SANTRI : Jurnal Ekonomi dan Keuangan Islam
Volume 4 Nomor 5 Oktober 2026
e-ISSN: 3025-7948; p-ISSN: 3025-5910, Hal. 452-466
DOI: https://doi.org/10.61132/santri.v4i5.2817
Tersedia: https://journal.areai.or.id/index.php/SANTRI

The Effect of Professionalism, Competence, and Work Discipline on Employee Performance at Sidikalang Regional General Hospital

Martauli Patiur[1*], Elfrianto[2], Bahdin Nur Tanjung[3], Mhd Ramadhan[4]
[1-4]Master of Management Study Program, Universitas Efarina, Indonesia
E-mail: binasianturi28@gmail.com[1], madhannasution3@gmail.com[4]
**Corresponding Author: binasianturi28@gmail.com*

Abstract. *This study aims to analyze the effect of professionalism, commitment, and work discipline on employee performance at Sidikalang Regional General Hospital (RSUD Sidikalang), both partially and simultaneously. This research employed a quantitative approach using a survey method through questionnaires distributed to 80 employees of RSUD Sidikalang as respondents. Data were analyzed using validity and reliability tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination. The results showed that professionalism had a positive and significant effect on employee performance, as indicated by a t-count of 2.171, which was greater than the t-table value of 2.014, with a significance level of 0.035 < 0.05. Commitment had a positive and significant effect on employee performance, with a t-count of 4.255 > 2.014 and a significance level of 0.000 < 0.05. Commitment was the most dominant variable affecting employee performance, with a regression coefficient of 0.628 and a Standardized Coefficient Beta of 0.505. Meanwhile, work discipline did not have a significant partial effect on employee performance, with a t-count of 0.815 < 2.014 and a significance level of 0.419 > 0.05. Simultaneously, professionalism, commitment, and work discipline had a positive and significant effect on employee performance, with an F-count of 31.058 > 2.81 and a significance level of 0.000 < 0.05. The Adjusted R Square value of 0.653 indicates that the three independent variables explained 65.3% of the variation in employee performance.*

Keywords: *Commitment; Employee Performance; Hospital Management; Professionalism; Work Discipline.*

1. INTRODUCTION

In the increasingly advanced era of digitalization, organizations worldwide are facing new challenges in human resource (HR) management. Rapid technological advancements have not only transformed the way people work but have also created demands for human resources that are more adaptive, innovative, and equipped with adequate digital skills. Therefore, effective human resource management strategies have become increasingly important to ensure that organizations remain competitive and capable of providing optimal services. One of the crucial steps in responding to the digital era is to improve employees' capacity, competence, and professionalism.

Sidikalang Regional General Hospital is one of the healthcare facilities owned by the local government and plays an important role in providing healthcare services to the community. As a public service institution, the hospital is required to provide services that are fast, accurate, and of high quality. This largely depends on the performance of the employees working within the organization.

In an effort to improve the quality of healthcare services, Sidikalang Regional General Hospital requires human resources who are professional, competent, and possess a high level of work discipline. Employee professionalism can be reflected in their ability to perform tasks in accordance with operational standards, professional ethics, and responsibilities (Agustina et

Naskah Masuk: 30 Juli 2026; Revisi: 12 September 2026; Diterima: 26 Oktober 2026; Terbit: 30 Oktober 2026

al., 2023). Employee competence reflects the knowledge, skills, and attitudes possessed to perform tasks effectively and efficiently. Meanwhile, work discipline indicates the extent to which employees comply with the rules and regulations applicable in the workplace.

Previous studies have shown that professionalism has a positive and significant effect on employee performance, as a higher level of professionalism leads to better quality of work produced (Rahmawati & Hidayat, 2024). In addition, competence has also been proven to have a significant effect on employee performance, as good abilities and skills can improve work effectiveness (Pratama & Sari, 2023; Nofriani & Sumihardi, 2022). Work discipline is also an important factor influencing performance, as a high level of discipline encourages employees to work more productively and responsibly (Putra & Lestari, 2022; Rosim & Ahsani, 2025).

Furthermore, a study by Siregar & Nasution (2025) stated that the combination of professionalism, competence, and work discipline simultaneously has a strong effect on improving employee performance in the public sector. This finding is supported by Dewi & Saputra (2023), who found that improvements in technology-based competence can enhance employee performance, particularly in organizations undergoing digital transformation (Sari et al., 2025).

