



# Determinants of Paser Health Workers Performance: A Structural Equation Model Analysis

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## Abstract

The objective of this study is to investigate the impact of work environment, work discipline, and work ethic on the performance of healthcare professionals at the Regional General Hospital in Kalimantan, as measured by Organizational Citizenship Behavior. The employed research methodology is a quantitative survey approach. The data was gathered through the distribution of a questionnaire to healthcare professionals employed at the Paser Regency Regional Hospital. To collect documents and distribute questionnaires to the 229 health workers who comprised the population of this research, descriptive statistical analysis methods, specifically SEM Amos analysis, were utilized. Work ethics, work environment, and work discipline have a positive and statistically significant impact on the OCB of health workers, according to the findings of this study. In addition, work discipline significantly and positively impacts the work environment and the performance of health workers. Work ethics, on the other hand, has a negligible but positive impact on the efficacy of health workers. The results of this study highlight the significance of enhancing work discipline, establishing a favorable work environment, and fortifying the work ethic of healthcare professionals to boost OCB and subsequently enhance performance. These factors are anticipated to be considered by hospital administration in an endeavor to enhance the quality of health services. The findings of this study have significant ramifications for hospital administration regarding enhancing the performance of healthcare personnel. It is recommended that they concentrate on enhancing work discipline, fostering a favorable work environment, and fortifying the work ethic of healthcare personnel.

## Keywords

Work Discipline, Work Environment, Work Ethic, Performance of Health Workers, Organizational Citizenship Behavior (OCB)

## INTRODUCTION

Organizational Citizenship Behaviour (OCB) is a significant concept in management and organizational psychology studies. OCB refers to employee behaviors that are voluntarily performed beyond their primary duties to support the organization's success. Actions such as assisting colleagues, providing constructive feedback, and actively participating in organizational activities are clear examples of OCB. Although these behaviors are not explicitly required by job descriptions, they are crucial for creating a productive and harmonious work environment.

OCB plays a crucial role in enhancing both individual and organizational performance. Employees exhibiting OCB tend to perform better as they strive to contribute their best to the organization. These voluntary actions, while not explicitly expected, can improve operational efficiency and foster a positive work culture. For instance, an employee helping a struggling coworker can boost the overall productivity of the team.

Several factors influence OCB within an organization, including motivation, work environment, work ethic, and human resource management. High motivation, whether intrinsic or extrinsic, can drive employees to exhibit OCB. According to Rivai (2011), good work discipline also plays a significant role in shaping OCB. High work discipline will make employees work more effectively and efficiently, subsequently enhancing organizational performance.

A comfortable and conducive work environment can boost employee morale and motivate them to participate more actively in organizational activities. According to Nitisemito (2014), a good work environment makes employees feel at home at work, thereby increasing their morale and performance. Moreover, effective human resource management is key to facilitating OCB. Good HR management encompasses the recruitment, development, and retention of quality employees. Khair (2017) states that effective HR management ensures employees receive adequate training, appropriate compensation, and opportunities for growth, thus motivating them to exhibit OCB.

In Kabupaten Paser, attention to OCB, work ethic, and work environment is crucial, especially in the context of public services in hospitals. The Regional General Hospital (RSUD) Panglima Sebaya and RSUD Kerang are examples where healthcare workers' performance is significantly influenced by these factors. Although healthcare workers at RSUD Panglima Sebaya demonstrate high awareness of responsibility and work enthusiasm, there are still challenges related to discipline and work environment facilities that need improvement. Therefore, understanding and managing the factors influencing OCB can help organizations create a more productive and harmonious work environment and achieve their set goals.

