

The Influence of Discipline, Work Experience and Salary on Employee Performance (Study on Employees of Caruban Madiun District Hospital)

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ABSTRACT

This study aims to analyze the influence of Discipline, work experience and salary on employee performance at Caruban Madiun District Hospital. Using a quantitative method, this research involved 232 employees as respondents. Data were collected through a questionnaire and analyzed using multiple linear regression. The results showed that, partially, Discipline, word experience, and salary have a significant effect on employee performance. Simultaneously, these three variables also contribute significantly to the improvement of employee performance. These findings have implications for the management of Caruban Madiun District Hospital to strengthen Discipline, enhance a fair reward system, and provide development opportunities for employees to optimize the health service performance provided to the community.

Keywords: discipline; salary; work experience

INTRODUCTION

Performance is a highly important concept in both everyday life and the professional world. In the context of a healthcare organization such as Caruban Madiun District Hospital, employee performance greatly influences the quality of service. According to Ratnasari (2021), performance is the work result achieved based on quality and quantity in accordance with the assigned tasks. This highlights the importance of evaluating employee performance by considering Discipline, experience, and salary. Discipline, according to Yusnandar (2020), is employees' respect toward company regulations. High Discipline reflects an employee's responsibility to comply with rules and procedures. For example, employees who are disciplined in following hospital safety procedures can ensure patient safety and service effectiveness. Chaudhry & Javed's Research (2019) Discipline increases work effectiveness and minimizes operational errors. Work experience, according to Basyit (2020), is the time spent to gain knowledge and skills. Experience enables employees to face various challenges more effectively. Basyit's research also shows that work experience has a positive effect on employee performance. Salary is the important thing that impact on employee performance. Tessema & Soeters in research (2021) Salary fairness has a significant impact on the performance of public sector employees.

LITERATURE REVIEW

Work discipline is the key to success in various aspects, encompassing an individual's ability to follow rules, complete tasks responsibly, and manage time effectively. Discipline

serves as a strategic tool for management to build employee commitment to company norms. According to Hasibuan (2020:193), the better employee discipline, the higher work performance they can achieve. Good discipline reflect a person's strong sense of responsibility for the tasks assigned to them. In implementing discipline, leaders play a crucial role through supervision, effective communication, and good role modeling, thereby creating a productive and collaborative work environment. Indicators of discipline according to Handanyani (2020) are goals and abilities, leadership's example, reward, fairness, assertiveness.

Meanwhile (Sastrohadiwiryo, 2003 :291) said that Work discipline can be defined as an attitude respect, appreciate, obey to the rules applicable, whether written or unwritten and capable carry it out and not refuse to accept the sanctions if he violates the duties and authority given to him.

Work experience represents the accumulation of a person's knowledge, skills, and involvement in their job, which enables professional growth. Experienced employees tend to demonstrate higher discipline because they understand the importance of adhering to work standards. Through direct engagement in tasks, employees develop specific skills and problem-solving abilities. Indicators of work experience according to Foster (in Sasongko. 2018), there several indicators for determining work experience, namely: Length of time or tenure, level of knowledge and skill, mastery of work and equipment. Work experience according to Foster (Yahya, 2023) is a measure regarding the length of time or period of work that a person has completed in understand job duties and carry out them well.

Salary is the financial compensation received by employees as a reward for their contributions to the organization. It serves as a motivator that influences job satisfaction and employee performance. According to Wursanto (2020) salary is a form of compensation, or service benefit, given regularly to employees for their performance. The salary structure consists of a base salary and other components such as allowances and bonuses. Indicators of salary include salary amount, fairness, suitability, benefits, and wage increases. According Handoko (in Sitanggang, 2021): Salary is a reward in the form of money to employees as compensation for the sacrifices made to motivate them to achieve company goals.

