

The Effect of Performance Assessment and Work Discipline on the Work Productivity of Inpatient Installation Nurses at Performancelaran Cianjur Hospital

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Abstract

Nurses' work productivity is one of the important indicators in determining the quality of hospital services. Optimal productivity levels will support the effectiveness of health services, increase patient satisfaction, and strengthen organizational performance. However, nurses' work productivity is influenced by various factors, including performance assessment and work discipline. This study aims to analyze the effect of performance assessment and work discipline on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital, both partially and simultaneously.

The research uses a quantitative approach with the explanatory survey method. The research population is all nurses of the Inpatient Installation of Pagelaran Cianjur Hospital which totals 34 people. The sampling technique uses saturated sampling, so that the entire population is used as a research respondent. Data is collected through the deployment of questionnaires that have been tested for validity and reliability. Data analysis was carried out using multiple linear regression analysis with the help of IBM SPSS Statistics which included classical assumption tests, determination coefficients, partial tests (t test), and simultaneous tests (F tests).

The results of the study showed that performance appraisal had an effect on the work productivity of nurses. Work discipline also affects the work productivity of nurses. In addition, simultaneous performance assessment and work discipline have a significant effect on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. These findings show that increasing nurses' work productivity can be achieved through the implementation of an objective, transparent, and employee-development-oriented performance appraisal system, as well as supported by improving work discipline through compliance with regulations, punctuality, and responsibility in carrying out duties.

The results of the research are expected to be considered for the management of Pagelaran Cianjur Hospital in developing human resource management policies that are able to increase the work productivity of nurses and the quality of health services to the community.

INTRODUCTION

Human resources are strategic assets that determine the success of the organization in achieving the goals that have been set. In the health service sector, the quality of human resources is the main factor that affects the quality of services to the community (Husaini & Sutarna, 2021). Hospitals as health service institutions are required to be able to provide professional, effective, efficient, and safety-oriented services for patients. To realize these services, hospitals need health workers who have high competence, good work discipline, and optimal work productivity in order to be able to provide health services continuously. This is in line with Aam Rachmat Mulyana's research which shows that the highest order of managerial competence is in the aspect of Analytical Thinking, while the lowest order is in the aspect of Developing Others (developing others). These

findings indicate that even though analytical thinking skills have been well possessed, organizations still need to improve their ability to develop the potential of human resources so that work performance and productivity can continue to be improved (Mulyana & Abdurahman, 2021).

Nurses are health workers who have the highest intensity of interaction with patients during the health service process. In addition to carrying out nursing actions, nurses are also responsible for observing patients' conditions, providing health education, coordinating with other medical personnel, and ensuring continuity of service for twenty-four hours. Therefore, the work productivity of nurses is one of the important indicators in assessing the success of hospital services. High productivity not only reflects the ability of nurses to complete work effectively and efficiently, but also contributes to improved quality of service, patient satisfaction, and overall organizational performance. On the other hand, low productivity can hinder the service process and reduce the quality of health services received by the community. (Squirt , 2020)

Globally, the health sector still faces various challenges in human resource management. The World Health Organization (WHO) through *World Health Statistics 2025* explained that health service systems in various countries are still faced with increasing health service needs, limited health workers, and high service burdens due to demographic changes and increasing rates of chronic diseases. This condition causes health workers, especially nurses, to face increasingly complex work demands so that human resource management is needed that is able to increase productivity without reducing the quality of health services. Behavioral intention has an important role in showing consumer behavior based on experience to maintain relationships with customers in the long term, (Wibowo et al., 2020).

In Indonesia, the increase in the need for health services also occurs in line with the increase in the population, increasing public awareness of the importance of health, and the development of the National Health Insurance program. This condition encourages hospitals to continue to improve the quality of services through more effective human resource management. One of the aspects that is of concern is the productivity of health workers, because high productivity will support service efficiency, speed up the patient handling process, and increase public satisfaction with hospital services.

