



## FACTORS RELATED TO THE PERFORMANCE OF HEALTH WORKERS AT SUKA JAYA HEALTH CENTER IN SABANG CITY

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### KeyWords

Performance, Leadership, Motivation, Workload, Tenure, Work Environment.

### ABSTRACT

The achievement and performance of employees given their tasks have not been able to reach the perfect target as expected and aspired by the organization. Based on the background, it is known that there are still several health programs that have not reached their targets, which are related to the performance of health personnel. This research aims to identify the factors associated with the performance of Sukajaya Health Center staff in Sabang City. The study is a descriptive analytic with a cross-sectional study design. The population in this research includes all Sukajaya Health Center staff, totaling 130 people. The sample size is 60 individuals, selected through random sampling. The research was conducted from December 26 to 28. Data collection was carried out by distributing questionnaires. The analysis used includes univariate and bivariate analysis with the Chi-Square test. The research results indicate that 33.3% have poor performance, 33.3% indicate insufficient leadership, 40.4% have low work motivation, 45.6% have an optimal workload, 59.6% fall into a new work category, and 29.8% state that the work environment is not supportive. From the statistical test results, it can be concluded that there is a relationship between leadership ( $p=0.013$ ), work motivation ( $p=0.0001$ ), workload ( $p=0.006$ ), length of service ( $p=0.017$ ), and work environment ( $p=0.0001$ ) with the performance of Sukajaya Health Center staff in Sabang City. It is recommended for the management of Sukajaya Health Center in Sabang City to enhance the development of employee skills as part of ongoing efforts. The management should ensure that Sukajaya Health Center operates according to the standard duties and obligations of civil servants, taking into account the professional capabilities of the staff.

## Introduction

The direction of national health policy and development strategy 2015-2019 is part of the Long-Term Health Development Plan (RPJPK) 2005-2025, aiming to increase awareness, willingness, and the ability to live a healthy life for everyone. The goal is to achieve the highest possible level of public health by creating a society, nation, and Indonesia characterized by its inhabitants living with healthy behaviors and in a healthy environment. This includes having the ability to access quality health services fairly and evenly, as well as achieving the highest level of health throughout the Republic of Indonesia (Ministry of Health RI, 2015).

Gibson stated that performance is influenced by three variables: skills and abilities, family background and social level, and demographic characteristics (age, marital status, gender). Secondly, psychological variables include perception, attitude, personality, learning, and motivation. Thirdly, organizational variables include resources, leadership, rewards, structure, job design, monitoring, and control (Sisca et al., 2020).

Factors influencing performance include leadership, personal factors such as motivation, discipline, and skills, system factors, and situational or work environment factors. A good working environment and climate will encourage employees to enjoy their work, be satisfied with their job, and enhance their sense of responsibility to perform better towards improving performance (Sedarmayanti, 2018).

Sukajaya Health Center in Sabang City is an accredited health center with the highest ranking. Health indicators in Sukajaya Health Center include no cases of maternal death, 5 reported infant deaths, 5 neonatal deaths, 1 reported malnutrition case in toddlers, 8 per 1,000 population dengue morbidity rate, 100% reported tuberculosis recovery rate, and 2 outbreaks of measles and chikungunya. The poverty rate covered by Health Insurance is 100%, and 44% of households practice Clean and Healthy Behavior (CHB) with an 82.22% coverage of houses or buildings being mosquito-free from *Aedes aegypti* larvae (Sukajaya Health Center Profile, 2022).

Efforts have been made to improve the health status of the community in the Sukajaya Health Center's work area. The results include 100% coverage of the first antenatal care visit (K1), 90.86% coverage of the fourth antenatal care visit (K4), 82% of deliveries assisted by health workers, and a 21.9% active family planning coverage. Other results include 100% coverage of Integrated Antenatal Care (UCI), 98.34% coverage of measles immunization for infants, 75.97% coverage of pregnant women receiving Fe3, and 82.22% coverage of houses or buildings being mosquito-free from *Aedes aegypti* larvae (Sukajaya Health Center Profile, 2022).

In terms of health services, several areas have not yet reached the target, such as antenatal care, where only 85.7% of the first antenatal care visits (K1) were reported in 2021, falling short of the 100% target for K1. Antenatal care coverage in 2021 was reported at 77%, a decrease from the previous year and below the K4 95% target. Only 77% of pregnant women received iron tablets (Fe3), and neonatal visit coverage (KN1) in the Sukajaya UPTD area in 2021 was reported at 82.23%, a decrease from the previous year's 90.92%. There were 5 reported infant deaths, 5 neonatal deaths, and 1 reported case of malnutrition in toddlers. The coverage of exclusive breastfeeding for infants was 35%, below the 50% target, and 44% of households practiced Clean and Healthy Behavior (CHB) (Sukajaya Health Center Profile, 2022).

