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Determinants of Health Worker Performance at West Sidoarjo Regional Hospital



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Abstract

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Recently, health workers who have poor performance have been targeted, especially health workers. One of the causes is the lack of discipline among health workers. The objective of this study was to analyze the influence of work discipline, compensation, employee status, and organizational commitment on the performance of health workers. This study was a quantitative study with health workers as the population, totaling 289 people. Through a simple random sampling technique, a sample of 168 respondents was obtained. This research was conducted from February to April 2025 at Sidoarjo Barat Regional Hospital. A questionnaire was used to collect the data. The data were analyzed using multiple linear regression. This study showed the influence of work discipline on the performance of health workers, obtaining a t-count value of 5.828 with a significant value of $0.004 < 0.05$. On the other hand, the influence of compensation on the performance of health workers obtained a t-count value of 131.529 with a significant value of $0.000 < 0.05$. However, the influence of employee status on the performance of health workers obtained a t-count value of -0.766 with a significant value of $0.445 < 0.05$, and the influence of organizational commitment on the performance of health workers obtained a t-count value of 4.865 with a significant value of $0.003 < 0.05$. Work discipline, compensation, employee status, and organizational commitment are combined simultaneously; they collectively affected the performance of health workers.


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INTRODUCTION

Performance is the result of work, in terms of both quality and quantity, achieved by a health worker in carrying out their duties according to their responsibilities ([Arifah, M., Safrizal, H. B. A., & Fathor, 2020](#); [Ndanu Musyoka, 2016](#)). The problem that arises from the human resources side today is that there are still health workers who have poor performance or below expectations, especially health workers ([Raven et al., 2015](#)). One of the causes is the level of discipline of health workers, which is still lacking. If the work discipline of health workers decreases, it will hinder the provision of health services ([Oktavianingrum et al., 2025](#)). On the other hand, health workers who have a good discipline attitude will be very likely to provide good services ([Mannava et al., 2015](#); [Safitri, L. I., Husniati, R., & Permadhy, 2021](#)). In addition, there are still health workers who resign every year from the hospital, which will affect the existence of the hospital ([Chimwaza et al., 2014](#)). The resignation of health workers from the hospital is due to unclear employment status, compensation that is still insufficient to meet the needs of health workers, and low loyalty of health workers. From several of these factors, if not organized properly, it is feared that it will affect the performance of other health workers, so that it will hurt the quality of health services provided to patients ([Pranitasari & Khotimah, 2021](#)). Based on the State Health Personnel Agency's Personnel Service Application System, in 2022, 4,283 civil servants were given disciplinary punishments, with details of 563 health workers in central agencies and 3,720 health workers in regional agencies. Meanwhile, in 2024, some civil servants were given disciplinary punishments, in the light category as many as 7 health workers, in the moderate category as many as 1 health worker, and in the heavy category as many as 1 health worker. Meanwhile, data from the Human Resources Section of the West Sidoarjo Regional Hospital regarding the performance of health workers is known from 289 workers, there were 4 health workers with performance below expectations in 2023. In addition, as many as 53 health workers did not comply with their working hours because some

were late and some were absent from work without information from 289, which indicates indiscipline of health workers. Action is needed to minimize problems that occur in health services due to the unprofessional performance of health workers. The performance of health workers describes the quality of human resources in hospitals ([Handayani & Kasidin, 2022](#)). There needs to be continuous monitoring and evaluation of performance, so that management needs tools that can later be used in making strategic decisions for their organizations that aim to improve organizational performance.

Improving the performance of hospital health workers is one effort to maintain the quality of health services provided to patients ([Alhassan et al., 2013](#)). The factors that can affect performance, both results and behavior, include skills, knowledge, work plans, discipline, the world of work, relief and feelings, motivational factors, organizational culture, loyalty, work stress ([Yolanda, P., Widiana, H. S., & Sari, 2022](#)). In addition, the factors that can affect performance are individual factors, psychological factors and organizational factors ([Aftika, Y., Munandar, J. M., & Syamsun, 2017](#)).

One of the factors that can affect performance is work discipline ([Sismiati et al., 2025](#)). Lack of discipline is directly proportional to the health workers who have poor performance ([Rizqiyyah et al., 2022](#)). Work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms ([Yuliantini, T., & Suryatiningsih, 2024](#)). The performance of health workers is less effective because they arrive late, are not there during working hours, and there is poor communication between health workers ([Abbas & Miller, 2025](#)). The existence of a performance assessment provides an opportunity to see developments, evaluate and assess work results regarding the extent of the contribution made by health workers to the hospital ([Hidayah et al., 2023](#)). Work discipline is one aspect that plays an important role in improving performance ([Sidik, M., Arpah, M., & Aras, 2025](#)). Work discipline of health workers can be seen from absences during working hours ([Pranitasari & Khotimah, 2021](#)). One of the performance indicators is punctuality,

including work discipline ([Chewe, B., & Thomas, 2021](#)). Based on research, it states that work discipline directly affects the performance of nurses ([Sarman & Sari, 2023](#)). Work discipline does not directly affect performance, but affects the performance of nurses through organizational commitment ([Ingsih et al., 2021](#)). Factors that can affect performance are organizational factors, through awards (compensation) ([Aftika, Y., Munandar, J. M., & Syamsun, 2017](#)). Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company ([Ingsih et al., 2021](#)). Compensation has a positive effect on the performance of health workers ([Alfiansyah, 2021](#)). The low salaries received by health workers are indicated to be able to reduce the performance of health workers, as indicated by several attitudes ([Alkhateeb et al., 2025](#)).

