

THE EFFECT OF ORGANIZATIONAL SUPPORT, INTERNAL COMMUNICATION AND ORGANIZATIONAL CULTURE ON EMPLOYEES' WORK DISCIPLINE AT HAWARI ESSA HOSPITAL, TEGAL DISTRICT

Dimas Rifqi^{1*}, Haddan D², Rukhiyat³, Kosasih⁴, Vip Paramarta⁵, Farida Yuliaty⁶

Universitas Sangga Buana Bandung

E-mail: rifqianantyo@gmail.com¹, haddandgr@gmail.com², srukhiyat@gmail.com³, kosasih@usbypkp.ac.id⁴,
vip@usbypkp.ac.id⁵, faridayuliaty@usbypkp.ac.id⁶

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Abstract

All hospital employees in providing services to patients are required to have high work discipline, but in reality, there are still often problems with the lack of work discipline of hospital employees, especially at Hawari Essa Hospital, Tegal Regency. Factors that are suspected to influence the work discipline of hospital employees are due to organizational support, internal communication and organizational culture. The purpose of this study is to determine the effect of organizational support, internal communication and organizational culture on the work discipline of employees at Hawari Essa Hospital, Tegal Regency. This research method is quantitative research with data analysis techniques namely descriptive analysis. The research instrument uses a Likert scale questionnaire. The sampling technique uses purposive sampling with a sample size technique using Slovin so that the number of samples is 101 respondents. The results of this study are based on the results of the partial t test, it is known that organizational support has a positive and significant influence on employee work discipline, internal communication has a positive and significant influence on employee work discipline and organizational culture has a positive and significant influence on employee work discipline. The results of the simultaneous F test state that organizational support, internal communication and organizational culture simultaneously have a positive and significant influence on employee work discipline. Based on the test results, it means that there is an influence of organizational support, internal communication, and organizational culture on the work discipline of employees at Hawari Essa Hospital, Tegal Regency.

Keywords: *Organizational Support, Internal Communication, Work Discipline, Hospital*

INTRODUCTION

According to Law Number 17 of 2023 concerning Health, Human Resources in hospitals in their role are required to be able to provide quality health services to patients or the community so that they can realize maximum National health in accordance with the mandate of the 1995 Constitution. Based on the important role of hospital employees, all hospital employees in providing services to patients are required to have high work discipline. If hospital staff have poor work discipline, it will disrupt the quality of service to patients because the objectives of hospital services will not be achieved, which ultimately makes the hospital unable to achieve maximum service (Nanayakkara & Sangaradeniya, 2022). Hospitals as health service institutions are required to provide quality services, one of which is determined by employee work discipline. However, the phenomenon at Hawari Essa Hospital, Tegal Regency shows that there are still disciplinary problems such as late arrivals, violations of procedures, and low compliance with work standards. This problem is thought to be influenced by factors of suboptimal organizational support, ineffective internal communication, and weak organizational culture. Work discipline is important because it is an indicator of successful human resource management (Khaeruman et al., 2021). Adequate organizational support, smooth internal communication, and a strong organizational culture can encourage increased employee discipline (Pranogyo & Ramaditya, 2021; Tuala, 2020). Therefore, this research is important to empirically test the influence of these three factors on employee work discipline.

LITERATURE REVIEW

Human resource management is a crucial aspect of hospital management. The selection, training, and maintenance of high-quality medical, paramedical, and administrative personnel are essential for providing excellent patient care. Work discipline is key to successful human resource management (Hafid & Rahman, 2024). Given the crucial role of nurses in patient care, nurses are required to have high levels of work discipline. Poor work discipline among nurses in a hospital can negatively impact the quality of patient care. This can lead to the hospital's inability to achieve optimal service delivery, leading to the hospital's inability to achieve optimal service (Nanayakkara & Sangaradeniya, 2022). Nurses' work discipline can be influenced by several factors, one of which is organizational support. Internal communication or internal communication, namely communication within an organization, is always reciprocal communication for the benefit of all parties in the organization by creating a common understanding, ideas, thoughts, and attitudes towards our behavior towards others (Riinawati, 2019:50). Internal communication has a positive and significant effect on employee discipline at Rantauprapat Regional Hospital, meaning there is an influence between internal communication and employee discipline at Rantauprapat Regional Hospital (Mulyadi et al., 2024). Partial results found that Internal Communication (X1) has a significant effect on Work Discipline (Y) of Nurses at Bontang Islamic Hospital (Agusyani et al., 2024). Internal communication is the most dominant variable influencing the work discipline of hospital employees in Lubuk Linggau City (Frans & Hanafi, 2021).