Organization factors, including resources, leadership, rewards, structure, job design, monitoring, and control, play a significant role in performance (Sisca et al., 2020). Factors influencing performance include leadership, personal factors such as motivation, discipline, and skills, system factors, and situational or work environment factors. A good working environment and climate will encourage employees to enjoy their work, be satisfied with their job, and enhance their sense of responsibility to perform better towards improving performance (Sedarmayanti, 2018).

## Research Methodology

This study is a descriptive research with a cross-sectional approach. The population in this study is all staff of Sukajaya Health Center, totaling 130 people. The sample is taken using the formula presented by Slovin, resulting in a sample of 57 people. Data collection is done using a questionnaire adopted from Vivit Andelina (2018). Data analysis is done using the Chi-square statistical test.

## Results

### EVALUATION OF PERFORMANCE

Performance	Frequency	Percentage (%)
Good	38	66.7
Poor	19	33.3

### LEADERSHIP

Leadership	Frequency	Percentage (%)
Good	38	66.7
Poor	19	33.3

### MOTIVATION

Motivation	Frequency	Percentage (%)
High	34	59.6
Low	23	40.4

### MOTIVATION

Motivation	Frequency	Percentage (%)
High	34	59.6
Low	23	40.4

### WORKLOAD

Workload	Frequency	Percentage (%)
Low	31	54.4
Optimal	26	45.6

### TENURE

Tenure	Frequency	Percentage (%)
Long	23	40.4
New	34	59.6

### WORK ENVIRONMENT

Work Environment	Frequency	Percentage (%)
Supportive	40	70.2
Not Supportive	17	29.8

Table 1. Frequency Distribution of Performance, Leadership, Motivation, Workload, Tenure, and Work Environment

Table 1 presents the percentage distribution of respondents indicating poor performance (33.3%), poor leadership (33.3%), low motivation (40.4%), optimal workload (45.6%), new work category (59.6%), and unsupportive work environment (29.8%). The results of the statistical tests can be seen in the following Table 2:

Variable	Performance		P Value
	Good (%)	Poor (%)	
<b>Leadership</b>			
Good	30 (78.9)	8 (21.1)	0.013
Poor	8 (42.1)	11 (57.9)	
<b>Motivation</b>			
High	32 (94.1)	2 (5.9)	0.0001
Low	6 (26.1)	17 (73.9)	
<b>Workload</b>			
Low	26 (83.9)	5 (16.1)	0.006
Optimal	12 (46.2)	14 (53.8)	
<b>Tenure</b>			
Long	20 (87.0)	3 (13.0)	0.017
New	18 (52.9)	16 (47.1)	
<b>Work Environment</b>			
Supportive	33 (82.5)	7 (17.5)	0.0001
Not Supportive	5 (29.4)	12 (70.6)	

Table 2. Cross-tabulation of Variables and Statistical Significance

Table 2 indicates that the proportion of respondents with poor performance is generally found among those who express poor leadership (57.9%), low work motivation (73.9%), optimal workload (53.8%), new tenure (47.1%), and an unsupportive work environment (70.6%).

## Discussion

### Relationship between Leadership and Performance of Health Center Staff

The analysis results reveal that respondents with good performance tend to have good leadership, and there is a statistically significant relationship between leadership and the performance of Sukajaya Health Center staff ( $p = 0.013$ ). The study suggests that better leadership leads to better performance among health center staff.

This aligns with Rubandiyah's (2019) research, which found a relationship between leadership and performance. Another study by Amatullah (2019) stated that the role of a health center head determines the performance of subordinates.

Leadership involves a deep relationship that emerges between people seeking significant change, and this change reflects the shared goals of the leader and followers. The relationship between a leader and followers is not passive but reciprocal and non-binding. Therefore, management itself is a mutually influencing process. A leader influences their subordinates, and vice versa. People involved in this relationship desire change, and leaders are expected to bring about significant changes in the organization (Sedarmayanti, 2018).

According to the researcher, health center heads play a role in organizing, supervising, and evaluating health centers. These roles are outlined in the Minister of Health's Regulation on Health Center Management Guidelines, listing 20 roles that health center heads must perform to support health center management.

### **Relationship between Work Motivation and Performance of Health Center Staff**

The analysis results show that the proportion of respondents with poor performance is generally higher among those with high work motivation compared to those with low work motivation. There is a statistically significant relationship between work motivation and the performance of Sukajaya Health Center staff ( $p = 0.0001$ ). This suggests that higher levels of staff motivation lead to higher performance in providing health center services.

This aligns with Salma's (2016) research, which stated that work motivation affects performance. According to Sulastriningsih and Novita (2016), individuals behave to achieve good performance due to internal and external motivations. Internal motivation arises from confidence in one's ability to perform an activity. Motivated individuals, according to Gibson.J.I. Ivancevich (2000), will make an effort. Motivation has fundamental significance as an initiative to optimize one's behavior, as it is an internal, psychological, and mental state related to satisfaction or dissatisfaction. Imbalance.