Pagelaran Cianjur Hospital is a hospital owned by the Cianjur Regency Government which has an important role in providing health services for the community in the South Cianjur area. As a regional referral hospital, Pagelaran Cianjur Hospital is required to be able to provide optimal services through the effective use of human resources. In its implementation, nurses in inpatient facilities face various job demands, ranging from the increasing number of patients, the work system *Shift*, to the responsibility of maintaining patient safety. This condition makes the work productivity of nurses one of the important aspects that must continue to be improved.

Based on the results of initial observations and interviews with hospitals, it is known that the work productivity of nurses still faces several challenges. Nurses are required to provide services quickly, precisely, and continuously in various conditions, including running *Shift* nights, overtime, and treating patients with different levels of complexity. These demands have the potential to affect the effectiveness of work implementation if they are not supported by a good human resource management system. Results *Pre-survey* It also shows that although most nurses have been able to carry out their duties according to standard operating procedures, there are still some productivity indicators that have received sufficient assessments to show that there are opportunities to increase nurses' work productivity. In the healthcare industry in times of crisis, leadership that is able to provide attention, coaching, and protection to employees is the most effective and most productive form of leadership, (Romi et al., 2022)

Work productivity is a comparison between the work results achieved with the resources used in the work implementation process. Productivity is not only measured by the amount of output produced, but also includes the quality of work results, the effectiveness of time use, the efficiency of resource utilization, and the ability of individuals to complete work according to organizational standards. In the context of health services, nurses' work productivity is one of the

important indicators because it is directly related to the quality of service to patients, Karyawan who have a high Organizational Citizenship Behavior (OCB) will make the organization superior to other organizations in terms of achieving organizational performance, (Romi et al., 2021)

One of the factors that is suspected to affect work productivity is performance appraisal. Performance appraisal is a systematic process carried out by organizations to evaluate employee work achievements based on predetermined indicators (Suriadi et al. 2022). An objective, transparent, and development-oriented performance appraisal system can increase motivation, provide feedback on work results, and encourage employees to continue to improve their competencies. In a hospital environment, good performance appraisal is expected to be able to increase the responsibility, quality of service, and work productivity of nurses. Romi (2024) states that non-technical skills, such as emotional intelligence, are important factors that affect performance

Data on the performance assessment of nurses at Pagelaran Cianjur Hospital in 2025 shows that there are still 36% of nurses in the adequate category, while hospitals are targeting most nurses to be in the good or very good category. This condition shows that the performance of some nurses is still not optimal, which has the potential to affect the level of work productivity in providing services to patients.

In addition to performance appraisals, work discipline is also a factor that affects work productivity. Work discipline reflects employees' compliance with organizational regulations, punctuality, implementation of standard operating procedures, and responsibility for completing work. Employees who have high work discipline tend to be able to complete work consistently, minimize errors, and maintain service quality. On the other hand, low work discipline can cause disruption in the service process, increase the workload of other employees, and decrease the overall productivity of the organization.

The phenomenon of work discipline at Pagelaran Cianjur Hospital still shows that there are problems that need attention. Staffing data shows that during 2025 there will be 331 delays in inpatient facility nurses, with the highest number of delays occurring in October and November. This condition shows that compliance with working hours still needs to be improved because delays can affect the smooth running of health services, the distribution of work between nurses, and the effectiveness of the implementation of tasks in inpatient facilities.

Theoretically, performance appraisal and work discipline are two important aspects of human resource management that complement each other. Performance appraisal provides an overview of employee work achievements as well as the basis for competency development, while work discipline ensures that all organizational activities run in accordance with the rules that have been set. The combination of these two aspects is expected to be able to increase work productivity through increased motivation, compliance with procedures, and the effectiveness of work implementation.

Various previous studies have shown that performance appraisal and work discipline have a relationship with employee work productivity. A number of studies have found that an objective performance appraisal system is able to increase motivation and work productivity, while other studies show that work discipline affects the effectiveness of task implementation and increases employee work outcomes. However, the results of previous research still show variations, both in terms of the object of research and the characteristics of the organization being studied. Most of the research was conducted on manufacturing companies, the service sector, and government agencies, while research that specifically examined the relationship between performance assessment, work discipline, and work productivity in nursing personnel in regional hospitals was still relatively limited. (Azzahra et al., n.d., 2022; Stuttgart, 2022; Yunitasari et al., 2021)

The research gap of this research lies in the research object and the approach used. Previous research generally only assessed the relationship between variables based on respondents' perceptions, while this study combined perception data with empirical hospital data, such as

performance assessment results and nurse delay data, so as to provide a more comprehensive picture of the work productivity conditions of nurses at Pagelaran Cianjur Hospital. In addition, this research was conducted on regional hospitals that have different service characteristics from other sector organizations.

