

# Exploring the Antecedent of Healthcare Institution Employee Performance

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**Abstract.** This research explores the antecedents of employee performance in healthcare institutions, focusing on work culture, personality, self-esteem, and teamwork. Conducted among 328 employees of PKU Muhammadiyah Gombong Hospital, excluding doctors, the study used a quantitative approach with questionnaires to collect data, analyzed using SPSS version 26. Findings reveal that self-esteem and teamwork significantly and positively influence employee performance, while work culture and personality do not. These results highlight the importance of fostering self-esteem and teamwork in healthcare settings to enhance performance. The study suggests that healthcare institutions should implement strategies promoting a positive work environment, recognizing self-esteem, and encouraging teamwork to improve employee satisfaction and patient outcomes

**Keywords:** Work Culture, Personality, Self-esteem, Teamwork, Employee Performance.

## 1 Introduction

The healthcare sector in Indonesia has experienced significant growth, driven by economic progress and substantial investments from both public and private sectors. The government's reforms have aimed at enhancing accessibility, quality, and affordability of healthcare services. Professional healthcare institutions are central to delivering high-quality medical care, with employee performance being a crucial factor in determining the effectiveness and efficiency of healthcare services. The performance of healthcare professionals directly impacts patient outcomes, satisfaction, and the institution's reputation.

A notable example of the development within the Indonesian healthcare system is the Rumah Sakit PKU Muhammadiyah network, particularly the Rumah Sakit PKU Muhammadiyah (RS PKU Muhammadiyah) in Gombong Kebumen. Established to deliver comprehensive healthcare services to the community, RS PKU Muhammadiyah of Gombong Kebumen has experienced substantial growth over the years. Its dedication to medical excellence and community service underscores the critical role of employee performance in maintaining high standards of care. RS PKU Muhammadiyah Gombong serves as a local government referral hospital for conditions such as tuberculosis, heart surgery, and COVID-19, attracting

numerous patients. As a private hospital under the Muhammadiyah Foundation, it consistently receives a high patient volume, necessitating employees who demonstrate exceptional performance.

Employee performance in healthcare institutions is influenced by numerous factors, including work culture, organizational support, individual competencies, and teamwork. Given the rapid changes in Indonesia's healthcare system, understanding these factors is crucial. Research on employee performance within Indonesian healthcare institutions can elucidate how these variables interact and impact the quality of healthcare services. Such research can also inform strategies to improve workforce efficiency, enhance patient care, and ultimately contribute to better health outcomes in the country.

A significant issue in healthcare institutions is the lack of employee awareness regarding the importance of adhering to Standard Operating Procedures (SOPs). The degree to which employees follow SOPs significantly determines their overall performance, affecting the organization's reputation and operational success. Ensuring strict adherence to SOPs can enhance employee performance, thereby improving the overall effectiveness and reputation of healthcare institutions. According to [1], employee performance is defined as the quality and quantity of work produced by an employee while fulfilling their duties per their assigned responsibilities.

In healthcare institutions, where the stakes are high and the work environment can be stressful, a positive work culture is particularly crucial. It fosters an atmosphere of collaboration, trust, and mutual respect, which are essential for high-quality patient care. A robust and positive work culture can significantly enhance employee performance by providing the necessary structure and control without the restrictive elements of formal bureaucracy, which can sometimes inhibit motivation and innovation [2]. This perspective is supported by prior research conducted by [3], [4], and [5], all of whom found that a constructive work culture positively influences employee performance. However, contrasting results have been reported by [6], [7], and [8], whose studies indicate that work culture does not have a significant impact on performance.

An individual's personality can significantly influence job success; for instance, a person who is not naturally friendly may struggle in the service sector, such as healthcare in hospitals [9]. This effect is particularly relevant in healthcare institutions, where interpersonal interactions are a crucial component of daily operations. A friendly and empathetic personality can enhance patient satisfaction, improve communication within healthcare teams, and foster a supportive work environment, all of which contribute to higher employee performance. This observation is supported by previous studies from [10], [11], [12], and [13], which all indicate that personality positively affects employee performance. However, contrasting findings are presented in [14], which suggests that personality does not influence performance.

Individuals with low self-esteem often exhibit symptoms such as depression, unhappiness, elevated anxiety levels, increased aggression, and persistent dissatisfaction with daily life [15]. Healthcare workers with high self-esteem are more likely to exhibit confidence in their skills, leading to better patient interactions, improved clinical outcomes, and increasing their overall performance. These findings align with previous research conducted by [16], [17], [18], and [19], all of which demonstrate that self-esteem positively and significantly impacts employee performance. Conversely, [20] found no significant effect of self-esteem on performance.

