



## The Influence of Motivation, Incentives, and Work Discipline on Employee Performance in the Finance Department of Bandung Adventist Hospital

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**Abstract:** This study aims to analyze the influence of motivation, incentives, and work discipline on employee performance in the Finance Department of Bandung Adventist Hospital. The method used is multiple linear regression analysis to determine the relationship between independent variables (motivation, incentives, and work discipline) and the dependent variable (employee performance). The analysis results indicate that motivation has a significant and positive effect on employee performance, with a regression coefficient of 0.326 and a significance level of 0.009, supporting the hypothesis that motivation plays an important role in enhancing employee productivity and commitment. Conversely, the incentive and work discipline variables show a negative and non-significant effect on performance, with coefficients of -0.162 and -0.208, respectively. This suggests that the current incentive and work discipline practices are not fully effective or do not meet employee expectations. Simultaneously, the three independent variables have a significant effect on employee performance, with the F-test showing a significance level of 0.009. This study recommends that management prioritize motivation improvement through training programs, rewards, and the development of a supportive work environment. Additionally, it is essential to evaluate the incentive system and adopt a more flexible disciplinary approach to align with employee needs and expectations.

**Keywords:** Motivation, Incentives, Work Discipline, Employee Performance.

### 1. INTRODUCTION

The development of the healthcare sector in Indonesia has seen a significant increase in recent years. Various hospitals are striving to improve the quality of their services to meet the public's need for optimal healthcare. One of the key factors determining the success of hospital services is employee performance (Hasnah & Asyari, 2022). In this context, factors such as motivation, incentives, and work discipline play essential roles in determining employee performance (Putri et al., 2024).

Motivation is a critical element that drives employees to work harder and achieve set targets. Herzberg's Two-Factor Theory states that job satisfaction and job dissatisfaction are distinct factors, and satisfaction and dissatisfaction with work are not part of a continuous variable (Nasir et al., 2023). Additionally, incentives serve as a motivator for employee performance. Incentives can be financial or non-financial, and various studies have shown a positive correlation between incentives and increased employee productivity (Manajemen & Added, 2023).

Beyond motivation and incentives, work discipline is a crucial factor that cannot be overlooked. Work discipline includes adherence to organizational rules and policies, as well as consistency in carrying out tasks and responsibilities. Research by Jusnita Nina has shown that high work discipline is closely linked to reduced error rates and improved operational efficiency (Abdul Wahab Sya'rani, 2018).

The Finance Department of Bandung Adventist Hospital, as a critical unit in the hospital's operations, requires optimal employee performance. Based on internal data, in 2023, the efficiency of the hospital's financial management increased by 5% compared to the previous year; however, challenges in maintaining and enhancing this performance persist. For example, employee absenteeism increased by 2% during the same period (Bandung Adventist Hospital Financial Report, 2023).

Given these considerations, this study aims to analyze and investigate the influence of motivation, incentives, and work discipline on employee performance in the Finance Department of Bandung Adventist Hospital. This research is important to contribute to the understanding of factors affecting employee performance and to provide recommendations that can be applied to improve future performance. Through this research, it is hoped that the root causes and effective solutions can be identified to optimize employee performance in the Finance Department of Bandung Adventist Hospital.

## **2. LITERATURE REVIEW**

### **Motivation**

According to Suharto (Suharto, 2009) from Universitas Gadjah Mada, who adapted Maslow's hierarchy of needs theory in the Indonesian cultural context, social and collective needs play a significant role in motivating employees. Suharto emphasizes that social needs, such as community support and togetherness, are more prominent in Indonesian culture compared to individual needs. Indicators show that levels of togetherness and social support within an organization significantly influence employee motivation.

Freddy J. Rumambi (Rumambi, F.J., 2020) researched the relationship between motivation, communication, and compensation on employee performance in the service sector. His findings indicate that all these variables positively and significantly impact employee performance. The study highlights the importance of creating a supportive work environment to enhance work enthusiasm and productivity.

Sundari, S. (Sundari, S., 2019) discusses the basic concept of performance management, which includes various factors affecting individual performance within an organization, including motivation and work discipline. Sundari explains how effective management can increase productivity and work quality through appropriate incentive systems and by reinforcing discipline in the workplace.

