

The Influence of Disciplinary Development and Work Motivation on the Performance of Village Midwives at Cireunghas Community Health

Raika Koswara^{1*}, Dian Lestari²

Master of Economic and Business, Jenderal Achmad Yani University

Corresponding Author: Raika Koswara

raikakoswara_22p180@mn.unjani.ac.id

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ABSTRACT

This study aims to analyze the influence of discipline and work motivation training on the performance of village midwives at the Cireunghas Community Health Center. The uniqueness of this study lies in the measurement of discipline training, which is tailored to the characteristics of village midwives' duties through the enforcement of regulations, the imposition of sanctions, and ongoing discipline training. The method used in this study was quantitative, employing descriptive and associative approaches. Data were collected via a questionnaire distributed to 33 village midwives and analyzed using multiple linear regression. The results indicate that discipline training, work motivation, and the performance of village midwives fall into the "good" category. This study concludes that consistent improvement in discipline training and strengthening of work motivation can enhance the performance of village midwives. These findings serve as a foundation for Community Health Centers (Puskesmas) in their efforts to improve the quality of health services.

INTRODUCTION

Improving the quality of health care is one of the priorities in health development in Indonesia. Community health centers (Puskesmas), as primary-level health care facilities, play a strategic role in providing high-quality, equitable, and sustainable services to the community. The success of these services is heavily influenced by the quality of human resources, particularly health workers who interact directly with the community. One such health worker who plays a crucial role is the village midwife, who is responsible for maternal and child health services, reproductive health, and promotive and preventive programs within her service area. Therefore, the performance of village midwives is a determining factor in achieving health service objectives. Robbins & Judge (2019) state that the success of an organization is greatly influenced by the ability of its human resources to carry out their duties and responsibilities, while Siagian (2018) explains that performance is the work output achieved by an individual in accordance with the responsibilities assigned to them. Despite their strategic role, preliminary observations at the Cireunghas Community Health Center revealed several issues related to the performance of village midwives. Some midwives still arrive late, fail to complete administrative tasks on time, do not consistently adhere to work regulations, and lack the initiative to complete tasks without supervision. These conditions indicate that performance is influenced not only by technical skills but also by how the organization fosters discipline and builds work motivation. It is important to examine these issues, as they can affect the quality of health services provided to the community as well as the organization's ability to meet its targets.

Theoretically, fostering discipline is one of the functions of human resource management aimed at shaping employee behavior to comply with the organization's rules and work standards. Saydam (2019) explains that fostering discipline is achieved through enforcing regulations, imposing fair sanctions, and instilling disciplined work behavior. Furthermore, Hasibuan (2019) states that work motivation is the driving force that encourages an individual to work optimally toward achieving organizational goals. In line with Herzberg's Two-Factor Theory, both intrinsic and extrinsic motivation play a role in enhancing employee morale and performance. From this perspective, fostering discipline and work motivation are expected to be important factors in improving the performance of village midwives. There have been numerous studies on the influence of fostering discipline and work motivation on performance. Abid & Savikri (2025), Dwiansyah et al. (2025), and Nuryuliadin et al. (2024) indicate that both have a positive effect on performance. However, most of these studies were conducted in government agencies or the non-health sector and primarily measured discipline as individual behavior. Research examining discipline fostering as an organizational managerial process and linking it to work motivation among village midwives in primary health care facilities remains relatively limited. The distinct job characteristics of village midwives, who are directly involved in community health services, also highlight the need for more specific empirical evidence. Thus, this study not only tests the relationships

among variables but also expands the application of the concept of discipline fostering within the context of primary health care.

Thus, this study not only examines the relationships among variables but also expands the application of the concept of discipline-building in the context of primary health care. Based on the observed phenomena, theoretical reviews, and existing research gaps, this study aims to answer the research question: Do discipline-building and work motivation influence the performance of village midwives at the Cireunghas Community Health Center, both partially and simultaneously? To answer this question, this study employs a quantitative approach using a survey method involving 33 village midwives at the Cireunghas Community Health Center. The data collected were analyzed using multiple linear regression to test the relationships among the variables. It is hoped that this study will provide an empirical contribution to the development of human resource management literature in the health care sector, particularly regarding the influence of discipline and work motivation on the performance of village midwives. Furthermore, the study's findings are expected to serve as a basis for the Community Health Center in formulating policies regarding discipline and strategies to enhance work motivation, thereby improving the quality of health care services provided to the community.

