



ANALYSIS IN FACTORS OF INFLUENCING THE COMMUNITY HEALTH CENTER EMPLOYEE PERFORMANCE: LITERATURE REVIEW

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ABSTRACT

One of the aspects which describes the services' quality at the Health Center is reflected by the result of human resources' performance as the service implementer. Many factors influence the employee' performance at the Health Center in which among them are workload, motivation, leadership and Occupational Safety and Health (K3) The purpose of this study is to analyze factors that influence employee performance in community health centers. This article aims to review the available literature about the influence of the workload, motivation, leadership, and Occupational Safety and Health (K3) on the health centers employee' performance. The methods used are Systematic Literature Review using channel Preferred Reporting Items for Systematic Literature Review (PRISMA) by collecting articles from Google Scholar and PubMed databases with the keywords workload, motivation, leadership, and Occupational Safety and Health (K3). From the analysis results, 17 relevant articles are selected with the relevant criteria. The conclusion is that workload, motivation, leadership, and Occupational Safety and Health (K3) have a significant influence on health centers employee' performance.

Keywords: community health center employee; leadership; motivation; workload

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INTRODUCTION

Health Centers as a foremost service health facility and one of the determinant indicators of successful development health in a region are required to increase health service quality. The standard or quality holds a very important role in the implementation of adequate health in the community (Harahap *et al.*, 2023). Strengthening the service quality is done by fulfilling the infrastructure health equipment and human resources (HR). Qualified human resources are those who have expertise, professionalism, productivity and capable to compete in a fair process, independent in working life and have outlooks to the environment (Nuraeni, 2022; Fatmala *et al.*, 2024). Investment to produce qualified and empowered human resources can repair health system thoroughly including service quality improvement to the society (Ministry of Health of the Republic of Indonesia, 2023).

One of the aspects that describe service quality reflected from human resource performance results as service implementer (Harahap *et al.*, 2023). Employee performance is one of the factors that determine the success agency or organization in reaching its purpose (Ahri *et al.*, 2022). Performance is a work's accomplishment or results (output) in the form of product or services achieved somebody in working in quality and quantity through human source in carrying out its job according to the responsibility given (Harahap *et al.*, 2023). Performance is also not only related to the work process implementation but also related to what they do (Sianturi, 2019).

HR performance as service implementers at the Health Center will also be described as service quality provided (Harahap *et al.*, 2023). Health Centers as public organization sector is attached in evaluation of an increasingly diverse critical society to its performance (Listiana, *et al* 2018). Research has mentioned a number of factors affecting performance of employees, including motivation, leadership, and workload. In addition, factor safety and comfort environment work will also influence the performance of employees. The factor that support safety and comfortable work is the implementation of Occupational Safety and Health (K3) for employees. Therefore, the system of Occupational Safety and Health (K3) is very important to implement so employees can feel safe in their workspace and motivated to work more actively and enthusiastically which can increase their performance (TMooy *et al.*, 2023). The purpose of this study is to analyze factors that influence employee performance in community health centers.

METHOD

Methods used are study systematic (Systematic Literature Review) using the channel Preferred Reporting Items for Systematic Reviews (PRISMA) by collecting articles from Google Scholar and PubMed databases with keywords workload, motivation, leadership, and Occupational Safety and Health (K3) and Health Center employee’ performance. Next is filtering the articles based on inclusion criteria and eligibility related to factors affecting Health Center employee’ performance. Inclusion Criteria which is used is free full-text articles - open access, original articles/research published by journals national and international published in 2019 to 2024. From the results search beginning 120 articles were found. Then from the amount, they selected back and determined 17 articles that were considered according to the criteria inclusion.

RESULT

Table 1.
Article Analysis

Author/year	Title	Objective	Method	Results Study
(Ramadhan <i>et al</i> , 2023)	The Influence of Workload and Environment On Employee Performance at the Tabulahan Village Health Center, Tabulahan District, Mamasa Regency	To determine the influence of workload and work environment variables on employee performance.	Study of quantitative analysis with multiple linear regression, Retrieval sample using the Nonprobability Sampling technique with the number sample 37	Workload and work environment have a partial, simultaneous, and significant influence on employee performance.
(Apridani <i>et al</i> , 2021)	The influence of competence, work environment, and motivation on employee performance at the Public Health Center in Tanah Siang District	To measure and analyze the influence of competence, work environment, and motivation on employee performance.	Study of quantitative analysis with SEM (structural equation model) method based on PLS (partial least square) with the amount sample of as many as 41 respondents	Competence, work environment, and motivation have a significant influence on employee performance at the Tanah Siang District Health Center.