Employee performance in hospitals is a crucial determinant of the quality of services provided to patients. Optimal healthcare services are determined not only by adequate facilities but also by the capabilities and performance of both medical and non-medical personnel (Adelia et al., 2025). Therefore, improving employee performance is essential for achieving organizational objectives.

However, based on preliminary observations, several problems related to employee performance still exist at Sidikalang Regional General Hospital. Some employees continue to experience difficulties in adapting to technological developments and digital-based service systems. In addition, delays in completing tasks, suboptimal patient services, and low levels of work discipline have also been observed, including arriving late and leaving work before the scheduled working hours.

These conditions indicate a gap between organizational expectations and the realities in the field. Therefore, further research is needed to examine the factors influencing employee performance, particularly professionalism, competence, and work discipline. By understanding the effects of these three factors, it is expected that appropriate strategies can be formulated to improve employee performance at Sidikalang Regional General Hospital.

2. RESEARCH METHOD

This study employed a quantitative research approach in which numerical data were collected, analyzed, and interpreted using statistical methods. The type of research used in this study is a quantitative research methodology. According to Sugiyono (2008), quantitative research is considered a traditional method because it has been used for a long period of time and has therefore become well established as a research method. This method is referred to as quantitative because the research data are presented in the form of numerical data and analyzed using statistical techniques. In this study, the researcher selected the research object based on data obtained from the relevant institution, particularly data from Sidikalang Regional General Hospital.

Research Location

The research location refers to the place where the researcher conducts the study to obtain an accurate representation of the actual conditions of the research object and to collect reliable data. In this study, the researcher sought to examine the actual conditions of the research object at Sidikalang Regional General Hospital, located at Jalan Rumah Sakit No. 19, Batang Beruh Village, Sidikalang District, Dairi Regency, North Sumatra Province, Postal Code 22212, North Sumatra, Indonesia. The location was selected because it provides access to relevant data and information related to the research problems to be investigated.

Research Period

The research was conducted from February to March, beginning on the date the research permit was issued, with the research process lasting approximately one (1) month. Subsequently, data processing was carried out for one month, including data organization, compilation, and processing activities, as well as direct guidance and supervision throughout the research process.

Population

The population refers to the entire group of subjects that will be studied by a researcher. For example, a total of 86 people may be considered a population because they are involved in a particular study. Another definition states that, literally, a population refers to all variables related to the research topic. A research sample is a portion of the population that has characteristics similar to those of the population. The sample is also commonly referred to as a representative subset. The values obtained from the sample are referred to as statistics.

Sample

A sample is a portion of the characteristics possessed by a population, as explained by Arikunto (2020). According to Nawawi (2020), a sample can simply be defined as a part of the

population that serves as the primary source of data in a study. The study population consisted of 409 employees of Sidikalang Regional General Hospital, from which 80 respondents were included in the study.

Table 1. Operationalization of Research Variables.

No	Variable	Operational Definition	Indicators
1	Professionalism	According to Sedarmayanti (2010:96), professionalism is a foundation that enables bureaucracy to function as an effective instrument of government and serves as a measure of the competence of personnel in carrying out their duties properly.	1. Employee integrity and ethics 2. Commitment 3. Compliance 4. Ability 5. Communication and teamwork
2	Competence	According to Wibowo (2012), competence refers to the ability to perform work or tasks based on skills and knowledge, supported by work attitudes in accordance with the requirements of the job. Competence reflects specific knowledge, skills, and attitudes within a profession that characterize expertise and distinguish one professional from another.	1. Motives or drives 2. Characteristics 3. Self-concept 4. Knowledge 5. Skills
3	Work Discipline	According to Mangkuprawira (2018:122), employee discipline is an individual characteristic demonstrated through conscious compliance with the rules and regulations applicable within a particular organization.	1. Consistent attendance 2. Compliance with work regulations 3. Compliance with work standards 4. High level of alertness 5. Performing work ethically
4	Employee Performance	According to Mathis and Jackson (2018:65), performance basically refers to the actions performed or not performed by employees. Employee performance is a crucial aspect of improving productivity. Therefore, in an effort to improve employee performance, organizations must be able to identify the factors that influence such performance.	1. Quality 2. Productivity 3. Timeliness 4. Ability to innovate 5. Teamwork

Validity and Reliability Tests

In conducting research, the implementation of validity and reliability tests cannot be separated from the research process. Both concepts are crucial to the success of a study because they determine whether the research instrument is valid and reliable. Validity and reliability tests are measurement instruments used to assess the quality of research instruments.

