DISCIPLINE, WORK ENVIRONMENT, COMMITMENT, AND PERFORMANCE OF HEALTH WORKERS IN ENDE CITY DURING THE COVID-19 PANDEMIC: A PERCEPTIONAL STUDY

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Abstract. The purpose of this research is to investigate the effect of work discipline, work environment, and commitment on the success of health workers in Ende City during the Covid-19 pandemic. This is an observation study that is quantitative in nature. SmartPLS Software is used for data processing. There were 63 health professionals who responded. Multiple linear regression analysis was used with a sample size of 63 individuals. According to the t test findings, discipline and work environment have a significant and positive impact on performance, whereas commitment has no significant and negative impact. The R test findings of 0.567 show that discipline, commitment, and work environment variables influence the performance of health workers by 57%. While the remaining 43% is influenced by variables outside the scope of this study.

Keywords: Health Worker Performance, Work Discipline, Work Environment, Commitment, Ende, Covid-19

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INTRODUCTION

Efforts to improve health worker effectiveness in Indonesia are critical because they are linked to efforts to improve health services. (Handayani et al., 2018; Oktaviana & Wahyono, 2020). Several variables can have an impact on human resource performance. Previous studies have proven that discipline, job environment, and commitment are three essential variables proven to be more significant in affecting employees’ performance among any other variables as shown in (Hasyim et al., 2022), (Silalahi et al., 2022), (Hazrah & Syarvina, 2022). Every organization requires strict work discipline in order to accomplish its objectives, which are to be effective and efficient. Employees are said to be disciplined if they always arrive and leave on time, do all of their work correctly, and follow all relevant rules and social standards. (Ginting, Ismira Eralaysna; Wau, 2019a).

In addition to discipline, the work environment is a variable that influences the performance of human resources in organizations, according to (Mohamad Shammout, 2021), (Purwaningsih et al., 2021), (Simanjuntak et al., 2021), and (Purnomo & Fatimah, 2021) where the work environment can assist employees in carrying out their job in accordance with company protocols. A work environment that meets decent standards of needs will contribute to the comfort of employees in carrying out their work, friendly attitudes of employees, mutual respect when different opinions are expressed, and harmonious relations between employees and leaders, all of which are mandatory requirements to be fostered in order to improve the quality of employee thinking and, as a result, performance. continuously, as evidenced by studies (Agfiany & Sulaeman, 2018; Kailola, 2018; Paramarta & Astika, 2020).

Ende Regency, located on Flores Island in East Nusa Tenggara Province, has an area of 1,46.29 km2 and a population of 270,700 in 2020. (Source: Ende in Figures for 2021). Geographically, Ende Regency is located in the central part of Flores Island, surrounded by four Regencies in the western part: Nagekeo, Ngada, Manggarai, and West Manggarai, and two Regencies in the eastern part: Sikka Regency and East Flores Regency. Ende Regency is divided into 21 Districts, 23 Villages, 23 Villages, and 255 Villages. The number of health workers in the Ende city area comprised 167 people, divided into four sub-districts: East Ende District, Central Ende District, South Ende District, and North Ende District. They included 7 doctors, 3 dentists, 78 nurses, 70 midwives, and 9 pharmacists. (Ende In Figures 2021).

Since March 2020, medical staff and health workers have played an essential role in treating Covid-19 patients in Indonesia, including infection control, isolation, and health care. Even though health workers are outfitted with personal protective equipment (PPE), they face a high risk of infection from the Covid-19 virus because they must handle infected patients. Health workers during the Covid-19 pandemic worked in a vulnerable work environment with high activity every day because the transmission rate of Covid-19 was still increasing, especially with the new variant, Omicron, where there was an increase in Covid-19 cases to 26,515 as of 18 February 2022.

According to research conducted by a research team from the Occupational Medicine Masters Study Program, Faculty of Medicine, University of Indonesia (MKK FKUI), up to 83% of health workers in Indonesia have moderate to severe burnout syndrome, which is psychologically at risk of interfering with quality of life and work productivity in service delivery. The high risk of burnout syndrome in health facilities due to extreme stress during this
pandemic can have long-term effects on the quality of health services because these health workers can feel depressed, extreme fatigue, and even incompetent in carrying out their duties, all of which have a negative impact that was useful for COVID-19 prevention efforts. Several studies in the last two years have shown the effect of the Covid-19 pandemic on the discipline, commitment, and performance of health workers, such as in research by (Asrul & Kusnan, 2021; Rarastanti, 2021; Riastri, 2020; Umpung et al., 2020).

