

## Psychosocial Factors Affecting the Performance of Community Health Center Employees

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Received: July, 2025; Accepted: January 02, 2026; Available online: January 16, 2026

### ABSTRACT

**Background:** Community Health Centers (Puskesmas) serve as primary healthcare facilities whose effectiveness is strongly influenced by employee performance. Psychosocial factors such as motivation, leadership perception, delegation of authority, and social capital play an essential role in enhancing work effectiveness. However, unclear task distribution and suboptimal delegation practices remain common challenges that may weaken employee performance. This study aimed to examine psychosocial factors associated with employee performance in Puskesmas.

**Subjects and Method:** This quantitative study employed a cross-sectional design and was conducted in 17 Community Health Centers across Surakarta, Central Java, Indonesia, from June to July 2025. A total of 224 employees were selected using proportional random sampling. Data were collected using structured questionnaires that had been tested for validity and reliability. Multivariate data analysis was performed using path analysis to assess both direct and indirect relationships among variables.

**Results:** Employee performance was directly influenced by the delegation of authority and responsibility ( $b = 0.42$ ; 95% CI = 0.32 to 0.53;  $p < 0.001$ ) and motivation ( $b = 0.34$ ; 95% CI = 0.23 to 0.45;  $p < 0.001$ ). Performance was indirectly influenced by social capital and leadership perception through motivation, as well as by motivation and leadership perception through the delegation of authority and responsibility. Length of employment, employment status, and gender showed direct but statistically non-significant effects on employee performance.

**Conclusion:** Employee performance in community health centers can be enhanced through effective delegation of authority and responsibility, increased motivation, positive leadership perception, and strengthened social capital. In contrast, gender, employment status, and length of employment were not significant determinants of performance.

**Keywords:** performance, delegation of authority, motivation, leadership perception, social capital

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### Cite this as:

Fariati NF, Rahardjo SS, Murti B, Febrinasari RP, Lestari A (2026). Psychosocial Factors Affecting the Performance of Community Health Center Employees. *Health Policy Manage.* 11(01): 116-127. <https://doi.org/10.26911/the-jhpm.2026.11.01.12>.



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### BACKGROUND

Community Health Centers (Puskesmas) are government-owned primary healthcare

facilities that serve as the backbone of the healthcare system in Indonesia. In fulfilling their role, Puskesmas provide essential

health services encompassing promotive, preventive, curative, and rehabilitative care (Haemmerli et al., 2021). The successful implementation of these services depends largely on employee performance, as performance is a critical determinant of organizational goal attainment. Employee performance is defined as the behaviors and work outcomes demonstrated by individuals in accordance with their assigned responsibilities, reflecting their competence, motivation, and effectiveness in achieving organizational objectives. Performance is also influenced by task comprehension and interactions within the work environment (Kalogiannidis, 2020).

Psychosocial factors represent a combination of individuals' internal psychological resources, including hope, self-efficacy, resilience, and optimism, as well as social relationships in the workplace characterized by networks, trust, and shared values. These psychological and social dimensions play a vital role in fostering cooperation, strengthening resilience in the face of work-related challenges, and ultimately enhancing employee performance (Rajabi et al., 2025). Preliminary observations indicate the presence of psychosocial issues that negatively affect the performance of Puskesmas employees, such as task assignments that are not aligned with employee competencies, unclear authority and responsibility due to limited standard operating procedures, low levels of trust from supervisors, and insufficient training, evaluation, and performance feedback.

One key factor that warrants particular attention is the delegation of authority and responsibility. Effective delegation is essential because it accelerates work processes, improves service responsiveness, and enhances employees' confidence (Mathebula, 2020). Previous studies have demonstrated that delegation improves

productivity and performance by fostering trust and employee empowerment (Ugoani, 2020). Responsibility, on the other hand, reflects commitment, willingness to take risks, and a high level of dedication to assigned tasks (Pramudito, 2022). Other research has shown that structured delegation enables employees to feel valued and motivated, thereby increasing work efficiency, while the combined implementation of delegation and responsibility has been proven to improve productivity and achievement of organizational targets (Shah et al., 2020).

