

## Factors Influencing the Health Workers Performance in Community Health Center in Metro, Lampung

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### ABSTRACT

**Background:** Performance is the result of a person's ability to complete tasks and responsibilities competitively. There are many factors that affect a person's performance, each of which affects their own performance. This study aims to analyze the variables that affect the performance of health center employees.

**Subjects and Method:** This study is an observational analytical study with a cross-sectional design. This research was conducted on 11 health centers in Metro City, Lampung in March-April 2024. A sample of 200 health center employees was selected by simple random sampling. The dependent variable in this study is the performance of health center employees. The independent variables in the study were age, training, incentives, motivation, leadership perceptions, and the strata of the health center. Data collection was carried out using a questionnaire and analyzed by multiple linear regression.

**Results:** Employee performance in service at the health center was influenced by age ( $b = -0.01$ ; CI 95% =  $-0.01$  to  $-0.02$ ;  $p = 0.008$ ), training ( $b = 1.08$ ; CI 95% =  $1.03$  to  $1.13$ ;  $p < 0.001$ ), incentives ( $b = 1.02$ ; CI 95% =  $0.98$  to  $1.05$ ;  $p < 0.001$ ), motivation ( $b = 1.16$ ; CI 95% =  $1.08$  to  $1.22$ ;  $p < 0.001$ ), leadership perception ( $b = 0.98$ ; CI 95% =  $0.93$  to  $1.03$ ;  $p < 0.001$ ), and the strata of the health center ( $b = 0.33$ ; CI 95% =  $0.10$  to  $0.54$ ;  $p = 0.003$ ).

**Conclusion:** The performance of health center employees is positively influenced by age, training, incentives, motivation, leadership perception, and strata of the health center.

**Keywords:** training, incentives, motivation, leadership, employee performance

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### BACKGROUND

Community Health Centers or health centers are health service facilities that carry out first-level public health efforts and individual

health efforts by prioritizing promotive and preventive efforts to achieve the highest degree of public health in their work areas (Permenkes, 2022).

Metro City has 11 health centers spread across various sub-districts consisting of 1 inpatient health center, 10 non-inpatient health centers, 11 mobile health centers, and 5 auxiliary health centers (Metro City Health Office, 2020). All health centers in Metro City have been accredited starting from basic accreditation to plenary. Metro City has just re-accredited health centers in 2023 and obtained the results that 5 health centers received plenary accreditation. The plenary accreditation is available at the Tejo Agung Health Center, Karang Rejo Health Center, Metro Health Center, Purwosari Health Center, and Ganjar Agung Health Center (Ministry of Health, 2023).

Human resource management (HRM) is a field that studies human relationships and responsibilities in companies. This can be seen from human resources who provide standards to employees to achieve company goals. In achieving these goals, factors that support employee performance are needed. These factors are age, training, incentives, motivation, leadership perceptions, and the strata of the health center.

Employee performance is the result of a person's actions over a certain period of time to fulfill the desired task or a person's ability to achieve organizational goals (Bibi, 2019). The achievement of the performance assessment of the health center and the accreditation of the health center is inseparable from the performance of the officers who work in it. The percentage of residents in Lampung Province receiving treatment at health centers is 19.74% compared to receiving treatment at government hospitals (3.90%) and private hospitals (6.18%) (Central Statistics Agency, 2023).

Based on the above problems, this research is important to be conducted in order to analyze the contextual influence of the health center strata and leadership perception on the performance of health center employees in Metro City.

## SUBJECTS AND METHOD

### 1. Study Design

The research design used in this study is an observative analytical study with a cross-sectional design. This research was conducted in 11 health centers in Metro City, Lampung. This research was conducted in April-May 2024.

### 2. Population and Sample

The study population is 486 employees of health centers in Metro City. A sample of 200 health center employees was randomly selected with simple random sampling.

### 3. Research Variables

The bound variable in this study is the performance of health center employees. The independent variables in the study were age, training, incentives, motivation, leadership perceptions, and strata of the Puskesmas.

### 4. Operational Definition

**Age** is the time that has passed since birth. Data was collected using questionnaires. The data scale used is continuous.

**Training** is additional education that employees participate in to improve knowledge and skills related to health center services. Data were collected using questionnaire. Data measurement uses a continuous scale.

