



Effect of Compensation and Work Discipline on ASN Performance via Job Satisfaction at RSUD Mojokerto

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Abstract

Purpose: This study aimed to analyze the effect of compensation and work discipline on ASN employee performance through job satisfaction at RSUD Dr. Wahidin Sudiro Husodo City of Mojokerto.

Research Methodology: This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. The number of respondents in this study was 115, using census sampling techniques.

Results: Compensation and work discipline have a positive and significant effect on employee performance. Job satisfaction also positively influences performance and mediates the effects of compensation and work discipline, with all relationships showing P -values ≤ 0.05 .

Conclusions: Compensation and work discipline have significant positive effects on ASN employee performance at RSUD Dr. Wahidin Sudiro Husodo Mojokerto City. Job satisfaction also positively influences performance and mediates the effects of both compensation and work discipline, with all tested paths showing P -values ≤ 0.05 .

Limitations: This study is limited to ASN employees at a single regional hospital, which may restrict the generalizability of results to other healthcare institutions or organizations.

Contributions: The study provides empirical evidence on the importance of compensation, work discipline, and job satisfaction for enhancing employee performance in public sector health institutions. It offers practical guidance for hospital management to design policies that improve human resource outcomes.

Keywords: *Compensation, Job Satisfaction, Performance, Work Discipline*

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1. Introduction

A Regional General Hospital (RSUD) is a health service institution owned by the local government. The services provided by the hospital are required to always make changes so that the service can be in accordance with the expectations and needs of customers, namely the community (Kuswanti & Purnomo, 2023; Purnamasari & Riyadi, 2023). As one of the installations that provide health services, RSUD must be in accordance with the standards that have been determined. RSUD dr Wahidin Sudiro Husodo Mojokerto City is an organizational institution that always strives to improve the quality of human resources to achieve the goals that have been set. The company's ability to achieve its goals is supported by the good performance of each employee. According to Manngkunegan (2010), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in

accordance with the responsibilities given to him. The results obtained by each employee in carrying out work are different. Companies expect all employees to perform well. Factors that influence employee performance can be seen from the work environment in the form of coworkers and employee work discipline (Agusinta et al., 2021; Keke et al., 2021). A comfortable work environment can certainly improve employee performance; likewise, the higher the level of employee discipline, the higher the employee performance (Hasan, 2022; Maheswara et al., 2023).

Table 1. Results of the Performance Assessment of ASN Employees at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City, 2021-2023

Performance Elements	2021	2022	2023
Loyalty	81.00	82.85	83.25
Work Achievement	80.00	81.50	87.56
Responsibility	81.88	82.25	82.05
Obedience	79.92	85.25	87.58
Honesty	80.25	81.78	82.12
Teamwork	81.02	80.25	85.25
Initiative	78.88	83.15	81.12
Leadership	80.25	80.25	80.25

Based on Table 1, it can be seen that the elements of the ASN employee performance assessment at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City are categorized as Good. In the performance assessment elements, there is a phenomenon in the obedience element, which is considered to have decreased. Obedience is the ability of an ASN to obey all applicable laws, regulations, and official regulations, official orders given by authorized superiors, and the ability not to violate the specified prohibitions. Obedience has an important influence on employee performance because a good work process must carry out the duties and functions of each employee, one of which is obeying the regulations. Therefore, the performance must be improved further based on the results of the performance assessment.

To achieve optimal employee performance, it requires an attitude of ASN that is compensated and has good work discipline. Compensation is everything that is received, both physical and non-physical in nature. Compensation also refers to all rewards received by a worker/employee for services or results of their work in a company in the form of money or goods, either directly or indirectly. Compensation is a reward in the form of money or not given to employees by the company. There are forms of compensation, such as allowances, incentives, or wages (Akhirudin & Purnomo, 2023; Solihin, 2021). Some forms of income, both in money and goods, are obtained for services provided by employees to the companies. In addition, the company's goal in providing compensation is to create a competitive and supportive work environment for employees. 2011

2. Literature Review

2.1 Compensation and Employee Performance

Compensation is a primary factor influencing employee motivation and performance. Monetary rewards, such as salaries, allowances, and incentives, alongside non-monetary benefits like recognition and career development opportunities, drive employees to achieve organizational goals. In public sector organizations, fair and transparent compensation systems increase employee satisfaction and reduce turnover (Solihin, 2021; Subagyo et al., 2022).

