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Examining the effects of employee loyalty, work discipline, and intrinsic motivation on employee performance: A case study of Puskesmas in Nganjuk Regency, Indonesia

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ABSTRACT

This study examines the impact of employee loyalty, work discipline, and intrinsic motivation on employee performance at Puskesmas in Nganjuk Regency, East Java, Indonesia. Performance improvement is influenced by various factors, including these three elements, which significantly affect achieving organizational goals and the quality of healthcare services. Using a cross-sectional design and quantitative approach, data were collected from 105 Puskesmas employees selected through proportional random sampling. Data analysis was conducted using cross-tabulation (Cross-tab) and multiple linear regression (MLR). The findings reveal that employee loyalty, work discipline, and intrinsic motivation significantly influence employee performance, highlighting the critical role of work discipline and intrinsic motivation in enhancing performance. Although employee loyalty shows a moderate effect, it remains essential for boosting motivation and performance. These results provide valuable insights for human resource management in healthcare, emphasizing the need for strategies focused on enhancing work discipline, employee well-being, and intrinsic motivation to optimize performance. Furthermore, the findings can inform decision-making processes related to human resource management and support the development of programs that improve intrinsic motivation and work discipline to enhance service quality at Puskesmas.

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1. Introduction

Performance enhancement is intrinsically linked to several factors (Liaquat et al., 2024). Employee performance in achieving organizational goals is significantly shaped by the relationship between intrinsic motivation, job satisfaction, and commitment (Raya et al., 2023; Zhang et al., 2023). Employee performance in the health sector directly affects the calibre of the services rendered to the community. The Health Center (Puskesmas) in the Nganjuk Regency deals with several difficulties that affect patient satisfaction and service quality. Patient discontent and decreased service quality are frequently the result of internal issues that influence

employee performance (Huang et al., 2024). Among these variables, job motivation and work discipline are crucial components that affect how healthy employees perform (Setyawan and Dewi, 2022). The effectiveness of personnel who provide health services in public facilities, such as Puskesmas, has a significant impact on the quality of those services (Hastuti and Setyawan, 2021). While intrinsic motivation prompts individuals to perform with considerable dedication, effective work discipline can enhance employees' accountability for their responsibilities even with strong external stimuli. However, loyalty is frequently cited as a critical factor for increasing job satisfaction (Setyawan et al., 2018). Intrinsic motivation refers to an employee's internal drive to perform well, whereas work discipline refers to an employee's adherence to work standards and regulations (Harianto et al., 2020).

Conversely, loyalty is often considered an external motivator influencing performance and job satisfaction (Hongyun et al., 2019). These three variables interact to determine employee performance outcomes; however, our understanding

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of how each affects performance individually and collectively is limited. Elevated workplace motivation typically enhances employees' performance. Optimal performance is essential for fulfilling employees' needs and achieving company goals (Dariansyah, 2018; Mukhibat et al., 2024). An individual's performance is contingent upon their effectiveness in fulfilling their duties. Organizational output aims to attain ethically and legally compliant goals, devoid of illicit activities and achievable by individuals or groups within an organization under their designated authority and responsibilities (Rifai et al., 2020). Work hours significantly impact the operational efficiency of Puskesmas, which is crucial for delivering high-quality healthcare services to the public. In the Indonesian context, healthcare quality indicators have improved to enhance the overall standard of healthcare for the population. Enhancing worker morale in Puskesmas is essential for achieving patient care objectives.

The health center (Puskesmas) in the Nganjuk District is a critical facility for providing healthcare services. As the primary healthcare provider in this region, Puskesmas must consistently maintain and enhance the quality of services it offers to the community. However, challenges to improving employee performance persist and warrant careful examination. Work discipline, quality of loyalty, and level of work-related motivation are variables that influence an employee's performance at Puskesmas. Nevertheless, extensive research has investigated the effects of individual factors on worker performance, including compensation, incentives, and work habits (Nurpribadi et al., 2024). According to Panjaitan et al. (2024), there remains a lack of empirical research focusing on these three variables in the context of the Nganjuk Regency health facilities.