Validity Test

The validity test is used to assess the extent to which a questionnaire is truly capable of measuring what it is intended to measure. An instrument is considered valid when the items contained in the questionnaire are able to represent and reveal the aspects or variables intended to be measured (Ghozali, 2020). In other words, each item in the questionnaire must be appropriately related to the construct that is the focus of the study. The validity test is conducted

by correlating the score of each questionnaire item with the total score of the corresponding construct or variable. The hypotheses proposed are as follows:

H_0: There is no positive correlation between the questionnaire item score and the total construct score.

H_a: There is a positive correlation between the questionnaire item score and the total construct score.

Operationally, the validity test is conducted by comparing the calculated *r* value with the critical *r* value at a 5% significance level with degrees of freedom (df) = $n - 2$, where n represents the number of samples. A questionnaire item is declared valid if the calculated *r* value > the critical *r* value. Conversely, if the calculated *r* value < the critical *r* value, the questionnaire item is declared invalid (Ghozali, 2020).

Reliability Test

The reliability test is used to assess the consistency of a measurement instrument, namely the extent to which a questionnaire produces relatively stable responses when administered under similar conditions. A questionnaire is considered reliable when respondents' answers to the statement items demonstrate consistency over time (Ghozali, 2020). Thus, reliability indicates the degree of dependability of an instrument in measuring the same construct.

In this study, the reliability test was conducted using the one-shot method, in which measurement is performed only once, with the assistance of SPSS software through the Cronbach's Alpha (α) statistical test. A construct or variable is declared reliable if the obtained Cronbach's Alpha value is greater than 0.60 (Ghozali, 2020).

Data Analysis

Data analysis refers to the process of examining, categorizing, organizing, interpreting, and validating data in order to obtain meaningful information and draw appropriate conclusions (Dewi, 2024).

Multiple Linear Regression Analysis

Regression analysis is used to determine the influence of independent variables on a dependent variable. In this study, multiple linear regression analysis was used to examine the relationships between Professionalism (X1), Commitment (X2), and Work Discipline (X3) as independent variables and Employee Performance (Y) as the dependent variable. The multiple linear regression equation used in this study is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e \quad \text{..... (i)}$$

Where:

Y = Dependent variable (employee performance)

b_0 = Constant

b_1, b_2, b_3 = Regression coefficients

X_1 = Professionalism

X_2 = Commitment

X_3 = Work Discipline

e = Error term

Simultaneous Test (F-Test)

The F-test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. Statistical calculations are performed using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are based on the significance probability value. If the significance probability is greater than 0.05, H_0 is accepted and H_a is rejected. Conversely, if the significance probability is less than 0.05, H_0 is rejected and H_a is accepted.

Partial Test (t-Test)

The t-test is used to determine whether each independent variable individually has a significant effect on the dependent variable. In this study, the t-test was employed to examine the individual statistical relationships between Professionalism (X1), Commitment (X2), Work Discipline (X3), and Employee Performance (Y). The statistical test is conducted using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are based on the significance value (Sig.). If the significance value is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Conversely, if the significance value is greater than 0.05, H_0 is accepted and H_a is rejected.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) aims to measure the ability of the regression model to explain the variation in the dependent variable (Ghozali, 2020). The coefficient of determination ranges from zero to one. A value of R^2 closer to one indicates that the independent variables provide a greater proportion of the information needed to explain the variation in the dependent variable. Conversely, a value of R^2 closer to zero indicates that the ability of the independent variables to explain the variation in the dependent variable is relatively limited.

3. RESULTS AND DISCUSSION

Validity Test

Operationally, the validity test was conducted by comparing the calculated *r* value with the table *r* value at a 5% significance level with degrees of freedom (df) = $n - 2$, where *n* represents the number of samples. A questionnaire item is declared valid if the calculated *r* value > the table *r* value. Conversely, if the calculated *r* value < the table *r* value, the questionnaire item is declared invalid.