In addition to delegation of authority and responsibility, employee performance is also influenced by other psychosocial factors, including perceptions of leadership, social capital, and work motivation. Leadership perception shapes employees' trust, guidance, and perceived support, while social capital strengthens collaboration, solidarity, and information sharing in the workplace. Motivation serves as a primary driving force that determines employees' effort and persistence in performing their duties. Furthermore, individual characteristics such as length of employment are often associated with experience and skill development, employment status influences job security and loyalty, and gender may affect social interaction patterns and role distribution within the organization. These factors may directly or indirectly influence employees' work engagement, commitment, and productivity in Puskesmas settings.

Based on the above considerations, it can be concluded that employee performance in Puskesmas is influenced by multiple interrelated psychosocial factors. The structural and psychosocial issues identified in preliminary findings indicate the need for a more comprehensive investigation. Therefore, this study aims to examine psychosocial factors influencing the performance of

Puskesmas employees. The findings are expected to contribute to improvements in human resource management systems in Puskesmas and support the enhancement of public health service effectiveness.

## SUBJECTS AND METHOD

### 1. Study Design

This study employed a quantitative approach with a cross sectional design. The research was conducted in 17 community health centers (Puskesmas) located in Surakarta, Central Java, Indonesia, from June to July 2025.

### 2. Population and Sample

The study population consisted of 555 Puskesmas employees in Surakarta City. A total of 224 participants were selected using proportional random sampling.

### 3. Study Variables

The independent variables included delegation of authority and responsibility, leadership perception, social capital, motivation, gender, length of employment, and employment status. The dependent variable was employee performance.

### 4. Operational Definition of Variables

Delegation of authority and responsibility refers to the transfer of rights, power, and obligations from supervisors to subordinates to perform tasks with clearly defined authority.

Leadership perception is defined as employees' assessment of their supervisors' leadership style and quality.

Social capital refers to networks of relationships among employees that are based on trust, norms, and cooperation.

Motivation is defined as internal and external drivers that influence employees' enthusiasm and effort to achieve work related goals.

Gender refers to biological differences between males and females based on anatomical, physiological, and reproductive

characteristics.

Length of working refers to the duration of an employee's service within the organization, reflecting accumulated experience, skills, and knowledge.

Employment status refers to an employee's position within the organization, distinguishing between permanent and contract employees.

Performance is defined as the work outcomes achieved in accordance with assigned duties and responsibilities, assessed in terms of both quality and quantity.

### 5. Research Instruments

Data were collected using a structured questionnaire consisting of 40 items as the primary data source. Secondary data were obtained from Puskesmas employment records.

### 6. Data Analysis

Data analysis was conducted in several stages. Univariate analysis was used to describe respondent characteristics and the distribution of study variables. Bivariate analysis was then performed to examine relationships between variables. Multivariate analysis was subsequently conducted using path analysis to assess both direct and indirect effects among variables within the proposed model. All analyses were performed using STATA version 13.

### 7. Ethical Considerations

Ethical principles, including informed consent, anonymity, and confidentiality, were strictly observed throughout the research process. Ethical approval was obtained from the Health Research Ethics Committee of Dr. Moewardi Regional General Hospital, Surakarta, Indonesia, under approval number 1.287/VI/HREC-/2025 dated June 13, 2025.

**RESULTS**

**1. Univariate analysis**

Univariate analysis was conducted to describe the distribution and characteristics of each study variable independently. Table 1 presents the results of the univariate analysis of 224 respondents. Most respondents held a diploma degree (D3), totaling

137 individuals (61.16%). The largest professional group was nurses, accounting for 47 respondents (20.98%). The majority of respondents had participated in training programs, with 207 individuals (92.42%). In terms of remuneration, 121 respondents (54.02%) reported a monthly income of ≥ IDR 4,000,000.

**Table 1. Respondent Characteristics**

Characteristics	n	%
<b>Education level</b>		
Senior High School	3	1.34
Diploma III	137	61.16
College	77	34.38
Postgraduate	4	1.79
Professional	3	1.34
<b>Work type</b>		
Health workers	141	62.95
Health -supporting personnel	49	21.88
Administrative staff	34	15.18
<b>Training</b>		
Ever had	207	92.42
Never had	17	7.59
<b>Remuneration</b>		
< Rp. 4,000,000 (IDR)	103	45.98
≥ Rp. 4,000,000 (IDR)	121	54.02

Table 2 presents the mean values of continuous variables among employees. The average age of the respondents was 38.08 years (SD = 8.87). The mean score for delegation of authority and responsibility was 28.22 (SD = 2.57). The mean motivation score was 17.73 (SD = 2.55), while the mean

social capital score was 13.82 (SD = 1.92). Perceived leadership had a mean score of 16.62 (SD = 2.16). The average length of employment was 10.60 years (SD = 9.66), and the mean performance score was 14.03 (SD = 1.42).