Teamwork involves collaboration among individuals, where members support and rely on each other to achieve collective goals [21]. In healthcare institutions, the impact of teamwork on employee performance is particularly profound. When healthcare teams work well together, they can leverage each member's expertise to make informed decisions, solve complex problems, and provide comprehensive care to patients. This collaborative approach not only enhances individual performance but also improves overall organizational efficiency and patient outcomes. Research has consistently shown that teamwork has a positive and significant effect on employee performance. Studies by [22], [23], [24], [25], and [26] support this view, demonstrating the beneficial impact of teamwork on performance. However, contrasting findings by [27] suggest that teamwork does not significantly influence performance, highlighting the complexity and variability of its effects in different contexts.

Based on this literature gap, this research was conducted to prove how the influence of work culture, personality, self-esteem, and teamwork can positively and significantly affect employee performance. The implications of this research underscore the importance of fostering a positive work culture, recognizing the impact of personality and self-esteem, and promoting teamwork to enhance employee performance in healthcare institutions. Implementing strategies that address these factors can lead to improved employee satisfaction, reduced turnover, and better patient outcomes.

## **2 Literature Review**

### **2.1 Employee Performance**

Employee performance, as defined by [2], refers to the quality and quantity of work accomplished by an employee in fulfilling their responsibilities. The theoretical framework guiding this analysis is the Balance Theory by Wexley & Yukl [28], which posits that optimal performance is achieved when there is a fair and reasonable balance between the benefits an employee receives and the stimuli or inducements present in their work environment. According to Mangkunegara [2], several factors influence employee performance, notably the ability of employees and motivation. Further, [29] identifies performance indicators as measurable through work quality, work quantity, responsibility, cooperation, and initiative.

### **2.2 Work Culture**

Literature [2] describes work culture as a set of shared assumptions, values, and norms that guide organizational behavior. Research by [30] highlights that leadership, employee selection, organizational culture, and the clarity of a company's mission significantly influence work culture. Key indicators include innovation, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability [31]. Relating this to Blau's (1964) [32] Social Exchange Theory, a balanced exchange within the organization—supported by effective leadership and a clear mission—fosters trust, cooperation, and positive work behaviors.

### **2.3 Personality**

Personality is the set of inherent physical and mental characteristics that guide an individual's behavior and self-conception, and it is shaped by both hereditary factors and environmental

influences [33]. Research by [34] states that personality indicators include openness, cooperation, vision, seeking capital, and self-evaluation. This aligns with Costa and McCrae's (1999) [35] Big Five Personality Traits model, which categorizes personality into five broad dimensions: Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Understanding these traits can help in predicting and enhancing employee performance in various settings, including healthcare institutions. By aligning personality traits with job roles and responsibilities, organizations can improve job satisfaction and overall performance.

## **2.4 Self-esteem**

Individuals with low self-esteem often exhibit increased aggressiveness, are prone to anger and vindictiveness, and frequently experience dissatisfaction with daily life [2]. Self-esteem can be measured through feelings of security, self-respect, acceptance, ability, and worth [36]. Ajzen's Theory of Planned Behavior (1987) [37] states that behavior is influenced by intentions shaped by attitudes, subjective norms, and perceived control. High self-esteem fosters positive work attitudes, supportive social norms, and enhanced control over tasks, leading to stronger intentions to perform well and thus improving job performance in healthcare settings. Research of [38] identifies four key factors contributing to self-esteem development: success, values, aspirations, and defenses.

## **2.5 Teamwork**

The ability to work effectively in a team is essential for employees, as teamwork significantly influences performance through factors such as clear goals, relevant skills, mutual trust, joint commitment, and effective communication [39], [33]. Indicators of teamwork, including cooperation, respect for input, encouragement, and group spirit [40], can be understood through Blau's Social Exchange Theory (1964) [32]. This theory suggests that social behavior is driven by the exchange process aiming to maximize benefits and minimize costs, emphasizing that mutual benefits, trust, reciprocity, commitment, and effective communication within teams foster a positive environment that enhances overall performance.

