

Evaluation of Determinants of Employee Performance at Oputa Yi Koo Heart and Vascular Hospital, Southeast Sulawesi

Evaluasi Determinan Kinerja Karyawan di Rumah Sakit Jantung dan Pembuluh Darah Oputa Yi Koo, Sulawesi Tenggara

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ABSTRACT

Maintaining the quality of hospital services is important, particularly in a specialised cardiovascular hospital, and employee performance is an important factor in achieving this. Preliminary findings at the Oputa Yi Koo Heart and Vascular Hospital revealed several performance-related issues, such as a lack of appreciation from leaders, inadequate supervision, insufficient recognition among colleagues, and punctuality issues among some employees. This study employed a quantitative analytical design with a cross-sectional approach. The population consisted of 602 Oputa Yi Koo Heart and Vascular Hospital employees in Southeast Sulawesi in 2025. A total of 86 respondents were selected using proportional random sampling. Primary data were collected via questionnaires and observations, while secondary data were obtained from hospital reports. The data were analysed using univariate analysis and the chi-square test, followed by the Phi coefficient to determine the strength of association. Most respondents demonstrated good performance (70.9%), sufficient motivation (76.7%) and adequate sanctions (55.8%). The chi-squared test revealed a significant correlation between motivation and employee performance ($\chi^2 = 6.938 > 3.841$; Phi = 0.314). Sanctions were also significantly related to employee performance ($\chi^2 = 6.801 > 3.841$; Phi = 0.307). Both relationships were categorised as moderate. Motivation and sanctions were significantly associated with employee performance at Oputa Yi Koo Heart and Vascular Hospital in Southeast Sulawesi. The hospital should therefore strengthen its human resource management by implementing fair rewards, consistent supervision, clear performance evaluations, and transparent disciplinary procedures.

Keywords: Employee performance, motivation, sanctions, hospital, human resources

ABSTRAK

Kinerja pegawai merupakan faktor penting dalam menjaga mutu pelayanan rumah sakit, terutama pada rumah sakit khusus jantung dan pembuluh darah. Hasil survei awal di RSJPD Oputa Yi Koo Provinsi Sulawesi Tenggara menunjukkan adanya masalah terkait kurangnya penghargaan dari pimpinan, lemahnya pengawasan, kurangnya pengakuan dari teman sejawat, serta ketidaktepatan waktu sebagian pegawai. Penelitian ini bertujuan untuk menganalisis hubungan motivasi dan sanksi dengan kinerja pegawai di RSJPD Oputa Yi Koo Provinsi Sulawesi Tenggara. Penelitian ini menggunakan desain kuantitatif analitik dengan pendekatan cross-sectional. Populasi penelitian berjumlah 602 pegawai, dengan sampel sebanyak 86 responden yang dipilih menggunakan proportional random sampling. Data primer dikumpulkan melalui kuesioner dan observasi, sedangkan data sekunder diperoleh dari laporan rumah sakit. Analisis data dilakukan secara univariat dan bivariat menggunakan uji Chi-square serta koefisien phi. Sebagian besar responden memiliki kinerja baik (70,9%), motivasi cukup (76,7%), dan sanksi cukup (55,8%). Hasil uji Chi-square menunjukkan adanya hubungan signifikan antara motivasi dengan kinerja pegawai ($\chi^2 = 6,938 > 3,841$; phi = 0,314) dan antara sanksi dengan kinerja pegawai ($\chi^2 = 6,801 > 3,841$; phi = 0,307). Motivasi dan sanksi berhubungan dengan kinerja pegawai di RSJPD Oputa Yi Koo Provinsi Sulawesi Tenggara.

Kata Kunci: kinerja pegawai, motivasi, sanksi, rumah sakit, sumber daya manusia

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INTRODUCTION

Hospitals play a vital role in providing comprehensive, effective, timely, efficient, and patient-centred healthcare services.¹ The quality of these services is greatly influenced by the performance of healthcare workers and administrative staff, as their performance determines the continuity, accuracy, and responsiveness of service delivery.²

In cardiovascular hospitals, the performance of staff is particularly important, as patients often require rapid, precise, and professional care. Oputa Yi Koo Heart and Vascular Hospital in Southeast Sulawesi has experienced an increase in demand for cardiovascular services, reflected in the rise in outpatient visits, from 379 in 2023 to 913 in 2025. This increase requires effective human resource management to ensure good employee performance alongside service growth.⁴

Employee performance is influenced by organisational and individual factors. Motivation encourages employees to work responsibly, achieve targets, and improve the quality of their work.³ In this study, motivation is viewed through three indicators: motive, expectancy, and incentive.⁵ In addition, sanctions function as a disciplinary mechanism to improve compliance with institutional rules, work procedures, time management, and professional behaviour.⁶

