

Determinants of Work Performance among Employee in Dr. Soediran Mangun Sumarso Hospital, Wonogiri, Central Java

Attila Yulaicha Advendila Siregar¹⁾, Didik Gunawan Tamtomo²⁾, Bhisma Murti¹⁾

¹⁾Masters Program in Public Health, Universitas Sebelas Maret

²⁾Faculty of Medicine, Universitas Sebelas Maret

Received: November 23, 2024; Accepted: December 16, 2024; Available online: January 16, 2025

ABSTRACT

Background: Good performance is the dream of every hospital which aims to achieve the predetermined vision, mission and goals. Achieving the vision, mission and goals requires human resources who are capable of handling these matters. This study aimed to determine and analyze the determinants of the performance of health and non-health workers.

Subjects and Method: Cross-sectional study was conducted at Dr. Soediran Mangun Suwarso Hospital, Wonogiri, Central Java, from November to December. 200 hospital workers were selected using stratified random sampling. The dependent variable was work performance. The independent variables were work motivation, job satisfaction, job training, work environment, and job suitability. Data was collected using a questionnaire and analyzed using a path analysis model.

Results: Performance of hospital employers was directly and positively influenced by job satisfaction ($b = 0.15$; 95% CI = 0.01 to 0.28; $p = 0.033$), work motivation ($b = 0.17$; 95% CI = 0.04 to 0.31; $p = 0.009$), and training ($b = 0.16$; 95% CI = 0.03 to 0.29; $p = 0.017$). Satisfaction increased motivation ($b = 0.83$; CI 95% = 0.54 to 1.12; $p < 0.001$). Job satisfaction was influenced by the work environment ($b = 0.13$; CI 95% = 0.02 to 0.23; $p = 0.016$) and job suitability ($b = 0.41$; 95% CI = 0.30 to 0.51; $p < 0.001$).

Conclusion: Performance of hospital employers is directly and positively influenced by job satisfaction, work motivation, and training. Satisfaction increases motivation. Job satisfaction is influenced by the work environment and job suitability.

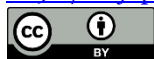
Keywords: employee, work performance, motivation, satisfaction, training, work environment

Correspondence:

Attila Yulaicha Advendila Siregar. Master's Program in Public Health, Universitas Sebelas Maret. Jl. Ir. Sutami 36A, Surakarta 57126, Central Java, Indonesia. Email: attilayulaicha@yahoo.com. Mobile: +6282323283564.

Cite this as:

Siregar AYA, Tamtomo DG, Murti B (2025). Determinants of Work Performance among Employee in Dr. Soediran Mangun Sumarso Hospital, Wonogiri, Central Java. *J Health Policy Manage*. 10(01): 41-49. <https://doi.org/10.26911/thejhp.2025.10.01.04>.



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BACKGROUND

Hospitals are one of the health service facilities that play a role in improving public health. Hospitals are very dynamic organiza-

tions with service facilities that have infrastructure that develops science, technology and human resources (HR) consisting of health and non-health personnel (Hutauruk, 2017). Good performance is the dream of

every hospital which aims to achieve the predetermined vision, mission and goals. Achieving the vision, mission and goals requires human resources who are capable of handling these matters. Health workers are a profession that has a great social responsibility whose task is to directly care for patients or have direct contact with patients. Meanwhile, non-health personnel are personnel who do not have direct contact with patients, for example in the general department including administration, security guards, etc. (Ferils et al, 2022).

The performance of health and non-health workers is defined as the ability of officers to do things based on certain skills in accordance with their responsibilities. Performance consists of two components, namely task performance and contextual performance. Task performance is behavior that is directly related to core work tasks, while contextual performance is behavior that supports the work environment, such as organizational citizenship behavior (de Vries et al, 2023).

A person's performance is determined by his ability and motivation to carry out a job. Work implementation is determined by the interaction between ability and motivation. Performance can be achieved by a person or group of people in accordance with their respective authority and responsibilities to achieve a hospital goal (Ahmad et al, 2018).

Determinants of hospital staff performance can be interpreted as factors that influence the work results of hospital staff in an individual or group. Determinants of hospital staff performance can be internal and external. Internal factors are factors that come from within the hospital staff, in the form of motivation, competence, job satisfaction, discipline, commitment. External factors are factors that come from outside such as work

environment, workload, leadership, organizational culture, incentives. The determinants of hospital staff performance can be different depending on the type of work, hospital goals, and characteristics of hospital staff (Ryandini and Nurhadi, 2020).

Dr. Soediran Mangoen Soemarmo hospital has a number of personnel as human resources from medical personnel, nursing personnel, pharmaceutical personnel, public health personnel, nutrition personnel, physical therapy personnel, medical technical personnel and non-health personnel. Dr. Hospital Soediran Mangun Suwarso needs to have the right strategy to improve the quality of public health services by improving the quality of existing human resources, so that patients will continue to use the services at Dr. Soediran Mangoen Soemarmo Hospital, Wonogiri.