The novelty of this research lies in the combination of performance assessment variables and work discipline in explaining the work productivity of nurses by utilizing objective organizational data and respondent perceptions simultaneously. This approach is expected to be able to make a stronger empirical contribution to the development of human resource management studies in the health service sector, as well as become a basis for hospitals in formulating policies to increase the productivity of nursing personnel.

This study aims to analyze the effect of performance assessment on nurse work productivity, the effect of work discipline on nurse work productivity, and the effect of simultaneous performance assessment and work discipline on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. The results of the research are expected to contribute to the development of Human Resource Management science, especially in the field of hospital management, as well as be considered for the management of Pagelaran Cianjur Hospital in increasing the work productivity of nurses and the quality of health services to the community.

Research Hypothesis

Based on the above description, the hypothesis in this study is:

- H1: Performance Assessment has a positive effect on the Work Productivity of Inpatient Installation Nurses at Pagelaran Cianjur Hospital.
- H2: Work Discipline has a positive effect on the Work Productivity of Inpatient Installation Nurses at Pagelaran Cianjur Hospital.
- H3: Performance Assessment and Work Discipline have a simultaneous effect on the Work Productivity of Inpatient Installation Nurses at Pagelaran Cianjur Hospital.

RESEARCH METHODS

This study uses a quantitative approach with an *explanatory survey method*. The quantitative approach was chosen because the study aims to test the influence of performance assessment and work discipline on nurses' work productivity through hypothesis testing based on numerical data. The survey method was used to obtain information directly from respondents regarding the perception of the research variables through the distribution of questionnaires.

The research was carried out at the Regional General Hospital (RSUD) Pagelaran Cianjur, Cianjur Regency, West Java Province. The selection of the research location was based on the discovery of phenomena regarding the work productivity of nurses that still need to be improved, the variation in the results of performance assessments, and the level of discipline that still shows late attendance in some nurses. This condition makes Pagelaran Cianjur Hospital a relevant location to examine the relationship between performance assessment, work discipline, and nurse work productivity.

The population in this study is all nurses of the Inpatient Installation of Pagelaran Cianjur Hospital which totals 34 people. Given the relatively small population, the study used a saturated sampling technique (census), where all members of the population were used as research respondents. Thus, the number of samples used was 34 respondents.

This study consists of two independent variables, namely performance assessment (X_1) and work discipline (X_2), and one dependent variable, namely work productivity (Y). Performance assessment variables are measured based on indicators of work quality, work

quantity, punctuality, effectiveness, and responsibility according to the research instrument. Work discipline variables were measured through indicators of compliance with regulations, punctuality, compliance with work standards, level of vigilance, and work ethics. The variables of work productivity are measured based on indicators of ability, improvement in work results, work morale, self-development, work quality, and work efficiency as stated in the operationalization of the research variables.

The research data consists of primary data and secondary data. Primary data was obtained through the distribution of questionnaires to all respondents, direct observation of nurses' work activities, and interviews with hospitals. Meanwhile, secondary data was obtained from internal hospital documents, performance appraisal data, attendance data, staffing reports, and various scientific references relevant to the research.

The research instrument used a five-level Likert scale, with alternative answers ranging from strongly disagree to strongly agree. Before being used as a data collection tool, all statement items are tested through validity tests and reliability tests to ensure that the research instrument is able to measure variables accurately and consistently.

Data analysis was carried out using the help of IBM SPSS Statistics. The analysis stage begins with a descriptive analysis to describe the characteristics of respondents and perceptions of each research variable. Furthermore, validity tests, reliability tests, and classical assumptions tests were carried out which included normality tests, multicollinearity tests, and heteroscedasticity tests. Hypothesis testing was carried out using multiple linear regression analysis, determination coefficient (R^2), partial test (t-test), and simultaneous test (F test) with a significance level of 5% ($\alpha = 0.05$).