Organizational culture is also a factor that can influence nurses' work discipline. Organizational culture is a pattern of basic assumptions regarding beliefs, values, and behaviors created and developed by an organization as a basis for determining goals, consensus, excellence, achievement (performance), innovation, unity, familiarity and integrity of the organization which is used as a guideline for its members to behave the same in solving organizational problems both outside and inside the organization to support the growth and development of the organization (Tuala, 2020). A strong organizational culture will increase work discipline thereby motivating employees to work (Hotmauli & Effendy, 2020). Organizational culture has a positive influence on employee work discipline at YPK Mandiri Hospital. This is due to several supporting factors, such as the presence of exemplary company leadership and the regulations used by employees (Kurniawati et al., 2021). Nurse discipline and optimal patient care outcomes depend on the organizational culture created by nurses (Almutairi et al., 2022).

METHOD

This research method uses a quantitative approach with descriptive analysis. The study population was all 136 employees of Hawari Essa Hospital in Tegal Regency. The sample size was determined using the Slovin formula with a 5% error rate, resulting in 101 respondents selected through purposive sampling. Primary data were collected through a questionnaire with a Likert scale to measure the variables of Organizational Support, Internal Communication, Organizational Culture, and Work Discipline. Data were analyzed using multiple linear regression through the t-test (partial), F-test (simultaneous), and coefficient of determination (R^2) using the SPSS Version 4 application.

RESULTS AND DISCUSSION

The characteristics of the respondents in this study are presented based on gender, age, highest level of education, and length of service. Based on gender, the majority of respondents were female (59 respondents) while 42 respondents were male (42.0%). Based on age, the majority of respondents were aged 22-25 years (58 respondents) followed by 26-45 years (37 respondents) and 46-65 years (6 respondents). Based on their highest level of education, the majority of respondents were high school/vocational school graduates (12 respondents) followed by 57 respondents (56.0%) with a diploma (D III) and 32 respondents (32.0%) with a bachelor's degree (S1) or higher. Meanwhile, based on length of service, the majority of respondents had worked for less than one year (28 respondents) followed by 1-2 years of service (17 respondents) and 3-4 years of service (56 respondents). The average score of respondents' responses was more than 4.0, which is included in the agree category, which indicates that the statements submitted are in accordance with the conditions of the variables of organizational support, internal communication, organizational culture and work discipline.

Work Discipline (Y)	<i>rhitung</i>	<i>rtable</i>	Information
Y.1	0.761	0.275	Valid
Y.2	0.843	0.275	Valid
Y.3	0.769	0.275	Valid
Y.4	0.763	0.275	Valid
Y.5	0.867	0.275	Valid
Y.6	0.864	0.275	Valid
Y.7	0.769	0.275	Valid
Y.8	0.763	0.275	Valid
Y.9	0.761	0.275	Valid
Y.10	0.843	0.275	Valid

Table 1. Results of the Work Discipline Validity Test (Y)

Source: SPSS Data 2024

Organizational Support (X1)	<i>rhitung</i>	<i>rtable</i>	Information
X 1.1	0.907	0.275	Valid
X 1.2	0.837	0.275	Valid
X 1.3	0.832	0.275	Valid
X 1.4	0.678	0.275	Valid
X 1.5	0.731	0.275	Valid
X 1.6	0.807	0.275	Valid
X 1.7	0.837	0.275	Valid
X 1.8	0.632	0.275	Valid
X 1.9	0.678	0.275	Valid
X 1.10	0.731	0.275	Valid