**Table 2. Descriptive Analysis of Psychosocial Factors and Work Performance**

Variables	Mean	SD	Min.	Max.
Age (years old)	38.08	8.87	23	58
Delegation of authority and responsibility	28.22	2.57	10	30
Motivation	17.73	2.55	7	21
Social capital	13.82	1.92	5	15
Perceived of leadership	16.62	2.16	6	18
Tenure	10.60	9.66	1	37
Work performance	14.03	1.42	5	15

Table 3 shows that the majority of respondents were female, accounting for 188 employees (83.93%). Most respondents

were permanent employees, with a total of 210 individuals (93.75%).

**Table 3. Results of Univariate Analysis of Psychosocial Factors Affecting Performance (Categorical Data)**

Variables	n	%
<b>Sex</b>		
Male	36	16.07
Female	188	83.93
<b>Work status</b>		
Permanent employees	210	93.75
Non-permanent employees	14	6.25

**2. Bivariate analysis**

Table 4 shows a positive and statistically significant association between the delegation of authority and responsibility and employee performance ( $b = 0.33$ ; 95% CI = 0.27 to 0.39;  $p < 0.001$ ). An increase of one unit in the delegation score was associated with a 0.33 unit increase in employee performance.

Motivation was also found to have a positive and significant effect on performance ( $b = 0.31$ ; 95% CI = 0.25 to 0.37;  $p < 0.001$ ). Each one-unit increase in the motivation score corresponded to a 0.31 unit improvement in employee performance.

Similarly, social capital demonstrated a positive and significant relationship with performance ( $b = 0.25$ ; 95% CI = 0.16 to 0.34;  $p < 0.001$ ). A one-unit increase in

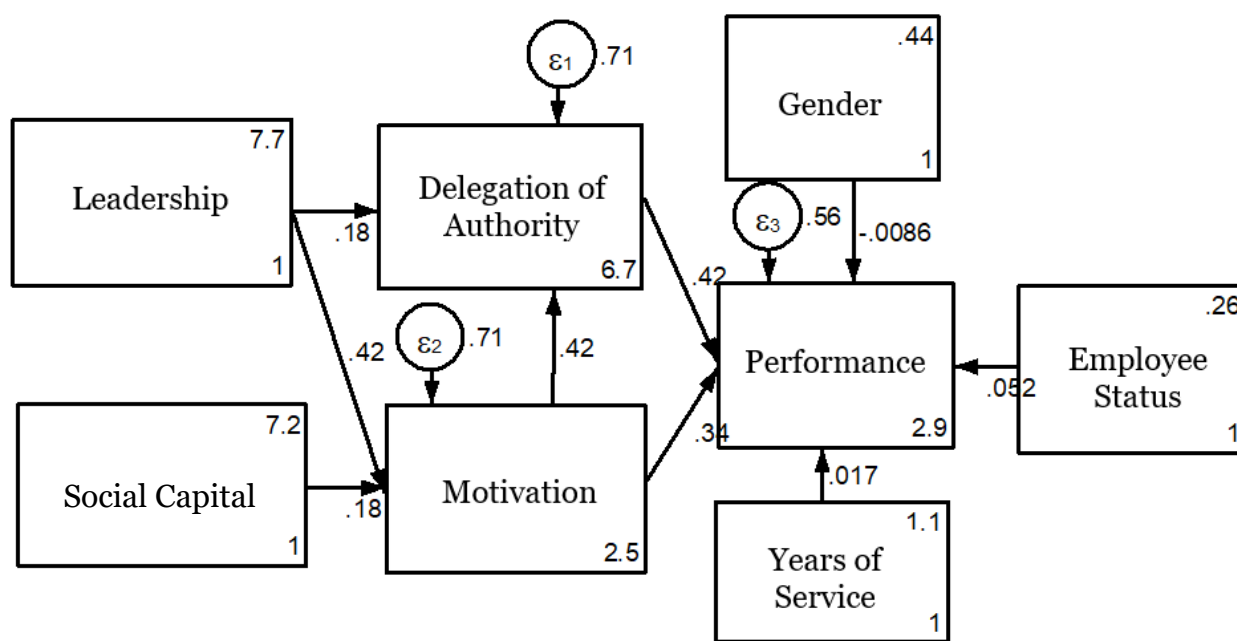
social capital was associated with a 0.25 unit increase in employee performance.

