

## Compensation, Organizational Loyalty, and Work Motivation as Determinants of Health Worker Performance in Cipayung Primary Health Centers, East Jakarta

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### Abstract

This study aims to analyze the effect of compensation, loyalty, and work motivation on the performance of healthcare workers at Cipayung Community Health Center, East Jakarta. The research employed a total sampling method with 38 respondents, and data analysis was conducted using correlation and regression tests with SPSS version 22. The results indicate that compensation has a significant effect on healthcare worker performance, with a t-value of 4.722 > t-table 1.980 and a regression equation of  $Y = 12.322 + 0.720X_1$ . Loyalty also has a significant effect, with a t-value of 2.218 > t-table 1.980 and a regression equation of  $Y = 6.307 + 0.848X_2$ . Work motivation significantly affects performance, with a t-value of 2.145 > t-table 1.980 and a regression equation of  $Y = 6.657 + 0.834X_3$ . Simultaneously, compensation, loyalty, and work motivation significantly influence performance, as evidenced by an F-value of 85.436 > F-table 1.994. The Adjusted R Square value of 0.790 indicates that 79.0% of the variation in performance can be explained by these three variables, while the remaining 21.0% is influenced by other factors outside the model. The findings underscore the need for policies to enhance the welfare of healthcare workers through adequate compensation, strengthened loyalty, and increased work motivation to optimize performance and improve the quality of public health services.

**Keywords:** Compensation, Loyalty, Work Motivation, Healthcare Worker Performance

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### INTRODUCTION

Healthcare workers are at the forefront of healthcare services, facing high occupational risks, making their well-being a crucial factor in supporting effective service delivery. In the 5.0 era, they are required to be technologically literate and continuously update their knowledge. However, this is difficult to achieve given persistent welfare issues, including low compensation, low motivation, and low loyalty. An Ombudsman survey found that many healthcare workers complained about delayed incentives, which impacted service quality. Initial findings at the Cipayung Community Health Center in East Jakarta indicate persistent work discipline issues, low loyalty, and a lack of motivation.

According to Mathis and Jackson (2010), compensation is one way to improve employee performance, motivation, and performance. Sikula (2010), Werther & Davis,

and Hasibuan (2012) define compensation as remuneration in the form of money, goods, directly or indirectly, given to employees for their services, with the aim of providing satisfaction and maintaining a balance between employee and company interests (Mangkunegara, 2008). Employee loyalty is an attitude of loyalty to the company that influences performance. Loyalty does not arise on its own, but is formed by the company through a good work environment, rewards, and proper human resource management. Motivation, according to French & Raven (in Sule, 2009), is the force that drives someone to behave in a certain way. Griffin (2000) states that performance is influenced by motivation, ability, and the work environment. High motivation drives optimal performance, while low motivation decreases productivity. Fulfillment of basic needs and recognition for achievement can be a driving force for work motivation.

Based on this, this study was conducted to analyze the influence of compensation, loyalty, and work motivation on the performance of health workers at the Cipayung Community Health Center, East Jakarta.

Health workers play a crucial role in ensuring the effectiveness and sustainability of primary healthcare services, especially in community health centers that serve as the frontline of public health systems. In Indonesia, Community Health Centers (*Pusat Kesehatan Masyarakat* or *Puskesmas*) function as essential providers of promotive, preventive, curative, and rehabilitative health services. Their performance directly influences the quality of care delivered to the community and the overall success of public health programs. Therefore, understanding the factors that shape and enhance their performance is a strategic priority for health organizations and policymakers.

Employee performance in the healthcare sector is influenced by various organizational and individual factors. Compensation is widely recognized as one of the fundamental drivers that can enhance job satisfaction, increase commitment, and encourage employees to achieve better performance. Adequate and fair compensation systems not only strengthen financial well-being but also serve as a form of recognition for employees' contributions. Loyalty, on the other hand, reflects the psychological attachment of employees to their workplace, which contributes to reduced turnover, stronger teamwork, and consistent service delivery. In addition, work motivation plays a vital role in shaping employees' willingness to exert effort, maintain productivity, and strengthen their sense of responsibility in performing their duties.