Table 2. Results of the Validity Test of the Organizational Support Questionnaire (X1)

Source: SPSS Data 2024

Internal communication (X2)	<i>rhitung</i>	<i>rtable</i>	Information
X 2.1	0.776	0.275	Valid
X 2.2	0.726	0.275	Valid
X 2.3	0.864	0.275	Valid
X 2.4	0.813	0.275	Valid
X 2.5	0.564	0.275	Valid
X 2.6	0.631	0.275	Valid
X 2.7	0.864	0.275	Valid
X 2.8	0.813	0.275	Valid
X 2.9	0.776	0.275	Valid
X 2.10	0.726	0.275	Valid

Table 3. Results of the Validity Test of the Internal Communication Questionnaire (X2)

Source: SPSS Data 2024

Organizational Culture (X3)	<i>r_{hitung}</i>	<i>r_{table}</i>	Information
X 3.1	0, 786	0.275	Valid
X 3.2	0, 640	0.275	Valid
X 3.3	0, 569	0.275	Valid
X 3.4	0, 731	0.275	Valid
X 3.5	0, 628	0.275	Valid
X 3.6	0, 786	0.275	Valid
X 3.7	0, 640	0.275	Valid
X 3.8	0, 569	0.275	Valid
X 3.9	0, 731	0.275	Valid
X 3.10	0, 628	0.275	Valid

Table 4. Results of the Validity Test of the Organizational Culture Questionnaire (X3)

Source: SPSS 2024 Data Processing

Based on the data above, it shows that all 10 question items are declared valid, because *r_{hitung}* greater than *r_{table}*. So all questions on the variables above are declared feasible and can be used in further research.

No	Variables	<i>Cronbach's Alpha</i>	<i>N of Items</i>	Information
1	Work Discipline (Y)	0.942	10	Reliable
2	Organizational Support (X1)	0.903	10	Reliable
3	Internal Communication (X2)	0.918	10	Reliable
4	Organizational Culture (X3)	0.888	10	Reliable

Table 5. Variable Reliability Test

Source : SPSS 2024 Data

Based on the data processing above on the variables of Work Discipline, Organizational Support, Internal Communication and Organizational Culture, it shows that all the variable questionnaire items are declared reliable because they have passed the reliability coefficient limit, namely Cronbach Alpha for all variables. > 0.60 so that henceforth each item in each variable concept is suitable for use as a measuring tool.

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		Unstandardized Residual
N		101
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.51894786
Most Extreme Differences	Absolute	.089
	Positive	.070
	Negative	-.089
Test Statistics		.089
Asymp. Sig. (2-tailed)		.066 ^c

Table 6. Kolmogorov-Smirnov Normality Test

Source: SPSS Data Processing 2025

Based on table 4.12 above, the results of data processing show that the Asymp. Sig. (2-tailed) value is 0.066 > 0.05 , so it can be concluded that the data is normally distributed.

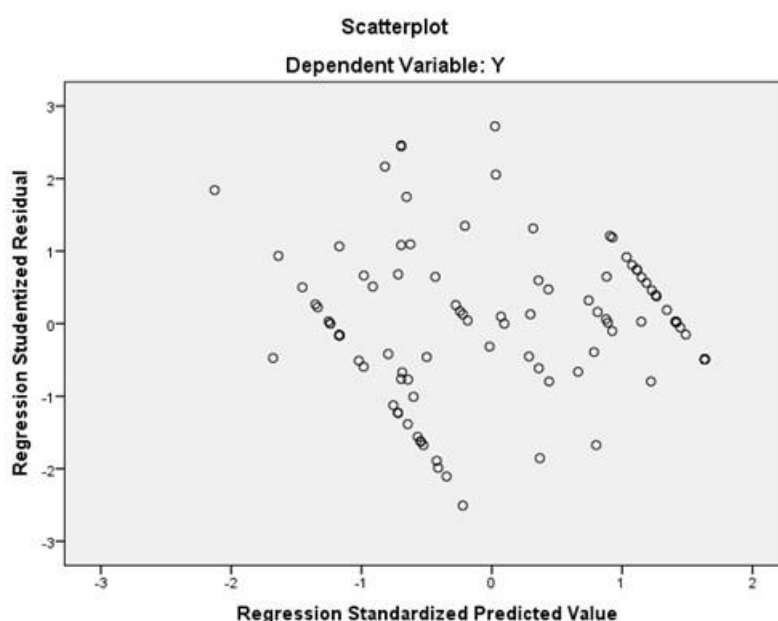
<i>Coefficients^a</i>			
Model		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	Organizational Support	0.369	2,711
	Internal Communication	0.427	2,340
	Organizational culture	0.422	2,371