Heru Priyanto (Heru Priyanto, 2010) investigated how local cultural factors, such as "gotong royong" (mutual cooperation) and togetherness, influence employee motivation in Indonesia. Priyanto found that these cultural values can enhance employees' intrinsic motivation, encouraging them to work harder for the collective good. Indicators show that upholding these local cultural values within an organization significantly boosts employee motivation.

Widodo (Widodo, 2011) developed a theory focused on job satisfaction among Indonesian civil servants. His theory highlights factors such as job stability, compensation, and career development opportunities as the main determinants of job satisfaction. Indicators suggest that high job satisfaction among civil servants contributes to increased motivation and performance.

Handoko (Handoko, 2012) studied factors influencing work motivation in Indonesian private companies, finding that work environment, recognition, and interpersonal relationships play crucial roles. This theory demonstrates that a positive work environment and recognition for individual achievements significantly enhance employee motivation. Indicators show that a conducive work environment and acknowledgment of accomplishments directly influence employee motivation.

Rachmawati (Rachmawati, 2013) examined work motivation in Indonesia's creative industry, emphasizing the importance of creative freedom and workplace flexibility. She found that employees in this industry are more motivated by opportunities to express their creativity and work in flexible environments. Indicators suggest that flexibility and creative opportunities in work significantly increase employee motivation.

Sutrisno (Sutrisno, 2014) developed a motivation theory specific to the education sector in Indonesia, stressing the importance of professional recognition and development opportunities for teachers and educational staff. According to him, teacher motivation can be enhanced by providing awards and opportunities for advanced training. Indicators suggest that recognition and professional development contribute to teachers' motivation and dedication.

Nurdin (Nurdin, 2015) studied work motivation in the healthcare sector, finding that factors such as workload, management support, and fair compensation play key roles. This theory indicates that healthcare workers are more motivated when they feel supported by management and receive appropriate compensation. Indicators show that management support and fair compensation directly impact healthcare workers' motivation.

### **Incentives**

Haryono (Haryono, 2013) developed a theory emphasizing the importance of project-based incentives to enhance employee performance in Indonesia's construction sector. According to him, incentives tied to project success can encourage employees to work harder and focus more on final outcomes. Indicators show that high project success rates are directly proportional to the incentives given to employees.

Rumambi F.J. (Rumambi, F.J., 2020) analyzed the impact of financial and non-financial incentives on employee performance in the service sector. The study shows that appropriate incentives can boost employee motivation, which in turn positively impacts their performance. The findings highlight the importance of designing incentive programs suited to employee needs and characteristics to achieve optimal results.

Wahyudi (Wahyudi, 2012) researched productivity-based incentives in Indonesia's manufacturing industry. He found that incentives directly linked to increased output and work efficiency can motivate employees to work more productively. Indicators show that employee productivity rises in alignment with performance-based incentives.

Fitriani (Fitriani, 2011) developed a theory on the importance of non-financial incentives, such as recognition, career development opportunities, and awards, in enhancing employee motivation and performance. She argues that non-financial incentives are often more effective than financial ones in the long term. Indicators show that non-financial rewards significantly boost employee satisfaction and motivation.

Santoso (Santoso, 2014) studied the effectiveness of team performance-based incentives in boosting productivity and teamwork within Indonesian companies. He found that incentives based on team performance can strengthen solidarity and collaboration among team members. Indicators show that high team performance, matched with appropriate incentives, increases collective motivation.

Rahmawati (Rahmawati, 2010) developed a theory on suitable incentives for the public sector in Indonesia, emphasizing the importance of performance-based incentives

to improve efficiency and accountability among civil servants. According to her, fair and transparent incentives can boost motivation and performance among public employees. Indicators show that performance-based incentives enhance efficiency and accountability in the public sector.

Fauzan (Fauzan, 2013) examined the impact of perceived fairness in the distribution of incentives on employee motivation and performance in Indonesian private companies. He found that distributive and procedural fairness are essential in determining employee motivation levels. Indicators show that perceptions of fairness in incentive distribution directly influence employee motivation and performance.

Sari (Sari, 2012) developed a theory highlighting the importance of welfare incentives, such as health benefits, sports facilities, and work-life balance, in enhancing employee motivation. She found that strong employee welfare contributes significantly to their motivation and performance. Indicators show that welfare incentives significantly increase employee satisfaction and motivation.