THEORETICAL REVIEW

Disciplinary Development

Disciplinary Development is one of the functions of human resource management that aims to shape employees' work behavior so that they comply with the organization's rules, procedures, and work standards. According to Saydam (2019), discipline training is carried out by instilling disciplined behavior, enforcing rules, and consistently applying corrective actions, so that employees are aware of the need to comply with organizational regulations. In line with this, Hasibuan (2019) explains that discipline is a person's willingness and ability to obey all applicable organizational rules and norms. In this study, discipline promotion is defined as efforts undertaken by community health centers to improve the compliance and accountability of village midwives in performing their duties in accordance with service standards.

Work Motivation

Work motivation is a drive that originates from within an individual or from the external environment and influences a person to work optimally toward achieving organizational goals. According to Hasibuan (2019), work motivation is a force that can spur an individual's work ethic, making them willing to work effectively and efficiently. On the other hand, Sutrisno (2021) argues that work motivation is a factor that drives individuals to perform their jobs with high enthusiasm, responsibility, and commitment. In the context of this study, work motivation is considered a key factor driving village midwives to provide optimal health services in order to improve their performance.

Performance

Performance refers to the level of work outcomes achieved by an individual in carrying out the duties and responsibilities assigned by an organization. According to Mangkunegara (2021), performance is the work output of employees, evaluated based on quality and quantity in accordance with the responsibilities they hold. In line with this, Kasmir (2019) explains that performance is the work output achieved by an individual over a specific period based on standards or targets set by the organization. In this study, performance is defined as the degree to which village midwives successfully carry out their duties and provide health services in accordance with the operational standards and targets set by the Community Health Center (Puskesmas).

The Impact of Discipline Training on Performance

Disciplinary Development is a form of human resource management aimed at fostering employees' attitudes, behaviors, and compliance with various organizational regulations so that work can be carried out effectively and efficiently. Handoko (2017) explains that discipline training is the process of shaping employees' attitudes and behaviors to align with the regulations in force within the organization. In line with this, Hasibuan (2020) states that discipline training aims to foster employees' awareness to comply with all organizational regulations so that established goals can be achieved. In the community health center (Puskesmas) setting, discipline training is implemented through the enforcement of work rules, supervision, the consistent imposition of sanctions, and ongoing guidance to enhance the accountability and quality of service provided by village midwives. A number of previous studies have shown that disciplinary training has a positive effect on employee performance. Research by Setianto & Firdaus (2024) found that work discipline has a positive effect on performance because it increases compliance, effectiveness, and accountability in carrying out work. Based on this theoretical framework and the results of previous studies, the following hypothesis is proposed:

H1: Disciplinary Development has a positive effect on the performance of village midwives at the Cireunghas Community Health Center.

The Effect of Work Motivation on Performance

Work motivation is a factor that drives individuals to work to their full potential in achieving organizational goals. According to Hasibuan (2019), work motivation is a driving force capable of fostering a person's work ethic, while Sutrisno (2021) explains that motivation is the impetus that makes individuals willing to apply their abilities, skills, and sense of responsibility to achieve optimal work outcomes. In the context of health care, high work motivation will encourage village midwives to provide better services, thereby improving their performance. Previous research findings indicate that work motivation has a positive effect on employee performance. Patmarina & Anggraeni (2026) study demonstrated that work motivation can improve employee performance by increasing work enthusiasm, commitment, and productivity in completing tasks. Based on this theoretical framework and the findings of previous research, the proposed hypothesis is:

H2: Work motivation has a positive effect on the performance of village midwives at the Cireunghas Community Health Center.

The Impact of Disciplinary and Work Motivation on Performance

Employee performance is influenced by various factors, including discipline training and work motivation. Discipline training plays a role in fostering compliance with regulations and a sense of responsibility in performing work duties, while work motivation serves as a driving force for employees to give their best in achieving organizational goals. The combination of effective discipline training and high work motivation is expected to foster more effective work behavior, thereby improving the performance of village midwives. Previous research findings indicate that discipline and work motivation simultaneously have a positive effect on employee performance. A study by Tampubolon, and Siagian (2026) demonstrated that discipline and work motivation, when combined, can improve employee performance. Based on this theoretical framework and the results of previous research, the proposed hypothesis is:

H3: Disciplinary development work motivation have a effect on the performance of village midwives at the Cireunghas Community Health Center.