a. Dependent Variable: Work Discipline

Table 7. Multicollinearity Test Results

Source: SPSS Data Processing 2025

Based on the data results above, it can be seen that Organizational Support (X1) obtained a tolerance value of 0.369, Internal Communication (X2) obtained a tolerance value of 0.427 and Organizational Culture 0.422. All tolerance values were > 0.10 . Meanwhile, the VIF value Organizational Support (X1) 2.711, Internal Communication (X2) 2.340 and Organizational Culture (X3) 2.371. All VIF values are < 10.00 . So it can be concluded that the regression model in this study does not show symptoms of multicollinearity.



Picture1

Scatterplot Heteroscedasticity Test

Based on the results of the data above using a scatterplot graph, it shows that no particular regular pattern was found and the points are spread above and below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model in this study.

city in the regression model in this study.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,317	1,383		1,676	0.097
	Organizational Support	.425	.067	.418	6,359	0,000
	Internal Communication	.279	.062	.273	4,468	0,000
	Organizational culture	.352	.066	.329	5,340	0,000
a. Dependent Variable: Work Discipline						

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Table 8. Results of Multiple Linear Analysis Test

Source: SPSS Data Processing 2025

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Based on the table above, it can be seen that in the Unstandardized Coefficients column, the constant value is 2.317, Organizational Support 0.425 and Internal Communication 0.279 and Organizational Culture, thus the regression equation can be written in the form of the following equation:

$$Y = 2.317 + 0.425 X_1 + 0.279 X_2 + 0.352 X_3$$

- The constant is 2.317, meaning that if Organizational Support (X1), Internal Communication (X2) and Organizational Culture (X3) do not change (constant), then Work Discipline (Y) will remain constant.
- The regression coefficient of the Organizational Support value variable (X1) has a positive value of 0.425, meaning that the greater the Organizational Support, the greater the Work Discipline (Y).
- The regression coefficient of the Internal Communication variable (X2) has a positive value of 0.279, meaning that the better the Internal Communication, the more Work Discipline (Y) will increase.
- The regression coefficient of the Organizational Culture variable (X3) has a positive value of 0.352, meaning that the better the Organizational Culture, the more Work Discipline (Y) will increase.

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,317	1,383		1,676	0.097
	Organizational Support	.425	.067	.418	6,359	0,000
	Internal Communication	.279	.062	.273	4,468	0,000
	Organizational culture	.352	.066	.329	5,340	0,000
a. Dependent Variable: Work Discipline						

Table 9. Partial t-Test Results
Source: SPSS Data Processing 2025

- Organizational Support Variable (X1)**
Based on the table above, the results of the t-test (partial) show that the significance value of Organizational Support (X1) on Work Discipline (Y) is $0.000 < 0.05$ (TS 5%) and the calculated t value is $6.359 > t$ table (1.984). Based on this, H1 is accepted, thus meaning that there is a positive influence of organizational support on work discipline employees at Hawari Essa Hospital, Tegal
- Variables Internal Communication (X2)**
Based on the table above, the results of the t-test (partial) show that the significance value Internal Communication (X2) against Work Discipline (Y) is $0.000 < 0.05$ (TS 5%) and the calculated t value is $4.468 > t$ table (1.984). Based on this, H2 is accepted, thus meaning that there is a positive influence internal communication against work discipline employees at Hawari Essa Hospital, Tegal
- Variables Organizational culture (X3)**
Based on the table above, the results of the t-test (partial) show that the significance value Organizational culture (X2) against Work Discipline (Y) is $0.000 < 0.05$ (TS 5%) and the calculated t value is $4.468 > t$ table (1.984). Based on this, H2 is accepted, thus meaning that there is a positive influence organizational culture against work discipline employees at Hawari Essa Hospital, Tegal