## MATERIALS AND METHODS

### Research Design

In scientific research, selecting an appropriate approach is crucial. This study employs a deductive-inductive approach, starting from theoretical frameworks and expert insights, which are then developed into specific problems and solutions. The quantitative approach is utilized to test theories, establish facts, show relationships between variables, provide statistical descriptions, and predict outcomes. Given the research problems, a correlational study is proposed. This study aims to investigate the extent to which variables in one factor relate to another. Specifically, it examines the mediating role of Organizational Citizenship Behaviour (OCB) (intervening variable) on the influence of work discipline, work environment, and work ethic (exogenous variables) on the performance of healthcare workers (endogenous variable) at the Regional General Hospital (RSUD) in Kabupaten Paser.

### Research Respondents

The population in this study comprises 541 healthcare workers from Regional public hospital Panglima Sebaya (483 workers) and Regional public hospital Kerang (58 workers). The sample is a subset of this population, determined using the Slovin formula to ensure a minimum sample size from a finite population, providing equal selection chances for everyone. This study uses simple random sampling, where members are randomly chosen from the homogeneous population, ensuring everyone has an equal chance of being selected (Sujarweni, 2015).

### Research Instruments

This study utilized a questionnaire adapted from various authors and tailored to the specific objectives of this research. The five main instruments used were: a modified questionnaire on healthcare worker performance (adapted from Aryana and Hery Winoto, 2017), Organizational Citizenship Behaviour (OCB) questionnaire (adapted from organ 2018; Rival Kurniadi Amal, 2022), modified Discipline questionnaire (adapted from Pranitasari and Khotimah, 2021), Workplace Environment questionnaire (adapted from Kailola, 2018; Sedarmayanti, 2012), and Work Ethic questionnaire (adapted from Nugroho, 2024). These instruments underwent validation by three expert validators in the research field and were subsequently piloted with 30 healthcare workers to assess reliability. Reliability was measured using Cronbach's alpha based on standard items.

### Data Gathering Procedures and Ethical Considerations

During the data collection process, all necessary steps were followed, including adherence to ethical standards. These steps involved maintaining respondent confidentiality and adapting the modified questionnaire to align with its original author's intent. Additionally, the instrument was validated by expert validators and tested on a sample of healthcare workers in accordance with ethical guidelines to ensure the reliability of the collected data.

## Data Analysis

The collected data were analyzed using various techniques and statistical measurements to address the research questions posed and to evaluate the data comprehensively. This analysis included methods to assess discipline, work environment, work ethic, Organizational Citizenship Behaviour (OCB) among healthcare workers, and healthcare worker performance. Furthermore, Pearson's Product Moment Correlation Coefficient was employed to investigate the relationships between discipline, work environment, work ethic, OCB, and healthcare worker performance. Additionally, Structural Equation Modeling (SEM) analysis was conducted to explore the mediating effects of OCB among healthcare workers on the relationships between discipline, work environment, work ethic, and healthcare worker performance.

## RESULTS AND DISCUSSION

### Description of Respondent Characteristics

Table 1 provides a comprehensive overview of the characteristics of the respondents involved in this study. The variation in age, gender, education level, and work experience offer valuable insights into how these factors may influence discipline, work environment, work ethic, Organizational Citizenship Behaviour (OCB), and healthcare worker performance. This research helps identify areas that require further attention to enhance overall healthcare worker performance through improved discipline and supportive work environments.

**Table 1** Description of Respondent Characteristics

No	Respondents Based on	Klasifikasi	Number of Respondents	
			F	%
1	Age	≤ 25 years	24	10,48 %
		26-35 years old	126	55,02 %
		36-45 years old	51	22,27 %
		≥ 46 years	28	12,23 %
2	Gender	Man	81	35,37 %
		Woman	148	64,63 %
3	Education Level	SMA	2	0,87 %
		D3	137	59,83 %
		S1	82	35,81 %
		S2	8	3,49 %
4	Working period	≤ 2 years	40	17,47 %
		2.1-5 years	42	18,34 %
		5.1-10 years	48	20,96 %
		10.1-15 years	61	26,64 %
		> 15 years	38	16,59 %