A preliminary survey involving 10 employees on 12 October 2025 found several performance-related issues, including a lack of appreciation from leaders, supervision and recognition from colleagues, low punctuality, and inconsistent sanctions. These conditions suggest

that motivation and sanctions could be significant determinants of employee performance.⁷

Although previous studies have discussed employee performance in healthcare organisations, there is limited empirical evidence that has specifically examined motivation and sanctions in a specialised heart and vascular hospital. This study, therefore, aimed to analyse the relationship between motivation and sanctions and employee performance at Oputa Yi Koo Heart and Vascular Hospital in Southeast Sulawesi.

MATERIALS AND METHODS

This study employed a quantitative analytical design with a cross-sectional approach. This design was chosen because the independent variables (motivation and sanctions) and the dependent variable (employee performance) were measured simultaneously to identify their relationships.

The preliminary survey was conducted on 12 October 2025, and the main research was conducted from 17 December 2025 to 15 January 2026 at Oputa Yi Koo Heart and Vascular Hospital in Southeast Sulawesi. The population consisted of all hospital employees in 2025, totalling 602 people. The sample size was calculated using the Slovin formula with a precision level of 10%, resulting in 86 respondents. The sample was then allocated proportionally based on work units and selected using proportional random sampling.⁸

The inclusion criteria were: permanent employees of Oputa Yi Koo Heart and Vascular Hospital; employees who were actively working during the study period; employees from service and administrative units; employees with complete



performance assessment records; employees who agreed to participate by signing informed consent. Those excluded from the study were employees on long leave, employees undergoing study assignments or training outside the institution, top-level structural officials, and employees who submitted their resignation during the study period.

Primary data were collected using questionnaires and direct observation. The questionnaire measured motivation and sanctions, while employee performance was assessed through observation and performance-related records. Secondary data were obtained from hospital documents, including employee data, institutional reports, and service performance reports.⁹

The research instrument was developed based on the indicators of each variable. Employee performance was assessed in terms of quality, quantity, timeliness, cost-effectiveness, the need for supervision, and interpersonal relationships¹⁰, while motivation was assessed in terms of motive, expectancy, and incentive. Sanctions were assessed based on compliance with time rules, institutional regulations, rules of conduct at work, and other organisational regulations.¹¹

Data were processed through editing, coding, entry, and tabulation. Univariate analysis was used to describe the frequency and percentage distribution of each variable.¹² Bivariate analysis was performed using the chi-squared test with a significance level of $\alpha = 0.05$. The strength of the relationship was measured using the Phi coefficient and interpreted as weak, moderate, strong, or very strong.¹³

This study adhered to research ethics

principles, including informed consent, anonymity and confidentiality. Respondents were informed of the study's purpose, and their participation was voluntary. All data were reported in aggregate form, without revealing individual identities.

RESULTS

Table 1. Distribution of Respondent Characteristics by Age, Gender, and Education Level of Employees at RSJPD Oputa Yi Koo Sulawesi in 2025

Respondent Characteristics	n	%
Age (Years)		
> 30 Years	31	36
<30 Years	55	64
Gender		
Male	29	33.2
Women	57	66.3
Education Level		
S2	14	16,3
S1	53	61,6
D III	16	18,6
SMU	3	3,5
Total	86	100

Source: Primary Data 2025

Table 2. Distribution of Respondents According to Employee Performance, Motivation, and Sanctions at OputaYi Koo South Sulawesi Hospital in 2025

Variable	n	%
Employee Performance		
Good	61	70.9
Less	25	29.1
Motivation		
Enough	66	76.7
Less	20	23.3
Sanctions		
Enough	48	16,3
Less	38	55.8
Total	86	44.2

Source: Primary Data 2025

Table 1 shows the characteristics of the respondents. Most of the 86 respondents were under 30 years of age (64.0%), while 36.0% were over 30 years of age. Based on gender, the majority of respondents were female (66.3%), while 33.7% were male. In terms of educational level, most



respondents had a bachelor's degree (61.6%), followed by a diploma (18.6%), a master's degree (16.3%), and a senior high school qualification (3.5%).

Table 2 shows that the majority of respondents (61, or 70.9%) had good employee performance, while 25 (29.1%) had poor

performance. In terms of motivation, 66 respondents (76.7%) were sufficiently motivated, while 20 respondents (23.3%) were not. Regarding sanctions, 48 respondents (55.8%) thought they were sufficient, while 38 (44.2%) thought they were insufficient.