**Incentives** are a form of additional rewards or merit marks beyond the employee's basic rights such as salary. Data was collected using a questionnaire with a continuous data scale. Motivation is the encouragement or work spirit of research subjects to carry out health services at health centers. Data was collected using questionnaires. Data capture uses continuous data scales.

**Leadership Perception** is the employee's perception of the leadership of the head of the health center to influence his subordinates in carrying out health service duties. Data was collected using a questionnaire with a continuous data scale.

**The Strata of Health Center** is the result of an accreditation assessment by the first-level health facility accreditation commission owned by the Puskesmas in the last year. Data collection using questionnaires. The data scale used is the dichotomous data scale.

### 5. Study Instrument

The research instruments used for data collection were questionnaires.

### 6. Data Analysis

Univariate analysis was used to see the frequency distribution of the characteristics of the subject of the research variables. Multivariate analysis using ordinary linear regression analysis using the Stata 13 program.

### 7. Research Ethics

Research ethics include consent sheets, anonymity, confidentiality, and ethical feasibility. The ethical feasibility of this study

comes from the Health Research Ethics Committee of Dr. Moewardi Surakarta with number: 765/III/HREC/2024.

## RESULTS

### 1. Univariate Analysis

Univariate analysis was used to see the frequency distribution of the characteristics of the subject of the research variables: age, training, incentive, motivation, leadership perception, and performance.

Table 1 shows that some of them are over or equal to 35 years old as many as 103 people (51.50%), D3 education as many as 95 people (47.50%), female gender is 181 people (90.50%), and strata of plenary health centers are 182 people (91.00%).

**Table 1. Sample Characteristics**

Variable	Total	Percentage (%)
<b>Age</b>		
<35 years	97	48.50
>35 years	103	51.50
<b>Education</b>		
SHS/Vocational High School	15	7.50
D3	95	47.50
D4/S1/Profession	87	43.50
Master's Degree	3	1.50
<b>Gender</b>		
Male	181	90.50
Female	19	9.50
<b>Strata of Health Center</b>		
Main	18	9.00
Paripurna	182	91.00

Table 2 shows that the measurement of the age variable has a mean value = 36.05 and SD= 9.01 with the lowest age variable of 18 and the highest of 59. The training variable had a mean= 5.41 and SD= 1.26. the incentive variable has mean= 6.29 and SD= 1.82. The

motivation variable had a mean= 7.54 and SD= 1.12. The leadership perception variable has mean= 7.31 and SD= 1.66. The employee performance variable has mean= 30.45 and SD 4.04.

**Table 2. Univariate Analysis of Research Variables**

Variable	N	Mean	SD	Min.	Max.
Age	200	36.05	9.01	18	59

Variable	N	Mean	SD	Min.	Max.
Training	200	5.41	1.26	0	6
Incentive	200	6.29	1.82	0	8
Motivation	200	7.54	1.12	0	8
Leadership perception	200	7.31	1.66	0	8
Performance of health center employees	200	30.45	4.04	14	34

## 2. Multivariate Analysis

Table 3 showed that age ( $b = -0.01$ ;  $CI\ 95\% = -0.02$  to  $-0.01$ ;  $p = 0.008$ ) decreased the performance of health center employees. Training ( $b = 1.08$ ;  $95\% CI = 1.03$  to  $1.13$ ;  $p < 0.001$ ), incentives ( $b = 1.02$ ;  $95\% CI = 0.98$  to

$1.06$ ;  $p < 0.001$ ), motivation ( $b = 1.16$ ;  $95\% CI = 1.08$  to  $1.22$ ;  $p < 0.001$ ), leadership perception ( $b = 0.98$ ;  $95\% CI = 0.93$  to  $1.03$ ;  $p < 0.001$ ), and strata of the health center ( $b = 0.33$ ;  $95\% CI = 0.10$  to  $0.54$ ;  $p = 0.003$ ) improving the performance of health center employees.

**Table 3. Results of Multilevel Analysis of Factors that Influence Health Workers Performance in Community Health Center in Metro, Lampung**

Independent Variables	Coefficient (b)	CI (95%)		P
		Lower Limit	Upper Limit	
Age	-0.01	-0.02	-0.01	0.008
Training	1.08	1.03	1.13	<0.001
Incentive	1.02	0.98	1.05	<0.001
Motivation	1.16	1.08	1.22	<0.001
Leadership perception	0.98	0.93	1.03	<0.001
Strata of health Center	0.33	0.10	0.54	0.003
N observation	200			
Adjusted R <sup>2</sup>	98.83%			
$p < 0.001$				

## DISCUSSION

### 1. The effect of age on the performance of health center employees

There is a positive and statistically significant influence on the age variable on the performance of health center employees. Every decrease of 1 age unit will be followed by a decrease in performance of -0.01 units.