The decision-making criteria in this study are as follows: in the validity test, the instrument is declared valid if the calculated r value is greater than the r table. In the reliability test, the instrument is declared reliable if Cronbach's Alpha value is greater than 0.70. In the normality test, the data is declared to be normally distributed if the significance value is greater than 0.05. The multicollinearity test is stated to meet the assumption if the tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10. The heteroscedasticity test is stated to meet the assumption if the significance value is greater than 0.05. In the partial test (t-test), the hypothesis is accepted if the significance value is less than 0.05 or the calculated t-value is greater than the t table. Meanwhile, in the simultaneous test (F test), the hypothesis is accepted if the significance value is less than 0.05 or the calculated F value is greater than the F table.

RESULTS AND DISCUSSION

RESULTS

A. Validity Test

Table 1 Results of the Validity Test of Variables for Performance Assessment, Work Discipline, and Work Productivity

Statement	R count	Performance Appraisal	
		R Table	Remarks
PK1	0,597	0,338	Valid
PK2	0,635		
PK3	0,660		
PK4	0,788		
PK5	0,784		
PK6	0,669		VALID
PK7	0,726		
PK8	0,709		

PK9	0,618		
PK10	0,649		
PK11	0,777		
PK12	0,722		
Work Discipline			
Statement	R count	R Table	Remarks
DK1	0,558		
DK2	0,448		
DK3	0,723		
DK4	0,796		
DK5	0,717		
DK6	0.806	0,338	VALID
DK7	0,826		
DK8	0,621		
DK9	0,720		
DK10	0,808		
DK11	0,606		
DK12	0,831		
Work Productivity			
Statement	R count	R Table	Remarks
PK1	0,633		
PK2	0,458		
PK3	0,697		
PK4	0,811		
PK5	0,429		
PK6	0,801		
PK7	0,775	0,338	VALID
PK8	0,780		
PK9	0,694		
PK10	0,550		
PK11	0,756		
PK12	0,697		
PK13	0,697		
PK14	0,789		

Based on Table 1, the validity test results show that all statements in the questionnaire are valid because each calculated table r is greater than the r-table (0.338). This means that the measurement instrument used to collect data in this study is able to measure the variables that should be measured.

B. Reliability Test

Table 2 Results of the Feasibility Test of Variables for Assessment of Performance, Work Discipline, and Work Productivity

Variable	Cronbach Alpha	Conditions	Remarks
X1 Performance Assessment	0,902		
X2 Work Discipline	0,905	0,70	RELIABLE
Y Work Productivity	0,911		

Source: SPSS Output Version 26.

The results of the reliability test showed that all variables were declared reliable, reaching an Alpha Cronbach value of > 0.70 . This means that the measurement instruments used to collect data in this study are consistent and reliable.

C. Classical Assumption Test

a. Normality Test

The results of the Kolmogorov-Smirnov One-Sample test showed the value of Asymp. Sig. (2-tailed) is 0.200 (>0.05). Thus the residual is normally distributed so that the assumption of normality has been met.

b. Multicollinearity Test

The Tolerance value of each variable is 0.220 (>0.10), while the VIF value is 4.538 (<10). These results show that there is no multicollinearity so that performance assessment variables and work discipline can be used together in the regression model.

c. Heteroscedasticity Test

The significance value of the performance appraisal variable was 0.177 and work discipline was 0.186, both of which were greater than 0.05. This shows that the regression model is free of the symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Table 1 Multiple Linear Regression Analysis Results

Variable	Coefficient (β)
Constant	0,835
Performance Appraisal (X_1)	0,638
Work Discipline (X_2)	0,475

Regression equations:

$$Y = 0.835 + 0.638X_1 + 0.475X_2$$

Interpretation of regression equations:

- The constant value of 0.835 indicates that if the assessment of performance and work discipline is considered constant, then work productivity is estimated at 0.835.
- The performance appraisal coefficient of 0.638 indicates that every one unit increase in performance appraisal will increase work productivity by 0.638 units.
- The work discipline coefficient of 0.475 shows that every increase in one unit of work discipline will increase work productivity by 0.475 units.