Furthermore, most previous studies have not considered how these elements interact within a comprehensive analytical framework. The extant literature predominantly emphasizes the effect of individual variables on worker performance, neglecting concurrent factors concerning the relationships and interdependencies among multiple variables (Lang et al., 2023). This oversight has resulted in a significant knowledge gap regarding how work discipline, motivation, and compensation simultaneously influence employee performance in the healthcare sector. This study addresses this gap by integrating the three variables into a unified analytical framework. This approach will provide empirical insights that are particularly relevant to the context of Puskesmas in the Nganjuk District. Consequently, this study enhances the understanding of the impact of these elements on employee performance and significantly aids in developing managerial initiatives to improve service quality in Puskesmas. This study further assessed the comparative impact of work discipline, loyalty, and intrinsic motivation on employee performance in Puskesmas. This research was conducted in Nganjuk Regency, East Java, Indonesia, to ascertain

the most effective managerial practices for enhancing the performance of healthcare personnel.

2. Literature review

2.1. Employee performance

According to Armstrong and Turner (2023), performance can be attributed to work closely aligned with an organization's strategic objectives, customer satisfaction, and economic contributions. Performance is associated with both the execution and methodology of the work. Sikowo et al. (2016) posited that employee performance is the primary determinant of organizational success. The degree of employee work effectiveness significantly influences the productivity and performance of the organization. Performance can be evaluated using various employee performance indicators. According to Marrucci et al. (2024), these indicators encompass work quality, quantity, responsibility, cooperation, and initiatives. Somwethee et al. (2023) proposed that several factors influence individual work performance, including personal, leadership, team, system, and contextual or situational factors. Work discipline among employees is an educational program designed to enhance and shape workers' knowledge, attitudes, and behaviors to increase their productivity. Employee performance also requires motivation (Liaquat et al., 2024).

2.2. Intrinsic motivation

Li et al. (2023) posited that motivation arises from an individual's internal and external processes, generating enthusiasm for engaging in specific activities. Maslow (1958) conceptualized motivation as the internal drive that propels an individual to action. Individuals generally undertake certain actions for specific reasons to attain the desired outcomes. Indicators of intrinsic motivation, as proposed by Maslow (1943), assert that a diverse array of requirements, including those pertaining to physiological needs, safety, health, social interaction, self-esteem, and self-actualization, influence employees' motivation in the workplace. According to Alshurideh et al. (2023), several indicators affect intrinsic motivation: (i) Physiological needs are related to employees' physical or physiological aspects. (ii) Safety needs are reflected in utilizing personal protective equipment and implementing work safety standards. (iii) Social needs are observed in interactions with family members. (iv) Respect needs are manifested in recognition and assessment based on skills. (v) Self-actualization needs are realized in engaging work that provides benefits. Organizations can provide appropriate education and training to address these needs. The researchers concluded that intrinsic motivation is an internal drive among employees and that they can enhance it themselves. Motivation also drives an individual's internal and external behavior in the

work environment. Physiological demands, safety and health requirements, social needs, self-esteem, and self-actualization influence employee motivation.

2.3. Employee loyalty

Christoffersen et al. (2024) elucidated that loyalty compensation is provided to employees for administrative and managerial tasks typically completed monthly. Conversely, Hasibuan (2023) posited that loyalty compensation is an explicit guarantee, given its formal disbursement to workers. The role of loyalty compensation in employee motivation serves as an instrument for evaluating diverse employee needs and is crucial for enhancing motivation in the workplace. Consequently, companies or organizations must implement a loyalty compensation plan based on internal standards, considering employee responsibilities, work ethics, and operational scales. The objectives of paid loyalty compensation include cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of labor unions (Setyawan et al., 2019).

Junça Silva et al. (2024) proposed that indicators measure the loyalty variable: Fairness on both internal and external levels, a respectable standard of living, the capacity to meet demands, the cultivation of a work ethic, and assurance of prosperity (Shi and Shaw, 2024). According to Shapiro and Stiglitz's (1984) efficiency wage theory, asserts that compensating workers above market rates enhances productivity. Higher remuneration attracts and retains more talented workers who are motivated to exert greater effort because they desire to maintain well-compensated positions. In addition to attracting top talent, medical Puskesmas can enhance employee performance by offering attractive loyalty compensation and incentivizing staff to deliver optimal services.