Perceived leadership also showed a positive and significant influence on performance ( $b = 0.20$ ; 95% CI = 0.12 to 0.28;  $p < 0.001$ ), indicating that higher leadership perception scores were associated with better employee performance outcomes.

In contrast, gender was not significantly associated with employee performance ( $b = -0.07$ ; 95% CI = -0.58 to 0.43;  $p = 0.771$ ). Length of service likewise showed no significant effect on performance ( $b = 0.00$ ; 95% CI = -0.02 to 0.01;  $p = 0.761$ ). Employment status also did not demonstrate a statistically significant relationship with performance ( $b = 0.64$ ; 95% CI = -0.12 to 1.41;  $p = 0.099$ ).

**Table 4. Results of Bivariate Analysis of Psychosocial Factors Affecting Employee Performance**

Independent Variables	b	95% CI		p
		Low bound	Upper bound	
Delegation of authority and responsibility	0.33	0.27	0.39	<0.001
Motivation	0.31	0.25	0.37	<0.001
Social capital	0.25	0.16	0.34	<0.001
Perceived of leadership	0.20	0.12	0.28	<0.001
Sex	-0.07	-0.58	0.43	0.771
Tenure	0.00	-0.02	0.01	0.761
Work status	0.64	-0.12	1.41	0.099



**Figure 1. Path Diagram of Psychosocial Factors Influencing the Performance of Primary Health Care Employees**

Figure 1 presents the specification of the path analysis model illustrating the relationships among the study variables, namely perceived leadership, social capital, delegation of authority and responsibility, motivation, gender, length of service, and employment status in relation to employee performance. This study included eight observed variables, comprising five exogenous variables and three endogenous variables, with a total of nine estimated parameters. The model yielded 19 degrees of freedom (df), indicating that it was suitable for analysis using path analysis.

**3. Multivariate analysis (path analysis)**

The multivariate analysis results shown in Table 5 demonstrate that the tested model exhibited an excellent overall fit. The goodness-of-fit indices indicated satisfactory model adequacy, with a chi-square probability value of  $p = 0.21$ , RMSEA = 0.03, CFI = 0.99, TLI = 0.97, SRMR = 0.03, and CD = 0.31. These findings suggest that the

proposed model adequately represents the relationships among psychosocial factors and employee performance in primary health care settings.

Table 4 shows that motivation had a positive and statistically significant effect on employee performance. A one-unit increase in the motivation score was associated with an increase of 0.34 units in performance ( $b = 0.34$ ; 95% CI = 0.23 to 0.45;  $p < 0.001$ ).

Table 4 also indicates a positive and statistically significant effect of delegation of authority and responsibility on employee performance. Each one-unit increase in the delegation score resulted in a 0.42-unit increase in performance ( $b = 0.42$ ; 95% CI = 0.32 to 0.53;  $p < 0.001$ ).

In contrast, length of service did not show a statistically significant association with employee performance. Employees with longer and shorter tenure demonstrated comparable levels of performance ( $b = 0.01$ ; 95% CI = -0.08 to 0.12;  $p = 0.733$ ).

Similarly, employment status was not significantly associated with employee performance. Permanent and non-permanent employees exhibited similar performance levels ( $b = 0.05$ ; 95% CI =  $-0.04$  to  $0.15$ ;  $p = 0.309$ ).

Gender was also not significantly related to employee performance, indicating that male and female employees performed at comparable levels ( $b = -0.01$ ; 95% CI =  $-0.10$  to  $0.10$ ;  $p = 0.866$ ).

Furthermore, Table 4 demonstrates that social capital had a positive and statistically significant effect on motivation. A one-unit increase in the social capital score was associated with a 0.18-unit increase in motivation ( $b = 0.18$ ; 95% CI =  $0.04$  to  $0.31$ ;  $p = 0.009$ ).

Perceived leadership was also found to have a positive and statistically significant

influence on motivation. Each one-unit increase in perceived leadership was associated with a 0.42-unit increase in motivation ( $b = 0.42$ ; 95% CI =  $0.29$  to  $0.54$ ;  $p < 0.001$ ).

Motivation showed a positive and statistically significant effect on delegation of authority and responsibility. A one-unit increase in motivation led to a 0.42-unit increase in delegation ( $b = 0.42$ ; 95% CI =  $0.30$  to  $0.54$ ;  $p < 0.001$ ).