Coefficient of Determination

Table 2 Coefficient of Determination

Models	R	R Square	Adjusted R Square
1	0,884	0,781	0,767

The results of the analysis showed an **R Square value of 0.781 (78.1%)**. This means that nurses' work productivity can be explained by performance assessment variables and work discipline of **78.1%**, while the **remaining 21.9%** is influenced by other factors outside the research model. These values show that both independent variables have a **strong** influence on work productivity.

Partial Test (t-test)

Table 3 Partial Test Results

Variable	t count	t table	Sig.	Remarks
Performance Appraisal	2,803	1,695	0,009	Influential
Work Discipline	2,280	1,695	0,030	Influential

The Effect of Performance Appraisal on Work Productivity

The calculated t value of 2.803 is greater than the table t of 1.695, with a significance

value of $0.009 < 0.05$. Thus, H_0 is rejected and H_1 is accepted. These results show that performance appraisal has a positive and significant effect on nurses' work productivity. The better the performance appraisal system implemented, the higher the work productivity will be produced.

The Effect of Work Discipline on Work Productivity

The calculated t-value of 2.280 is greater than the t-table of 1.695, with a significance value of $0.030 < 0.05$. These results show that work discipline also has a positive and significant effect on the work productivity of nurses. Improving work discipline through adherence to rules, punctuality, and work responsibility will increase nurses' work productivity.

Simultaneous Test (F Test)

Table 4 Simultaneous Test Results

Variable	F count	F Table	Sig.	Remarks
Performance Assessment and Work Discipline on Work Productivity	55,225	3,28	0,000	Significant

The results of the simultaneous test showed that the F count of 55.225 was greater than the F of the table of 3.28, with a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted. This proves that performance assessment and work discipline together have a positive and significant effect on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital.

This study shows that the regression model has fulfilled all classical assumptions so that it is worth using. The regression equation shows that performance assessment and work discipline have a positive influence on work productivity. The determination coefficient value of 78.1% indicates that both variables are able to explain most of the variation in nurses' work productivity. In addition, the results of the partial test prove that both performance assessment and work discipline each have a significant effect on work productivity. The results of the simultaneous test also showed that the two variables together had a positive and significant influence on the work productivity of nurses. Thus, increasing nurses' work productivity can be achieved through the implementation of an objective performance appraisal system and continuous improvement of work discipline.

DISCUSSION

The Effect of Performance Appraisal on Nurses' Work Productivity

The results of the study showed that performance assessment had a positive and significant effect on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. The results were proven through a partial test which showed that the calculated t value of 2.803 was greater than the table t of 1.695 with a significance level of $0.009 < 0.05$. These findings show that the better the performance appraisal system implemented by hospitals, the higher the work productivity of nurses.

Performance appraisal is a systematic process carried out by organizations to evaluate employee work achievements based on predetermined indicators. Objective, fair, and transparent performance assessments provide feedback to employees on the quality of the work that has been carried out so that it can increase motivation to work better. In addition to being an evaluation tool, performance assessment is also the basis for competency development, awarding,

promotion, and the preparation of training programs that suit the needs of employees.

At Pagelaran Cianjur Hospital, performance assessment is carried out through several aspects, including responsibility for work, timeliness in completing tasks, quality of work results, quantity of work completed, and attendance rate. The results of the descriptive analysis showed that most of the respondents gave a good assessment of the implementation of the performance appraisal system in hospitals. This condition shows that the assessment mechanism implemented has been able to provide an overview of the work achievements of nurses so as to encourage them to maintain and even improve the quality of service to patients.

The findings of this study are in line with the theory of human resource management which states that performance appraisal is one of the important functions in human resource management because it can increase employee motivation, responsibility, and productivity. Employees who know that their work results are assessed objectively will be encouraged to work more disciplined, improve service quality, and achieve the targets set by the organization.

The results of this study are also consistent with previous studies that concluded that performance appraisal has a positive effect on employee work productivity. An objective appraisal system provides clear direction regarding work standards that must be achieved so that employees have the motivation to improve their performance. In the health service sector, a good performance appraisal system not only has an impact on increasing the productivity of health workers, but also contributes to improving the overall quality of hospital services.