Table 2. Results of the Questionnaire Validity Test.

No.	Pernyataan	R_{hitung}	R_{tabel}	Keterangan
Profesionalisme (X1)				
1	Statement 1	0,874	0.281	Valid
2	Statement 2	0,752	0.281	Valid
3	Statement 3	0,783	0.281	Valid
4	Statement 4	0,789	0.281	Valid
5	Statement 5	0,714	0.281	Valid
Komitmen (X2)				
1	Statement 1	0,820	0.281	Valid
2	Statement 2	0,738	0.281	Valid
3	Statement 3	0,739	0.281	Valid
4	Statement 4	0,748	0.281	Valid
5	Statement 5	0,657	0.281	Valid
Disiplin Kerja (X3)				
1	Statement 1	0,819	0.281	Valid
2	Statement 2	0,790	0.281	Valid
3	Statement 3	0,816	0.281	Valid
4	Statement 4	0,624	0.281	Valid
5	Statement 5	0,659	0.281	Valid

Reliability Test

In this study, the reliability test was conducted using the one-shot method, in which the measurement was performed only once, with the assistance of SPSS software through the Cronbach's Alpha (α) statistical test. A construct or variable is declared reliable if the obtained Cronbach's Alpha value is greater than 0.60

Table 3. Results of the Reliability Test of Research Variables.

Item Pertanyaan	Cronbach'sAlpha	N OfItem	Keterangan
Professionalism (X1)	0,863	5	Reliabel
Commitment (X2)	0,794	5	Reliabel
Work Discipline (X3)	0,798	5	Reliabel
Employee Performance (Y)	0,870	5	Reliabel

Table 4. Reliability Statistics for Professionalism (X1).

Reliability Statistics	
Cronbach's Alpha	N of Items
.863	5

Table 5. Reliability Statistics for Commitment (X2).

Reliability Statistics	
Cronbach's Alpha	N of Items
.794	5

Table 6. Reliability Statistics for Work Discipline (X3).

Reliability Statistics	
Cronbach's Alpha	N of Items
.798	5

Table 7. Reliability Statistics for Employee Performance (Y).

Reliability Statistics	
Cronbach's Alpha	N of Items
.870	5

Based on the results of data processing using SPSS for Windows version 26, the reliability test results showed that the Professionalism variable (X1) had a Cronbach's Alpha value of 0.863 > 0.60, the Commitment variable (X2) had a value of 0.794 > 0.60, the Work Discipline variable (X3) had a value of 0.798 > 0.60, and the Employee Performance variable (Y) had a value of 0.870 > 0.60. Each variable consisted of five questionnaire items administered to the respondents. Therefore, it can be concluded that all statement items for each variable were reliable and demonstrated consistent measurement results over time.

Partial Test (t-Test)

Partial hypothesis testing is intended to determine whether or not each independent variable has a partial effect on the dependent variable. The results of the hypothesis testing are presented as follows:

Table 8. Results of the t-Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.981	2.338		-.420	.677
	Professionalism	.306	.141	.303	2.171	.035
	Commitment	.628	.148	.505	4.255	.000
	Work Discipline	.116	.142	.103	.815	.419
a. Dependent Variable: Employee Performance						

Source: Processed Data (2026).

Based on the *t*-test results presented in the table above, the magnitude of the partial (individual) effect of each independent variable on the dependent variable is described as follows:

Testing the Significance of Professionalism (X1) on Employee Performance (Y)

The calculated *t* value for the professionalism coefficient is 2.171. Meanwhile, the *t* table value can be determined using the *t*-test table at $\alpha = 0.05$. Since a two-tailed hypothesis is used, the significance level is divided by 2, resulting in 0.025. The degrees of freedom for the partial t-test were determined based on the number of valid observations and the number of

predictors included in the regression model. The corresponding critical t-value was then determined using a two-tailed significance level of 0.05. However, based on the stated calculation in the research, the *t* table value used is 1.990. The Professionalism variable has a significance value of 0.035 < 0.05, indicating a statistically significant effect. Furthermore, the calculated *t* value is greater than the *t* table value (2.171 > 1.990). Therefore, H_a is accepted and H_0 is rejected. It can be concluded that professionalism partially has a significant effect on employee performance.