The purpose of this study was to examine the determinants of work performance among hospital employers at Dr. Soediran Mangun Sumarso Hospital.

SUBJECTS AND METHOD

1. Study Design

This was a cross-sectional study.

2. Population and Sample

The study population was were health workers and non-health workers at of Dr. Soediran Mangun Suwarso Hospital. The number of samples was taken based on 20 work units in general hospital. A sample of 200 workers was selected using stratified random sampling.

3. Study Variables

The dependent variable was work performance. The independent variables were work motivation, job satisfaction, job training, work environment, and job suitability.

4. Operational Definition of Variables

Work performance: Work results achieved by officers based on their ability to

provide services. The measurement scale was continuous, but it was transformed into dichotomous.

Work Motivation: Psychological encouragement that influences a person's behavior, effort and persistence in doing work to achieve goals. Data was measured using a questionnaire. The measurement scale was continuous, but it was transformed into dichotomous.

Job Satisfaction: Employee attitudes towards work related to work situations, cooperation between officers, rewards and matters involving physical and psychological factors. Data was measured using a questionnaire. The measurement scale was continuous, but it was transformed into dichotomous.

Job Training: A process that aims to increase employee competency in carrying out a job. Data was measured using a questionnaire. The measurement scale was categorical.

Work Environment: Everything that surrounds employees and can influence the way and results of their work. Data was measured using a questionnaire. The measurement scale was continuous, but it was transformed into dichotomous.

Job Suitability: A number of work activities that must be completed within a certain

time period. Data was measured using a questionnaire. The measurement scale was continuous, but it was transformed into dichotomous.

5. Data Analysis

Univariate analysis to obtain frequency distribution and percentage characteristics of research subjects. Bivariate analysis to analyze differences in independent and dependent variables using the independent t-test with a significance level of $p < 0.005$. Multivariate analysis was conducted using the path analysis model.

6. Research Ethics

Research ethics including informed consent, anonymity, and confidentiality, were handled carefully throughout the research process. A letter of approval for research ethics permission was obtained from the Research Ethics Committee of General Hospital of Dr. Moewardi, Surakarta, on October 31, 2023.

RESULTS

1. Sample characteristics

Table 1 showed that more than half employers were 25 years old or older (60%). As many as 43.5% workers are nurse and 43.5% are doctors.

Table 1. Characteristics of research subjects

Characteristics	Category	Frequency	Percentage(%)
Age	<25 years	80	40
	≥25 years	120	60
Occupation	Doctor	40	20
	Nurse	87	43,5
	Pharmacist	12	6
	Midwife	6	3
	Medical Record	6	3
	Security Officer	12	6
	Structural officials	8	4
	Administration	29	14,5

2. Univariate Analysis

Table 2 shows the results of univariate analysis, namely the performance variable

has an average of 14.31 with a standard deviation value of 6.79 with a minimum value of 2 and a maximum value of 20. In the

motivation variable it is found that the average value is 8.66 with a standard deviation of 2.01 with a minimum value of 0 and a maximum value of 10. In the satisfaction variable the average value is 8.93 with a standard deviation value of 1.79 and a minimum value of 1 and a maximum value of 10.

In the work suitability variable the average value is 9.24 with a standard

deviation of 1.52 with a minimum value of 0 and a maximum value of 10 In the training variable the average value is 8.58 with a standard deviation of 2.51 with a minimum value of 0 and a maximum value of 10. In the environmental variable it is found that the average value is 8.84 with a standard deviation of 2.06 with a minimum value of 0 and a maximum value of 10.

Table 2. Univariate Analysis

Variables	Mean	Std. Dev	Min	Max
Performance	14.31	6.79	2	20
Motivation	8.66	2.01	0	10
Satisfaction	8.93	1.79	1	10
Job Suitability	9.24	1.52	0	10
Training	8.58	2.51	0	10
Environment	8.84	2.06	0	10

3. Bivariate Analysis

Table 3 shows the difference of work performance of health and non-health workers with high motivation (Mean=14.49; SD= 6.82) compared with low motivation (Mean=13.99; SD=6.75) and the difference with high motivation is statistically significant ($p=0.003$).

Table 3 shows the results on the satisfaction variable, t-test results regarding the difference in the average performance of health and non-health workers with high satisfaction (Mean=14.65; SD=6.84) compared to low satisfaction (Mean=13.88; SD=6.73) and high differences. statistically significant ($p=0.004$).

Table 3 shows the results on the satisfaction variable, the results of the t test regarding the difference in the average performance of health and non-health workers with high training (Mean=14.71 SD=6.69) with low training (Mean=13.70; SD=6.93) and the difference in height is statistically significant ($p=0.003$).