Irawan (Irawan, 2011) studied the effectiveness of rewards as a form of incentive in boosting employee motivation and performance in Indonesia's banking sector. He found that regularly provided rewards increase employees' sense of appreciation and motivation. Indicators show that consistent rewards contribute to higher employee motivation and performance.

### **Work Discipline**

Purwanto (Purwanto, 2010) developed a work discipline theory emphasizing the importance of effective and consistent supervision in improving employee adherence to organizational rules and procedures. According to him, good supervision ensures that employees comply with established work standards. Indicators show that employee compliance with rules increases with consistent supervision.

Rumambi, F.J., & Purnama, R.D. (Rumambi, F.J., & Purnama, R.D., 2022) analyzed the impact of motivation and work discipline on employee performance at the South Jakarta Central Bureau of Statistics after the COVID-19 pandemic. Regression analysis results showed that motivation contributed 21.3% to employee performance. Hypothesis testing indicated that both motivation and work discipline significantly influenced performance.

Sundari, S. (Sundari, S, 2021) analyzed the impact of compensation, work discipline, and motivation on employee performance at PT. Shinko Plantech Banten. The method used was quantitative descriptive with data processing using SmartPLS software.

The research findings showed that work discipline and motivation had significant positive effects on employee performance, contributing 26.50% and 29.53%, respectively. Meanwhile, compensation did not have a direct significant effect on employee performance.

Susanto (Susanto, 2012) studied the impact of procedural and distributive justice in the enforcement of work discipline. He found that perceptions of justice strongly influence employee discipline, with employees being more motivated to follow rules when they feel they are treated fairly. Indicators show that perceptions of justice in discipline enforcement improve employee compliance with rules.

Rahmadani (Rahmadani, 2013) developed a theory that emphasizes the role of leadership style in shaping and maintaining work discipline. He found that fair and firm leadership can create a disciplined work environment. Indicators show that fair and firm leadership styles enhance employee work discipline.

Wijaya (Wijaya, 2011) studied how a strong organizational culture supports high work discipline. He emphasized that core values upheld by all members of the organization can influence the level of work discipline. Indicators show that a strong and cohesive organizational culture increases employee work discipline.

Hartono (Hartono, 2010) developed a theory on the importance of work discipline in the education sector. He highlighted the role of teachers and administrative staff in creating a conducive learning environment through good discipline. Indicators show that good work discipline in the education sector contributes to a positive and productive learning environment.

Kurniawan (Kurniawan, 2014) developed a theory connecting intrinsic and extrinsic motivation with work discipline levels. He showed that high motivation can improve employee discipline in performing their tasks. Indicators show that high work motivation correlates with high levels of work discipline.

Budiarto (Budiarto, 2013) studied how work discipline can be applied and maintained in project management contexts. He emphasized the role of project managers in ensuring compliance with schedules and budgets. Indicators show that compliance with project schedules and budgets increases with good work discipline.

Nugroho (Nugroho, 2012) developed a theory on the use of information technology to support work discipline. He emphasized the importance of technology-based monitoring and evaluation systems in enhancing employee discipline. Indicators show that effective use of information technology improves employee work discipline.

### 3. METHODS

This research is an observational study using a quantitative approach. A quantitative approach was chosen because it allows for systematic measurement and statistical analysis of the relationships between the variables studied in this research. An observational study is used because the researcher does not intervene or manipulate the observed variables but merely observes and collects data from the subjects in the study population. This approach is suitable for studying problems that are already measurable and have a large population, with the aim of objectively revealing facts. Some examples of quantitative research designs include descriptive, causal-comparative, experimental, survey, and inferential designs (Sugiyono, 2016). This approach involves a series of systematic stages in collecting and analyzing quantitative data, as follows:

1. **Data Collection:** Data is collected using standardized instruments, such as questionnaires or surveys, designed to objectively measure the research variables. The data is obtained directly from respondents, who are employees of the Finance Department at Bandung Adventist Hospital.
2. **Validity and Reliability Testing:** After data collection, validity tests are performed to ensure that the measurement instruments accurately measure the variables, and reliability tests are conducted to ensure consistency in the measurement results. This step is essential to ensure the credibility of the data obtained.
3. **Classical Assumption Tests:** Before performing regression analysis, classical assumption tests are necessary, including:
  - **Normality Test:** to ensure that the data follows a normal distribution.
  - **Multicollinearity Test:** to ensure there is no strong linear relationship among the independent variables that could affect the analysis results.
  - **Heteroscedasticity Test:** to check if the independent variables have constant residual variance, so the analysis results are more accurate and unbiased.
4. **Data Analysis:** Once the data meets the classical assumptions, statistical analysis is performed with several stages:
  - **T-test (Partial Test):** used to test the individual effects of each independent variable (motivation, incentives, and work discipline) on employee performance.
  - **F-test (Simultaneous Test):** used to test the joint effect of independent variables on the dependent variable.