Based on the previous explanation, the relationship between the variables in this study can be 204 explained through a conceptual model as shown below:

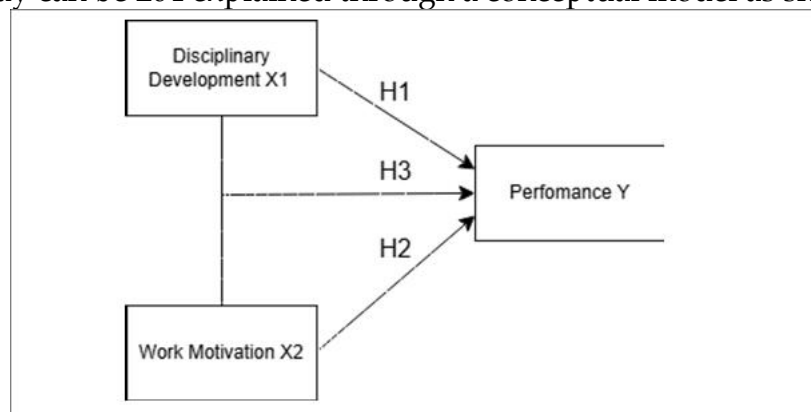


Figure. 1 Conceptual Model

METHODOLOGY

This study employed a quantitative approach using descriptive and associative methods to analyze the effects of discipline training and work motivation on the performance of village midwives at the Cireunghas Community Health Center. The study population comprised all 33 village midwives, and a saturation sampling technique was used, meaning the entire population served as the respondents. Data collection was conducted through the distribution of questionnaires, supplemented by interviews and documentation. Subsequently, the data were analyzed using SPSS software through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2) to test

the effects of discipline training and work motivation on the performance of village midwives, both partially and simultaneously.

RESULTS AND DISCUSSION

In this study, questionnaires were distributed to 33 village midwives at the Cireunghas Community Health Center to collect data on Disciplinary Development, work motivation, and performance. Subsequently, the quality of the research instruments was assessed using SPSS through validity and reliability tests.

Table 1. Validity Test

STATEMENT	R _{Count}	R _{Table}	REMARKS
Disciplinary Development			
X1.1	0.638	0,2913	Valid
X1.2	0.787		Valid
X1.3	0.796		Valid
X1.4	0.813		Valid
X1.5	0.654		Valid
X1.6	0.741		Valid
X1.7	0.658		Valid
X1.8	0.651		Valid
X1.9	0.587		Valid
Work Motipation			
X2.1	0.838	0,2913	Valid
X2.2	0.817		Valid
X2.3	0.772		Valid
X2.4	0.754		Valid
Performance			
Y1	0.840	0,2913	Valid
Y2	0.902		Valid
Y3	0.709		Valid
Y4	0.734		Valid
Y5	0.818		Valid
Y6	0.602		Valid

Based on Table 1, the validity test results show that all items in the questionnaire were deemed valid because their calculated r values were greater than the table r value 0,2913. These results indicate that the research instrument is suitable for measuring the variables under study.

Table 2 Reability Test

Variable	Cronbach's Alpha	N of Items	Description
Disciplinary Development (X1)	0.869	9	Reliable
Work Motivation (X2)	0.806	4	Reliable
Performance (Y)	0.863	6	Reliable

Furthermore, the reliability test results in Table 2 show that all variables have Cronbach's Alpha values greater than 0.70. These results indicate that the research instrument has a good level of reliability and is therefore suitable for use as a data collection tool.

Classical assumption test

The results of the classical assumption tests show that the regression model meets all the requirements for analysis. The normality test yielded a significance value $0,822 > 0,05$, indicating that the data are normally distributed. The multicollinearity test showed a tolerance value $0,357 > 0.10$ and a Variance Inflation Factor $2,798 < 10$, indicating the absence of multicollinearity among the independent variables. Furthermore, the heteroscedasticity test showed that all variables had significance values above 0.05, indicating no evidence of heteroscedasticity. Thus, the regression model is deemed to satisfy the classical assumptions and is suitable for hypothesis testing.

Table 3 Multiple Linear Regression Test

Variable	Unstandardized Coefficients
Constant	1.230
Disciplinary Development	0.367
Work Motivation	0.661

Based on the results of the multiple regression analysis in Table 3, the multiple regression equation is as follows:

$$Y = 1,230 + 0,367 X_1 + 0,661 X_2$$

It can be concluded that:

The regression coefficient of the discipline coaching variable is positive at 0.0367, which indicates that discipline coaching has a direct influence on performance, meaning that the higher the discipline coaching, the higher the performance. The regression coefficient of the work motivation variable is positive at 0.661, which indicates that work motivation has a direct influence on performance, meaning that the higher the work motivation, the higher the performance.