Table 3 shows the results on the satisfaction variable, the results of the t test regarding the difference in the average performance of health and non-health workers with high job suitability (Mean= 14.57 SD=6.83) with low job suitability (Mean= 13.77; SD=6.72) and high differences. statistically significant ($p= 0.004$).

Table 3. Bivariate analysis of the performance determinants of health and non-health workers

Variables	Category	n	Mean	SD	p
Motivation	Low	70	13.99	6.75	0.003
	High	134	14.49	6.82	
Satisfaction	Low	88	13.88	6.73	0.004
	High	116	14.65	6.84	
Training	Low	80	13.70	6.93	0.003
	High	124	14.71	6.69	
Environment	Low	80	13.82	6.76	0.004
	High	124	14.62	6.82	
Job Suitability	Low	65	13.77	6.72	0.004
	High	139	14.57	6.83	

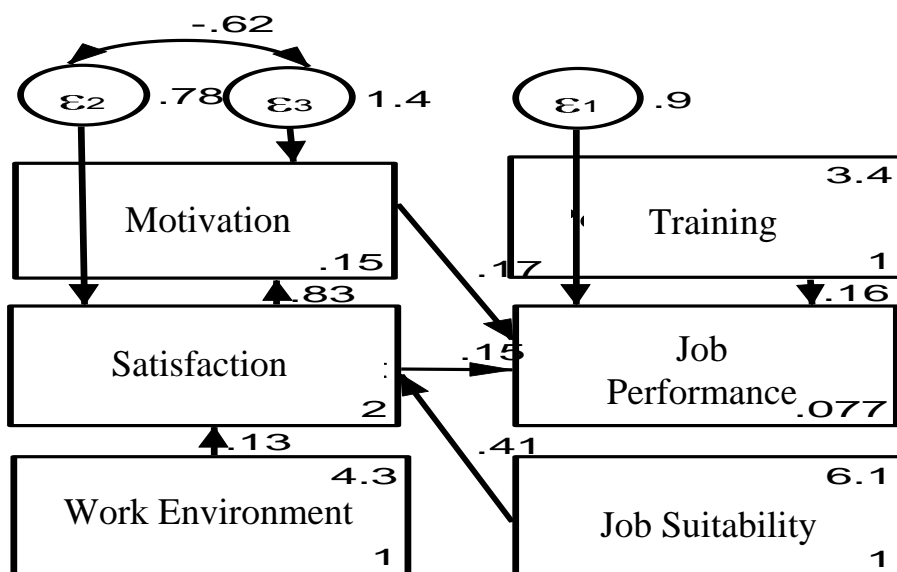


Figure 1. Path analysis of the determinants of health worker performance

4. Multivariate Analysis

Figure 1 shows that performance is directly influenced by job satisfaction, work motivation, and training. In the indirect relationship, work motivation is influenced by job satisfaction. Table 4 shows the results of path analysis regarding the determinants of the performance of health and non-health workers at RSUD. The table shows that the performance of health and non-health workers is directly influenced by job satisfaction (b= 0.15; 95% CI= 0.01 to 0.28; p= 0.033), work motivation (b= 0.17; 95% CI =

0.04 to 0.31; p = 0.009), and training (b= 0.16; 95% CI= 0.03 to 0.29; p= 0.017).

In the indirect effect, motivation is influenced by satisfaction (b= 0.83; CI 95%= 0.54 to 1.12; p <0.001) and job satisfaction is influenced by the work environment (b= 0.13; CI 95%= 0.02 to 0.23; p = 0.016) and job suitability (b= 0.41; 95% CI= 0.30 to 0.51; p <0.001).

The path analysis model in Figure 4.2 has good model suitability, as indicated by the suitability indicators as follows: p= 0.087. RMSEA= 0.067. CFI = 0.96. TLI= 0.89. SRMR= 0.031.

Table 4. Path analysis of the performance determinants of health and non-health workers

Dependent Variable	Independent Variable	Path Coef. (b)	CI 95%		p
			Lower Limit	Upper Limit	
Direct effect					
Performance	← Satisfaction	0.15	0.01	0.28	0.033
	← Motivation	0.17	0.04	0.31	0.009
	← Training	0.16	0.03	0.29	0.017
Indirect Effect					
Satisfaction	← Environment	0.13	0.02	0.23	0.016
	← Work suitability	0.41	0.30	0.51	<0.001
Motivation	← Satisfaction	0.83	0.54	1.13	<0.001
RMSEA=0.067					
CFI=0.96					

Dependent Variable	Independent Variable	Path Coef. (b)	CI 95%		p
			Lower Limit	Upper Limit	
TFI=0.89 SRMR=0.031 p=0.087					

DISCUSSION

1. The Influence of Satisfaction on Performance of Regional Hospital Officers

The results of the research stated that there is a positive relationship between satisfaction and performance with the explanation that every increase of 1 unit in the satisfaction score will be followed by an increase in the performance score of 0.15 units. Job satisfaction is a professional's attitude to love his job. Job satisfaction will be achieved if the officer's needs are met through his work. Job satisfaction is a positive emotional state, derived from job evaluation. High job satisfaction improves workplace performance (Damayanti et al, 2018).