- **Coefficient of Determination ( $R^2$ ):** measures how much the independent variables contribute to the dependent variable. The higher the  $R^2$  value, the stronger the influence of the independent variables on the dependent variable.
5. **Interpretation and Discussion of Results:** The results of the statistical analysis are then interpreted to provide meaning to the obtained data. In this stage, the researcher evaluates the findings and discusses their relevance to existing theory, as well as how these results can be implemented at Bandung Adventist Hospital.
  6. **Conclusion and Recommendations:** Based on the analysis and discussion, the researcher draws conclusions that address the research objectives. Additionally, recommendations are provided to the management of Bandung Adventist Hospital to improve employee performance through increased motivation, incentive provision, and the implementation of work discipline.

This approach is expected to provide a clear picture of the factors influencing employee performance and offer concrete solutions to enhance work effectiveness at Bandung Adventist Hospital.

#### **4. RESULTS**

In this study, the sampling technique used was Nonprobability Sampling with the saturated sampling technique, where the entire population was used as the sample in this research. Therefore, the total sample consisted of 48 employees from the Finance Department of Bandung Adventist Hospital. Bandung Adventist Hospital is a leading Type B hospital in Bandung, established in 1950 and relocated to a strategic location on Jl. Cihampelas No. 161 in 1963. With the vision of becoming a channel for divine love in serving the community towards complete health, the hospital is committed to providing holistic and quality healthcare services. To achieve this vision, Bandung Adventist Hospital focuses on the development of character-based human resources, safe scientific services, appropriate healthcare technology, and promoting a healthy lifestyle. The Finance Department works closely with the hospital management to prepare budgets that support various hospital development programs and projects. The financial surplus achieved in recent years demonstrates the effectiveness of the existing financial management. With this efficient management, Bandung Adventist Hospital has been able to acquire additional land for physical expansion, build new buildings, and enhance various medical facilities to improve service quality.



Proper financial management also allows the hospital to fulfill its social commitments, including providing healthcare services to the underprivileged through cross-subsidy schemes. Bandung Adventist Hospital is committed not only to maintaining its financial health but also ensuring that quality healthcare services remain accessible to all levels of society.

From the data recap, the respondents are categorized as follows:

1. **Gender:** Based on the gender breakdown of the respondents, of the total 48 respondents, 23 (47.9%) were male, while 25 (52.1%) were female.
2. **Age:** Based on the age data of the 48 respondents (valid N: 48, no missing data), the average age is 40.54 years, with a median age of 39 years. The age distribution of the respondents is quite varied, as indicated by the standard deviation of 9.363. The age range of the respondents spans from 27 years (the youngest) to 61 years (the oldest), with a range of 34 years. This data indicates a significant spread in the ages of the respondents, although the average is around 40 years.
3. **Work Experience:** Based on the data recap, the majority of the respondents, 37 people (77.1%), have more than 6 years of work experience. Only 4.2% of the respondents have been working for less than 1 year, and 6.3% have worked for 1 to 3 years. Meanwhile, 8.3% of the respondents have been working for 4 to 6 years. This data shows that most respondents have considerable work experience.