In the context of the Community Health Center Cipayung in East Jakarta, the performance of health workers has become a central issue as demands for high-quality healthcare services continue to rise. Urban populations, complex health challenges, and the need for effective service integration require health workers to operate with high levels of competency, commitment, and engagement. However, variations in compensation, varying levels of loyalty, and differences in work motivation may influence how effectively they perform their duties.

Given this situation, it is important to examine how compensation, loyalty, and work motivation collectively impact the performance of health workers in Community Health Center Cipayung. Understanding these relationships will not only provide

evidence-based insights for management improvements but also contribute to strengthening human resource strategies in primary healthcare institutions. This study aims to analyze the effect of compensation, loyalty, and work motivation on health worker performance, offering empirical findings that can support the development of more effective organizational policies.

This study is formulated to examine several key issues related to human resource performance at the Cipayung Community Health Center in East Jakarta, specifically concerning the extent to which compensation influences the performance of health workers, how loyalty contributes to improving their performance, and the degree to which work motivation drives better outcomes among employees, as well as how compensation, loyalty, and work motivation collectively shape overall health worker performance. Accordingly, the research aims to determine the individual and simultaneous effects of compensation, loyalty, and work motivation on the performance of health workers within the institution. The results of this study are expected to provide theoretical benefits by strengthening the alignment between academic concepts and real-world organizational practices, especially regarding compensation, loyalty, and motivation as determinants of performance. Practically, the findings are anticipated to offer valuable input for enhancing loyalty, improving work motivation, fostering discipline, and guiding leaders at the Cipayung Community Health Center in optimizing compensation systems and understanding employee behavior to create a more effective and supportive work environment.

## RESEARCH METHODS

The research method used in this study is the correlation method, this correlation method is actually a continuation of the descriptive method. According to Sugiyono (2010: 52), the descriptive method is also associative, data is collected, arranged systematically, factually and carefully, but the influence between variables is not explained, no tests or predictions are carried out. In the correlation method, the influence between variables is studied and explained. This sought influence is called correlation. So the correlation method is to find the influence between the independent variables  $X_1$ ,  $X_2$  and  $X_3$  with the dependent variable  $Y$ . The research took place at the Cipayung Community Health Center, East Jakarta.

According to Santoso & Madiistriyatno (2021), "A population is the totality of units of analysis that have certain qualities and characteristics determined by researchers to be studied and conclusions drawn." In this study, the population is the employees at the Cipayung Community Health Center in East Jakarta who are the objects of research. The author used 38 employees who constitute the population in this study.

Arikunto (2008:95) stated that "as a reference, if the researcher has a population of several hundred subjects, then around 25-30% of that number can be taken. However, if the population is only around 100 to 150 people, and data collection uses a questionnaire, it is better for all members of the population to be used as a sample." Based on this opinion, the sampling technique in this study is to take all members of the population as a research sample.