From the 229 respondents who participated in this study, the majority (55.02%) fell within the 26-35 age range, comprising 126 individuals. Respondents aged 36-45 accounted for 22.27% of the total (51 individuals), while those aged 46 years or older totaled 12.23% (28 individuals). The youngest age group, 25 years or younger, consisted of 10.48% of respondents (24 individuals). This age diversity can influence the dynamics of discipline, work environment, work ethic, Organizational Citizenship Behaviour (OCB), and healthcare worker performance. Younger respondents tend to be more adaptable to changes in the work environment and new technologies, whereas older respondents may possess broader work experience and deeper insights.

In this study, there were 81 male respondents (35.37%) and 148 female respondents (64.63%). The predominance of female respondents suggests that the healthcare sector may be predominantly female dominated. Gender differences can impact work ethic, OCB, and healthcare worker performance. Previous research indicates that female workers often exhibit greater empathy and cooperation, potentially enhancing OCB practices. However, it is crucial to consider how organizational policies and work environments support equitable performance for both genders.

Regarding education, most respondents (59.83%) held a D3 level of education, followed by S1 (35.81%), S2 (3.49%), and high school (0.87%). Higher levels of education typically correlate with increased knowledge and skills, contributing to better discipline and higher performance in the workplace. Education also plays a significant role in shaping work ethics and the ability to participate effectively in OCB.

Respondents' work experience varied, with 26.64% having 10.1 to 15 years of experience, followed by 20.96% with 5.1 to 10 years, and 18.34% with 2.1 to 5 years. Those with 2 years or less of work experience accounted for 17.47% of respondents, while 16.59% had more than 15 years of experience. This diversity in work experience provides broad insights into how discipline and work environment influence performance and OCB among healthcare workers. Healthcare workers with longer tenures tend to have a deeper understanding of organizational culture and work procedures, potentially enhancing their OCB effectiveness.

### The relationship model involving Discipline, Work Environment, Work Ethic, OCB, and Healthcare Workers' Performance

Based on the way values are determined in the model, model testing is categorized into exogenous and endogenous variables. Exogenous variables are those whose values are determined outside the model, while endogenous variables

have values determined through equations or the established model relationships. Exogenous variables in this context include measures of Discipline, Work Environment, and Work Ethic, whereas endogenous variables consist of Organizational Citizenship Behaviour (OCB) and Healthcare Workers' Performance. A model is considered robust if the theoretical development of hypotheses is supported by empirical data. A comprehensive analysis of the SEM results can be viewed in Figure 1 below.