Table 3. Bivariate Analysis of Motivational Relationships, Sanctions with Employee Performance at Oputa Yi Ko South Sulawesi Hospital in 2025

Variable	Employee performance						Results Statistical Test
	Good		Less		Total		
	n	(%)	n	(%)	n	(%)	
Motivation							$\chi^2_{count}= 6.938$
Enough	52	60.47	14	16.8	66	76.74	$\chi^2_{table}=3.841$
Less	9	10.47	11	12.79	20	23.26	$\Phi=0.314$
Sanctions							
Enough	40	46.51	8	9.3	48	52.3	$\chi^2_{calculate}=6.801$
Less	21	24.42	17	19.77	38	41	$\chi^2_{table}=3.841$ $\Phi=0.307$

Source: Primerr Data, 2025

Table 3 shows that, of those with sufficient motivation, 52 (60.47%) performed well and 14 (16.28%) performed poorly. Among those with low motivation, nine respondents (10.47%) performed well, and 11 (12.79%) performed poorly. The chi-squared test revealed a significant relationship between motivation and employee performance ($\chi^2 = 6.938 > 3.841$), with a phi coefficient of 0.314 indicating a moderate association.

The relationship between sanctions and performance was examined, revealing that among those who perceived sanctions as sufficient, 40 (46.51%) had good performance, while 8 (9.30%) had poor performance. Among those who perceived sanctions as insufficient, 21 (24.42%) had good performance, and 17 (19.77%) had poor performance. The chi-squared test showed that

sanctions were significantly related to employee performance ($\chi^2 = 6.801 > 3.841$) with a Phi coefficient of 0.307, indicating a moderate relationship.

DISCUSSION

The results of this study showed a significant relationship between motivation and employee performance at Oputa Yi Koo Heart and Vascular Hospital. Those with sufficient motivation were more likely to perform well than those with low motivation.¹⁴ This indicates that motivation plays an important role in encouraging employees to complete their tasks responsibly, maintain service quality, and achieve work targets.

In this study, motivation was reflected through motive, expectancy, and incentive.¹⁵



Employees with strong work motives tend to be more intrinsically motivated to perform their duties. Expectancy also influences performance, as employees are more likely to work optimally when they believe their efforts will lead to recognition, career development, or better working conditions. Additionally, incentives may strengthen employee motivation, as fair rewards can increase appreciation and commitment to organisational goals.¹⁶

However, the Phi coefficient revealed that the correlation between motivation and employee performance was moderate. This suggests that motivation is not the only factor influencing performance. Other factors that may affect employee performance include supervision, leadership, workload, work experience, organisational culture, and the clarity of job responsibilities. Therefore, improving employee performance requires not only increasing motivation but also strengthening the overall management system.¹⁷

This study also found a significant relationship between sanctions and employee performance. Sanctions function as a mechanism to maintain discipline, improve compliance with organisational rules, and reduce behaviour that does not meet institutional standards.¹⁸ Employees who perceive sanctions as clear and sufficient tend to be more disciplined in following time rules, institutional regulations, work procedures, and professional conduct.¹⁹

Nevertheless, the relationship between sanctions and employee performance was also moderate. This shows that sanctions alone are

insufficient to improve performance if they are not implemented consistently and fairly and accompanied by supervision and coaching. In a hospital setting, some employees may still perform well even when sanctions are perceived as low, as their performance is influenced by professional responsibility, ethical awareness, work experience, and commitment to patient safety.²⁰

These findings emphasise the importance of motivation and sanctions, which should be integrated into a broader human resource management strategy. Hospital management needs to implement fair reward systems, transparent disciplinary processes, regular supervision, clear performance evaluations, and continuous staff development. Such integration is essential to ensure that employee performance is maintained through internal commitment and professional responsibility, as well as external control.²¹

CONCLUSIONS AND SUGGESTIONS

This study concluded that motivation was significantly related to employee performance at the Oputa Yi Koo Heart and Vascular Hospital in Southeast Sulawesi in 2025. These findings suggest that motivation and sanctions can influence employee performance, although other factors may also play a role.

It is recommended that the hospital strengthen employee motivation by improving appreciation, recognition, career development opportunities, and fair incentives. Hospital management should also apply sanctions consistently, fairly, and transparently, alongside coaching and supervision. Additionally,



performance evaluations should be conducted regularly, job responsibilities should be clearly communicated, and internal communication should be improved to foster a professional work culture.

Future researchers are encouraged to examine other factors related to employee performance, such as leadership, workload, competence, job satisfaction, organisational culture, and reward systems. Further studies may also employ qualitative or mixed-methods designs to gain a more in-depth understanding of the factors that influence employee performance in hospital settings.

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CONFLICT OF INTEREST

The authors declare that they have no conflicts of interest relating to the writing and publication of this article.

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