An initial survey conducted by the authors through observations and interviews with several health workers in the city of Ende revealed that the Covid-19 pandemic had an impact on health worker performance because the number of positive cases increased in the city of Ende in mid-2021, reaching 1,200 cases, requiring health workers to work overtime. Furthermore, many health workers are exposed to Covid-19, requiring them to perform independent isolation, which eventually affects the quality of health services provided to the community. Due to boredom and fatigue with layered health protocols, many health workers face challenges in terms of discipline, not only time discipline but also discipline in applying health protocols at health facilities, also discipline regarding the time management.

Efforts to increase employee job performance, for example, by emphasizing work discipline (Arif et al., 2020). A person is more likely to work passionately if he is satisfied with his job, and happiness in employee activities is the key to advocating for employee behavior, order, and the outcomes of employees' motions in favor of agency goals. The establishment of employee discipline is the responsibility of everyone in the agency. The institution wishes to associate all persons with those who wish to be disciplined and persuasive in their pursuit of duty. (Ginting, Ismira Erlayasna; Wau, 2019), (Hasyim et al., 2022). Work discipline is described as management enforcing the institution's policies and procedures. (Robbins & Judge, 2022). Discipline is an activity, behavior, and action of a person who follows the rules of an institution, whether positive, recorded, or not. Work discipline is defined as a worker's desire to follow the rules and regulations in place.

According to Veithzal Fauzi Rivai and Basri (2005: 44) in (Maryani et al., 2021) the following are indications of work discipline: 1) Presence: Attendance is a fundamental metric for assessing employee discipline. Employees with poor work discipline are accustomed to arriving late to perform their obligations, Adherence to work regulations: Employees that follow work regulations will follow work guidelines/rules and will not disregard work procedures outlined in organizational rules, Adherence to work standards: The scale of the employee's commitment to the task that has been given to him demonstrates this obedience, and Conduct yourself ethically. Some employees may conduct in ways that are contrary to social norms. So, of course, strengthening employees' work ethic is intended to aid increase their performance. According to recent research by (Ginting, Ismira Erlayasna; Wau, 2019), (Hasyim et al., 2022), (Nasution & Priangkatara, 2022), (Rudiansyah, 2022), (Pratidhina et al., 2022), (Hastuti et al., 2022), work discipline helps to improve employee performance. As a result, the first hypothesis we'd like to suggest is:

**H1:** Workplace discipline has an impact on the performance of health care workers.

The work environment is a collection of all the factors that can influence your day-to-day professional productivity and satisfaction, such as when, where, and how you work. Because time, place, processes, and people all contribute to a work environment, it is not limited to office jobs. A working environment exists for all occupations, including those performed...
remotely or from home (Lindeberg et al., 2022). The three main aspects that contribute to a work environment and what they normally include (Hughes et al., 2020), (Chafi et al., 2022): 1) Physical surroundings: The physical environment may refer to the layout of the space, the furniture provided, and the amenities provided. The location of a job, for example, whether it is indoors or outside, can also have a huge impact on the environment, 2) Culture in the workplace: Workplace policies and procedures, as well as the mission statement, are important components of organizational culture. The mission statement is the set of values that the organization tries to advance via the work it undertakes, 3) Workplace conditions: The amount of hours worked each week, access to paid time off or flexible work schedules, and the terms of employment are all examples of working conditions. It can also include workplace safety and an employer's attempts to encourage healthy lifestyles among its employees, such as supplying nutritious snacks, partnering with a nearby gym, or arranging team events that include physical activity.

