

Factors Affecting Employee Performance at the Citra Medika Group Clinic

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Abstract. *Employee performance is a key indicator of organizational success, reflecting the ability of individuals or groups to meet established standards, responsibilities, legal norms, and ethical principles. At Citra Medika Clinic, a noticeable decline in employee performance has been observed, raising concerns regarding internal factors affecting productivity. Preliminary assessments suggest that low motivation, poor work discipline, and an unconducive work environment are major contributors to this decline. This study aims to empirically assess the influence of motivation, work discipline, and the work environment on employee performance at Citra Medika Clinic. A quantitative research method with a cross-sectional design was employed. The sample comprised 30 respondents selected from the clinic's employees. Data were analyzed using univariate, bivariate (chi-square test), and multivariate (logistic regression) statistical techniques at a 95% confidence level ($\alpha = 0.05$). The findings demonstrate that work motivation ($p = 0.007$; $\text{Exp}(\beta) = 0.567$), work environment ($p = 0.003$; $\text{Exp}(\beta) = 0.706$), and work discipline ($p = 0.001$; $\text{Exp}(\beta) = 0.325$) significantly influence employee performance. Collectively, these factors show a positive and simultaneous effect, with the work environment emerging as the most dominant influence. Based on these findings, it is recommended that management enhance employee motivation and discipline by implementing reward systems and recognizing achievements. Additionally, providing training and professional development aligned with job responsibilities can significantly improve employee competence and performance. These strategies are expected to foster a more productive and sustainable work environment at Citra Medika Clinic.*

Keywords: *Work Motivation, Work Environment, Work Discipline, Performance*

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INTRODUCTION

Currently, the Indonesian healthcare system remains a major challenge for the government to address (Mahendradhata et al., 2021; Agustina et al., 2019; Rahman, 2024). This demonstrates the state's responsibility to provide adequate healthcare facilities and public services for all citizens. According to the Ministry of Health, several key issues related to suboptimal healthcare services exist. These issues arise from challenges in healthcare services, such as the lack of comprehensive data-based health policies and the inefficient delivery of healthcare services (Albahri et al., 2018).

According to Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/Menkes/1559/2022, overall, human resources for health (HRH) are a key variable in national health resilience and the health system in general. The problems encountered with HRH include: (1) data acquisition and analysis are based solely on comparisons from various sources without direct data acquisition, resulting in suboptimal data accuracy; (2) the lack of data standardization, which can lead to duplicate or missing HRH records for individuals with special conditions; (3) lack of information on the distribution of each HRD individual's location, including

details of their expertise and educational background; (4) information on HRD reserve readiness is not standardized without complete information on their competencies and potential.

Based on Law Number 17 of 2023, the Indonesian Government aims to implement health development, formulated as "Healthy Indonesia 2025," which aims to create a conducive environment for physical, mental, and social health. Good health services will increase patient trust in healthcare providers (Ward, 2017; Brennan et al, 2013). To date, healthcare providers are continuously improving their services to meet government-set standards. One effort to increase patient satisfaction is improving nurse performance. Performance is one indicator of the quality of healthcare services.

DeNisi & Smith (2014) said that, performance is defined as the overall results or level of success of an individual during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or agreed-upon criteria. Performance also refers to an individual's achievement in all assigned tasks. To determine the quality of an organization, performance must be evaluated.

Performance appraisal is an evaluation of whether the work performed aligns with the specified job description (Ayers, 2015; Iqbal et al., 2015; DeNisi & Murphy, 2017). This is useful for measuring the quality of human resources, for personal development, and enabling management to improve and plan for future human resources. Citra Medika Group Clinic is one of the largest clinics in Medan. Citra Medika Group Clinic is a healthcare facility that provides individual healthcare services, including basic and/or specialist medical services. The clinic provides promotive, preventive, curative, and rehabilitative individual healthcare services (Wendimaginegn & Bezuidenhout, 2019). The clinic offers outpatient, inpatient, daycare, and/or homecare services.

The Citra Medika Group Clinic received several patient complaints, resulting in a decline in patient numbers. This was attributed to healthcare workers not providing optimal service. Administrative staff not performing optimally in patient care was a contributing factor to the declining performance of existing healthcare workers (Cogin & Lee, 2016). Early indications of performance issues at the Citra Medika Group Clinic were reflected in complaints directly submitted by patients. A survey collected a significant number of complaints centered on administrative services.

These complaints included unfriendly staff (19 complaints), slow administrative processes (12 complaints), lack of communication solutions (9 complaints), lack of explanation of administrative procedures (15 complaints), and lengthy medical record retrieval processes (10 complaints). The high number of complaints regarding friendliness and time efficiency strongly indicates that front-line service performance is suboptimal, potentially reducing patient satisfaction and loyalty.