Finally, perceived leadership was positively and significantly associated with delegation of authority and responsibility. A one-unit increase in perceived leadership corresponded to a 0.18-unit increase in delegation ( $b = 0.18$ ; 95% CI =  $0.05$  to  $0.31$ ;  $p = 0.005$ ).

**Table 5. Results of Path Analysis of Psychosocial Factors Affecting the Performance of Primary Health Care Employees**

Dependent variables	Independent variables	b	95% CI		p
			Lower limit	Upper limit	
<b>Direct effect</b>					
Kinerja	← Motivation	0.34	0.23	0.45	<0.001
	← Delegation of authority and responsibility	0.42	0.32	0.53	<0.001
	← Tenure	0.01	-0.08	0.12	0.733
	← Work status	0.05	-0.04	0.15	0.309
	← Sex	-0.01	-0.10	0.10	0.866
<b>Indirect effect</b>					
Motivation	← Social capital	0.18	0.04	0.31	0.009
	← Perceived of leadership	0.42	0.29	0.54	<0.001
Delegation of authority and responsibility	← Motivation	0.42	0.30	0.54	<0.001
	← Perceived of leadership	0.18	0.05	0.31	0.005

Number of observation = 224; Chi<sup>2</sup> = 11.95; p = 0.21; RMSEA = 0.03; CFI = 0.99; TLI = 0.97; SRMR = 0.03; CD = 0.31

**DISCUSSION**

**1. Effect of Delegation of Authority and Responsibility on Performance**

The path analysis results indicate a direct and statistically significant effect of delegation of authority and responsibility on the

performance of primary healthcare center employees. Employees who received clear and appropriate delegation from their supervisors demonstrated performance scores that were 0.42 units higher than

those who did not receive adequate delegation.

This finding is consistent with the study by Tomizh et al. (2022), which reported a significant positive association between delegation of authority and employee performance, with path analysis revealing a direct effect of delegation on performance ( $b = 0.15$ ;  $p < 0.001$ ). Similar results were also reported by Al-Bori and Al-Ameri (2025), who found that delegation of authority had a significant positive impact on employee performance ( $b = 0.25$ ;  $p < 0.001$ ).

Effective delegation in primary health-care settings, characterized by assigning tasks according to employee competence, providing clear instructions, and ensuring adequate supervision, enhances employee confidence, distributes workload more evenly, and improves team coordination. Consequently, employee performance improves, leading to faster service delivery, more accurate procedures, and increased patient satisfaction. Conversely, poorly structured delegation without clear rules or supervision may result in task omissions and reduced service quality (Moradi et al., 2024).

## **2. Effect of Motivation on Performance**

The results of the path analysis demonstrate a direct and statistically significant effect of motivation on employee performance. Employees with higher levels of work motivation exhibited performance scores that were 0.34 units higher than those with lower motivation.

This finding aligns with the study by Van Tuin et al. (2021), which examined the relationship between motivation and performance through the fulfillment of basic psychological needs and reported a significant positive direct effect of motivation on performance ( $b = 0.43$ ;  $p < 0.001$ ). Similarly,

Kamajaya and Nurani (2024) found that motivation significantly improved employee performance in Indonesian hospital settings, where highly motivated employees consistently delivered better healthcare services.

In addition to its direct effect, motivation also exerted a significant indirect influence on performance through delegation of authority and responsibility. Employees with higher motivation levels were more likely to receive greater delegation from supervisors, which subsequently enhanced their performance. This suggests that motivated employees are perceived as more capable and trustworthy, encouraging supervisors to delegate greater responsibilities. According to Bakker et al. (2017), motivation plays a critical role in performance by driving individuals to maximize their energy, commitment, and potential, resulting in higher productivity, improved work quality, and better achievement of organizational goals.

## **3. Effect of Social Capital on Performance**

The findings reveal a significant indirect effect of social capital on employee performance through motivation. Employees with higher levels of social capital were more motivated at work, with motivation scores increasing by 0.18 units for every one-unit increase in social capital.

This result indicates that stronger workplace networks, trust, and shared norms foster motivation, which ultimately contributes to improved employee performance. These findings are consistent with Cao et al. (2025), who reported that social capital did not directly affect performance but had a significant positive indirect effect through psychological motivation ( $b = 0.34$ ;  $p < 0.001$ ). Similar conclusions were drawn by Wider et al. (2025), who emphasized the mediating role of motivation in the

relationship between social capital and performance.