Testing the Significance of Commitment (X2) on Employee Performance (Y)

The calculated *t* value for the commitment coefficient is 4.255. Meanwhile, the *t* table value is 1.990 at a significance level of α = 0.05 using a two-tailed hypothesis. The Commitment variable has a significance value of 0.000 < 0.05, indicating a statistically significant effect. Furthermore, the calculated *t* value is greater than the *t* table value (4.255 > 1.990). Therefore, H_a is accepted and H_0 is rejected. It can be concluded that commitment partially has a significant effect on employee performance.

Testing the Significance of Work Discipline (X3) on Employee Performance (Y)

The calculated *t* value for the work discipline coefficient is 0.815. Meanwhile, the *t* table value is 1.990 at a significance level of α = 0.05 using a two-tailed hypothesis. The Work Discipline variable has a significance value of 0.419 > 0.05, indicating that the effect is not statistically significant. Furthermore, the calculated *t* value is lower than the *t* table value (0.815 < 1.990). Therefore, H_a is rejected and H_0 is accepted. It can be concluded that work discipline partially does not have a significant effect on employee performance.

Simultaneous Test (F-Test)

The F-test is used to evaluate the significance of the simultaneous relationship between the independent variables and the dependent variable. The decision-making criterion is based on a significance level of α = 0.05, with the calculation performed using SPSS.

Table 9. Results of the F-Test.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	291.444	3	97.148	31.058	.000[b]
	Residual	140.760	77	3.128		
	Total	432.204	80			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Commitment, Professionalism

Source: Processed Data (2026).

The analysis of variance (ANOVA) table presents the results of the F-test, which can be used to determine the simultaneous contribution of the independent variables, namely

professionalism, commitment, and work discipline, to the dependent variable, namely employee performance. The calculation resulted in an *F*_{calculated} value of 31.058. At a significance level of 5%, with df1 = 3 and df2 = 77, the *F*_{table} value was 2.72.

Since the *F*_{calculated} value (31.058) > the *F*_{table} value (2.72), it can be concluded that the three independent variables, namely professionalism, commitment, and work discipline, simultaneously have a significant effect on employee performance. Therefore, the regression model obtained is appropriate for predicting employee performance. Thus, H_0 is rejected and H_a is accepted**.**

Results of the Multiple Linear Regression Coefficient

The multiple linear regression model aims to predict the value of the dependent variable based on the known values of the independent variables. The results of the multiple linear regression equation are presented as follows:

Table 10. Results of the Multiple Linear Regression Equation.

Coefficientsa				
Model		**Unstandardized Coefficients**		**Standardized Coefficients**
		B	**Std. Error**	**Beta**
1	(Constant)	-.981	2.338	
	Professionalism	.306	.141	.303
	Commitment	.628	.148	.505
	Work Discipline	.116	.142	.103
a. Dependent Variable: Employee Performance				

Based on the results obtained from the regression coefficients above, the regression equation can be formulated as follows:

$$Y = -0.981 + 0.306X_1 + 0.628X_2 + 0.116X_3$$

Based on the equation, Y represents Employee Performance, X_1 represents Professionalism, X_2 represents Commitment, and X_3 represents Work Discipline. The constant value of −0.981 indicates that when the variables Professionalism, Commitment, and Work Discipline are assumed to have a value of zero, Employee Performance has a value of −0.981. The regression coefficient for Professionalism of 0.306 indicates that every one-unit increase in Professionalism will increase Employee Performance by 0.306 units, assuming that the other variables remain constant. The regression coefficient for Commitment of 0.628 indicates that every one-unit increase in Commitment will increase Employee Performance by 0.628 units, assuming that the other variables remain constant. Meanwhile, the regression coefficient for Work Discipline of 0.116 indicates that every one-unit increase in Work Discipline will increase Employee Performance by 0.116 units, assuming that the other variables remain constant.

Results of the Coefficient of Determination (*Adjusted R^2*)

According to Ghazali (2020:97), the coefficient of determination test is used to determine the extent to which the independent variables can explain the dependent variable. Therefore, the coefficient of determination *(*Adjusted R-Square*)* needs to be examined. The results of the *Adjusted R^2* coefficient of determination test are presented as follows:

Table 11. Results of the Coefficient of Determination (Adjusted R^2).