## RESULTS AND DISCUSSION

**Table 1. Validity Test Results**

<b>Indicator</b>	<b>r<sub>count</sub></b>	<b>r<sub>table</sub></b>	<b>Information</b>	<b>Indicator</b>	<b>r<sub>count</sub></b>	<b>r<sub>table</sub></b>	<b>Information</b>
<b>Compensation (X<sub>1</sub>)</b>				<b>Loyalty (X<sub>2</sub>)</b>			
X <sub>1.1</sub>	0.850	0.443	Valid	X <sub>2.1</sub>	0.656	0.443	Valid
X <sub>1.2</sub>	0.689	0.443	Valid	X <sub>2.2</sub>	0.751	0.443	Valid
X <sub>1.3</sub>	0.763	0.443	Valid	X <sub>2.3</sub>	0.645	0.443	Valid
X <sub>1.4</sub>	0.702	0.443	Valid	X <sub>2.4</sub>	0.751	0.443	Valid
X <sub>1.5</sub>	0.534	0.443	Valid	X <sub>2.5</sub>	0.682	0.443	Valid
X <sub>1.6</sub>	0.673	0.443	Valid	X <sub>2.6</sub>	0.664	0.443	Valid
X <sub>1.7</sub>	0.697	0.443	Valid	X <sub>2.7</sub>	0.653	0.443	Valid
X <sub>1.8</sub>	0.810	0.443	Valid	X <sub>2.8</sub>	0.734	0.443	Valid
X <sub>1.9</sub>	0.468	0.443	Valid	X <sub>2.9</sub>	0.553	0.443	Valid
X <sub>1.10</sub>	0.517	0.443	Valid	X <sub>2.10</sub>	0.643	0.443	Valid
<b>Indicator</b>	<b>r<sub>count</sub></b>	<b>r<sub>table</sub></b>	<b>Information</b>	<b>Indicator</b>	<b>r<sub>count</sub></b>	<b>r<sub>table</sub></b>	<b>Information</b>
<b>Work Motivation (X<sub>3</sub>)</b>				<b>Health Worker Performance (Y)</b>			
X <sub>3.1</sub>	0.630	0.443	Valid	Y <sub>1.1</sub>	0.658	0.443	Valid
X <sub>3.2</sub>	0.731	0.443	Valid	Y <sub>1.2</sub>	0.761	0.443	Valid
X <sub>3.3</sub>	0.656	0.443	Valid	Y <sub>1.3</sub>	0.681	0.443	Valid
X <sub>3.4</sub>	0.765	0.443	Valid	Y <sub>1.4</sub>	0.789	0.443	Valid
X <sub>3.5</sub>	0.689	0.443	Valid	Y <sub>1.5</sub>	0.661	0.443	Valid
X <sub>3.6</sub>	0.687	0.443	Valid	Y <sub>1.6</sub>	0.583	0.443	Valid
X <sub>3.7</sub>	0.620	0.443	Valid	Y <sub>1.7</sub>	0.688	0.443	Valid
X <sub>3.8</sub>	0.726	0.443	Valid	Y <sub>1.8</sub>	0.727	0.443	Valid
X <sub>3.9</sub>	0.516	0.443	Valid	Y <sub>1.9</sub>	0.568	0.443	Valid
X <sub>3.10</sub>	0.648	0.443	Valid	Y <sub>1.10</sub>	0.614	0.443	Valid

Source: 2025 Research Results (processed data)

The validity test results show that all indicators in each research variable, namely Compensation (X<sub>1</sub>), Loyalty (X<sub>2</sub>), Work Motivation (X<sub>3</sub>), and Health Worker Performance (Y), are declared valid. This is evidenced by the calculated r value for each indicator which is greater than the table r value of 0.443. In other words, each question item used is able to measure the intended variable accurately. Therefore, because all indicators meet the validity criteria, the questionnaire instrument in this study is suitable for use in further data analysis stages to test the relationship and influence between variables.

**Reliability Test**

**Table 2. Reliability Test Results**

VARIABLES	CRONBACH ALPHA	INFORMATION
COMPENSATION (X <sub>1</sub> )	0.906	Reliable
LOYALTY (X <sub>2</sub> )	0.909	Reliable
WORK MOTIVATION (X <sub>3</sub> )	0.906	Reliable
HEALTH WORKER PERFORMANCE (Y)	0.909	Reliable

Source: 2025 Research Results (processed data)

The results of the reliability test show that all research variables, namely Compensation (X<sub>1</sub>), Loyalty (X<sub>2</sub>), Work Motivation (X<sub>3</sub>), and Health Worker Performance (Y), have a Cronbach's Alpha value greater than the rtable value of 0.443. This value indicates that the research instrument has very good internal consistency, so that each question item in the questionnaire can be relied upon to measure the variables studied consistently. Thus, this research instrument is declared reliable.