Employee performance reflects the individual's work outcomes in achieving organizational goals, which are measured based on the quality and quantity of their work. Work discipline, motivation, and the work environment all contribute to improving employee performance, and performance evaluation is essential to identify areas for improvement and provide constructive feedback. Indicators of performance according to Resti Lutfitasari (in Laksono and Wilasittha, 2021) states that there are several indicators of employee performance, namely: amount of work, attendance on time, attendance, collaboration. According to Tamin and Sri (2024), performance reflects the level of achievement of an activity/program/policy in realizing an organization's goals, objectives, mission, and vision, as outlined in the formulation of an organization's strategic planning scheme.

Overall, this study highlights the importance of work discipline, work experience, and salary in influencing employee performance. A deeper understanding of these three

variables can help organizations design policies that support performance improvement, foster a productive work environment, and achieve the organization's overall objectives. The following is a conceptual framework to clarify this study.

HYPOTHESIS DEVELOPMENT

There are four hypothesis of the study that need to be tested. First, there is an influence between discipline (X1) on employee performance (Y). Second, there is an influence between work experience (X2) on employee performance (Y). Third, there is an influence between salary (X3) on employee performance (Y). Fourth, there is a simultaneous influence between discipline (X1), work experience (X2), and salary (X3) on employee performance (Y).

METHODS

This study employs a quantitative method to reveal the relationships among variables that influence employee performance at Caruban Madiun District Hospital. According to Priadana (2021), quantitative research is a systematic investigation of phenomena by collecting measurable data and applying statistical, mathematical, or computational techniques. This method is considered effective in describing relationships among variables and objectively measuring their impact. As an applied approach, this study also uses the correlation method to understand the interactions among Discipline, work experience, and salary variables in relation to employee performance.

The population in this study includes all 554 employees of Caruban Madiun District Hospital, consisting of various job categories such as doctors, nurses, laboratory staff, non-medical personnel, and general administrative staff. Table II.1 provides details on the number of employees in each category. Understanding this population is essential to obtain a comprehensive overview of the factors influencing employee performance across different job levels. To determine a representative sample size, this study uses the Slovin formula with a 5% significance level. The calculation results indicate the need for a sample of 232 employees, allowing the researcher to generalize the findings to the entire population with a 95% confidence level. The sampling technique used is stratified random sampling, in which the population is divided into strata based on specific characteristics. This technique ensures that each job category is well represented in the sample, thereby enhancing the validity and reliability of the research results.

Data collection techniques in this study include the use of questionnaires to measure the relevant variables. The variables examined are Discipline, work experience, and salary, all measured quantitatively through numerical data. Discipline can be assessed through punctuality and adherence to regulations, work experience is measured in years, and salary is measured in rupiah. Employee performance is also measured quantitatively, such as the number of patients handled and performance evaluations from the institution. Data analysis is conducted using statistical techniques to evaluate the relationships and patterns among variables. The data processing tool used is SPSS 27, because this tool capable of performing various complex statistical tests and analyses, such as regression analysis, correlation, t-test, F-test, and multivariate analysis. This approach provides strong and in-depth insights,

supporting data-driven decision-making in both organizational and academic research contexts.

RESULTS

The results obtained from each variable Discipline (X1), Work Experience (X2), and Salary (X3) are as follows:

Table 1. t-Test of the Variables Discipline (X1), Work Experience (X2), and Salary (X3) on the Employee Performance Variable (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.273	10.273		.990	.000
	Discipline (X ₁)	.110	.107	.069	1.030	.001
	Work Experience (X ₂)	.108	.239	.030	.452	.012
	Salary (X ₃)	.003	.147	.000	.253	.041
a. Dependent Variable: X1						
Source : Output SPSS 27, 2025						

And

simultaneously, the variables Discipline (X1), Work Experience (X2), and Salary (X3) produced the following results:

Table 2. t-Test of the Variables Discipline (X1), Work Experience (X2), and Salary (X3) on the Employee Performance Variable (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.619	3	31.873	.386	.001 ^b
	Residual	18836.450	228	82.616		
	Total	18932.069	231			
a. Dependent Variable: Y ₁						

b. Predictors: (Constant), X ₃ , X ₁ , X ₂
<i>Source</i> : Output SPSS 27, 2025

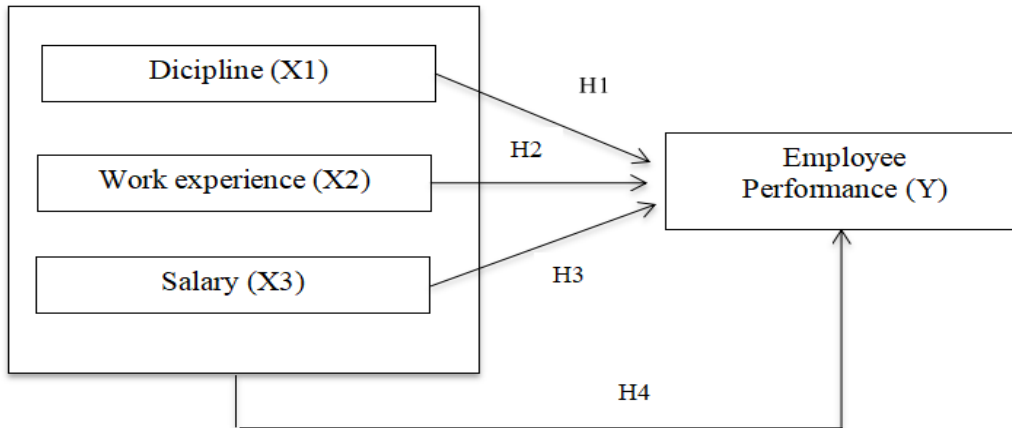


Figure 1. Model analysis

DISCUSSION

Discussion 1

The Effect of the Discipline Variable (X1) on Employee Performance (Y). From Table I, it can be seen that the significance value for the Discipline variable (X1) is 0.001. Since this value is smaller than 0.05 and has a positive coefficient of 0.110, the calculated t value (t-count) for Discipline (X1) is 1.030, while the t-table value is 0.113. Because the t-count is greater than the t-table, H0 is rejected and H1 is accepted. This indicates that the Discipline variable (X1) has a positive effect on Employee Performance (Y).

Discussion 2

The Effect of the Work Experience Variable (X2) on Employee Performance (Y). Table I shows that the Work Experience variable (X2) has a significance value of 0.012. Since this value is less than 0.05 and has a positive coefficient of 0.108, the t-count for Work Experience (X2) is 0.452, while the t-table value is 0.113. Because the t-count is greater than the t-table, H0 is rejected and H2 is accepted. This means that the Work Experience variable (X2) has a significant positive influence on Employee Performance (Y).

Discussion 3

The Effect of the Salary Variable (X3) on Employee Performance (Y). From Table I, the Salary variable (X3) shows a significance value of 0.041. Although this value is below 0.05, the coefficient is very small, at 0.003. The t-count for Salary (X3) is 0.253, while the t-table

value is 0.113. Since the t-count is smaller than the t-table, H₀ is accepted and H₃ is rejected. This indicates that the Salary variable (X₃) does not have a significant effect on Employee Performance (Y).

Discussion 4

Based on Table II of the F-test results, the significance value obtained is $0.001 < 0.05$, indicating that the regression model used in this study is appropriate and suitable for application. Furthermore, the variables Discipline (X₁), Work Experience (X₂), and Salary (X₃) are found to simultaneously have a significant effect on Employee Performance (Y).

CONCLUSION

The study on employee performance at Caruban Madiun District Hospital shows that discipline, work experience, and salary have a significant influence on employee performance. The findings conclude that these three factors, both individually and collectively, greatly affect how employees perform their duties. For future research, it is recommended not to focus solely on these three variables but also to consider other potential factors such as the work environment, organizational climate, and managerial support.

In addition, work motivation should be further explored, as employees' motivation in completing tasks and achieving goals strongly impacts overall performance. Therefore, the implementation of a fair reward and punishment system, along with continuous human resource development programs, should be given attention to promote better discipline and performance among employees. Future studies are also encouraged to expand the number of independent variables analyzed and increase the sample size to obtain more representative results. By doing so, more contributing factors to the improvement of employee performance in this hospital can be identified.

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