The issues identified in these external complaints align with internal performance data obtained from the Human Resources (HR) Department (Rogers & Wright, 1998; Chang & Huang, 2010). The data shows a consistent downward trend in employee performance scores over the past five years, from 83.5 in 2019 to 78.6 in 2023. This decline is manifested in unproductive work behaviors, such as procrastination, leaving the work area without permission, and being unpunctual. This trend is exacerbated by the increasing annual employee absenteeism rate, which rose from 9 in 2019 to 17 in 2023, directly impacting operational effectiveness and the achievement of clinic targets.

To explore the root of the problem, interviews with several employees revealed three main interrelated factors: work environment, discipline, and motivation. Employees reported that the physical work environment felt uncomfortable due to poor lighting and high noise levels. This directly triggered a decline in discipline, such as frequently leaving the room during work hours. Furthermore, their work motivation also decreased due to internal issues, such as unclear

salary and incentive payment processes. This combination of an unsupportive environment and low motivation ultimately created a cycle of problems that impacted overall performance.

METHODS

This study employed a quantitative approach using a cross-sectional design to examine the factors influencing employee performance at the Citra Medika Group Clinic in 2024. The study population included all 30 employees working at the clinic during the research period. Given the manageable population size, a total sampling technique (census) was used, involving all employees who met the inclusion criteria: currently employed at the clinic, having worked for a minimum of six months, and willing to participate voluntarily. Data were collected using a structured questionnaire that measured four main variables: work motivation, work environment, work discipline, and employee performance. Each variable was assessed through multiple items using a Likert scale. The questionnaire was adapted from previous validated instruments and underwent expert review to ensure content validity. A pilot test was conducted with a small group of clinic employees outside the study sample to assess instrument reliability, resulting in Cronbach's alpha values above 0.70, indicating acceptable internal consistency. Prior to data collection, the research received ethical approval from the Health Research Ethics Committee of Institut Kesehatan Helvetia. All participants provided informed consent and were assured of the confidentiality and anonymity of their responses. The data collection process was carried out on-site at the clinic through self-administered questionnaires, with researchers available to clarify any questions during completion. The data were analyzed using SPSS version [insert version]. Descriptive statistics (univariate analysis) were used to summarize the characteristics of respondents and the distribution of key variables. Bivariate analysis was conducted using the chi-square test to examine the association between independent variables and employee performance. Furthermore, a multivariate analysis using binary logistic regression was performed to identify the dominant factors influencing performance. A 95% confidence level ($\alpha = 0.05$) was applied to determine statistical significance.

RESULT AND DISCUSSION

This section presents the findings of the study based on data collected from 30 employees of the Citra Medika Group Clinic. The analysis includes the characteristics of respondents, the distribution of key study variables (work motivation, work environment, work discipline, and performance), and the statistical relationships between these variables. The results are supported by both bivariate and multivariate analyses to determine significant factors affecting employee performance.

Table 1. Frequency Distribution of Respondents Based on Respondent Characteristics at Citra Medika Group in 2024

Characteristics	Category	Frequency (f)	Percentage (%)
Age	< 35 years	18	60.0
	36–45 years	12	40.0
Education	High School	7	23.3
	Diploma/Bachelor	23	76.7
Gender	Male	11	36.7
	Female	19	63.3
Total		30	100.0

Based on Table 1, it is known that of the 30 respondents, 18 (60%) were aged <35 years and 12 (40%) were aged 36-45 years. For education, 7 were high school graduates (23.3%) and 23 were college graduates (76.6%). For gender, there were 11 male administrative staff (36.7%) and 19 female staff (63.3%).

Table 2. Frequency Distribution Based on Factors Influencing Employee Performance and Employee Performance Results at Citra Medika Group Clinics in 2024

Variables	Category	Frequency (f)	Percentage (%)
Work Motivation	High	25	83.3
	Moderate	2	6.7
	Low	3	10.0
Work Environment	Good	24	80.0
	Moderate	4	13.3
	Poor	2	6.7
Work Discipline	High	22	73.3
	Moderate	6	20.0
	Low	2	6.7
Performance	High	21	70.0
	Moderate	3	10.0
	Low	6	20.0
Total		30	100.0

Based on table 2, it is known that out of 30 respondents, 25 respondents (83%) stated that they had high work motivation, 2 respondents (6.7%) stated that they had moderate work motivation, while 3 respondents (10%) stated that they had low work motivation. For the work environment, there were 24 respondents (80%) stated that they had a good work environment, 4 respondents (13.3%) stated that they had a moderate work environment, while 2 respondents (6.7%) stated that they had a bad work environment. For work discipline, there were 22 respondents (73.3%) stated that they had high work discipline, 6 respondents (20%) stated that they had moderate work discipline, while 2 respondents (6.7%) stated that they had low work discipline. For performance, there were 21 respondents (70%) stated that they had high performance, 3 respondents (10%) stated that they had moderate performance, while 6 respondents (20%) stated that they had low performance.