Table 4 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	0.980	0.960	0.957	0.834

Based on Table 4, an R^2 value of 0.960, or 96%, indicates that discipline and work motivation simultaneously influence employee performance with a very high or extremely strong level of influence. The remaining 4% is influenced by other factors not examined in this study.

Table 5 Partial Test Results

Variable	t _{count}	t _{table}	Sig.	Prob.	Description
Disciplinary Development	9.190	1.695	0.000	0.05	Significant
Work Motivation	8.256	1.695	0.000	0.05	Significant

Partial hypothesis testing was conducted using the t-test with the aid of SPSS. The critical t-value of 1.695 was obtained based on the degrees of freedom ($df = n - k = 33 - 2 = 31$).

The test results show that discipline training has a calculated t-value of $9.190 > 1.695$ with a significance level of $0.000 < 0.05$, so H_1 is accepted. These results indicate that discipline training has a positive and significant effect on the performance of village midwives. This finding aligns with Hasibuan's (2020) assertion that disciplinary training can enhance employee compliance and accountability, thereby leading to improved performance. These research findings are also supported by Lesmana and Abdurahman (2018), who found that disciplinary training has a positive effect on employee performance.

Furthermore, work motivation yielded a calculated t-value of $8.256 > 1.695$ with a significance level of $0.000 < 0.05$, so H_2 is accepted. These results indicate that work motivation has a positive and significant effect on the performance of village midwives. This finding aligns with Hasibuan (2019), who explains that motivation drives employees to work more effectively toward achieving organizational goals. Additionally, research by Sutrisno (2021) also shows that the higher the work motivation, the higher the performance produced by employees.

A simultaneous test was used in this study to examine the effects of discipline training and work motivation on the performance of village midwives at the Cireunghas Community Health Center.

Table 6 Simultaneous Test Results

Variable	F _{count}	F _{table}	Sig.	Prob.	Description
Disciplinary Development	9.190	1.695	0.000	0.05	Significant

Based on the SPSS calculations, the calculated F-value was $383.728 >$ the table F-value of 3.32, with a significance level of $0.000 < 0.05$. These results indicate that H_0 is rejected and H_3 is accepted; thus, it can be concluded that disciplinary development and work motivation simultaneously have a positive and significant effect on the performance of village midwives at the Cireunghas Community Health Center. This finding is consistent with the research by Dwiansyah et al. (2025) and Nuryuliadin et al. (2024), which states that discipline and work motivation together influence performance. These results show that the implementation of good discipline, accompanied by high work motivation, can improve employee performance more optimally.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to examine the influence of developing discipline training and work motivation on the performance of village midwives at the Cireunghas Community Health Center. Based on the analysis results, it was found that discipline training has a positive effect on the performance of village midwives. These findings indicate that consistent disciplinary development through the enforcement of regulations, supervision, and the use of rewards and sanctions can improve the quality of village midwives' performance in carrying out their duties. The research results also show that work motivation has a positive effect on the performance of village midwives. This indicates that the higher the work motivation of village midwives, the more optimal their performance will be. Furthermore, the results of simultaneous testing prove that discipline and work motivation together have a positive effect on the performance of village midwives. Thus, these two variables are important factors that need to be considered in efforts to improve the performance of village midwives at the Cireunghas Community Health Center.

Based on the research findings, the Cireunghas Community Health Center is advised to improve discipline through the consistent enforcement of rules, effective supervision, and the fair application of rewards and sanctions. In addition, work motivation needs to be continuously enhanced by recognizing performance, providing opportunities for training, and creating a conducive work environment so that the performance of village midwives can be optimized. For future researchers, it is recommended to expand the study by including additional variables, such as leadership, work environment, organizational culture, job satisfaction, or competencies. Research could also be conducted across a broader geographic area and with a larger sample size to yield more comprehensive findings with a higher degree of generalizability.

FURTHER STUDY

Future research may explore additional factors that influence the performance of village midwives, such as leadership style, workload, work environment, job satisfaction, professional competence, and organizational support. Further studies could also involve a larger number of respondents and different community health centers to provide broader and more representative findings.

In addition, future researchers are encouraged to use longitudinal or mixed-method approaches to obtain a deeper understanding of how disciplinary development and work motivation affect midwives' performance over time. Comparative studies across different regions may also provide valuable insights for developing more effective strategies to improve the quality and performance of village midwives.

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