2.4. Work discipline

Discipline is defined as an individual's behavior that adheres to current laws and work practices. It encompasses attitudes and behaviors. This involves compliance with work procedures, organizational rules, codes of ethics, and other cultural norms necessary to satisfy customers and produce products. This definition defines discipline as an attitude and conduct that enhances an individual's capacity to contribute to organizational goals by adhering to the institution's established rules. Workplace discipline can be enforced when employees adhere to established rules. Government organizations have implemented regulations that all personnel must follow during their duties. Work discipline can be categorized into four dimensions, which include the following: (i) Adherence to time regulations, (ii) Compliance with company policies, (iii) Observance of behavioral norms at work, and (iv) Compliance with other regulations. Employee discipline involves training to enhance and refine employee knowledge, attitudes, and behaviors to foster cooperative work.

2.5. Hypothesis development and research framework

This section establishes the theoretical foundation of the study by formulating key hypotheses (Fig. 1).

H1: Intrinsic motivation has significantly affected Puskesmas employees' performance in the Nganjuk Regency.

H2: Employee loyalty has significantly affected Puskesmas employees' performance in the Nganjuk Regency.

H3: Work discipline has significantly affected Puskesmas employees' performance in the Nganjuk Regency.

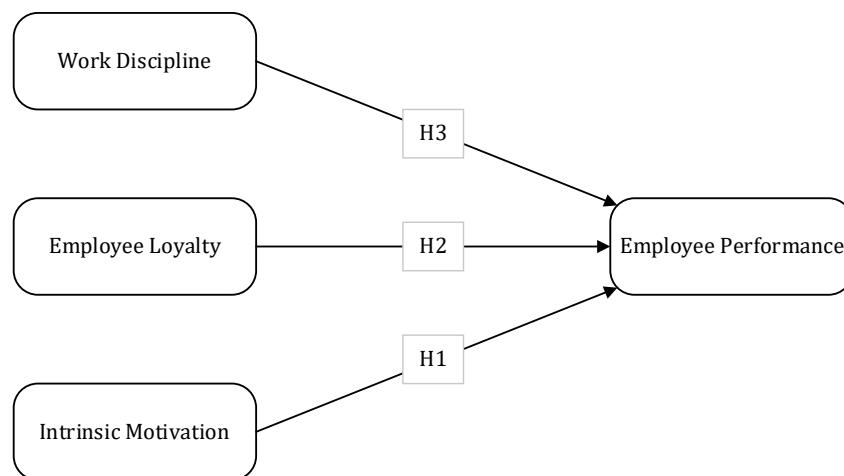


Fig. 1: Conceptual framework

3. Methodology

This study employed a quantitative cross-sectional design. Data were collected from 105

Puskesmas employees in the Nganjuk Regency, selected using proportional random sampling techniques—a structured questionnaire measured work discipline, employee loyalty, intrinsic

motivation, and employee performance. Data analysis was conducted using multiple linear regressions to assess the direct and interactive influences of the three variables on employee performance. Data were collected using structured

questionnaires encompassing employee loyalty, intrinsic motivation, work discipline, and employee performance variables. The outline of the conceptual framework that guides the research approach (Fig. 2).