This is in accordance with research conducted by Fatoni et al (2023) which states that the older you get, the lower your concentration and physical strength. As they get older, the productivity level of employees will decrease due to physical and health limitations that affect them (Hutauruk et al., 2022). According to Rahmadani (2019) research, increasing age tends to show better performance, but after the age of 45 it will

naturally make them weak, both psychologically and physically.

### 2. The effect of training on the performance of health center employees.

There was a positive and statistically significant influence on training and performance. Every increase of 1 training unit will be followed by an increase in performance of 1.08 units.

Putri et al. (2022), explained that there is a positive and significant influence of training on the performance of health center employee. Training is provided to employees to improve their ability to complete tasks and fulfill the responsibilities that have been given and improve the quality of work (Rivaldo and Nabella, 2022).

Training must be communicated so that it includes the development of employee performance that is necessary and in accordance with the duties of each employee (Karim et al., 2019). Employees who often receive training will be more skilled and competent. Karim et al. (2019), also explained that the average employee strongly believes that training can improve performance and help employees become happier at work.

### **3. Influence of incentives on the performance of health center employees**

There is a positive and statistically significant influence of incentives and performance. Every increase of 1 incentive unit will be followed by an increase in performance of 1.02 units.

Incentives are awards given by agencies to employees to encourage employees to improve their performance (Rini and Maisara, 2023). Incentives are divided into two, namely concrete incentives that provide incentives directly in the form of bonuses to employees and moral incentives that are indirectly through certification, such as the approval of someone (Liu, 2022).

The provision of incentives is needed to spur the performance of employees to always work optimally in accordance with the abilities of each employee. Based on the studies conducted, it shows that the better the incentives, the better it will improve the performance of health center employees (Akase et al, 2024).

### **4. The effect of motivation on the performance of health center employees**

There is a positive and statistically significant influence on motivation and performance. Every 1 motivation unit increase will be followed by a performance increase of 1.16 units.

Motivation is very important because it will influence, direct, and support human behavior, helping employees work harder

and be enthusiastic to achieve desired results (Noviyanti et al, 2023). Motivation is essential for improving employee retention, performance, effectiveness, and efficiency (Izci et al, 2021). High motivation will improve the performance of health center employees in providing health services. In the health environment, motivation can help achieve health system goals as well as increase efficiency (Mathuri et al, 2020).

### **5. The influence of leadership perception on the performance of health center employees**

There is a positive and statistically significant influence on leadership and performance perceptions. Every 1 unit increase in leadership perception will be followed by an increase in performance by 0.98 units.

The perception of democratic leadership improves employee performance in providing health services. Leaders must have a good attitude and social relations to their employees. This is because the higher a person's social spirit or the better their relationship with others in communication, friendliness, and not discriminating against employees, the more they are liked by others (Gulo, 2023).

Makmun et al. (2020), explained that democratic leadership style affects the performance of health center employees. Employee performance in carrying out responsibilities will increase if there is high leadership in providing direction and leading the organization or agency.

### **6. The effect of the strata of the puskesmas (community health center) on the performance of puskesmas employees**

There was a positive and statistically significant influence on the strata of the health center and its performance. Health workers who work in health centers with plenary strata have an average performance of 0.33



units higher than those working in health centers with main strata.

One way to improve the services provided by the company is to obtain accreditation. The results of this study are in line with research that has been conducted by Kurniawan et al (2019) which states that the variation in the characteristics of each health center has a contextual influence on patient satisfaction.

Quality, effectiveness, human resource management, strategic management, safety, responsiveness, accessibility, patient satisfaction, documentation, leadership, efficiency, and continuity of care are some of the performance indicators that benefit the health center accreditation program (Tabrizi et al., 2023).

#### **AUTHOR CONTRIBUTION**

All authors contributed equally to all stages of the research, including problem formulation, data collection and analysis, interpretation of results, and manuscript writing and revision.

#### **CONFLICT OF INTEREST**

There is no conflict of interest in this study.

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