Proper compensation affects not only work quantity but also quality. Employees who perceive rewards as fair are more committed, demonstrate better discipline, and show higher productivity. Effective

compensation policies create a competitive environment that encourages employees to meet targets while maintaining morale (Winarko & Purnomo, 2023). Moreover, compensation interacts with other organizational factors such as leadership and work environment (Akhirudin & Purnomo, 2023). A well-structured reward system strengthens the impact of discipline and leadership on performance, making compensation a critical determinant in public health institutions like RSUD Dr. Wahidin Sudiro Husodo Mojokerto City (Nugraha & Purnomo, 2022).

2.2 Work Discipline and Employee Performance

Work discipline refers to employees' adherence to organizational regulations, standard operating procedures, and assigned responsibilities (Setyawati & Aristiyanto, 2021; Wijayanto & Purnomo, 2023). Disciplined employees tend to complete tasks accurately and efficiently, reducing errors and enhancing service quality. High discipline is particularly important in healthcare institutions, where compliance with protocols directly impacts patient outcomes (Ichdan, 2024; Kurbani et al., 2023).

Discipline also indirectly influences performance through motivation and satisfaction. Employees who clearly understand rules and expectations experience less stress, maintain consistent work habits, and demonstrate reliability (Rizqi & Sakinah, 2021; Sinta & Purnomo, 2023). In turn, this contributes to higher organizational efficiency and better achievement of hospital service standards. Furthermore, disciplined work culture fosters professional behavior, teamwork, and accountability, which are essential for achieving both individual and organizational objectives. Employees who consistently follow standards become role models, supporting institutional goals and improving collective performance (Fernando & Surjandari, 2022).

2.3 Job Satisfaction as a Mediator

Job satisfaction is an emotional response reflecting how employees perceive their work, rewards, and work environment (Rahman & Shanjabin, 2022). Satisfied employees demonstrate higher engagement, enthusiasm, and willingness to contribute to organizational success. In healthcare institutions, higher job satisfaction correlates with improved service delivery and patient satisfaction (Nimtur et al., 2024; Suyanto et al., 2021).

As a mediating factor, job satisfaction enhances the influence of compensation and work discipline on employee performance. Employees who are satisfied with their roles are more likely to be motivated, focused, and committed, enabling organizational policies to be more effective (Kabdiyono & Akbar, 2021; Nugraha & Purnomo, 2022). Job satisfaction also affects interpersonal relationships, cooperation, and workplace harmony. Employees who are satisfied with their job environment create a positive organizational culture, which further reinforces performance outcomes and reduces conflicts in high-pressure healthcare settings (Haryanto et al., 2023; Tabasum & Ghosh, 2021).

2.4 Employee Performance in Public Health Institutions

Employee performance in hospitals is crucial for maintaining high-quality patient care and operational efficiency. Performance is measured by task completion, quality of services, adherence to protocols, and overall contribution to organizational objectives (Nuraeni et al., 2022).

Intrinsic and extrinsic factors, such as leadership, compensation, discipline, and satisfaction, collectively influence performance. Continuous monitoring and evaluation of performance indicators are necessary to ensure that employees meet standards and improve service delivery (Setyawati & Aristiyanto, 2021). Optimizing employee performance strengthens hospital credibility, enhances patient satisfaction, and supports long-term organizational sustainability. Hospitals that invest in human resources achieve better outcomes and maintain compliance with national health service standards (Saputra & Kusnadi, 2021).

2.5 Work Motivation and Its Influence on Performance

Work motivation is a psychological factor that drives employees to achieve goals and maintain high performance. Motivated employees are proactive, persistent, and committed to their responsibilities. Motivation interacts with compensation and work discipline to amplify performance results (Parmenas, 2021; Wijayanti & Santoso, 2022).

In public health institutions, motivated employees demonstrate better adherence to protocols, higher engagement in patient care, and greater creativity in problem-solving. Motivation also acts as a catalyst, ensuring that the benefits of compensation and discipline translate into tangible improvements in performance (Wardhani & Ullly, 2021). By integrating motivation strategies with rewards and discipline policies, hospitals can foster a workforce that is both committed and high-performing. Understanding the role of motivation helps management design interventions that improve overall employee effectiveness and institutional success (Satria, 2021).