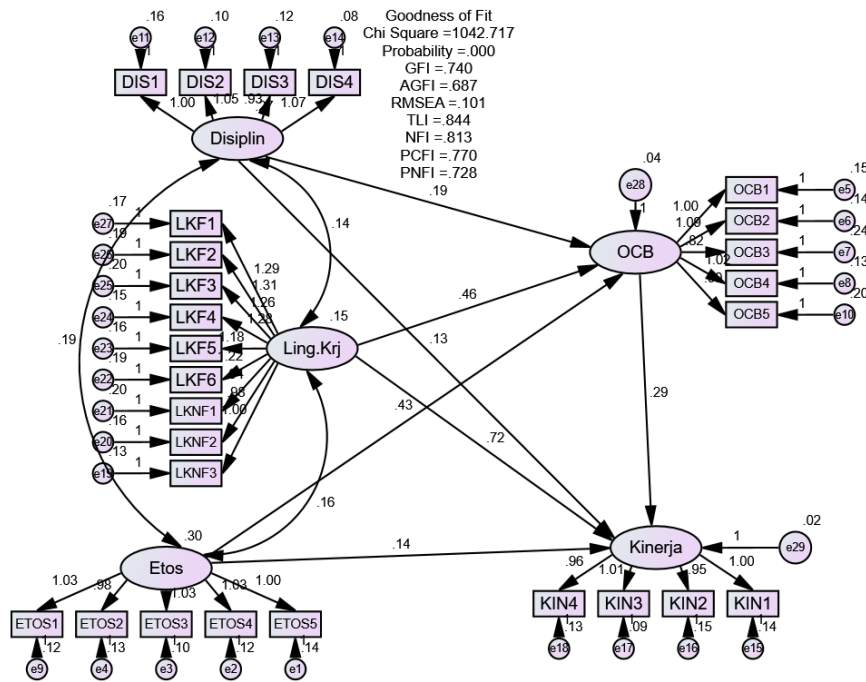


Fig. 1 Structural Model

The model test results presented in Fig. 1 were evaluated based on goodness of fit indices as shown in Table 2 below.

Table 2 Goodness of Fit test

Goodness of Fit Index	Cut-Off Value	Model Results	Information
Chi Square	Expected small	236,086	Good
Probability	$\geq 0,05$	0,784	Good
CMIN/DF	$\leq 2,00$	0,929	Good
RMSEA	$\leq 0,08$	0,000	Good
GFI	$\geq 0,90$	0,930	Good
AGFI	$\geq 0,90$	0,896	Marginal
TLI	$\geq 0,95$	1,005	Good
CFI	$\geq 0,95$	1,000	Good

Source: AMOS Results (2023)

In the evaluation of goodness of fit indices presented in Table 2, it is observed that out of the eight criteria assessed, four criteria meet the required standards, two criteria marginally meet the standards, and two criteria do not meet the standards adequately. Therefore, overall, the model can be considered to fit the data reasonably well and is suitable for further analysis.

### Hypothesis testing

Based on the empirical model proposed in this study, hypotheses can be tested through path coefficient testing in the structural equation model. Table 19 below presents hypothesis testing by examining p-values, where if the p-value is  $< 0.05$  or  $< 0.10$ , significant influences are indicated.

Table 3 Hypothesis Testing

No	Variable			Effect			P-Value	Ket
	Exogeneous	Intervening	Endogen	Direct	Inderect	Total		
1	Discipline		OCB	0,200	-	-	0,001	Significant
2	Work Environment		OCB	0,324	-	-	0,001	Significant
3	Work Ethic		OCB	0,479	-	-	0,001	Significant
4	Discipline		Performance	0,153	-	-	0,018	Significant
5	Work Environment		Performance	0,467	-	-	0,001	Significant
6	Work Ethic		Performance	0,096	-	-	0,319	Insignificant
7	OCB		Performance	0,345	-	-	0,048	Significant
8	Discipline	OCB	Performance	0,200	0,069	0,269	0,062	Significant
9	Work Environment	OCB	Performance	0,324	0,112	0,436	0,042	Significant
10	Work Ethic	OCB	Performance	0,479	0,165	0,644	0,029	Significant

Source: AMOS Results (2023)



Based on the empirical model proposed in this study, hypotheses were rigorously tested through path coefficient analysis within the structural equation model framework. Out of the seven hypothesized direct paths in the model, six were found to have significant effects, while one path did not demonstrate significance. Additionally, in the indirect path model, three paths were identified: two were statistically significant at a 5% alpha level, and one path was significant at a 10% alpha level. The interpretation of Table 3 reveals compelling findings: firstly, work discipline, work environment, and work ethic all exhibit positive and significant influences on Organizational Citizenship Behaviour (OCB). Specifically, higher levels of work discipline, conducive work environments, and strong work ethics correspond to heightened OCB levels among healthcare workers, supporting hypotheses 1, 2, and 3, respectively. Furthermore, work discipline and work environment also directly influence healthcare workers' performance positively, reinforcing hypotheses 4 and 5. Although work ethic does not directly affect performance significantly, its indirect influence through OCB is evident, validating hypothesis 6. Moreover, OCB itself significantly enhances healthcare workers' performance, corroborating hypothesis 7. Additionally, both work discipline and work environment positively affect performance through OCB, underscoring hypotheses 8 and 9. Lastly, work ethic also significantly enhances performance through OCB, confirming hypothesis 10. These findings underscore the critical role of OCB as a mediator in enhancing healthcare worker performance, thereby highlighting the importance of fostering discipline, supportive work environments, and strong work ethics in healthcare settings.