Author/year	Title	Objective	Method	Results Study
(Henifah, 2019)	The Influence of Leadership, Non-Physical Work Environment, Compensation and Work Motivation on the Performance of Employees at the Kedungbanteng Health Center, Tegal Regency	To determine the influence of leadership, non-physical work environment, compensation, and work motivation on employee performance.	Explanatory research was analyzed using multiple linear regression. The number of samples is the total population of 48 respondents.	Leadership, physical environment, compensation, and work motivation have a simultaneous influence on the performance of employees of the Kedungbanteng Health Center, Tegal Regency .
(Hifnie and Patria, 2019)	Influence of Leadership Style And Work Motivation Towards Performance Of Employees In Public Health Center In Bandar Lampung City	To determine the influence of leadership style and work motivation on employee performance.	Study quantitative method testing validity of the research instrument used is a product-moment correlation. The sample used by 38 respondents.	There is an influence of leadership style and work motivation on employee performance at the Satellite Inpatient Health Center in Bandar Lampung City.
(Fitria <i>et al</i> , 2018)	Connection Variables Organization and Psychology with Employee Performance Brendan Health Center, Pekalongan City in the Era of National Health Insurance	For analyzing the correlation between organizational variables consisting of infrastructure, service incentives, job design, leadership, and psychological variables namely perception, attitude, and motivation with employee performance	Study quantitative with a cross-sectional approach with a number of sample of 47 respondents.	All variable organization and psychology under study in study This relate in a way significant to performance employee Bandan Community Health Center, Pekalongan City.
(Irawan <i>et al.</i> , 2023)	Influence of Motivation and Satisfaction Work Performance Public Officers at Pekalongan Health Center	To know how and motivation and satisfaction work performance of the Public Officer at Pekalongan Health Center.	How Study quantitative method the analytical with approach with a sample of 260 respondents.	Research results show by that motivation with frequency is influential to performance and satisfaction work with a frequency No influence at Pekalongan City Health Center
(Kiiru, 2022)	Work Environment And Performance Of Employees In the Public Health Sector In Nairobi City, County Kenya	To determine the influence of physical work environment, supervisor support, psychological work	The study uses design study descriptive. The sample consisted of 4227 respondents which was the total population.	Environment Work physical, support environment psychological, and Work environmental Work social influential positive and significant. Influence on the performance of

Author/year	Title	Objective	Method	Results Study
		environment, and social work environment on employee performance in the public health sector in Nairobi County, Kenya.		employees in the sector health community in Nairobi County, Kenya
(Dhavid <i>et al.</i> , 2023)	Influence Environment Work, Leadership Style, and Spirit Work On Employee Performance Health Center Kedopok City of Probolinggo	For now influence Environment Work, Leadership Style, and Spirit Work performance Employees in a way partial at the Health Center Kedopok City of Probolinggo.	Study This is a descriptive quantitative by number sample of 57 respondents.	Environment Work, Leadership Style, and Spirit Work in a way partial (in individual) affects employee performance.
(Primelia and Mudayana, 2019)	Connection Motivation Work With Health Workforce Performance Throughout Yogyakarta City Health Center	To know connection motivation work with performance power health throughout Yogyakarta City Health Center.	Study This is analytical with a cross-sectional approach. A sample of 100 workers Selected Non-PNS health in a way proportional to stratified random sampling	There is a significant relationship between motivation and performance.
(Shasti <i>et al.</i> , 2024)	The Relationship Between Motivation and Employee Performance at Bangun Jaya Health Center, Rejang Lebong Regency	For know connection Motivation with Employee Performance in Health Centers Build Glory in Rejang Lebong Regency.	Study This is an analytical survey using a cross-sectional design. Taking technique sample using a Total Sampling of 42 respondents	There is a significant relationship between physiological needs motivation, job security needs appreciation needs motivation, and social needs motivation with employee performance at Bangun Jaya Health Center, Rejang Lebong Regency.
(Firdaus <i>et al.</i> , 2021)	The Influence of Occupational Health and Safety (K3) on Employee Performance at Melong Asih Health Center	To determine the relationship between occupational health and safety and employee performance at the Melong Asih Health Center.	The study are associative quantitative with samples of a total of 50 respondents.	Employee performance at Melong Asih Health Center is influenced by Occupational Health and Safety.
(TMooy <i>et al.</i> , 2023)	The Effect Of Work Environment, Occupational Safety And Health (K3) On Employee Performance At Oesao Health	To know the influence of environment work, safety, and health Work on the performance of employees at	Study This is a quantitative study with samples of a total of 42 respondents.	Partially, the work environment has a positive and significant effect on employee performance, occupational safety and health have a positive