The implications of the results of this study show that the management of Pagelaran Cianjur Hospital needs to continue to maintain and even improve the performance appraisal system that has been implemented. The assessment should be carried out objectively, transparently, and continuously, accompanied by providing feedback to each nurse regarding the results of the evaluation obtained. In addition, the results of performance appraisals should be used as a basis for the preparation of competency development programs, awards, and job promotions so as to be able to increase the motivation and productivity of nurses' work.

The Effect of Work Discipline on Nurses' Work Productivity

The results of the study showed that work discipline had a positive and significant effect on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. The results of the partial test showed that the calculated t value of 2.280 was greater than the table t of 1.695 with a significance level of $0.030 < 0.05$. These findings suggest that an increase in work discipline will be followed by an increase in nurses' work productivity.

The findings of this study are also supported by research (Faturrohman and Abdurahman, 2025) which proves through the t-test that the independent variables studied have a positive and significant effect on the dependent variables. These results show that the increase in human resource factors will have an impact on increasing employee work output. Although the object and variables of the study are different, both studies show a significant influence of independent variables on dependent variables.

Work discipline is the attitude and behavior of employees in obeying all organizational regulations, carrying out work according to standard operating procedures, utilizing working time effectively, and carrying out duties with full responsibility. In the hospital environment, work discipline has a very important role because health services require punctuality, good coordination between professions, and compliance with service procedures to maintain patient safety.

The results of the descriptive analysis showed that nurses' work discipline was in a good category. Most respondents showed a high level of compliance with working hours,

organizational regulations, and applicable service procedures. However, hospital data still shows that there is a delay in attendance in certain periods so that the aspect of punctuality still requires attention from the management so that work productivity can continue to be improved.

Theoretically, work discipline is one of the factors that affect employee productivity. Employees who have high discipline tend to be more responsible in carrying out their duties, able to use their working time effectively, and produce better quality work. On the other hand, low work discipline has the potential to hinder the implementation of work, increase work errors, and reduce the effectiveness of organizational services.

The results of this study support various previous studies that stated that work discipline has a positive effect on work productivity. The higher the level of employee discipline, the higher the productivity that can be achieved. In health service organizations, work discipline is one of the factors that determine the success of services because any delay or violation of procedures can have a direct impact on the quality of service to patients.

The implications of this study show that Pagelaran Cianjur Hospital needs to continue to strengthen the culture of discipline through increased supervision, periodic attendance evaluations, awarding rewards to disciplined employees, and consistently applying sanctions to violations that occur. This step is expected to increase work productivity while maintaining the quality of health services.

The Effect of Performance Appraisal and Work Discipline on Nurses' Work Productivity

The results of the simultaneous test showed that performance assessment and work discipline together had a positive and significant effect on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. The result was evidenced by the calculated F value of 55.225 which was greater than the F of the table of 3.28, and the significance level of $0.000 < 0.05$. In addition, a determination coefficient value (R^2) of 0.781 showed that 78.1% of the variation in nurse work productivity could be explained by these two variables, while the remaining 21.9% was influenced by other factors not studied in this study.

These findings show that nurses' work productivity is not only influenced by one factor, but is the result of a combination of an effective performance appraisal system and a high level of work discipline. Performance appraisal provides direction and standards that must be achieved by nurses, while work discipline ensures that all service activities are carried out in accordance with applicable rules and procedures. The synergy of these two factors contributes to increasing work productivity and the quality of health services.

From the perspective of human resource management, work productivity is influenced by various interrelated factors, both organizational factors and individual factors. Performance appraisals serve as a mechanism for employee evaluation and development, while work discipline reflects an individual's compliance with organizational policies. If these two aspects are managed optimally, the organization will obtain human resources who are productive, professional, and able to provide quality services.

The results of this study are in line with various previous studies that stated that performance assessment and work discipline simultaneously affect employee work productivity. The studies explain that organizations that implement an objective performance evaluation system and build a strong discipline culture tend to have higher productivity levels than organizations that have not implemented both aspects optimally.