3. Methodology

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The sample size was 115. The census sampling technique means that all populations were used as samples in the study (Notoatmojo, 2010; Sujarweni, 2015).

4. Results and Discussion

4.1 Results

Table 2. Item-Total Correlation of Research Indicators

Variable	Item	Item-Total Correlation	r-table	Description
Compensation (X1)	X1.1	0.807	0.16667	Valid
	X1.2	0.810	0.16667	Valid
	X1.3	0.772	0.16667	Valid
	X1.4	0.788	0.16667	Valid
Work Discipline (X2)	X2.1	0.588	0.16667	Valid
	X2.2	0.809	0.16667	Valid
	X2.3	0.789	0.16667	Valid
	X2.4	0.762	0.16667	Valid
Job Satisfaction (Z)	Z1.1	0.802	0.16667	Valid
	Z1.2	0.825	0.16667	Valid
	Z1.3	0.759	0.16667	Valid
	Z1.4	0.651	0.16667	Valid
Performance (Y)	Y1.1	0.792	0.16667	Valid
	Y1.2	0.667	0.16667	Valid
	Y1.3	0.677	0.16667	Valid
	Y1.4	0.816	0.16667	Valid
	Y1.5	0.713	0.16667	Valid

Table 2 shows that the correlation of each indicator with the total construct score of each variable is significant, with $r_{count} \geq r_{table}$. Therefore, all questionnaire items for the variables of Compensation, Work Discipline, Job Satisfaction, and Employee Performance are declared valid.

Table 3. Cronbach's Alpha for Research Variables

Variable	Alpha	Description
Compensation	0.912	Reliable
Work Discipline	0.872	Reliable
Job Satisfaction	0.898	Reliable
Performance	0.907	Reliable

Table 3 shows that all variables produced a Cronbach's alpha value above 0.60, indicating that the research instrument is reliable and suitable for data collection.

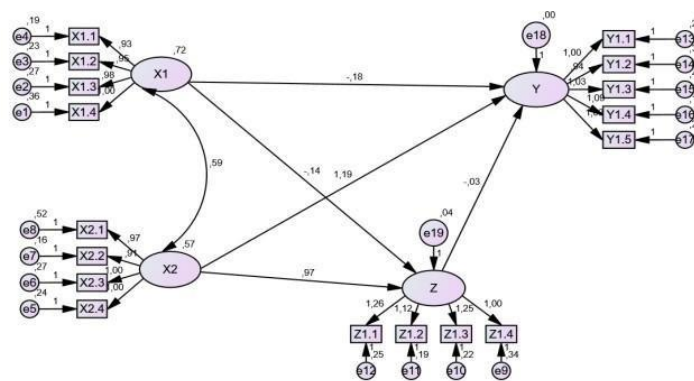


Figure 1. Structural Model

Figure 1 illustrates the structural model showing the relationships between X1 (Compensation), X2 (Work Discipline), Z (Job Satisfaction), and Y (Employee Performance). Each variable is represented as a latent construct with its observed indicators (X1.1–X1.4, X2.1–X2.4, Z1.1–Z1.4, Y1.1–Y1.5). The arrows represent hypothesized causal paths, with numeric values indicating path coefficients. From the model, X1 and X2 directly influence Y, and both also influence Y indirectly through Z, demonstrating the mediating role of job satisfaction. Correlations between the exogenous variables (X1 and X2) are also shown. Error terms (e18–e19) capture unexplained variance for each construct. The diagram provides a visual overview of the proposed relationships tested in the study.