Maslow (2003) developed a theory on how all motivations are related, calling it the "hierarchy of needs." This hierarchy has different levels, and when one need level is satisfied or dominant, it no longer motivates the person. People then strive to fulfill the next level of needs. Maslow's motivation theory presents unconditional self-fulfillment as the fulfillment of needs marked by the growth and development of individuals. The behavior it produces can be motivated by superiors and guided by a role in the subject (Uno, 2012).

According to the researcher, even though there are respondents with low motivation, their performance is good. Some respondents disagreed with statements such as always coming to work on time, indicating that respondents do not arrive on time, and agreed to always complete unfinished tasks even outside working hours and always be willing to assist in deliveries even at midnight.

### **Relationship between Workload and Performance of Health Center Staff**

The research results show a relationship between workload and the performance of Sukajaya Health Center staff ( $p = 0.006$ ). The optimal workload affects the performance of staff in providing health center services. This is in line with the research by Putri and Listyowati (2022), which found no relationship between workload and employee performance. Excessive workload can reduce the effectiveness and efficiency of work results, as individuals have limited energy, and when time is limited (Purwanti, 2011).

Irawati, Cahyani, and Safrizal (2018) mention that there are several things to consider regarding employee performance in an organization or company, one of which is the workload. Workload is a group of activities required for an organization to complete within a specified period. The amount of work affects the individual's performance in completing the work. Workload is not only reflected in physical stress but can also be mental stress. Employees with excessive workloads reduce productivity and work quality, and task execution may become inappropriate, unsatisfactory, and result in disappointing outcomes (Uno, 2012).

According to the researcher, employees have worked based on their own job descriptions, meaning they have good competence. Most employees of Sukajaya Health Center in Kota Sabang feel mentally burdened in the optimal category and have high performance. In the researcher's assumption, this means that employees feel comfortable with their current work because they are accustomed to the work system, despite the increase during the Covid-19 pandemic.

### **Relationship between Work Experience and Performance of Health Center Staff**

The research results show a relationship between work experience and the performance of Sukajaya Health Center staff ( $p = 0.017$ ). Respondents with good performance are more likely to be those with longer work experience. This can be explained by the fact that the longer someone works as a health center staff, the better their performance, as work experience is related to practical knowledge.

Work experience reflects a person's work experience. Alviany's research (2019) shows a relationship between work experience and employee performance in health centers. This result is consistent with previous research and expands on the research conducted by Ismandani, Chamariyah, and Subijanto (2020) that work experience is related to performance.

Work experience reflects a person's experience in managing their own territory. The longer someone works, the more skills and practical knowledge increase. Practical knowledge is obtained through observation and direct experience (Ivancevich, 2007). Fahmi (2017) defines work experience as the length of time or hours a person understands their job tasks and performs them well.

According to the researcher, with the work experience a health center staff member has, it will be easier for them to perform their duties, leading to an expected improvement in their performance. Besides work experience, there are other aspects that affect employee performance. Although there are respondents with long work experience but poor performance, this can be influenced by other variables such as workload.

### **Relationship between Work Environment and Performance of Health Center Staff**

Work environment and job satisfaction have a positive relationship, and the work environment influences the performance of an organization. The research results show a relationship between the work environment and the performance of Sukajaya Health Center staff ( $p = 0.0001$ ). Respondents with good performance are more likely to be those who work in a supportive work environment compared to those working in an unsupportive environment.

This strengthens previous research conducted by Aziz (2016) that the work environment affects the performance of health center staff. A similar study by Sulistiawan, Riadi, and Maria (2017) found that the work environment has a significant positive effect on employee performance.

According to the researcher, the work environment variable is already good. The highest perceived work environment indicator by Sukajaya Kota Sabang employees is that the health center has good lighting. This indicates that Sukajaya Health Center has good lighting, allowing employees to provide good services to visitors and support their performance. This leads to the conclusion that the hypothesis built in this study is consistent and similar to strengthen the findings of previous research conducted by Heny Sidanti (2015) that the work environment has a positive effect on employee performance.

Sedarmayanti (2018) states that, broadly speaking, the type of work environment is divided into two categories: 1) Physical work environment, the physical work environment is all the physical conditions surrounding the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories: the environment directly related to employees and the general environment, also called the work environment that affects human conditions. 2) Non-physical work environment, the non-physical work environment is all the conditions that occur related to work relationships, both relationships with superiors and relationships with colleagues or subordinates.

### **Conclusion**

In conclusion, several factors have been identified as crucial contributors to the performance of health center staff. These factors encompass leadership, motivation, workload, work experience, and the work environment. Recognizing and addressing these elements can significantly impact the overall effectiveness and efficiency of the staff in health centers. Further research and strategic interventions in these areas may yield improvements in the delivery of healthcare services and contribute to the overall well-being of the community.

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