The management of Pagelaran Cianjur Hospital needs to implement an integrated human resource management strategy by integrating a performance appraisal system and improving work

discipline. Periodic performance evaluations, providing feedback to nurses, fostering discipline, and developing competencies are expected to be able to increase the work productivity of nurses in a sustainable manner and ultimately support the improvement of the quality of health services to the community.

CONCLUSION

This study aims to analyze the effect of performance assessment and work discipline on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. Based on the results of data analysis and hypothesis testing, it can be concluded that performance assessment has a positive and significant effect on nurses' work productivity. These results show that the implementation of an objective, measurable, and performance-oriented performance evaluation system is able to encourage an increase in the work productivity of nurses in carrying out health service tasks.

Furthermore, work discipline also has a positive and significant effect on the work productivity of nurses. A high level of discipline, which is reflected in compliance with regulations, punctuality, implementation of standard operating procedures, and responsibility at work, contributes to increasing the work productivity of nurses. This shows that work discipline is one of the important factors in supporting the effectiveness of service implementation in hospitals.

The results of the study also showed that simultaneous performance assessment and work discipline had a positive and significant effect on the work productivity of nurses in the Inpatient Installation of Pagelaran Cianjur Hospital. Both variables were able to explain most of the variation in nurses' work productivity, so it can be concluded that the increase in work productivity is not only influenced by a good performance appraisal system, but also by a high level of work discipline. Therefore, the integrated management of these two aspects is an important strategy in increasing the work productivity of nurses while supporting the improvement of the quality of health services at Pagelaran Cianjur Hospital.

Overall, this study provides empirical evidence that human resource management through an effective performance appraisal system and consistent application of work discipline are factors that play an important role in increasing nurses' work productivity. The findings of this research are expected to be a reference for the development of Human Resource Management science, especially in the health service sector, as well as a consideration for hospital management in formulating policies that support the improvement of productivity and service quality in a sustainable manner.

RESEARCH IMPLICATIONS

The results of this study provide practical implications for the management of Pagelaran Cianjur Hospital to continue to improve the performance assessment system through the application of objective, transparent, and measurable indicators, as well as providing periodic feedback to nurses as a basis for competency development. In addition, hospitals need to strengthen a culture of discipline through supervision of compliance with working hours, consistent application of standard operating procedures, and rewarding employees who demonstrate a high level of discipline and productivity. These efforts are expected to be able to increase the work productivity of nurses while improving the quality of service to patients.

From the academic side, this research enriches the study of Human Resource Management, especially regarding the relationship between performance assessment, work discipline, and work

productivity in the health service sector. The results of the study also show that both variables have a large contribution to work productivity, so it can be the basis for future research to develop a more comprehensive model by adding other relevant variables.

LIMITATIONS OF THE RESEARCH

This research has several limitations. First, the study was only conducted on nurses at the Inpatient Installation of Pagelaran Cianjur Hospital with a limited number of respondents, so the results of the study could not be generalized to all hospitals or other health service institutions. Second, the study only used two independent variables, namely performance assessment and work discipline, while work productivity can also be influenced by other factors such as work motivation, leadership, work environment, compensation, job satisfaction, organizational culture, and employee competence. Third, the study uses a quantitative approach with questionnaire instruments so that the results of the study depend on the perception of the respondents at the time of filling out the questionnaire.

ADVICE

Based on the results of the research, the management of Pagelaran Cianjur Hospital is advised to continue to improve the effectiveness of the performance assessment system by conducting periodic evaluations, compiling more measurable assessment indicators, and utilizing assessment results as a basis for competency development, promotion, and awarding to nurses. In addition, hospitals need to strengthen the application of work discipline through increasing supervision of compliance with working hours, implementation of standard operating procedures, and continuous coaching so that nurses' work productivity can continue to increase.

For the next researcher, it is recommended to expand the research object to hospitals or other health care facilities with a larger number of respondents and add other variables that have the potential to affect work productivity, such as work motivation, job satisfaction, leadership, work environment, organizational culture, or compensation. Further research can also use a mixed methods approach to obtain a more comprehensive understanding of the factors that affect the work productivity of health workers.

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