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.821[a]	.674	.653	1.769

a. Predictors: (Constant), Work Discipline, Commitment, Professionalism

Based on the *Model Summary* results, the R value is 0.821, indicating that the relationship between Professionalism, Commitment, and Work Discipline and Employee Performance is in the very strong category. This indicates that the three independent variables have a strong relationship with the dependent variable, namely Employee Performance.

The R Square (R^2) value of 0.674 indicates that 67.4% of the variation or changes in Employee Performance can be explained jointly by Professionalism, Commitment, and Work Discipline. Meanwhile, the remaining 32.6% is influenced by other factors that are not included in this research model, such as work motivation, leadership, work environment, compensation, organizational culture, and other factors.

Furthermore, the Adjusted R Square value of 0.653 indicates that after being adjusted for the number of independent variables used in the model, the ability of Professionalism, Commitment, and Work Discipline to explain Employee Performance is 65.3%**,** while the remaining 34.7% is explained by other variables outside the research model.

The Std. Error of the Estimate value of 1.769 indicates the level of prediction error in the regression model. The smaller the standard error, the better the ability of the regression model to predict Employee Performance. Thus, the regression model used in this study can be considered reasonably good for explaining the effect of Professionalism, Commitment, and Work Discipline on Employee Performance.

The regression coefficients for Professionalism, Commitment, and Work Discipline were positive. However, only Professionalism and Commitment demonstrated statistically significant partial relationships with Employee Performance, whereas Work Discipline did not show a statistically significant partial relationship (p = 0.419). Among the three variables, Commitment has the most dominant effect on Employee Performance, as indicated by the largest regression coefficient of 0.628 and the largest Standardized Coefficient Beta value of 0.505, compared with Professionalism (Beta = 0.303) and Work Discipline (Beta = 0.103).

Therefore, increasing employee Commitment is the factor that plays the most important role in improving Employee Performance in this study.

The Effect of Professionalism on Employee Performance

The results of the study indicate that there is a positive and partial effect of Professionalism on Employee Performance, as indicated by a significance value of less than 0.05. This finding suggests that an increase in employee Professionalism contributes to an improvement in Employee Performance.

The Effect of Commitment on Employee Performance

The results of the study indicate that there is a positive and partial effect of Commitment on Employee Performance, as indicated by a significance value of less than 0.05. This finding suggests that the higher the level of employee Commitment, the higher the Employee Performance.

The Effect of Work Discipline on Employee Performance

The results of the study indicate that there is no significant partial effect of Work Discipline on Employee Performance, as indicated by a significance value greater than 0.05. This finding indicates that Work Discipline did not demonstrate a statistically significant partial relationship with Employee Performance in the regression model examined (p = 0.419).

4. CONCLUSION

Professionalism has a positive and significant effect on the performance of employees at Sidikalang Regional General Hospital. This is evidenced by the results of the *t*-test, which show a calculated *t* value of 2.171, greater than the *t* table value of 2.014, with a significance level of 0.035 < 0.05. Thus, the higher the level of employee professionalism, the higher the performance produced.

Commitment has a positive and significant effect on the performance of employees at Sidikalang Regional General Hospital. The results of the *t*-test show a calculated *t* value of 4.255, greater than the *t* table value of 2.014, with a significance level of 0.000 < 0.05. Commitment is the most dominant variable affecting employee performance, as indicated by the regression coefficient of 0.628 and a Beta value of 0.505. Work Discipline does not have a significant effect on the performance of employees at Sidikalang Regional General Hospital partially. This is indicated by a calculated *t* value of 0.815, which is lower than the *t* table value of 2.014, with a significance level of 0.419 > 0.05. Although Work Discipline showed a positive regression coefficient, its partial relationship with Employee Performance was not statistically significant (p = 0.419).

Professionalism, Commitment, and Work Discipline simultaneously have a positive and significant effect on the performance of employees at Sidikalang Regional General Hospital. This is evidenced by the results of the *F*-test, which show a calculated *F* value of 31.058, greater than the *F* table value of 2.81, with a significance level of 0.000 < 0.05. The Adjusted R Square value of 0.653 indicates that Professionalism, Commitment, and Work Discipline are able to explain 65.3% of the variation in employee performance, while the remaining 34.7% is influenced by other factors outside the scope of this study, such as work motivation, leadership, work environment, compensation, organizational culture, and other factors.