Table 3. Factors Influencing Employee Performance at Citra Medika Group Clinics

Variable	Performance								P-Value
	Low		Medium		High		Total		
	f	%	f	%	F	%	f	%	
Work motivation									0,028
Tall	3	10,00	2	6,67	20	66,67	25	83,33	
Currently	1	3,33	1	3,33	0	0	2	6,67	
Low	2	6,67	0	0	1	3,33	3	10	
Work Environment									0,002
Good	3	10	2	6,67	19	63,34	24	80	
Moderate	2	6,67	1	3,33	1	3,33	4	13,33	
Poor	1	3,33	0	0	1	3,33	2	6,67	
Work Discipline									0,008
Tall	4	13,33	2	6,67	16	3,33	22	6,67	
Currently	1	3,33	1	3,33	4	13,33	6	20	
Low	1	3,33	0	0	1	3,33	2	6,67	
Total	6	20	3	10	21	70	30	100	

Based on Table 3, the three independent variables are proven to have a significant influence on employee performance. This is indicated by the significance values (p-values) of the variables Work Motivation (p=0.028), Work Environment (p=0.002), and Work Discipline (p=0.008), all of which are smaller than the significance level of $\alpha=0.05$. Thus, it can be concluded

that the research hypothesis is accepted, where each independent variable has a significant influence on the dependent variable.

Table 4. Logistic Regression Test

Variable	β	Sig-p	Exp (β)
Work Motivation	0,254	0,007	0,567
Work Environment	0,213	0,003	0,706
Work Discipline	0,262	0,001	0,325

Based on table 4, the results of the logistic regression test show that Work Motivation (sig-p = 0.007; Exp(β) = 0.567), Work Environment (sig-p = 0.003; Exp(β) = 0.706), and Work Discipline (sig-p = 0.001; Exp(β) = 0.325) have a significant influence on Employee Performance at Citra Medika Group Clinic in 2024. Specifically, the Exp(β) value indicates that each variable has a positive influence on employee performance, where the Work Environment shows the greatest influence (0.706 fold) compared to Work Motivation (0.567 fold) and Work Discipline (0.325 fold).

The results of this study clearly indicate that Work Motivation, Work Environment, and Work Discipline significantly influence Employee Performance at the Citra Medika Group Clinic in 2024. This finding is not only consistent with existing literature but also empirically reinforced by our logistic regression analysis. Among the three independent variables, Work Environment stands out as the factor with the most dominant influence on improving employee performance at the clinic. The logistic regression analysis confirmed the significance of these three predictors: Work Motivation (sig-p = 0.007; Exp(β) = 0.567), Work Environment (sig-p = 0.003; Exp(β) = 0.706), and Work Discipline (sig-p = 0.001; Exp(β) = 0.325). The sig-p values, all less than 0.05, indicate that the influence of each variable is statistically significant. Furthermore, the Exp(β) value provides an overview of the magnitude of the influence, where the Work Environment shows the strongest impact, followed by Work Motivation, and then Work Discipline.

The Influence of Work Motivation on Employee Performance

According to Ahmad (2021), motivation is defined as a driving force, either internal or external, that directs individuals to act and exert effort toward achieving specific goals. In the context of this study, the assumption that higher employee work motivation will improve their performance holds true. If employees, including administrative staff, possess strong motivation whether internal (e.g., a personal desire for success) or external (e.g., management support) they will be more motivated to complete tasks effectively, ultimately resulting in optimal performance. Conversely, a lack of motivation can directly correlate with decreased performance. Patient feedback regarding "unfriendly staff attitudes" and "unresponsive communication" can be viewed as signals to identify areas where employee work motivation can be improved. Interviews revealed internal issues related to the clarity of salary payments and incentives that could potentially impact work morale. Our logistic regression test results confirmed that Work Motivation significantly impacted performance (Exp(β) = 0.567; sig-p = 0.007).

Therefore, by implementing a more transparent and fair incentive system and ensuring clarity in the payroll process, clinics have a golden opportunity to revitalize employee morale. This increased motivation is expected to be directly reflected in improved staff friendliness, initiative, and communication skills, ultimately leading to increased patient satisfaction. This aligns with previous research by Adetola et al. (2022) which demonstrated the influence of motivation on healthcare worker performance. Furthermore, a study by Satoto (2023) and Akerele (2023), corroborates these findings by demonstrating that motivation has a very strong and significant correlation with performance, confirming the fundamental role of motivation as a key driver of employee performance achievement.