A positive working environment can give a variety of benefits to both employees and companies. The following are some of the reasons why a positive work environment is essential according to previous findings by (Rindam, 2021), (Paramarta & Astika, 2020), (Purwaningsih et al., 2021), (Hasyim et al., 2022), (Mukhsin et al., 2021): 1) Increases productivity: A nice work atmosphere can have a major impact on employees’ output. Employees who are comfortable and happy at work may feel more equipped to execute duties efficiently, 2) Boosts morale: A positive work environment can be advantageous to team members as well. A crew that is delighted to be there works well together and has a high degree of workplace, 3) Encourages growth: A positive work atmosphere can make individuals feel encouraged and motivated in their positions. Feeling this manner at work can motivate them to keep or improve their professional efforts, 4) Collaboration is encouraged: Positive work environments are often composed of motivated employees who are likely to assist and encourage their team mates. Working in such an environment increases the likelihood of developing outstanding workplace connections based on trust and mutual goals. As a result, based on the aforementioned notion and past research, the second hypothesis that we would like to present is:

\[ H2: \text{The work environment has an impact on the performance of health care workers.} \]

Commitment to work, also known as work commitment, refers to an employee's excitement for the responsibilities allocated to him or her at work. It is a person's sense of responsibility for the aims, mission, and vision of the organization with which he or she is affiliated (Aranibar et al., 2022). Commitment is made up of three major signs that point the keys in the right direction. These are as follows: strategy and culture, engagement and loyalty (Li et al., 2021), (Kethy et al., 2022): 1) Culture and strategy: whether the employees are aware of the company's aims, their role in the company, whether they sense that the organization trusts its people and the vision of future prospects. This is crucial for determining whether "we are all headed in the same direction." Management's commitment to recognition, alignment with the latter's goals, and awareness of and adherence to the company's values and culture are used to examine culture, 2) Participation or Engagement: Direct vision, the task itself, and - indirectly - the organization are all affected by engagement. The items that best exemplify this direct vision are awareness of the objectives, their clarity, and desire to work above and beyond what is anticipated. Organizational engagement requires a sense of belonging to the company.
and even the department, and 3) Loyalty: On the one hand, the perception of a good place to work and satisfaction with the work done as an employee, and on the other, the recommendation to others as a good place to work and repetition in the present company's decision.

Some of the advantages of having committed employees are: increased productivity, The goal has been achieved, Bring "fun" to the workplace, and value addition. These will eventually result in improved staff performance. Several studies have identified a correlation between organizational dedication and performance, as demonstrated by (Hidayati & Zarlis, 2021; Narendra, 2018; Rana et al., 2020; Salsabila & Hermana, 2021). Employees that are devoted to their employment display the will, desire, confidence, and acceptance of the organization's principles, according to their research. Employees who display a strong devotion to their work will excel. Based on the aforementioned principles and facts, the third hypothesis offered in this study is:

**H3: Commitment influences health workers' performance.**

The objectives of this study are based on the phenomena described above: 1) to determine the effect of work discipline on the performance of health workers in the city of Ende during the covid-19 pandemic, 2) to determine the effect of the work environment on the performance of health workers in the city of Ende during the covid-19 pandemic, and 3) to determine the effect of commitment on the performance of health workers in the city of Ende during the covid-19 pandemic.

**RESEARCH METHOD**

This study was carried out in Ende City, specifically at health institutions in four sub-districts: East Ende District, Central Ende District, South Ende District, and North Ende District. In this study, all health professionals in Ende City totaled 167 individuals, including 7 doctors, 3 dentists, 78 nurses, 70 midwives, and 9 pharmacists. The Slovin formula is used by the authors to calculate the number of samples:

\[ n = \frac{N}{1 + (N 	imes e^2)} \]

Where N is the entire population

\( e \) = error range

So, using the above formula and e of 10%, the number of samples found is as follows:

\[ n = \frac{167}{1 + (167 	imes 0.10^2)} \]

\[ = 62.5 \text{ responses, rounded up to 63.} \]

A questionnaire containing 15 statements about discipline, work environment, commitment, and performance of health workers in the city of Ende during the Covid-19 pandemic was used to gather data for this research. The data was analyzed using SmartPLS Software. As a result, the research model presented in this study is illustrated below.
RESULTS AND DISCUSSION

Results

The model test findings revealed that up to five indicators were unreliable, so they had to be excluded from the next test, as shown in Figure 2 above. Furthermore, according to the Discriminant Validity test findings, all latent variables have a value greater than 0.7, indicating that they are valid for the next test, as shown in Table 1.
The reliability test results revealed that all variables had a Cronbach Alpha value greater than 0.5, indicating that all variables were deemed reliable for the next test phase.