After the respondent profiles were summarized, statistical testing was performed using SPSS version 27.0, as follows:

1. **Motivation Variable (X1):** A total of 24 respondents (50.0%) gave a score of 16 for Total Motivation (X1), indicating that employee motivation is at a good level. Only a small number of respondents gave higher or lower scores: 7 respondents gave a score of 17, 1 respondent gave a score of 18, and 1 respondent gave a score of 19. This indicates that only a few employees felt highly motivated. Overall, the evaluation of employee motivation shows a positive tendency, with most respondents giving scores in the moderate to high range. The Total Motivation (X1) suggests that employees are sufficiently motivated to work hard and gain satisfaction from the work they do.
2. **Incentive Variable (X2):** The Total Incentive (X2) showed that 24 respondents (50.0%) gave a score of 16, indicating that most employees feel the incentives provided are adequate. Meanwhile, 11 respondents (22.9%) gave a score of 15, and 10 respondents (20.8%) gave a score of 14, indicating that some employees believe

- improvements in incentives are necessary. Only 3 respondents (6.3%) gave a score of 17. Overall, the results from the Total Incentive (X2) indicate that employees feel the incentives provided are generally sufficient and can motivate them to improve their performance. However, there is still room for improvement, particularly regarding the transparency of the incentive system, so that it can be more effective in motivating employees overall.
3. **Work Discipline Variable (X3):** The Total Discipline (X3) reflected that 19 respondents (39.6%) gave a score of 16, showing that the majority of employees feel their work discipline is in the good category. Additionally, 16 respondents (33.3%) gave a score of 17, indicating that many of them consider themselves highly disciplined. However, 7 respondents (14.6%) gave a score of 15, and 3 respondents (6.3%) gave a score of 14, suggesting that some employees believe they need to improve their work discipline. Overall, the results from the Total Discipline (X3) suggest that employee work discipline is at a satisfactory level. The majority of employees comply with rules, can complete tasks on time, and maintain integrity in their work. However, there is still room for improvement, especially for employees who feel the need to enhance their discipline in carrying out tasks.
  4. **Employee Performance Analysis (Y):** The Total Performance (Y) indicated that 21 respondents (43.8%) gave a score of 16, reflecting that the majority of employees feel their performance is at a satisfactory level. A total of 11 respondents (22.9%) gave a score of 17, indicating that some employees feel their performance is excellent. Meanwhile, 12 respondents (25.0%) gave a score of 15, and 3 respondents (6.3%) gave a score of 14, which indicates that there are still employees who feel the need to improve their performance. Overall, the results from Total Performance (Y) suggest that employees are generally satisfied with their performance, are able to work efficiently, and feel that their contributions are recognized by the hospital. However, this also shows potential for improvement, particularly for employees who feel their performance is not optimal. This is an important concern in efforts to improve satisfaction and productivity in the work environment.
  5. **Simple or Multiple Linear Regression Test**

The ANOVA analysis results conducted in this study evaluate the relationship between Motivation and Employee Performance, providing significant insights into the effect of motivation on performance. The explained variation from the regression model reached 5.693, indicating that Motivation contributes substantially to the

variation in Employee Performance. On the other hand, the unexplained variation totaled 32.787, reflecting the presence of other factors that influence performance. The degrees of freedom for the regression are 1, indicating that only one independent variable is considered, namely Motivation, while the residual degrees of freedom are 46. The Mean Square for regression, which reached 5.693, shows the effectiveness of the model in explaining performance variation, while the Mean Square residual of 0.713 represents the unexplained variance. With an F value of 7.987, this analysis shows that the regression model effectively explains the variation in Employee Performance.

Furthermore, the significance value obtained is 0.007, which is below the threshold of 0.05, confirming that the relationship between Motivation and Employee Performance is statistically significant at a 95% confidence level. These findings provide strong evidence that increasing Motivation can potentially improve Employee Performance, highlighting the importance of motivation enhancement strategies in human resource management to encourage better performance.

## **Discussion**

Based on the descriptive analysis results, it can be concluded that the variables of motivation, incentives, and work discipline play a significant role in influencing employee performance in the Finance Department at Bandung Adventist Hospital. In general, employees feel motivated, receive adequate incentives, and demonstrate good work discipline, which collectively has a positive impact on their performance.

The dominance of ratings at moderate to high levels for these three variables indicates a strong relationship between motivation, incentives, work discipline, and employee performance. This finding is consistent with theories that state that motivation and rewards given to employees have a significant influence on their productivity and performance.

### **1. The Relationship Between Motivation and Employee Performance**

Motivation is often considered one of the key factors influencing employee performance. In this analysis, Motivation (Total\_X1) shows a significant and positive impact on Employee Performance (Total\_Y). The unstandardized regression coefficient of 0.326 indicates that every one-unit increase in Motivation will increase Employee Performance by 0.326 units, assuming other variables remain constant.