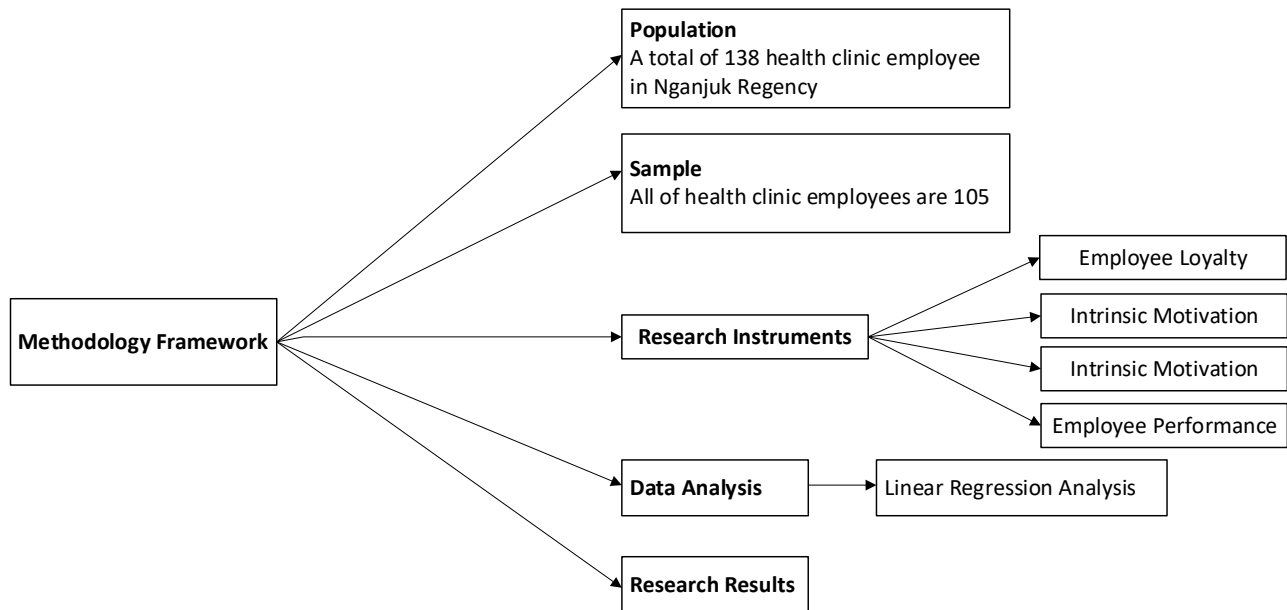


Fig. 2: Methodological framework

4. Results and discussion

4.1. Results

This study was conducted on three Puskesmas in the Nganjuk Regency: Nfira Puskesmas, Mitra 02 Puskesmas, and Nusa Medika Lestari Health. A total of 105 respondents were included in the study's sample. Table 1 presents the cross-tab results for work motivation and employee performance levels.

This investigation revealed that 6 individuals (5.7%) demonstrated satisfactory performance when exhibiting moderate intrinsic motivation. In addition, 99 individuals (94.3%) exhibited good performance when they possessed a high level of intrinsic motivation. These findings suggest a positive correlation between performance and intrinsic motivation, with higher levels of intrinsic motivation corresponding to enhanced performance outcomes.

Table 1: Results of the cross-tab between work motivation and employee performance levels

| | Level | Statistic | Employee performance | | |
|-----------------|----------|----------------|----------------------|--------|--------|
| | | | Satisfactory | Good | Total |
| Work motivation | Moderate | Frequency | 6 | 0 | 6 |
| | | % within level | 100.0% | 0.0% | 100.0% |
| | High | Frequency | 0 | 99 | 99 |
| | | % within level | 0.0% | 100.0% | 100.0% |
| | Total | Frequency | 6 | 99 | 105 |
| | | % within level | 5.7% | 94.3% | 100.0% |

Table 2 presents the cross-tab results for employee loyalty and employee performance levels. Four respondents in the employee loyalty category classified as "moderate" demonstrated satisfactory performance (57.1%), while three individuals (42.9%) exhibited good performance. Conversely, in the employee loyalty category designated as "high,"

approximately 96 individuals (98.0%) demonstrated good performance, with 2 individuals (2.0%) performing satisfactorily. These findings suggest a positive correlation between employee loyalty and performance, indicating that higher levels of employee loyalty are associated with improved workplace performance.

Table 2: Results of the cross-tab between employee loyalty and employee performance levels

| | Level | Statistic | Level of employee performance | | |
|------------------|----------|----------------|-------------------------------|-------|--------|
| | | | Satisfactory | Good | Total |
| Employee loyalty | Moderate | Frequency | 4 | 3 | 7 |
| | | % within level | 57.1% | 42.9% | 100.0% |
| | High | Frequency | 2 | 96 | 98 |
| | | % within level | 2.0% | 98.0% | 100.0% |
| | Total | Frequency | 6 | 99 | 105 |
| | | % within level | 5.7% | 94.3% | 100.0% |

Table 3 shows the cross-tab results for work discipline and employee performance levels. This study found that 4 respondents (5.8%) in the sufficient work discipline category performed adequately, and 65 people (94.2%) performed well.