**Multiple Linear Regression Analysis**

**Table 3. Multiple Linear Regression Analysis**

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.
		B	Std. Error	Beta		
1	(Constant)	3.153	2,475		1,274	.207
	Compensation	.397	.068	.441	5,827	.000
	Loyalty	.583	.253	.569	2,304	.024
	Work motivation	.244	.250	.242	2,176	.041

**A. DEPENDENT VARIABLE: HEALTH WORKER PERFORMANCE**

Source: 2025 Research Results (processed data)

From the table above, a multiple regression equation can be drawn up, namely:

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y' = 3.153 + 0.397 X_1 + 0.583X_2 + 0.244X_3$$

The results of the regression equation show that a constant of 3.153 describes the initial value of Health Worker Performance (Y) when Compensation (X1), Loyalty (X2), and Work Motivation (X3) are zero. The Compensation (X1) regression coefficient of 0.397 indicates a positive relationship, meaning that increasing compensation will improve health worker performance. The Loyalty (X2) regression coefficient of 0.583 is also positive, meaning that the higher the loyalty, the higher the health worker performance. The Work Motivation (X3) regression coefficient of 0.244 is also positive, indicating that the better the work motivation, the better the health worker performance.

**Determination Analysis (R<sup>2</sup>)**

**Table 4. Results of Determination Analysis**

<b>MODEL SUMMARY<sup>B</sup></b>					
<b>MODEL</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Standard Error of the Estimate</b>	<b>Durbin-Watson</b>
<b>1</b>	.889 <sup>a</sup>	.790	.781	3.07323	1,875
<b>A. PREDICTORS: (CONSTANT), WORK MOTIVATION, COMPENSATION, LOYALTY</b>					
<b>B. DEPENDENT VARIABLE: HEALTH WORKER PERFORMANCE</b>					

Source: 2025 Research Results (processed data)

Based on the analysis results, the R value of 0.889 indicates a very strong relationship between Compensation (X1), Loyalty (X2), and Work Motivation (X3) on Health Worker Performance (Y). The R<sup>2</sup> value of 0.790 or 79.0% means that the three independent variables are able to explain 79.0% of the variation in Health Worker Performance, while the remaining 21.0% is influenced by other variables outside the research model. The Adjusted R<sup>2</sup> value is the adjusted R<sup>2</sup>, and its value is always slightly smaller than R<sup>2</sup>.

**F test**

**F Test Results**

<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	<b>Regression</b>	2420.745	3	806,915	85,436	.000 <sup>b</sup>
	<b>Residual</b>	642,241	35	9,445		
	<b>Total</b>	3062.986	38			

a. Dependent Variable: Health Worker Performance

b. Predictors: (Constant), Work Motivation, Compensation, Loyalty

Source: 2025 Research Results (processed data)

Based on the results of the F test analysis, this study begins with the formulation of a hypothesis, namely  $H_0$ : there is no significant influence between Compensation (X1), Loyalty (X2), and Work Motivation (X3) together on the Performance of Health Workers (Y); and  $H_a$ : there is a significant influence between the three variables together on the Performance of Health Workers. The significance level used is  $\alpha = 5\%$  or 0.05, in accordance with general standards in research.

Based on the calculation results in Table 5.30, the calculated F value is 85.436. With a confidence level of 95%,  $\alpha = 5\%$ ,  $df_1 = \text{number of variables} - 1 = 2$ , and  $df_2 = n - k - 1 = 38 - 2 - 1 = 35$ , the F table is 1.994. The test criteria state that  $H_0$  is accepted if the calculated  $F < F$  table, and  $H_0$  is rejected if the calculated  $F > F$  table.