Furthermore, the t-value for Motivation is 2.755, and the significance level is 0.009 (below the 0.05 threshold), indicating that the effect of Motivation on Employee

Performance is statistically significant. This reinforces the hypothesis that more motivated employees are likely to show improvements in productivity, work quality, and commitment to their tasks.

Theoretically, this result aligns with Maslow's Hierarchy of Needs theory and Herzberg's Two-Factor Theory, where intrinsic motivation, such as recognition, rewards, and a sense of achievement, plays a crucial role in enhancing employee performance. In the organizational context, this finding suggests the importance of creating a work environment that fosters employee motivation through relevant training programs, recognition, and rewards.

## **2. The Relationship Between Incentives and Employee Performance**

In contrast, the analysis of the Incentives variable (Total\_X2) shows a negative but not significant relationship with Employee Performance. The unstandardized regression coefficient of -0.162 indicates that every one-unit increase in Incentives will decrease Employee Performance by 0.162 units. However, the t-value is -1.143 and the significance level is 0.259 (greater than 0.05), which suggests that the effect of Incentives on Employee Performance is not statistically significant in this model.

This finding may be surprising, as incentives are generally considered a major driver of employee performance. However, there are several potential explanations for this result. One possible explanation is the mismatch between the types of incentives provided and the employees' needs or expectations. If the incentives are perceived as unfair or irrelevant by employees, they may negatively impact their motivation and performance. Additionally, excessive incentives without clear objectives may create dependence, reducing intrinsic motivation.

The implication of this finding is that organizations should reconsider the incentive systems they implement, ensuring that the incentives are aligned with the needs and preferences of employees. This can be done through employee satisfaction surveys or in-depth analysis of the effectiveness of existing incentive programs.

## **3. The Relationship Between Work Discipline and Employee Performance**

The third variable, Work Discipline (Total\_X3), also shows a negative relationship with Employee Performance. The unstandardized regression coefficient of -0.208 indicates that every one-unit increase in Work Discipline will decrease Employee Performance by 0.208 units. Despite this, the t-value is -1.841, and the significance level is 0.072, which is close to the 0.05 threshold but still considered not significant.

This negative relationship may be linked to a work environment that is overly strict or where discipline rules are applied in a less flexible manner. Excessive work discipline could create pressure, which might reduce creativity and initiative, negatively impacting employee performance. This suggests that work discipline should be balanced with an approach that encourages employee autonomy and responsibility.

From this result, it is evident that the management of work discipline in organizations needs to be evaluated. A more flexible and employee-centered policy might be more effective in enhancing performance than merely implementing rigid rules.

#### **4. Overall Interaction and Implications**

Overall, the results of this regression analysis highlight the importance of Motivation as a primary factor contributing significantly to Employee Performance, while Incentives and Work Discipline show negative but non-significant influences. This relationship indicates that organizations should focus more on strategies that foster intrinsic employee motivation, such as providing clear work goals, development opportunities, and a supportive environment, rather than solely relying on material incentives or strict discipline policies.

Motivation, as a significant factor, requires special attention. Motivated employees are more likely to have higher job satisfaction and commitment, which ultimately improves the organization's overall performance. These findings provide important insights for organizational decision-makers in designing human resource management strategies that are more effective and motivation-oriented.

Meanwhile, although Incentives and Work Discipline did not show significant relationships, this does not mean that these factors are unimportant. On the contrary, this result suggests the need for a more careful approach in implementing incentive and discipline policies. Incentive programs should be designed to be relevant and fair to employees, while discipline policies should be balanced with freedom that allows employees to develop their potential.

#### **5. CONCLUSION**

Based on the research results regarding the influence of Motivation, Incentives, and Work Discipline on Employee Performance in the Finance Department at Bandung Adventist Hospital, several conclusions can be drawn that reflect the relationships between variables and their implications for human resource management in this organizational context:

**1. Significant Influence of Motivation on Employee Performance**

The regression analysis results indicate that Motivation has a significant and positive impact on Employee Performance. The regression coefficient of 0.326 and a significance value of 0.009 confirm that increasing employee motivation can significantly enhance their performance. This supports the hypothesis that both intrinsic and extrinsic motivation play important roles in improving productivity, work quality, and employee commitment to the organization. These findings suggest that employees who feel valued, supported, and motivated are more likely to work more efficiently and contribute greatly to the organization's success.