Thus, it can be concluded that the hypotheses of this research are:

**H1** : Work culture has a significant positive effect on employee performance.

**H2** : Personality has a significant positive effect on employee performance.

**H3** : Self-esteem has a significant positive effect on employee performance.

**H4** : Teamwork has a significant positive effect on employee performance

## **3 Research Method**

The primary data is collected by distributing questionnaires. Data distribution is carried out to determine the response of respondents to the variables of work culture, personality, self-esteem, teamwork and employee performance.

### **3.1 Population and Sample**

The population of this research is the employees of PKU Muhammadiyah Gombong Hospital. The sample of this research is the health sector employees, except for doctors, with a total of 328 respondents.

### **3.2 Variable Measurement**

Employee Performance (Y) is measured by indicators: (1) Work quality (2) Work Quantity (3) Responsibility (4) Cooperation (5) Initiative [29].

Work Culture (X1) is measured by indicators: (1) Innovation and Risk Taking (2) Attention and Details (3) Results Orientation (4) Human/Individual Orientation (5) Team Orientation (6) Aggressiveness (7) Stability [31]

Personality (X2) is measured by indicators: (1) Openness (2) Cooperation (3) Having a Vision (4) Seeking Capital (5) Evaluation [34]

Self Esteem (X3) is measured by indicators: (1) Feeling Safe (2) Feeling of Self Respect (3) Feeling Accepted (4) Feeling Capable (5) Feeling Valuable [36]

Team Work (X4) is measured by indicators: (1) Want to Cooperate (2) Express Positive Expectations (3) Appreciate Input (4) Provide Encouragement (5) Build Group Spirit [40]

### **3.3 Analysis Method**

This research processed data using SPSS (Statistical Package For Social Sciences) software version 26. SPSS is used to obtain accurate calculation results and fast data processing. The data obtained in this study will be presented using tables to make it systematic to analyze and easier to understand. Processing data using tables also aims to facilitate researchers in applying the results of questionnaire answers to values.

## **4 Result**

### **4.1 Validity Test**

The validity test states that all questionnaire statements have a value of  $r_{\text{count}} > r_{\text{table}}$  so that all statements can be said to be valid for use.

### **4.2 Reliability Test**

The results of the reliability test of work culture, personality, self-esteem, teamwork, and employee performance show that the lowest Cronbach Alpha value on the work culture variable is  $0.730 >$  Cronbach's Alpha standard  $0.60$ , so it can be concluded that the variables in this study are reliable.

### **4.3 Normality Test**

**Table 1.** Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		85
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	1,56028586
Most Extreme Differences	Absolute	0,081
	Positive	0,064
	Negative	-0,081
Test Statistic		0,081
Asymp. Sig. (2-tailed)		0,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the normality test results in the table above, it shows that the Asym.Sig (2-tailed) value is 0.200, this value meets the sig. (p) >0.05 (level of signification). This means that the residual data is normally distributed.

#### 4.4 Multicollinearity Test

**Table 2.** Multicollinearity Test

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	Model (Constant)	0,244	2,671			
	Budaya Kerja	0,053	0,055	0,082	0,907	1,103
	Kepribadian	0,258	0,135	0,227	0,469	2,131
	Self Esteem	0,312	0,137	0,255	0,527	1,898
	Team Work	0,312	0,122	0,283	0,540	1,852
a. Dependent Variable: Kinerja Pegawai						

Based on the multicollinearity test results in the table above, it show that there are no independent variables that have a tolerance > 0.10. The variable that has the lowest tolerance

value of 0.527 is the personality variable. Based on the results of the Variance Inflation Factor (VIF) calculation, it also show that all variables have a VIF value  $\leq 10$ . Thus it can be concluded that the proposed regression model equation is free from multicollinearity assumptions because none of them violate the provisions so that it can proceed to the next test, namely heteroscedasticity.

#### 4.5 Heteroscedasticity Test

The results of the heteroscedasticity test that the correlation between all research variables work culture (0.752), personality (0.637), Self Esteem (0.778), Team Work (0.592) with ABS\_Res has a significance value (Sig 2-tailed)  $> 0.05$ . Because the significance is greater than 0.05, it can be concluded that there is no heteroscedasticity problem so the above variables can be used for further tests.