REFERENCES

Adelia, S. J., Sari, S. Y., & Putri, D. A. (2025). Pengaruh motivasi kerja, disiplin kerja dan komunikasi terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening RSUD Ujung Gading. *Global Leadership Organizational Research in Management, 3*(1). https://doi.org/10.59841/glory.v3i1.2368

Adri, A. (2019). *Pengaruh profesionalisme dan komitmen organisasi terhadap kinerja pegawai pada Kantor Inspektorat Provinsi Sulawesi Selatan*. UIN Alauddin Makassar.

Agustin, W. P. (2020). *Pengaruh keterlibatan karyawan dan disiplin kerja terhadap kinerja pegawai pada Badan Narkotika Nasional Provinsi Sumatera Utara*.

Agustina, D., Arianti, A. F., Damanik, B. E. B., Rambe, I., & Sitorus, R. N. B. (2023). Kriteria personalia terkait keberlangsungan pelayanan puskesmas. *Jurnal Rumpun Ilmu Kesehatan, 3*(2). https://doi.org/10.55606/jrik.v3i2.1910

Agustina, F., Nurkholis, N., & Rusydi, M. (2021). Auditors' professional skepticism and fraud detection. *International Journal of Research in Business and Social Science, 10*(4), 275-287. https://doi.org/10.20525/ijrbs.v10i4.1214

Agustina, N. A., Siska, E., & Indra, N. (2023). Pengaruh kompensasi, disiplin kerja, dan lingkungan kerja terhadap produktivitas kerja karyawan Biro Umum Pengadaan Sekretariat Jenderal Kementerian Pertanian RI. *CiDEA Journal, 2*(1), 92-103. https://doi.org/10.56444/cideajournal.v2i1.790

Amin, M. (2021). Pengaruh profesionalisme, sumber daya manusia dan disiplin kerja terhadap kinerja pegawai Kantor Camat Kairatu Kabupaten Seram Bagian Barat. *Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi, 8*(3). https://doi.org/10.35794/jmbi.v8i3.36755

Andriyani, Y. (2019). Profesionalisme kerja pegawai dalam penyelenggaraan administrasi pelayanan publik di Kecamatan Samarinda Utara Kota Samarinda. *eJournal Administrasi Negara, 4*(1), 2320-2333.

Anggrian, W. M., & Sumarlin, A. W. (2016). Pengaruh komitmen tenaga kerja lepas terhadap motivasi dalam perusahaan keluarga di sektor informal. *Jurnal Manajemen Teknologi, 15*(2), 121-138. https://doi.org/10.12695/jmt.2016.15.2.2

Arsadi. (2017). Hubungan profesionalisme dan kompetensi pegawai dengan prestasi kerja pegawai pada PT Panata Jaya Mandiri, Tangerang.

Asgaruddin, A. (2021). Pengaruh profesionalisme kerja dan budaya kerja terhadap disiplin kerja serta dampaknya terhadap kinerja pegawai (Suatu kajian studi literatur manajemen sumber daya manusia). *Jurnal Ilmu Hukum, Humaniora dan Politik, 1*(4), 433-442. https://doi.org/10.38035/jihhp.v1i4.731

Asih, S. (2022). Pengaruh lingkungan kerja dan semangat kerja terhadap kinerja karyawan pada PT Nusantara Abadi Kreasi. *Jurnal AKMAMI (Akuntansi Manajemen Ekonomi), 3*(1), 132-145. https://doi.org/10.51771/jumper.v1i1.359

Baba, A. (2018). Pengaruh kompetensi, komunikasi dan budaya organisasi terhadap kinerja karyawan PT Semen Bosowa Maros. *EKUITAS (Jurnal Ekonomi dan Keuangan), 18*(4), 524. https://doi.org/10.24034/j25485024.y2014.v18.i4.106

Bayu, & Joko. (2018). *Pengaruh profesionalisme kerja, komunikasi dan loyalitas karyawan terhadap promosi jabatan pada PT Bank Syariah Mandiri Yogyakarta*. Universitas Islam Negeri Sunan Kalijaga.

Effendy, S., & Ritonga, S. (2022). *Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan bagian produksi pengolahan PTPN III Rantauprapat*.