### Table 2. Composite Reliability

<table>
<thead>
<tr>
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<th>Cronbach’s Al...</th>
<th>rho_A</th>
<th>Composite Reliability</th>
<th>Average Vari...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment</td>
<td>0.607</td>
<td>0.542</td>
<td>0.795</td>
<td>0.569</td>
</tr>
<tr>
<td>Discipline</td>
<td>0.657</td>
<td>0.658</td>
<td>0.853</td>
<td>0.744</td>
</tr>
<tr>
<td>Performance</td>
<td>0.554</td>
<td>0.573</td>
<td>0.816</td>
<td>0.689</td>
</tr>
<tr>
<td>Working Enviro...</td>
<td>0.616</td>
<td>0.627</td>
<td>0.789</td>
<td>0.556</td>
</tr>
</tbody>
</table>

R Square indicates the extent to which the exogenous factors, namely commitment, discipline, and work environment, influence the endogenous variable (Performance). According to the R test results, the R Square value is 0.567, indicating that discipline, commitment, and work environment impact performance by up to 56.7%, rounded up to 57%. The remaining 43% is influenced by other factors outside the scope of this research.

### Table 3. R Square

<table>
<thead>
<tr>
<th></th>
<th>R Square</th>
<th>R Square Adjus...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>0.567</td>
<td>0.545</td>
</tr>
</tbody>
</table>

The path coefficient test results indicate that the discipline variable has a 0.539 positive effect on performance and the work environment variable has a 0.364 positive effect on performance, whereas commitment has no positive effect on performance.

### Table 4. Path Coefficient

<table>
<thead>
<tr>
<th></th>
<th>Commitment</th>
<th>Discipline</th>
<th>Performance</th>
<th>Working Enviro...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment</td>
<td>-0.072</td>
<td>0.539</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discipline</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td>0.364</td>
<td></td>
</tr>
<tr>
<td>Working Enviro...</td>
<td></td>
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The t test results indicate that the commitment variable affects performance by 0.687 but not 1.96, indicating that the effect is not significant. Meanwhile, discipline and work environment have a significant impact on performance, with values of 3.630>1.96 and 2.179>1.96, respectively. Thus, based on the findings of this test, hypotheses 1 and 2 are proven, while hypothesis 3 is not proven.
Discussion

The Impact of Work Discipline on the Performance of Health Workers in Ende

The study's findings indicate that work discipline has a major impact on the performance of health workers in the city of Ende. The findings of this study are also consistent with prior research (Arif et al., 2020; Ariyani et al., 2021; Ginting, Ismira Erlayasa; Wau, 2019b). Work discipline is measured by three factors: adherence to time rules, adherence to business regulations, and adherence to workplace rules of behavior.

Compliance with time constraints is critical for health workers and is the primary condition of working in the medical field. Because health personnel operate in planned shifts, it is critical that they stick to the scheduled time shifts. Delays or lapses in punctuality can have an influence not only on service performance but also on the evaluation of the health worker's performance.

Compliance with legislation or corporate standards is the second aspect in job discipline. The context of this research is compliance with government-regulated hospital operational operations such as SOPs. The Covid-19 pandemic has an effect on health workers' job discipline. During the Covid-19 pandemic, health workers demonstrated work discipline by adhering to procedures for handling and preventing Covid-19, as well as adhering to health center regulations and government regulations. The time for health services has increased during the Covid-19 pandemic because dealing with Covid-19 takes time, from preparing to use personal protective equipment (PPE) to the end of service hours, these health workers must comply with every existing procedure, because disobedience in a stage of the procedure can be fatal and endanger the lives of patients and health workers themselves.

The following factor in work discipline is adherence to workplace regulations, which within the scope of this research include: treating your bosses, coworkers, and patients with respect, portraying a positive attitude, being polite, and displaying sound judgment.

Discipline in health worker work is very important because with discipline, the performance of services for Covid-19 patients can be carried out optimally, because health worker work discipline is not only related to time discipline, but also discipline in applicable rules and discipline in behavior when implementing health protocols.

The Impact of the Work Environment on the Performance of Health Employees in Ende

The study's findings indicate that the work environment has a substantial impact on the performance of health workers in the city of Ende, which is consistent with previous research. (Anita et al., 2021; Arwin et al., 2021; Islamiati et al., 2021; Mukhsin et al., 2021; Purwati & Maricy, 2021; Rozi, 2021).