The results of this research are in accordance with research conducted by Yusefzadeh and Nabilou, (2020) which states that health worker satisfaction with several factors such as work space and work organization can improve the performance of health workers. The satisfaction obtained by health workers can provide comfort to health workers so they can work optimally and can improve the performance of health workers.

2. The influence of motivation on performance among public hospital officers

The results of the research stated that there is a positive relationship between motivation and performance with the explanation that every increase of 1 unit in the motivation score will be followed by an increase in the performance score of 0.17 units. Leaders must pay attention to their employees so they have motivation and find ways to increase and maintain their motivation. Officers who

have high work motivation will increase their performance (Maharani et al, 2021). Low employee motivation can be seen from their work behavior being slower so that work targets are not achieved, spending more time online, not focusing on work, disturbing the work of other employees, and passing responsibility to other employees (Gibson et al, 2011).

The results of this research are in accordance with research conducted by Chmielewska et al, (2020) which states that there is a need to increase motivation in medical personnel to maintain appropriate performance both at the individual medical officer level and at the hospital level. Motivation is one of the determining factors for hospital performance, therefore it is necessary to make changes in increasing motivation to improve individual performance, value or hospital performance.

According to researchers, the motivation possessed by RSUD officers can make the officers have more enthusiasm in doing their work so that they can improve the performance of the health workers.

3. Effect of training on the performance of public hospital officers

The results of this research state that there is a positive relationship between training and performance with the explanation that every 1 unit increase in training score will be followed by an increase in performance score of 0.16 units. This shows that officers or employees will achieve the desired level of performance if training is designed well. Well-designed training can be characterized by clear objectives, relevant and up-to-date

content, selection of training methods and effective trainers (Yimam, 2022).

This research is in line with Aynalem et al, (2021) which states that there is an influence of providing training to nurses on the performance of these nurses. By providing training to nurses, it becomes clearer about the work steps they must carry out. By clarifying the work steps for health workers, the performance of health workers can be improved. According to researchers, training given to health workers can further increase knowledge regarding the scope of work and knowledge regarding the actions that need to be taken by health workers while carrying out work. Clear job duties can be useful for improving the performance of health workers.

4. Effect of satisfaction on motivation among public hospital staff

The results of this research state that there is a positive relationship between satisfaction and performance with the explanation that every 1 unit increase in satisfaction will be followed by an increase in motivation score of 0.83 units. Job satisfaction is one of the important factors to support the achievement of company goals and increase employee work motivation (Afifah and Musadieg, 2017).

This research is in line with research conducted by Lasebikan et al, (2020) which states that job satisfaction in health workers is an important factor in building motivation and efficiency in health workers. Health workers' higher job satisfaction determines health workers' motivation to do their work. Employees who have good actions at work will have high job satisfaction and commitment to the organization which directly impacts better employee performance in the organization.

5. Effect of the Work Environment on Job Satisfaction among Regional Hospital Officers

The results of this research state that there is a positive relationship between the work environment and job satisfaction with the explanation that every 1 unit increase in the work environment will be followed by an increase in the job satisfaction score of 0.13 units.

This research is in line with research conducted by Wibowo et al, (2014) which states that most officers like to work in clean and up-to-date facilities and are supported by adequate equipment. Officers or employees need a good work environment for comfort and to make it easier to do their work. So a good work environment will increase the job satisfaction of RSUD officers. Therefore, the influence of the quality of the workplace environment can create employee motivation to work hard so that they have good performance (Hafeez et al, 2019).

6. Effect of job suitability on job satisfaction among public hospital staff

The results of this research state that there is a positive relationship between job suitability and job satisfaction with the explanation that every 1 unit increase in the job suitability score will be followed by an increase in the job satisfaction score of 0.41 units.

This research is in line with research conducted by Wahyuni and Irfani (2019) which states that if officers or employees get unsuitable work such as too much work, work beyond their capabilities, high work targets with limited completion time will cause officers to feel pressured and appear The feeling of fatigue has an impact on decreasing officer job satisfaction and this will influence the decline in officer performance.

AUTHOR CONTRIBUTION

All authors have made significant contributions to data analysis as well as preparing the final manuscript.

CONFLICT OF INTEREST

There was no conflict of interest in the study.

FUNDING AND SPONSORSHIP

This study is self-funded.

ACKNOWLEDGEMENT

We would like to thank the research subjects who were willing to give their time, and the researchers would like to thank all parties who have helped in preparing this article.

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