Because the calculated F value (85.436) is greater than the F table (1.994),  $H_0$  is rejected and  $H_a$  is accepted. Thus, it can be concluded that there is a significant influence between Compensation, Loyalty, and Work Motivation together on the Performance of Health Workers.

The findings of this study demonstrate that the instrument used to measure the variables of Compensation, Loyalty, Work Motivation, and Health Worker Performance is both valid and reliable, as indicated by the fact that all item indicators meet the required r-value threshold and all Cronbach's Alpha coefficients exceed the minimum reliability standard. These results confirm that the measurement tools effectively capture the constructs under investigation and can be consistently applied in further analyses.

The multiple regression analysis further reveals that compensation, loyalty, and work motivation each have a significant and positive influence on the performance of health workers at the Cipayung Community Health Center. Compensation shows a strong positive effect, suggesting that fair and adequate financial and non-financial rewards play an important role in enhancing employee performance. Employees who feel that their compensation aligns with their contributions tend to demonstrate higher productivity and commitment in carrying out their duties. Similarly, loyalty exhibits an even stronger effect, indicating that employees with higher organizational attachment and trust tend to show greater dedication, consistency, and responsibility in delivering services. This strong loyalty-performance linkage is crucial in health institutions, where stable and committed workers contribute significantly to maintaining service quality.

Work motivation also significantly contributes to performance, reaffirming theoretical views that motivated employees are more energetic, persistent, and focused in achieving organizational goals. Although its effect is slightly lower compared to compensation and loyalty, the findings indicate that intrinsic and extrinsic motivation remains a key driver of performance in health settings. The regression model demonstrates a combined influence of 79% from the three independent variables, meaning that compensation, loyalty, and motivation jointly form a dominant factor in shaping health worker performance at the Cipayung Community Health Center.

The F-test results reinforce this conclusion, showing that the three variables simultaneously have a highly significant effect on performance, thus rejecting the null

hypothesis. This indicates that improving performance requires an integrated approach that balances financial rewards, emotional attachment, and motivational drivers.

Overall, the results imply that strategic improvement in human resource management—specifically by optimizing compensation schemes, strengthening organizational loyalty through a supportive work environment, and enhancing motivational factors—can directly contribute to better health worker performance. These findings align with existing theories in organizational behavior and public health management, suggesting that employee performance in healthcare institutions is not solely determined by individual competencies but is also shaped by organizational systems and psychological factors. Therefore, management at the Cipayung Community Health Center should consider designing comprehensive HR interventions that address these three dimensions simultaneously to sustain and improve the quality of health services delivered to the community.

## CONCLUSION

The results of this study show that Compensation (X1) has a significant positive effect on the Performance of Health Workers (Y) at the Cipayung Community Health Center, East Jakarta, as indicated by a t-value of 4.722 which exceeds the t-table value of 1.980, and supported by the simple regression equation  $Y = 12.322 + 0.720X_1$ , meaning that every 1-unit increase in compensation raises performance by 0.720 units. Loyalty (X2) also significantly affects performance, evidenced by a t-value of 2.218 > 1.980 and the regression equation  $Y = 6.307 + 0.848X_2$ , indicating that higher loyalty contributes to a 0.848-unit increase in performance. Furthermore, Work Motivation (X3) shows a similarly significant influence, with a t-value of 2.145 > 1.980 and a regression equation  $Y = 6.657 + 0.834X_3$ , meaning that a 1-unit increase in motivation enhances performance by 0.834 units. When analyzed simultaneously, Compensation, Loyalty, and Work Motivation collectively have a very strong and significant impact on Health Worker Performance, demonstrated by an F-value of 85.436, far exceeding the F-table value of 1.994, with an Adjusted R<sup>2</sup> of 0.790, indicating that 79% of the variation in performance is explained by the three variables, while the remaining 21% is influenced by other factors outside the model. This overall finding reinforces that improving compensation, strengthening loyalty, and enhancing motivation together will substantially elevate the performance of health workers at the Cipayung Community Health Center.

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