The work environment is one of the factors that contribute to job success, but it can also contribute to job failure because it affects workers both physically and psychologically. A bad work environment can physically exhaust workers and even cause them to become ill. Meanwhile, a bad work environment can cause employees to become stressed and depressed, causing them to be unable to finish their job on time properly. A healthy work environment is one that is clean, has adequate lighting, and has excellent air circulation. Meanwhile, a conducive work environment is one in which employees are accepted and acknowledged for
their performance without regard to gender, ethnicity, or religion, and in which there is good teamwork and mutual support.

A safe working environment can provide a feeling of security and allow health workers to work more efficiently. Health workers' emotions can be influenced by their job environment. During the Covid-19 pandemic, the work environment in health facilities that implemented health protocols correctly and according to standards had a significant impact on health workers' performance, because a safe and healthy work environment created a sense of comfort for health workers when providing medical services to Covid-19 patients, as well as non-covid-19. The existence of rules for dealing with Covid-19 rooms that are separate from other medical treatments, as well as the appointment of special health workers for dealing with Covid-19 patients, can help other health workers feel more at ease when working under pressure, particularly during the Covid-19 pandemic situation. Furthermore, by offering a special room for health workers to rest in the middle of their duty time and paying close attention to the hygiene of medical equipment, health workers can continue to service patients to the best of their abilities.

The Impact of Commitment on The Performance of Health Workers in Ende

According to the study's findings, commitment has no significant impact on the performance of health workers in the city of Ende, which contradicts previous research by (Hidayati & Zarlis, 2021; Narendra, 2018; Rana et al., 2020; Salsabila & Hermana, 2021).

Meanwhile, some research suggested that commitment does not always influence job performance directly. the findings of (Loan, 2020) shown that a good association between organizational commitment and job performance does not guarantee that an employee will obtain the desired objective - job performance. As a result, the key to success is to improve job satisfaction through solutions that promote organizational commitment and, as a result, job performance. In other words, organizations must prioritize job satisfaction over performance. As a result, it's possible that commitment has no effect on performance in this study.

It has been proposed that emotional and monetary rewards, as well as their dimensions, play an important role in the establishment of affective commitment, job performance, and turnover intention (Koo et al., 2020). Affective commitment is a subconcept of organizational commitment that refers to employees' positive emotional attachment to their employment and is defined by identification with and involvement with their workplace. (Allen and Meyer, 2000 in (Ribeiro et al., 2021)). According to (Koo et al., 2020), in order to develop affective commitment, organizations must first focus on providing emotional and material rewards to employees.

Employee engagement, according to (Jiatong et al., 2022), partially mediates the association between transformational leadership, affective organizational commitment, and job performance. In other words, the variable of employee engangement is required to link organizational commitment and work performance. Albrecht et al. (2018) defined employee engagement as "a positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption" in (Jiatong et al., 2022).

Vigor is defined as a high level of energy, whereas dedication is defined as a mental resilience that entails being deeply involved in one's work and experiencing a sense of
significance, enthusiasm, and absorption is defined as bringing a concentrated and engrossed self in employees' performance (Le and Lei, 2017 in (Jiatong et al., 2022)). Employee engagement at work is a stronger predictor of their cognitive, emotional, and behavioral output because it represents their efforts toward the organization's objectives by causing them to engage more effectively (Reilly, 2018; Alagarsamy et al., 2020 in (Jiatong et al., 2022)).

In this scenario, the reasons why health workers' dedication does not influence their performance can be attributed to a number of variables, including a lack of job satisfaction despite their commitment to their obligations. Job dissatisfaction can be caused by a lack of emotional and pecuniary benefits provided by hospital administration and local government. Organizations must combine the increased demand for duties with rewards in order to achieve job performance. A lack of rewards results in a lack of engagement. Employee engagement is defined as a lack of positive and rewarding work-related state of mind caused by the high pressure circumstances that health workers encountered throughout the epidemic.

CONCLUSION AND SUGGESTIONS

The Covid-19 pandemic is not an excuse for health workers to abandon discipline and commitment to improving the standard of community services, particularly in health facilities. With the Covid-19 pandemic, health professionals must not only provide health services but also educate the public on the importance of always following health protocols in the age of adapting to new habits.

In the future, the world of health will become more complex in response to societal requirements and problems. As a work environment for health workers, health facilities can create a personalized medicine service concept that responds to the various differences that decide one's degree of health and how to treat them when they become ill. Doctors and other health-care professionals must also be recognized.

REFERENCES


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