## **SUMMARY OF THE FINDINGS OF THE STUDY**

This study aims to analyze the influence of work discipline, work environment, and work ethic on healthcare workers' performance through Organizational Citizenship Behaviour (OCB) at Regional General Hospitals in Paser Regency. The research methodology employed was a survey using a quantitative approach, collecting data through distributed questionnaires to healthcare professionals at these hospitals.

The findings indicate that work discipline has a positive and significant impact on healthcare workers' Organizational Citizenship Behaviour (OCB) in hospitals. This suggests that higher levels of work discipline correlate with increased OCB exhibited by healthcare workers. Additionally, the work environment also shows a positive and significant influence on healthcare workers' OCB. This underscores the role of a conducive work environment in fostering OCB among healthcare professionals.

Furthermore, work ethic demonstrates a positive and significant impact on healthcare workers' OCB as well. This highlights that higher levels of work ethic are associated with increased OCB displayed by healthcare professionals. Moreover, the analysis reveals that OCB acts as a mediator, mediating the relationships between work discipline, work environment, work ethic, and healthcare workers' performance (Shalahuddin et.al., 2024).

Based on these findings, it is recommended that hospital management intensify efforts to enhance work discipline, create conducive work environments, and reinforce healthcare workers' work ethic. These initiatives are crucial for improving healthcare workers' performance through enhanced Organizational Citizenship Behaviour (OCB).

## **CONCLUSION**

This study identifies that discipline, work environment, and work ethic have a positive and significant influence on the Organizational Citizenship Behaviour (OCB) of healthcare workers at the Regional General Hospital of Paser Regency. Both discipline and work environment also directly and significantly impact the performance of healthcare workers, whereas work ethic does not exert a direct significant influence on performance. However, work ethic, discipline, and work environment can enhance performance through the mediating role of OCB. Empirically, dominant external factors, inaccurate measurements of work ethic, an organizational context that lacks support, and OCB's role as an intervening variable reinforce the finding that work ethic indirectly impacts performance. Overall, OCB proves to be a key factor in enhancing healthcare worker performance at the Regional General Hospital of Paser Regency.

## **RECOMMENDATIONS**

Hospitals in Paser Regency are advised to enhance their work environment to be conducive, safe, and comfortable to boost healthcare workers' motivation and performance. Implementing an organizational culture that promotes a strong work ethic through recognition and development opportunities is also essential. Additionally, clear and consistent enforcement of work discipline rules is important, alongside supporting Organizational Citizenship Behaviour (OCB) by appreciating and rewarding healthcare workers who exhibit positive behavior.

Researchers are encouraged to conduct further studies involving more variables that may influence healthcare workers' performance, such as job satisfaction or compensation. Utilizing more comprehensive research methods, including a combination of observation and interviews, is recommended to measure constructs like OCB and healthcare workers' performance more accurately. Further testing is also necessary to ensure the causal relationships between the studied variables and to identify other factors that might affect the research outcomes.

Recommendations for hospitals include providing continuous training and development for healthcare workers to enhance their skills and knowledge, positively impacting performance. Encouraging active participation and involvement of healthcare workers in organizational decision-making can foster a sense of ownership and motivation. Effective conflict management is also needed to create a harmonious work environment and improve performance. Additionally, recognizing and rewarding healthcare workers who perform well can provide extra motivation for them to continue making positive contributions.

## DECLARATION OF CONFLICT

The authors affirm that there are no financial conflicts of interest or personal relationships that could have influenced the research presented in this paper.

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