation of the job description, provision of information to employees on time, and the credibility of the message given to employees. As explained earlier, communication also plays a role as a work barrier that is likely to be experienced by employees. Kuncorowati also explained that communication can increase employees' involvement. With the high involvement of employees, it shows that employees have applied discipline in their work. Discipline at work has a positive relationship with employees' performance (Kuncorowati, 2018).

### **Discipline and Occupational and Health Safety in Increasing Productivity**

Health safety is a thought to try to guarantee the overall and perfection in the worker's physical and spiritual well-being as well as his work and culture. Whereas occupational health is public health related to potential factors in employment that have an influence on workers' health. Furthermore, work discipline is an activity of the management of a company or organization that functions as a form of employees' control in carrying out organizational or corporate organizational standards that are structured

for the achievement of company goals (Jumanto and Nasution, 2017).

Jumanto explained that the three components simultaneously or jointly could have a positive and significant effect on employees' work productivity. Employees' productivity is the achievement obtained from the measure of output (company output) with the input or performance issued by the workforce. With the high discipline and health and safety behavior of a worker, it will make the workers to produce a better performance so that their productivity is also high.

Of course the level of discipline in the use of personal protective equipment depends on the constraints inherent in both employee and the organization. When the organization wants to make an intervention regarding the level of use of personal protective equipment, it is good for the organization to see from the side of the greatest obstacles felt by workers or employees. By knowing the barriers that are most felt by workers or employees, the organization can make specific improvements so that interventions can be more effectively applied to workers or employees.

Based on the obstacle variables that have been statistically tested, it shows that the variables of unfair rewards, inadequate control, and confusing organizational structure had strong influence compared to other obstacle variables. These three variables have a strong influence on the work discipline in Wiyung Sejahtera Surabaya Hospital. As an obstacle, if it can be minimized, it will cause employees' job satisfaction. High job satisfaction will affect high productivity as well. Weak inadequate control or supervision as one type of obstacle influences job satisfaction. According to Sarjana, when the supervision activities carried out by superiors increases, the working climate and job satisfaction of his subordinates would also increase (Sarjana, 2012). Supervision activities can be used as an effort to evaluate the performance of employees in an industry. Aside from being an evaluation effort, the implementation of the supervision conducted is expected to be able to find out problems or deficiencies that occur in the work process so that it can be used as material for further performance improvement. By knowing firsthand what has happened to superior, employees can participate and provide the best solution in the next process.

The next obstacle related to work discipline is unfair rewards. Unfair rewards or wages that are not commensurate are a matter of great concern

for most employees. To achieve its objectives, the industry is obliged to provide compensation in the form of salary or outside salary to be able to increase the work productivity. According to Abdussamad in his research, compensation in a company has a significant effect on work productivity (Abdussamad, 2014). Efficient and effective compensation has a direct effect on productivity. The higher the compensation given, the higher the productivity generated by workers.

Another obstacle variable that has a strong influence is confusing organizational structure or unclear organizational structure in the industry. Organizational structure is a picture of the relationship that is composed and has a hierarchy between parts or positions to provide clarity of functions, activities, and functions as well as boundaries therein. With clarity regarding the position and main tasks that must be done, employees can have stability and efficient coordination in doing their work to form job satisfaction. Job satisfaction owned by employees can support employees in achieving work productivity (Ristiliana and Febrian, 2018).

## CONCLUSION

Based on the research results of Work Obstacles to Employee Discipline correlation analysis in Work Units, it can be concluded that the work barriers of employees in Wiyung Sejahtera Surabaya Hospital work units based on 14 dimensions tend to be moderate. The employees assumed fourteen dimensions can be applied depend on the conditions of each employee. In addition, the employees' work discipline at the Wiyung Sejahtera Surabaya Hospital work unit had a high level of work discipline. From the obstacles and discipline, there was a negative significant relationship, thus, the obstacles can reduce the employees' work discipline.

## ACKNOWLEDGEMENT

The author would like to thank all employees at Wiyung Sejahtera Surabaya Hospital who have agreed to be respondents in this research as well as other parties who have assisted in conducting this research.

## REFERENCES

Abdussamad, Z. (2014) 'Pengaruh Kompensasi Terhadap Produktivitas Kerja Karyawan pada