34 participants (94.4%), and 2 (5.6%) performed adequately and well in the high work discipline category. This demonstrates that a person performs better and is more disciplined at work.

Table 3: Results of cross-tabulation between work discipline and employee performance levels

| | Level | Statistic | Level of employee performance | | |
|-----------------|----------|----------------|-------------------------------|-------|--------|
| | | | Satisfactory | Good | Total |
| Work discipline | Moderate | Frequency | 4 | 65 | 69 |
| | | % within level | 5.8% | 94.2% | 100.0% |
| | High | Frequency | 2 | 34 | 36 |
| | | % within level | 5.6% | 94.4% | 100.0% |
| | Total | Frequency | 6 | 99 | 105 |
| | | % within level | 5.7% | 94.3% | 100.0% |

4.2. Hypothesis testing

Table 4 demonstrates that the R Square value is 0.691, indicating that 69.1 percent of the performance of Puskesmas employees in Nganjuk Regency is determined by intrinsic motivation, employee loyalty, and work discipline, with the remaining 30.9 percent attributed to variables not included in the study. Furthermore, this study reveals that intrinsic motivation, employee loyalty, and work discipline simultaneously affect employee performance. The findings suggest that intrinsic motivation, employee loyalty, and work discipline have statistically significant positive effects on employee performance. The regression coefficient of intrinsic motivation was 0.106, with a standard error

of 0.040 and a t-statistic of 2.650, significant at the 1 percent level. It implies that a 1% increase in intrinsic motivation corresponds to a 10.6% increase in employee performance. The employee loyalty regression coefficient was also 0.089, with a standard error of 0.030 and a t-statistic of 2.967, which was significant at the 1 percent level. Consequently, a 1% increase in employee loyalty was associated with an 8.9% increase in employee performance. Moreover, the work discipline regression coefficient was 0.337 with a standard error of 0.043 and a t-statistic of 7.920, which was significant at the 1 percent level. It indicates that a 1% increase in work discipline corresponds to a 33.7% increase in employee performance.

Table 4: Result of hypothesis testing

| | Unstandardized coefficients | | Standardized coefficients | T | Sig. |
|--------------------------------|-----------------------------|----------------|---------------------------|-------|---------|
| | B | Standard error | Beta | | |
| (Constant) | 12.13 | 5.168 | | 2.346 | 0.001 |
| Intrinsic motivation | 0.106 | 0.040 | 0.106 | 2.650 | 0.000 |
| Employee loyalty | 0.089 | 0.030 | 0.139 | 2.967 | 0.000 |
| Work discipline | 0.337 | 0.043 | 0.620 | 7.920 | 0.000 |
| R | | 0.625 | df | | 3 |
| R-squared | | 0.691 | Mean square | | 462.038 |
| Adjusted R-squared | | 0.673 | F | | 21.595 |
| Standard error of the estimate | | 4.62549 | Sig. | | 0.000 |
| Sum of squares | | 1386.115 | | | |

Dependent variable: Employee performance

4.3. Discussion

This study indicates that a high degree of intrinsic motivation leads to superior performance (94.3%), whereas a moderate level of intrinsic motivation results in satisfactory performance (5.7%). This finding suggests that enhanced performance positively correlates with increased intrinsic motivation. According to Herzberg (1965), two categories of elements influence intrinsic motivation: Extrinsic (hygiene) and intrinsic (motivation). Motivators include achievement, acknowledgement, tasks, accountability, and personal growth. These elements have been found to improve performance, motivation, and job satisfaction. These findings align with a study by Zulhelmi et al. (2021), who identified a strong correlation between nurses' performance at Community Health Centers and their intrinsic motivation. Nevertheless, this study provides an

additional context for Puskesmas in the Nganjuk District. There is a significant relationship between nurse performance and factors such as remuneration, working conditions, and responsibilities. This finding supports the conclusion that performance is strongly influenced by high job motivation, particularly regarding accountability and favorable working environments.