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3463.465	3	1154,488	176,491	.000b
	Residual	634,510	58	6,541		
	Total	4097.975	61			
a. Dependent Variable: Work Discipline						

Table 9 Simultaneous F-Test Results

Source: SPSS 2025 Data

Based on the table above, it is known that The results of the simultaneous F test show that the calculated F value is 176,491 with a significance level of $0.000 < 0.05$ (TS 5%). So it can be concluded that organizational support,

internal communication and organizational culture have a simultaneous influence on work discipline. This means that organizational support, internal communication and organizational culture together can influence work discipline employees at Hawari Essa Hospital, Tegal.

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.919a	.845	.840	2.557604	1,671

Table 10. Results of the Determination Coefficient Test (R²)

Model Summary

Source: SPSS 2025 Data

Based on table 4.18 above, it is known that the value Adjusted R Square (r²) is 0.840, then the coefficient of determination = 0.840 (r²) x 100% is 84%. This shows that the proportion of the work discipline variable is influenced by the variables of organizational support, internal communication and organizational culture by 84% and 16% is influenced by other factors.

Based on the results of the data analysis that has been carried out above using the selected data analysis method, the following explanation is obtained:

1. Based on the results of the t-test (partial), it shows that organizational support has a positive effect on the work discipline of employees at Hawari Essa Hospital, Tegal. The work discipline of employees at Hawari Essa Hospital will increase if Hawari Essa Hospital can provide maximum organizational support to employees at Hawari Essa Hospital. The results of this study have refuted the research conducted by Fariha, et al. (2024). However, this study supports several previous studies conducted by Nur, et al. (2021) and Magdalena et al., (2024).
2. Based on the results of the t-test (partial), it shows that internal communication has a positive effect on employee work discipline at Hawari Essa Hospital, Tegal. Employee work discipline at Hawari Essa Hospital, Tegal will increase if they can improve communication between colleagues and between divisions at Hawari Essa Hospital, as well as improve communication to be more effective with superiors. The results of this study have supported several previous studies conducted by Mulyadi et al. (2024), Agusyani et al. (2024), and Frans & Hanafi (2021).
3. Based on the results of the t-test (partial), it shows that organizational culture has a positive effect on the work discipline of employees at Hawari Essa Hospital, Tegal. Work discipline of employees at Hawari Essa Hospital, Tegal, will improve if Hawari Essa Hospital, represented by top management, creates a competitive work system for all its employees. The results of this study support several previous studies conducted by Kurniawati et al. (2021), Almutairi et al. (2022), and Hotmauli & Effendy (2020).
4. Based on the results of the simultaneous F-test above, it shows that organizational support, internal communication, and organizational culture simultaneously influence work discipline. The work discipline of employees at Hawari Essa Hospital, Tegal, will be able to improve if Hawari Essa Hospital can increase support for employees in terms of employee welfare, improve more effective communication between employees and between leaders and subordinates in achieving task implementation, and top management can strengthen the existing organizational culture by creating an employee work system that stimulates positive work competition. The results of this study have supported several previous studies conducted by Nugroho & Ruswidiono (2021) and Prameswari et al. (2024).

CONCLUSION

This study concludes that organizational support, internal communication, and organizational culture have a positive and significant effect, both partially and simultaneously, on employee work discipline at Hawari Essa Hospital in Tegal Regency. Hospital management is advised to increase organizational support, particularly in terms of welfare, improve internal communication systems, and strengthen organizational culture. Future research is recommended to add other variables such as work motivation or leadership to expand the research.

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