- Pt Asuransi Jiwasraya Gorontalo', *Jurnal Manajemen*, XVIII(03), pp. 456–466.
- Anggraeini, O. S., Nugraha, H. S. and Dewi, R. S. (2014) 'Pengaruh Keselamatan dan Kesehatan Kerja ( K3 ) Dan Disiplin Kerja Terhadap Produktivitas Kerja', *Jurnal Administrasi Bisnis*, 3(4), pp. 394–399.
- Ardi, R. P. and Sukmasari, N. (2016) 'Pengaruh Disiplin Kerja, Promosi Jabatan dan Kompensasi Terhadap Kinerja Pegawai pada Dinas Kebudayaan Pariwisata Pemuda dan Olahraga Kabupaten Rembang', *Ebbank*, 7(2), pp. 105–110.
- Deni, M. (2018) 'Kedisiplinan dan Motivasi Terhadap Kinerja Pegawai Pelayanan Publik', *Jurnal Manajemen Dan Bisnis Sriwijaya*, 16(1), pp. 31–43.
- Dila, A. N. and Rochmah, T. nurul (2015) 'Analysis of Effect Communication , Leadership and Team Work for Employee Discipline', *Jurnal Administrasi Kesehatan Indonesia*, 3(2), pp. 129–138.
- Doloh, N., Tamtomo, D. and Sulaeman, E. S. (2018) 'Factors Affecting Work Performance among Nurses in Delivering Health Service for the National Health Insurance Patients at Dr . Moewardi Hospital , Surakarta', *Journal of Health Policy and Management*, 3(1), pp. 20–25.
- Donabedian, A. (2003) *An Introduction to Quality Assurance in Health Care*. Edited by R. Bashshur. New York: Oxford University Press.
- Dotulong, L., Mananeke, L. and Dahlan, M. (2014) 'Pelaksanaan Program Kesehatan Dan Keselamatan Kerja Serta Pemberian Insentif Terhadap Kinerja Karyawan Ud. Sinar Sakti Malalayang', *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(2), pp. 1429–1439.
- Drever, S. J. (1986) *Kamus Psikologi*. Jakarta: Bina Aksara--Terj. Nancy Simanjuntak.
- Geyer, N. M. et al. (2018) 'Relationship of nurses' intrapersonal characteristics with work performance and caring behaviors: A cross-sectional study', *Nursing and Health Sciences*, 20(3), pp. 370–379.
- Hutagalung, A. O. and Ikatrinasari, Z. F. (2018) 'Disiplin Kerja Terhadap Kinerja Karyawan Cleaning Service PT X Di Jakarta ( Studi Kasus Pada Rumah Sakit Mata XYZ )', *Jurnal Inkofar*, 1(1), pp. 79–90.
- Jumanto and Nasution, A. P. (2017) 'Pengaruh Keselamatan Dan Kesehatan Kerja (K3), Kedisiplinan Dan Pengawasan Kerja Terhadap Produktivitas Karyawan Bagian Seksi Cutting Crimping Di Pt. Sumitomo Wiring Systems Batam Indonesia', *Bening*, 4(2), pp. 1–21.
- Kok, M. C. et al. (2015) 'Which intervention design factors influence performance of community health workers in low- and middle-income countries ? A systematic review', *Health Policy and Planning*, 30(December 2014), pp. 1207–1227.
- Kuncorowati, H. (2018) 'The Influence of Communication and Work Discipline on the Employee Performance ( A Case Study of Employee Performance of Dwi Arsa Citra Persada Foundation in Yogyakarta , Indonesia )', *Journal of Arts, Science & Commerce*, 9(2), pp. 6–13.
- Mangundjaya, W. L. H. (2015) 'Diagnosing Indonesian organizations using Blockage Organization Inventory', *Jurnal Ilmiah Psikologi Industri dan Organisasi*, 2(1), pp. 15–22.
- Meilany, P. and Ibrahim, M. (2015) 'Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan', *Jom FISIP*, 2(2), pp. 1–11.
- Pratama, A. Y. (2016) 'Pengaruh Disiplin, Kreativitas dan Motivasi Terhadap Kinerja Pegawai Di Badan Kesatuan Bangsa dan Politik Kabupaten Kutai Timur', *eJurnal Pemerintahan Integratif*, 4(4), pp. 462–476.
- Putri, R., Machasin and Amsal, C. A. (2015) 'Pengaruh pengawasan, Lingkungan kerja dan disiplin terhadap keselamatan kesehatan kerja PT. Indah Kiat Pulp and Paper kecamatan Tualang', *JOM Fekon*, 2(1), pp. 1–15.
- Pynes, J. E. and Lombardi, D. N. (2011) *Human Resources Management For Healthcare Organizations : a strategic approach*. 1st Ed. United States of America: Jossey-Bass.
- Rainey, H. G. (2014) *Understanding and Managing Public Organization*. 5th Ed. San Francisco: John Willey.
- Ristiliana and Febrian, W. D. (2018) 'Pengaruh karakteristik Organisasi Terhadap Efektivitas Organisasi Pada PT. Adira Pekanbaru', *Scientific Journals of Economic Education*, 2(1), pp. 153–163.
- Sampeliling, A. (2015) 'Faktor – Faktor Yang Berpengaruh Terhadap Sekretariat Daerah Kabupaten Kutai Timur', *Jurnal Ekonomi dan Manajemen Kinerja*, 12(1), pp. 1–17.
- Sarjana, S. (2012) 'Pengaruh Supervisi dan Iklim Kerja Terhadap Kepuasan Kerja', *Jurnal Kependidikan*, 42(2), pp. 173–186.

- Shantz, A., Alfes, K. and Arevshatian, L. (2016) 'HRM in healthcare: the role of work engagement', *Personnel Review*, 45(2), pp. 274–295.
- Sijabat, R. (2018) 'Peran Career Plateau Dan Kepuasan Kerja Dalam Membentuk Turnover Intention', *Jurnal Bisnis Strategi*, 26(2), p. 163.
- Sudwiyatmoko, M., Rodhiyah, R. and Nurseto, S. (2014) 'Pengaruh Disiplin Kerja, Keselamatan Dan Kesehatan Kerja, Serta Lingkungan Kerja Terhadap Produktivitas Karyawan Bagian Produksi Pt.Barlow Tyrie Indonesia', *Jurnal Ilmu Administrasi Bisnis*, 3(4), pp. 122–131.
- Sukma, G. J. B., Sutopo and Enny Istanti (2018) 'Pengaruh Kerjasama Tim, Motivasi Kerja Dan Disiplin Kerja Terhadap Prestasi Kerja Karyawan Pt. Delta Jaya Mas Gresik', *Jurnal Manajemen Branchmarck*, 4(3), pp. 346–356.