The Influence of Work Environment on Employee Performance

The work environment refers to the physical and non-physical conditions in which employees interact and perform their daily tasks (Nidaul et al., 2019; Noya, 2024). A comfortable, calm, and conducive environment directly contributes to a positive work atmosphere, which in turn drives increased productivity and work quality. Generally, improving the quality of the work environment is assumed to be directly proportional to improved employee performance, while a poor environment will hinder performance. Employee performance challenges at the Citra Medika Group Clinic, identified through patient feedback (e.g., the need for efficiency in administrative processes) and internal HR data (opportunities to improve performance scores and absenteeism), can be addressed with appropriate strategies. Interviews with employees indicated that improving the physical work environment (including lighting and noise reduction) was a crucial area for intervention.

Our logistic regression analysis convincingly supports this, showing that the Work Environment had the most significant influence on performance ($\text{Exp}(\beta) = 0.706$; $\text{sig-p} = 0.003$). This isn't just a complaint, but rather a significant opportunity: by creating a more comfortable and conducive work environment, Citra Medika Group Clinic can fundamentally improve employee productivity and directly contribute to a more positive patient experience. Work environment was the most influential factor among the variables studied. These results align with research by Rabuana & Yanuar (2023), which demonstrated the influence of the work environment on employee performance. Consistency was also found in studies by Stroud et al. (2015), which highlighted the work environment as a dominant factor influencing performance, and Putri et al. (2019), which found a positive and significant influence of the work environment on employee performance. Although Shirom et al. (2010) found a smaller influence of the work environment compared to workload, our findings specifically confirm its dominance in this context.

The Influence of Work Discipline and Employee Performance

Although humans have a natural tendency to seek freedom, social and professional life demands boundaries and regulations. Work discipline involves employee compliance with the rules, procedures, and ethical standards established by the organization. This compliance is essential for maintaining operational efficiency and achieving company goals. The assumption that higher levels of employee discipline will improve their performance is valid, while a lack of discipline will negatively impact performance. Challenges in work behavior, such as "procrastination," "leaving the work area without permission," and "not being punctual," as well as increasing absenteeism, indicate room for improvement in work discipline. Interviews even suggested that a less-than-ideal work environment could be a contributing factor to the decline in discipline. Our logistic regression results confirmed that work discipline has a significant influence on performance ($\text{Exp}(\beta) = 0.325$; $\text{sig. p} = 0.001$).

This suggests that discipline is a crucial element that should not be overlooked. By adopting a holistic approach that focuses not only on enforcing rules but also considers improving the work environment and strengthening motivation, Citra Medika Group Clinic can create a stronger culture of discipline. This approach will help address the root causes of unproductive behavior and directly support operational efficiency and improve overall service quality. This research is supported by Santoso (2021) study, which concluded that work discipline directly impacts employee performance, indicating that improved discipline leads to improved performance. Furthermore, Basem et al. (2022) and Hafeez et al. (2019), also confirmed that work discipline, both individually and in conjunction with the work environment, contributes to improved employee performance, highlighting the importance of employee commitment to rules and their responsibilities.

CONCLUSION

This study concludes that employee performance at the Citra Medika Group Clinic in 2024 is significantly influenced by three key internal factors: Work Motivation, Work Environment, and Work Discipline. Through logistic regression analysis, all three variables demonstrated a statistically significant relationship with performance, with the Work Environment emerging as the most dominant factor. These findings underscore the importance of creating a supportive and conducive work atmosphere to optimize employee productivity. Work Motivation was shown to have a substantial impact on performance, especially in relation to employee initiative, responsiveness, and morale. Addressing issues such as transparency in salary and incentive systems can directly enhance motivation and, consequently, patient satisfaction. Similarly, the Work Environment, encompassing both physical and psychological aspects, plays a critical role in shaping daily work experiences and performance outcomes. Improvements in this area are not only necessary but also strategic for enhancing efficiency and service delivery. Work Discipline, while less dominant than the other two variables, remains essential for ensuring compliance with organizational standards, reducing absenteeism, and maintaining operational order. The study highlights that discipline should be reinforced not solely through strict enforcement but through integrated strategies that also support motivation and environmental conditions. In conclusion, improving employee performance at the Citra Medika Group Clinic requires a holistic and sustained effort targeting all three variables. Management is encouraged to develop integrated strategies that combine motivation enhancement, work environment improvements, and discipline strengthening to build a high-performing and patient-centered workforce.

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