This study offers a novel contribution by integrating key determinants of health worker performance, namely work discipline, compensation, and organizational factors—within the specific context of a regional public hospital in Indonesia. Unlike previous studies that tend to examine these variables separately, this research provides a more comprehensive and contextualized analysis by linking empirical institutional data (such as disciplinary records and attendance patterns) with performance outcomes. Furthermore, this study highlights the interplay between discipline and compensation as strategic levers for hospital management in improving service quality, thereby

offering practical, evidence-based insights for decision-making in human resource management within hospital settings, particularly at West Sidoarjo Regional Hospital.

METHODS

This study employed a quantitative research design with a cross-sectional approach. The independent variables consisted of work discipline, compensation, health worker status, and organizational commitment, while health worker performance was treated as the dependent variable. The population in this study comprised all health workers at Sidoarjo Barat Regional Hospital, totaling 289 individuals. A sample of 168 respondents was selected using a probability sampling technique, specifically simple random sampling, to ensure equal opportunity for all population members to be included. Data were collected using structured and validated questionnaires measuring work discipline, compensation, health worker status, organizational commitment, and health worker performance. The data collection was conducted from February to April 2025 at Sidoarjo Barat Regional Hospital, East Java, Indonesia. Data were analyzed using descriptive statistics and multiple linear regression analysis to determine the influence of independent variables on the dependent variable. Ethical clearance for this study was obtained from the Ethics Commission of Strada Indonesia University on January 6, 2025, with approval number 0023449/EC/KEPK/I/01/2025.

RESULTS

1. Characteristic of Respondent

Table 1. Frequency Distribution of Characteristics of Respondents

Variable	Frequency	Percent (%)
Age (years)		
25-30	100	59,6
31-35	41	24,4
36-40	16	9,5
> 41	11	6,5
Gender		
Male	74	44

Variable	Frequency	Percent (%)
Female	94	56
Employment Status		
ASN	85	50,6
PPPK	75	44,7
Non ASN	8	4,7

Source: Primary Data

Table 1 showed that based on age, 59.6% of health workers were aged 25 to 30 years, and 56.0% of health workers were female, while based on employment status, 50.6% of health workers had ASN employment status.

Table 2. Frequency Distribution of Cross Tabulation of the Relationship between Work Discipline and Health Worker Performance

Performance	Work Discipline		Total	
	Low	High	f	%
Not Good	8	24	32	19
Good	21	115	136	81
Total	29	139	168	100

Source: Primary Data

Table 2 showed that most respondents stated that the health worker's work discipline was good. This is known from the number of 115 respondents stating that the health worker's work discipline is classified as high, and the performance produced is classified as good.

Table 3. Frequency Distribution of Cross Tabulation of the Relationship between Compensation and Health Worker Performance

Performance	Compensation		Total	
	Low	High	f	%
Not Good	5	22	27	16
Good	9	132	141	84
Total	14	154	168	100

Source: Primary Data

Table 3 showed that most respondents stated that the compensation received by health workers from Sidoarjo Barat Regional Hospital is classified as good. This is known from the number of 132 respondents stating that health worker compensation is classified as high, and the performance produced is classified as good.

Table 4. Frequency Distribution of Cross Tabulation of the Relationship between Organizational Commitment and Health Worker Performance

Performance	Organizational Commitment		Total	
	Low	High	f	%
Not Good	17	19	36	22
Good	21	111	132	78
Total	38	130	168	100

Source: Primary Data

Based on [Table 4](#) showed that most respondents stated that the commitment of health worker organizations is classified as good. This is known from the number of 111 respondents stating

that the commitment of health worker organizations is classified as high, and the performance produced is classified as good.

Table 5. Relationship between Work Discipline, Compensation, Employee Status, and Organizational Commitment with Health Worker Performance

Variable	Koefisien	t-value	Sig Partial	Adjusted R-Square	Sig Simultan
Work Discipline	0,948	5,828	0,004	0,990	0,000
Compensation	1,32	131,529	0,000		
Employment Status	-0,55	-0,766	0,445		
Organizational Commitment	0,752	4,865	0,003		

Note: Multiple Linear Regression Analysis Test

Based on [Table 5](#) showed that there was a relationship between work discipline and health worker performance. There was a relationship between compensation and health worker performance. However, there was no relationship between employment status and health worker performance. In addition, there was a relationship between organizational commitment and health worker performance.