Table 4. Path Coefficients and Significance Values

Relationship	Estimate	S.E.	C.R.	P	Label
$Z \leftarrow X1$	0.1387882	0.1897753	2.7313291	0.0345782	
$Z \leftarrow X2$	0.9725332	0.2360618	4.1198242	***	
$Y \leftarrow Z$	0.0343491	0.4396452	2.0781290	0.0377254	
$Y \leftarrow X1$	0.1776508	0.2394634	4.7418702	***	
$Y \leftarrow X2$	1.1918447	0.6028747	1.9769361	0.0480488	
$X1.4 \leftarrow X1$	1.0000000	—	—	—	
$X1.3 \leftarrow X1$	0.9786792	0.0902785	10.8406725	***	
$X1.2 \leftarrow X1$	0.9543446	0.0863133	11.0567507	***	
$X1.1 \leftarrow X1$	0.9334938	0.0819243	11.3945953	***	
$X2.4 \leftarrow X2$	1.0000000	—	—	—	
$X2.3 \leftarrow X2$	0.9965940	0.0897971	11.0982926	***	
$X2.2 \leftarrow X2$	0.9084478	0.0753463	12.0569703	***	
$X2.1 \leftarrow X2$	0.9747221	0.1086431	8.9717806	***	
$Z1.4 \leftarrow Z$	1.0000000	—	—	—	
$Z1.3 \leftarrow Z$	1.2523806	0.1275411	9.8194244	***	
$Z1.2 \leftarrow Z$	1.1179860	0.1154490	9.6838118	***	
$Z1.1 \leftarrow Z$	1.2578263	0.1303633	9.6486212	***	
$Y1.1 \leftarrow Y$	1.0000000	—	—	—	
$Y1.2 \leftarrow Y$	0.9443939	0.0937608	10.0723740	***	
$Y1.3 \leftarrow Y$	1.0318732	0.1064499	9.6935076	***	
$Y1.4 \leftarrow Y$	1.0901541	0.0862594	12.6380982	***	
$Y1.5 \leftarrow Y$	1.0309508	0.0887844	11.6118514	***	

Table 4 presents the path coefficients, standard errors, critical ratios, and significance values for the structural model. All main constructs and indicators show positive and significant relationships, indicating strong validity and reliability of the model.

4.2 Discussion

4.3 Hypothesis Testing Results

The first hypothesis is that compensation affects ASN employee performance at Dr. Wahidin Sudiro Husodo Hospital in Mojokerto City. Assumption testing was carried out using path model analysis, based on the assumption model testing, it states that Compensation with an estimate regression weights value of 0.1776508, a standard error of 0.2394634, a critical ratio (t-table) of 4.7418703 and a significance probability value (P-value) of $0.00 \leq 0.05$.

The second hypothesis is that work discipline affects the performance of ASN employees at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis, based on the assumption model testing, it states that Work Discipline with an estimate regression weights value of 1.1918447, a standard error of 0.6028747, a critical ratio (t-table) of 1.9769365, and a significance probability value (P-value) of $0.04 \leq 0.05$.

The third hypothesis is that job satisfaction affects the performance of ASN employees at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis, based on the assumption model testing, it states that Job Satisfaction with an estimated regression weight value of 0.0343491, a standard error of 0.4396452, a critical ratio (t-table) of 2.0781290, and a significance probability value (P-value) of $0.03 \leq 0.05$.

The fourth hypothesis is that compensation affects job satisfaction of ASN employees at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis, based on the assumption model testing states that compensation with an estimated regression weight value of 0.1387882, a standard error of 0.1897753, a critical ratio (t-table) of 2.7313291, and a significance probability value (P-value) of $0.03 \leq 0.05$.

The fifth hypothesis is that work discipline on ASN Employee job satisfaction of ASN employees at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis (path analysis), which states that Work Discipline with an estimated regression weight value of 0.9725332, a standard error of 0.2360618, a critical ratio (t-table) of 4.1198242, and a probability significance value (P-value) of $0.00 \leq 0.05$.

The sixth hypothesis: Compensation and ASN Employee Performance Through ASN Employee Job Satisfaction at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing, it states that compensation with a sobel test value of 0.51656245 with a significant value of $0.03 \leq 0.05$.

The seventh hypothesis is that work discipline affects ASN employee performance through ASN employee job satisfaction at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that Work Discipline with a sobel test value of 1.79477369 then a significance probability value (P-value) of $0.03 \leq 0.05$.

5. Conclusions

The results of the hypothesis testing using path analysis showed that compensation, work discipline, and job satisfaction had a positive and significant effect on ASN employee performance at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City, with all probability significance values (P -value) ≤ 0.05 . In addition, compensation and work discipline were also found to have a positive and significant effect on employee job satisfaction.

Furthermore, the study revealed that compensation and work discipline indirectly influenced ASN employee performance through job satisfaction as an intervening variable. The results indicate that job satisfaction plays an important mediating role in strengthening the relationship between compensation, work discipline, and employee performance, with all significance values showing (P -value) ≤ 0.05 .

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Author Contributions

TS conceptualized the study and supervised data collection. S performed data analysis, prepared tables and figures, and drafted the manuscript. Both authors reviewed and approved the final version of the article.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results

or interpretation of the findings.

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