#### 4.6 Multiple Linear Regression Analysis Test

**Table 3.** Multiple Linear Regression Analysis Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	0,244	2,671		0,091	0,927
	Work Culture	0,053	0,055	0,082	0,964	0,338
	Personality	0,258	0,135	0,227	1,911	0,060
	<i>Self Esteem</i>	0,312	0,137	0,255	2,274	0,026
	<i>Team Work</i>	0,312	0,122	0,283	2,556	0,012

a. Dependent Variable: Employee Performance

Based on the results of the multiple linear analysis above, it can be seen that the variables of self esteem and team work are the variables that have the greatest effect on employee performance because the coefficient value is the largest, namely 0.312.

#### 4.7 Determination Coefficient Test (R2)

**Table 4.** Determination Coefficient Test (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,685a	0,469	0,442	1,59882

a. Predictors: (Constant), Team Work, Work Culture, Self Esteem, Personality

b. Dependent Variable: Employee Performance

Based on the table above, it can be seen that the Adjusted R Square of the regression model formed in this study is 0.442 which shows that the ability of the independent variables (work culture, personality, self esteem and team work) to explain the dependent variable (employee performance) is 44.2%, the remaining 55.8% is influenced by other variables not included in the study such as leadership [3], Work Environment and Organizational Citizenship Behavior [4], Self Efficacy [5], Discipline [7].

#### 4.8 Test (F) Model fit

**Table 5.** Determination Coefficient Test (R2)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,397	4	45,099	17,643	,000b
	Residual	204,497	80	2,556		
	Total	384,894	84			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Teamwork, Work Culture, Self Esteem, Personality

$$F\text{-table} = df = df = (k-1), (n-k) \text{ so } (5-1), (85-5) = (4), (80) = 2,49$$

Based on the table above, the results of statistical calculations show F count = 17.643. Then F count > F table (17.643 > 2.49) and sig level 0.000 < 0.05, thus it can be concluded that the regression equation model formed is included in the fit or fit criteria.

#### 4.9 Partial T-Test (Hypothesis Test)

**Table 6.** Multiple Linear Regression Analysis Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	0,244	2,671		0,091	0,927
	Work Culture	0,053	0,055	0,082	0,964	0,338
	Personality	0,258	0,135	0,227	1,911	0,060
	<i>Self Esteem</i>	0,312	0,137	0,255	2,274	0,026
	<i>Team Work</i>	0,312	0,122	0,283	2,556	0,012

a. Dependent Variable: Employee Performance

#### First Hypothesis Testing

Through the Multiple Linear Regression Analysis Test, Table 3 shows Work Culture (X1) t-count 0.964 < t-table 1.990 while the significance is 0.338 > 0.05. This means that H0 is accepted, therefore partially there is no influence between Work Culture (X1) on Employee Performance (Y).



### **Second Hypothesis Testing**

The value in Table 3 shows Personality (X2) obtained t-count  $1.911 < t\text{-table } 1.990$  while the significance is  $0.060 > 0.05$ . This means that  $H_0$  is accepted, therefore partially there is no influence between Personality (X2) on Employee Performance (Y).

### **Third Hypothesis Testing**

The value in Table 3 shows Self-esteem (X3) obtained t-count  $2.274 > t\text{-table } 1.990$  while the significance is  $0.026 < 0.05$ . This means that  $H_a$  is accepted, therefore partially there is a positive and significant influence between Self-esteem (X3) on Employee Performance (Y).

### **Fourth Hypothesis Testing**

Through the Multiple Linear Regression Analysis Test, Table 3 show that Teamwork (X4) obtained t-count  $2.556 > t\text{-table } 1.990$  while the significance is  $0.012 < 0.05$ . This means that  $H_a$  is accepted, so the conclusion is that partially there is a positive and significant influence between Teamwork (X3) on Employee Performance (Y).

## **5 Discussion**

Based on the hypotheses test, this research concluded that there is no influence between Work Culture (X1) on Employee Performance (Y). In the context of a healthcare institution, the absence of a significant influence of Work Culture (X1) on Employee Performance (Y) can be understood through the lens of Blau's (1964) Social Exchange Theory [32]. This theory posits that social behavior is the result of an exchange process aimed at maximizing benefits and minimizing costs. In a healthcare setting, employees may prioritize tangible rewards such as compensation, career advancement, and work-life balance over the intrinsic rewards of a positive work culture [41]. If the perceived benefits of the work culture do not outweigh the effort and time invested, employees may not reciprocate with enhanced performance. Additionally, healthcare workers often face high-stress environments and demanding workloads, which may limit their capacity to engage fully with the work culture, thus diminishing its potential impact on their performance [42]. Therefore, while a supportive work culture is valuable, it may not directly translate into improved employee performance if the immediate, extrinsic rewards and recognition are not sufficiently aligned with the employees' expectations and needs. This result is in line with Borman [6], [7], and [8].