DISCUSSION

This study proves that work discipline influences the performance of health workers at West Sidoarjo Regional Hospital. In line with a previous study showed that work discipline has a positive and significant effect on organizational commitment, the work environment directly affects performance without going through organizational commitment ([Rahmawati & Usman, 2021](#)). Good discipline is reflected in the great sense of responsibility of a person towards the tasks given to

them ([Bugdol, 2018](#)). So, regulations are needed to create good order in the office where he works, because the discipline of an office or work discipline is said to be good if most employees obey the applicable regulations ([Zhang et al., 2023](#)).

Based on the facts in the field, the problems that arise from the human resources side today are that there are still employees who have poor performance, this is caused by one of the levels of employee discipline which is still lacking, there are employees who do not come to work on time, there are employees who are not there during working hours and there is poor communication between employees, including communication between employees and leaders so that there are still employees who are subject to disciplinary sanctions, and there are still several other causes that cause these employees to have poor performance.

Compensation for the performance of health workers at the West Sidoarjo Regional Hospital shows a significant influence. This study in line

with previous studies that compensation positively affects employee performance ([Alfiansyah, 2021](#)). Low salaries received by employees are indicated to be able to reduce employee performance ([Lomyati & Tridayanti, 2023](#)), as indicated by several employee attitudes that are less agile and less friendly towards patients. This study in line with the opinion that compensation is one of the important functions in human resource management ([Reza Putra & Gupron, 2020](#)). Compensation that does not match the results of employee work will have an impact on the level of employee performance ([Lukito et al., 2025](#)).

Based on the facts in the field, several employees have resigned with the causal factor being that the compensation received is not enough to meet the needs of life. The compensation variable is the factor that has the most influence on the performance of health workers compared to other variables in this study, this is because with appropriate compensation, and the higher the compensation received by health workers, they will feel more comfortable, safe and enthusiastic in working so that it can improve the performance of health workers.

The results of this study cannot prove that employee status influences the performance of health workers at the West Sidoarjo Regional Hospital. This study is not in line with previous research stating that employee status has a significant effect on performance through job satisfaction ([Inayat & Khan, 2021](#)). The results of this study also prove that organizational commitment influences the performance of health workers at Sidoarjo Barat Regional Hospital. This study is in line with, when the work responsibilities felt by an employee are higher than their abilities while working, it can provide a high sense of insecurity for an employee ([Yuhansyah, Y., Afiyanti, Y., & Riyadi, 2019](#)). The existence of employees who resign due to a lack of compensation and unclear employment status shows that there is still a lack of organizational commitment from employees ([Vizano et al., 2020](#)). The existence of high organizational commitment among employees will prevent employees from

negative organizational behaviors ([Sinaga et al., 2021](#)).

The result showed that there was still a lack of organizational commitment from health workers at Sidoarjo Barat Regional Hospital. So that the lower the organizational commitment of health workers will have the impact on low the employee performance. Analysis of the influence of work discipline, compensation, employee status, and organizational commitment simultaneously on the performance of health workers at Sidoarjo Barat Regional Hospital. This study shows that work discipline, compensation, employee status, and organizational commitment simultaneously affect the performance of health workers at Sidoarjo Barat Regional Hospital. In line with research stating that dual role conflict, discipline, and organizational commitment directly influence on the performance of nurses at Gunung Jati Regional Public Hospital, Cirebon City ([Susijawati, N., Maryam, S., & Sulistiowati, 2017](#)). If the four variables increase simultaneously, the performance of health workers will also increase, and vice versa ([Tini & Sawalina, 2025](#)). From this phenomenon, it can be explained that if the variables of work discipline, compensation, employee status and organizational commitment are combined simultaneously, they will affect the performance of health workers, but if the variables are separated one by one and then linked to the influence on the performance of health workers, then there is one variable that statistically does not affect.

CONCLUSION

Based on the results of the study it showed that the higher the level of work discipline of health workers, the better the performance of health workers. In addition, the higher the compensation received by health workers, the better the performance of health workers. However, for health workers, even though their employment status has changed or their employment status has not changed, it will not affect the performance of health workers. The higher the commitment of the health worker organization to their workplace, namely the West Sidoarjo Regional Hospital, the better the

performance of health workers. Work Discipline, Compensation, Employee Status, and Organizational Commitment Simultaneously Affect the Performance of Health Workers at the West Sidoarjo Regional Hospital.

SUGGESTION

This study highlights the need for hospital management to strengthen work discipline policies, optimize fair and transparent compensation systems, and enhance organizational commitment to improve health worker performance. Although employment status showed no significant effect, further evaluation is recommended to ensure it does not create unfair perceptions or reduce motivation. Future research should explore additional variables such as workload, leadership, or work environment and may incorporate mixed-methods approaches to gain a deeper understanding of factors influencing performance among health workers.

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CONFLICT OF INTEREST

The authors declare no conflict of interest in the conduct and publication of this research.

AUTHOR CONTRIBUTIONS

All authors contributed equally to the conceptualization, study design, data collection, data analysis, manuscript drafting, and final approval of this article.

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