According to Alviana et al. (2024), social capital enhances performance by promoting collaboration, coordination, and effective information exchange, creating a supportive work environment that strengthens employee commitment and motivation.

#### **4. Effect of Perceived Leadership on Performance**

The path analysis results indicate a significant indirect effect of perceived leadership on employee performance through motivation. Employees with positive perceptions of leadership demonstrated motivation levels that were 0.42 units higher than those with less favorable perceptions. This finding suggests that positive leadership perceptions enhance employee motivation, which in turn improves performance.

These results are consistent with Pratama et al. (2024), who reported a significant positive relationship between motivation and employee performance, as well as Wang (2023), who found that empowering leadership had a direct and significant effect on performance ( $b = 0.47$ ;  $p < 0.001$ ).

In addition, perceived leadership also exerted a significant indirect effect on performance through delegation of authority and responsibility. Employees with favorable perceptions of leadership received higher levels of delegation, which subsequently enhanced performance. Kim et al. (2023) emphasized that leadership styles that promote participation, trust, and empowerment encourage employees to work more proactively, innovatively, and in alignment with organizational goals.

#### **5. Effect of Gender on Performance**

The analysis revealed a negative but statistically non-significant association between gender and employee performance.

This finding indicates that gender differences do not play a decisive role in determining employee performance in primary healthcare centers.

This result supports the findings of Farah et al. (2025), who reported no significant differences in career development outcomes between male and female employees despite variations in performance perceptions. Similarly, Norasiah et al. (2025) found that performance in primary healthcare settings was not determined by gender but by factors such as motivation, supervision, workload, and organizational support. These findings underscore that gender equality in primary healthcare services does not result in performance disparities.

#### **6. Effect of Length of Service on Performance**

The results indicate that length of service had a positive but statistically non-significant effect on employee performance. Employees with longer tenure did not demonstrate significantly different performance levels compared to newer employees.

This finding aligns with Merga et al. (2019), who suggested that length of service does not automatically lead to improved performance due to the influence of other factors such as workplace conditions and benefits. Li et al. (2024) also reported that tenure and demographic factors had minimal influence on performance, whereas workload and stress management were more critical determinants. These results indicate that employee performance is more strongly influenced by psychological and environmental factors than by tenure alone.

#### **7. Effect of Employment Status on Performance**

The analysis showed a positive but statistically non-significant association between employment status and performance. Both permanent and non-permanent employees exhibited comparable levels of performance.

This finding is consistent with Thirikwa et al. (2024) and Pomaranik et al. (2024), who reported that employment status was not a key determinant of health-care worker performance. Instead, factors such as motivation, leadership quality, training opportunities, and management practices played a more prominent role.

These results suggest that equitable management practices, transparent policies, and equal access to rewards and professional development are essential to ensure optimal performance among all employees, regardless of employment status.

This study concludes that delegation of authority and responsibility and motivation have significant direct effects on employee performance, while length of service, employment status, and gender do not show significant associations. Social capital and perceived leadership influence performance indirectly through motivation and delegation.

Despite its contributions, this study has limitations, including the focus on selected variables, reliance on self-reported questionnaire data, potential response bias, and a sample dominated by permanent employees. Theoretically, the findings reinforce the importance of motivation and delegation in performance improvement. Practically, the results highlight the need for stronger leadership, fair delegation practices, enhanced motivation, and strengthened social capital to improve employee performance and service quality in primary healthcare centers.

Future research is recommended to include broader samples, additional variables, and comparative analyses across different healthcare settings. Strengthening leadership capacity, delegation systems, motivation, and social capital is essential for optimizing employee performance and

improving the quality of primary healthcare services.

#### **AUTHOR CONTRIBUTIONS**

The first author was responsible for conceptualization, data collection, data analysis, and manuscript preparation. The second and third authors served as supervisors, providing methodological guidance, research supervision, data analysis support, and manuscript review. The fourth and fifth authors contributed as examiners, offering critical feedback, revisions, and improvements to the research findings and final manuscript.

#### **FINANCIAL SUPPORT AND SPONSORSHIP**

This study was self-funded.

#### **CONFLICT OF INTEREST**

The authors declare no conflicts of interest.

#### **ACKNOWLEDGMENTS**

The authors express their sincere gratitude to all primary healthcare center employees who participated in this study and to all parties who provided support throughout the research and manuscript preparation process.

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