The second hypothesis test found that there is no influence between Personality (X2) on Employee Performance (Y). The lack of a significant influence of Personality (X2) on Employee Performance (Y) can be interpreted through the framework of Costa and McCrae's (1999) Big Five Personality Traits model [35], which includes openness, conscientiousness, extraversion, agreeableness, and neuroticism. In various organizational contexts, especially in highly structured environments such as healthcare institutions, individual personality traits may not be the primary determinants of performance outcomes [43]. This is because job performance is often dictated by standardized protocols, strict regulations, and collaborative efforts that require adherence to established procedures rather than individual initiative. Furthermore, factors such as job-specific skills, training, and external motivators like rewards and recognition might play a more critical role in influencing performance [44]. Consequently, even though personality traits can shape behavior and interpersonal interactions, their impact

on performance may be diluted in settings where standardized processes and collective efforts are paramount. Therefore, the intrinsic qualities captured by the Big Five may not sufficiently drive performance outcomes in a structured and regulated work environment. This is consistent with research finding of [14].

This research found that there is a positive and significant influence between Self-esteem (X3) on Employee Performance (Y). The positive and significant influence of Self-Esteem (X3) on Employee Performance (Y) can be effectively understood through Ajzen's (1987) Theory of Planned Behavior [37]. This theory posits that an individual's behavior is directly influenced by their intention to perform the behavior, which in turn is shaped by their attitudes, subjective norms, and perceived behavioral control. Self-esteem, as a critical component of one's self-perception, enhances an individual's attitude towards their capabilities and work [45]. High self-esteem fosters a positive self-image and confidence, leading to stronger intentions to perform well and achieve goals. Employees with high self-esteem are more likely to set ambitious targets, persist in the face of challenges, and exhibit proactive behavior, all of which contribute to improved performance. Furthermore, they are better equipped to handle feedback and stress, maintaining a higher level of motivation and engagement [46]. Therefore, aligning with Ajzen's theory, the boost in self-esteem translates into a robust belief in their ability to control and impact their work outcomes, thereby significantly enhancing employee performance. This result is in line with [16], [17], [18], and [19].

On the last hypothesis, this research found that there is a positive and significant influence between Teamwork (X4) on Employee Performance (Y). The positive and significant influence of Teamwork (X3) on Employee Performance (Y) can be understood through Blau's (1964) Social Exchange Theory [32]. This theory suggests that social behavior is driven by the exchange of resources, where individuals seek to maximize benefits and minimize costs in their interactions. In a workplace, effective teamwork creates a supportive environment where employees share knowledge, skills, and resources, leading to a collective sense of accomplishment and reciprocity [47]. When team members collaborate efficiently, they are more likely to help each other, share responsibilities, and provide mutual support, which enhances individual performance as well as overall team outcomes. This reciprocal exchange fosters trust, commitment, and a sense of belonging among team members, motivating them to contribute more effectively [48]. Consequently, the positive social exchanges inherent in teamwork lead to increased motivation, higher job satisfaction, and improved performance, as employees perceive the benefits of their cooperative efforts and feel valued within the team. Thus, according to Blau's Social Exchange Theory, the significant impact of teamwork on employee performance is driven by the mutual benefits and supportive relationships that enhance productivity and effectiveness. This result is consistent with [22], [23], [24], [25], and [26].

## **6 Conclusion**

The conclusion that can be obtained from the results of this research is that Self-esteem and Teamwork are able to influence Employee Performance positively and significantly. Meanwhile, it was found that Work Culture and Personality were not able to influence Employee Performance.

This research has a number of limitations. From the coefficient of determination test results, it was found that the independent variables in this study could only affect the dependent variable by 44.2%. While the remaining 55.8% maybe influenced by other variables not included in the research. It is highly recommended to use other variables in further research. Variables that may affect employee performance are leadership [3], Work Environment and Organizational Citizenship Behavior [4], Self-Efficacy [5], Discipline [7].

The implications of this study underscore the importance of fostering a positive work culture, recognizing the impact of personality and self-esteem, and promoting teamwork to improve employee performance in healthcare institutions. Implementing strategies that address these factors can lead to increased employee satisfaction, reduced employee turnover, and better outcomes for patients.

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