Furthermore, this study revealed that intrinsic motivation substantially influences employee performance. According to Maslow (1943), physiological, security, social, esteem, and self-actualization constitute the five categories of needs that affect an individual's motivation. When fundamental requirements, such as remuneration and job security, are met, Puskesmas workers are motivated by their social and basic needs. Their ultimate objective is to achieve self-actualization by acquiring knowledge and skills that directly affect productivity. This study reported that the employee

loyalty category in the sufficient category demonstrated adequate performance. These findings diverge from the concept that loyalty significantly influences worker performance in PT Pos Indonesia Surabaya. The findings on Puskesmas, which show that competitive and equitable salaries motivate workers to enhance their performance, align with these results. It indicates that remuneration as a form of monetary compensation is a significant factor across various industries, including healthcare. This study also concluded that employee loyalty significantly affects employee performance.

However, a 1% increase in loyalty resulted in an 8.9% improvement in employee performance. Consequently, it is posited that employee loyalty that exceeds market standards can enhance productivity by attracting and retaining qualified personnel. In the context of Puskesmas, it is hypothesized that competitive remuneration motivates employees to exert greater effort and increases workforce stability.

Work discipline indicates that an employee's performance improves with increased job adherence. Employees demonstrating adequate (5.6%) and good (94.4%) performance exhibited high work discipline. This suggests a positive correlation between disciplined work behavior and performance quality. These findings corroborate those of [Dariansyah's \(2018\)](#) study, which determined that employee performance in the Kramat Jati Pratama tax service office is significantly influenced by work discipline. These findings have substantial implications for health Puskesmas, as providing healthcare services promptly and protocol-compliantly heavily depends on discipline. The Theory of Planned Behavior, which posits that attitudes toward conduct, subjective norms, and perceptions of control influence the intention to engage in disciplined behavior, underpins the findings of this study.

Additionally, we posit that employees would exhibit disciplined behavior if organizational norms supported them, maintained a positive attitude toward discipline, and believed in their capacity to meet disciplinary requirements. Consequently, their performance improved when they fulfilled the desired criteria. The combined effects of intrinsic motivation, employee loyalty, and work discipline on employee performance were evident. Thus, among the three factors evaluated, work discipline, followed by intrinsic motivation and income, exerted the most significant impact on the performance of Puskesmas employees.

Employees with higher work-discipline regression coefficients typically demonstrate superior performance. While financial compensation has a relatively minor yet significant influence, intrinsic motivation also plays a substantial role. Comparing the findings of [Dariansyah's \(2018\)](#) research with those of previous studies, their investigation into the impact of work discipline on employee performance in public service offices identified it as the most critical factor affecting

performance. These results align with the findings of this study, indicating that discipline plays a crucial role in determining performance across various sectors, including healthcare facilities.

5. Conclusions

This study reveals significant influences of employee loyalty, intrinsic motivation, and work discipline on Puskesmas performance in Nganjuk Regency, Indonesia, with employee loyalty showing minimal impact on employee performance. These findings emphasize the importance of considering these factors in enhancing employee performance and motivation within the healthcare sector. The research implications include providing valuable insights for human resource management in healthcare, particularly for Puskesmas facilities, and highlighting the need for effective strategies focusing on work discipline, employee welfare, and intrinsic motivation to optimize performance. The findings can inform decision-making processes related to human resource management in healthcare settings and underscore the importance of prioritizing programs that enhance intrinsic motivation and work discipline.

Recommendations for future research include conducting longitudinal studies to examine long-term effects, investigating potential mediating or moderating factors influencing the relationship between employee loyalty and performance, exploring the effectiveness of specific interventions, expanding the study to other regions in Indonesia, examining the impact of external factors such as organizational culture and leadership styles, and investigating the relationship between employee performance and patient outcomes. These suggestions aim to enhance understanding further and improve healthcare management practices in Indonesia and beyond.

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Compliance with ethical standards

Ethical considerations

Written informed consent was obtained from all participants prior to data collection. Participation was voluntary, and confidentiality was ensured.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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