**2. Insignificant Influence of Incentives on Employee Performance**

Incentives, in this study, were found to have no significant impact on Employee Performance, with a regression coefficient of -0.162 and a significance value of 0.259. This indicates that the incentives currently implemented may not be sufficiently relevant or aligned with employee expectations. Although incentives are often viewed as a key driver of performance, the results show that in this case, the incentives provided may not be appropriate or strong enough to motivate employees to improve their performance.

**3. Insignificant Influence of Work Discipline on Employee Performance**

Similar to incentives, Work Discipline also does not show a significant impact on Employee Performance, with a regression coefficient of -0.208 and a significance value of 0.072. Although this result is close to significance, its effect is not strong enough to be considered statistically significant. Overly rigid or authoritarian discipline may limit employee creativity and flexibility, ultimately negatively impacting their performance. A more flexible and human-centered approach to implementing work discipline may be more effective than a strict and formal one.

**4. Combined Influence of Motivation, Incentives, and Work Discipline on Employee Performance**

The combined effect of Motivation, Incentives, and Work Discipline on Employee Performance can also be concluded as significant, based on the regression analysis results shown in the ANOVA table. The F-statistic test results yield an F-value of 4.322 with a significance value of 0.009, which is below the 0.05 threshold. This indicates that, simultaneously, the three independent variables (Motivation, Incentives, and Work Discipline) significantly influence Employee Performance.

In other words, although Incentives and Work Discipline do not individually show a significant impact, when combined with Motivation, all three variables together significantly influence employee performance. This emphasizes that the combination of these three factors, when effectively managed together, can create a synergy that impacts overall employee performance.

Specifically, Motivation plays a dominant role in influencing performance, while Incentives and Work Discipline can be more effective if integrated with policies and strategies that are more relevant and tailored to the needs and expectations of employees. The management of these three factors together is crucial for optimizing employee productivity.

Motivation, Incentives, and Work Discipline, when considered together, significantly impact Employee Performance. This is supported by the F-value and significance, which show that the regression model overall explains the variability in employee performance. The combination of these three variables requires an integrated managerial approach, with motivation as the main pillar, while incentives and work discipline need to be improved and adjusted to provide a more optimal impact.

## **6. LIMITATION**

This study has several limitations that should be considered when interpreting the results and drawing conclusions:

### **1. Scope of the Study**

The study was conducted only at Bandung Adventist Hospital, specifically within the Finance Department, which limits the generalizability of the findings to other departments or healthcare institutions. The findings may not fully represent the overall impact of motivation, incentives, and work discipline on employee performance across different sectors or organizations.

### **2. Sample Size**

The study involved 48 respondents, which is a relatively small sample size. A larger sample size would provide more robust and representative data, potentially leading to more reliable and generalizable results.

### **3. Cross-Sectional Nature of the Study**

This study is cross-sectional in nature, meaning that data were collected at one point in time. As a result, it is difficult to infer causal relationships between motivation, incentives, discipline, and employee performance. A longitudinal

study could provide more insights into how these variables interact and influence performance over time.

#### **4. Self-Report Data**

The study relied on self-reported data from employees, which may be subject to biases such as social desirability bias or personal perception distortions. Respondents may have provided answers they believe are expected or acceptable, rather than reflecting their true opinions or experiences.

#### **5. Limited Variables**

The study focused only on three variables: motivation, incentives, and work discipline. Other factors that could influence employee performance, such as leadership style, work environment, or job satisfaction, were not included in the analysis. Future research could explore these additional factors to provide a more comprehensive understanding of the drivers of employee performance.

#### **6. Potential Measurement Limitations**

The study used specific scales and instruments to measure motivation, incentives, and work discipline. While these tools are widely used, they may not capture the full complexity of these constructs. Future studies could refine the measurement tools to capture a broader range of factors that may influence employee performance.

#### **7. Cultural and Contextual Factors**

The study was conducted within the context of a healthcare organization in Indonesia, which may have unique cultural and organizational characteristics that influence the findings. The results may not fully apply to organizations in different cultural contexts or industries. Further research in diverse settings could provide a more comprehensive understanding of the relationship between these variables and employee performance.

These limitations suggest that caution should be exercised when generalizing the results to other contexts or populations. Further research addressing these limitations would provide more robust and comprehensive insights into the factors influencing employee performance.

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