Gunawan, D. (2018). Pengaruh profesionalisme dan organizational citizenship behavior terhadap kepuasan kerja dan kinerja karyawan PT Bintang Timur. *Jurnal Ilmiah Manajemen Bisnis, 16*(1).

Hasibuan, D. K. S., & Siregar, P. A. (2020). Konsep gadai syariah menurut Syafi'i Antonio. *Jurnal Penelitian Medan Agama, 11*(1).

Khair, H., & Rambe, M. F. (2024). Pengaruh pengembangan SDM dan kompetensi terhadap kinerja pegawai yang dimediasi oleh semangat kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen, 7*(1), 1-12.

Kurniawan. (2020). Pengaruh profesionalisme dan iklim kerja terhadap kinerja karyawan pada PT Bank Tabungan Negara Kantor Cabang Malang. *Jurnal Manajemen dan Organisasi, 1*(3), 171-186. https://doi.org/10.47709/jumansi.v1i3.2090

Linda, L. (2021). *Pengaruh kompetensi dan komitmen terhadap kinerja karyawan melalui pengalaman kerja pada Energy Equity Epic (Sengkang) Pty. Ltd.* [Disertasi doktoral, Universitas Hasanuddin].

Mulyasari, A. E., Rismansyah, R., & Usman, B. (2020). Pengaruh kompetensi dan insentif terhadap kinerja karyawan pada PT Hijau Lestari Raya Fibreboard Pematang Palas. *Jurnal Media Wahana Ekonomika, 17*(3), 205-225. https://doi.org/10.31851/jmwe.v17i3.4847

Nofriani, R., & Sumihardi. (2022). Hubungan stres kerja, motivasi kerja dan kompetensi terhadap kinerja perawat di ruang rawat inap RSUD Pasaman Barat. *Jurnal Ekonomi, Bisnis dan Manajemen, 1*(2). https://doi.org/10.58192/ebismen.v1i2.29

Prasetyo, A. (2020). *Pengaruh pelatihan, motivasi dan kompensasi terhadap prestasi kerja pegawai (Studi kasus PT Trikarya Adhi Komunika Cluster 14)* [Disertasi doktoral, Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta].

Pusparani, M. (2021). Faktor yang mempengaruhi kinerja pegawai (Suatu kajian studi literatur manajemen sumber daya manusia). *Jurnal Ilmu Manajemen Terapan, 2*(4), 534-543.

Rosim, R. A., & Ahsani, R. F. (2025). Pengaruh motivasi kerja, beban kerja dan disiplin kerja terhadap kinerja perawat ruang rawat inap di RSUD Kabupaten Karanganyar. *Jurnal Publikasi Ekonomi dan Akuntansi, 3*(1). https://doi.org/10.61132/anggaran.v3i1.1273

Sagala, S. (2021). *Kemampuan profesional guru dan tenaga kependidikan*. Alfabeta.

Sari, S. I., Veri, J., & Charli, C. O. (2025). Pengaruh kepemimpinan dan disiplin kerja terhadap kinerja pegawai melalui kepuasan kerja di RSUD Lubuk Basung. *Jurnal Mutiara Ilmu Akuntansi, 3*(2). https://doi.org/10.55606/jumia.v3i2.3732

Tjahyanti, S., & Chairunnisa, N. (2021). Kompetensi, kepemimpinan, disiplin kerja terhadap kinerja karyawan Human Resources and Facility Management Directorate. *Media Bisnis, 12*(2), 127-132. https://doi.org/10.34208/mb.v12i2.917

Toto, M. I. (2024). Faktor yang mempengaruhi kinerja pegawai (Literature review manajemen sumber daya manusia). Dalam *Prosiding Management Business Innovation Conference (MBIC)* (Vol. 7, No. 1, hlm. 504-518).

Utomo, R. (2020). Analisis pengaruh kompensasi, profesionalisme, dan lingkungan kerja nonfisik terhadap kinerja pegawai. *Jurnal Manajemen dan Kewirausahaan, 10*(8), 21-32.

Vernia, D. M., & Sandiar, L. (2020). Peranan kompetensi kerja terhadap kepuasan kerja dan kinerja. *Jurnal Ilmiah Wahana Pendidikan, 6*(2), 91-99.