Author/year	Title	Objective	Method	Results Study
	Center	Oesao Health Center.		and significant effect on employee performance, and simultaneously, the work environment, occupational safety and health have a positive and significant effect on employee performance.
(Wulandari <i>et al</i> , 2023)	The Influence of Work Environment, Training, Occupational Safety and Health on the Performance of Kedopok Health Center Employees, Probolinggo City	To find out the influence of environment work, training, safety, and health performance of employees at Health Center Kedopok City of Probolinggo	Study This is a descriptive quantitative by number sample of 57 respondents.	Work Environment, Training, Occupational Safety, and Health factors influence Employee Performance.
(Arfiono <i>et al</i> , 2022)	Influence Culture Organization and Rotation Work To Motivation Employee Work and Performance Health Center In Tarakan City	To determine the influence and analyze the influence of organizational culture and job rotation on work motivation and performance of Puskesmas employees Tarakan City.	Research design This uses a design explanatory approach . Data collection techniques sample use a non-probability sampling method in with a purposive sampling technique of 85 respondents.	Cultural organization and rotation work are influential and significant to Motivation. Cultural organization, rotation work, and motivation influential significant against performance employee Health Centers in Tarakan City
(Islami <i>et al</i> , 2023)	Effect Workload on Employee Performance at the Batu-Batu Health Center's Regional Technical Implementation Unit (UPTD) Sopeng Regency	To know the influence of burden of performance employees Regional Technical Implementation Unit (UPTD) of Batu-Batu Health Center, Batu Regency Soppeng.	Study This is a quantitative using simple linear regression with a sample of many as 35 respondents.	Workload has a significance level of 0.000 and a coefficient value of -0.416 indicating that the influence given is negative on the dependent variable.
(Afgani and Soliha, 2024)	The Influence of Work Stress and Workload on the Performance of Employees at Mijen Health Center Semarang	To know and analyze the influence of work stress and load performance of employees at the Health Center Mijen Semarang in general partial and simultaneous.	Study This is quantitatively analyzed using regression multiple, f-test, t-test, and coefficient determination.	Job stress and workload have a significant negative effect on employee performance. The higher the workload, the lower the employee performance. The variables of job stress and workload have a simultaneous effect on employee performance.

Author/year	Title	Objective	Method	Results Study
(Siahaan and Dachi, 2021)	Relationship Leadership Work With Of Puskesmas Employees, Lintongnihuta District, Lintongnihuta Regency Responsibility Private 2021	Of To analyze the connection leadership and motivation with performance employees Sigompul Health Center Humbang urge to.	Study This uses a sectional approach with the work number of samples as many as 33 respondents. Sigompul District The	There is a positive and significant relationship between leadership and motivation factors and the performance of employees at the Sigompul Health Center UPT.

DISCUSSION

Workload Impact On Employee Performance

Workload is a bunch or a number of activities that must be completed by an organizational unit or holder position in a term time (Ramadhan and Halim, 2023). The workload is the burden carried by a position according to standards of work that have been determined (Kasmir, 2017). According to Komaruddin (1996) in Manalu (2020), workload analysis is a process for a set number of working hours required to finish a work in time certain. Workload analysis aims to determine how many amount employees and responsibility or burden the accurate job given to the employee. The workload is one of elements that can be noticed by an employee for a high level of work in equity and productivity. Workload overworked staff will hinder performance employee because of imbalance work (Manalu, 2020).

Based on the results Ramadhan and Halim's research (2023) concluded that workload employee is influentially significant in a way partial and simultaneous to performance employees at the Health Center Tabulalah Mamasa Regency where based on the T-test, it was found to mark significance of $0.000 < 0.05$. and value coefficient regression of 0.412. This means that the Workload's own connection in the same direction that ever happens increases the Workload variable by 0.412, then the performance Employee will experience the same increase that is of 0.412 (42.1%), likewise on the contrary. The research found that work assigned to employees at Health Center Tabulalah Mamasa Regency is according to the ability of employees so that employees are capable of finish workload given to them in an appropriate time with maximum results (Ramadhan and Halim, 2023).

The same results were also obtained from Ahri *et al* (2022) research which states that the workload is influential and significant to the performance of employees and is the most dominant factor influencing the performance of Employees at UPT Health Centers in Se-Kab Luwu. Based on study the found that the equalization of employees in the Regency North Luwu particular health center is still not yet even and not well distributed resulting lots of employee Health centers receive more than one workload. Different workloads are owned by medical employee and healthcare worker that can influence the performance. Excessive workload puts pressure on jobs that have a risk tall experiencing mental disorders in the form of mild stress until weight that can affect the performance negatively. Perception of employee to workload is influenced by the number of work they finish which are not relevant to their abilities (Ahri *et al.*, 2022).

Study Afgani and Soliha (2024) mention that workload is influential in a significant way to the performance of employees at the Health Center Mijen Semarang. Results of the t-test of

the variables workload to performance employees can have significance $0.000 < 0.05$. Workload influential negative to performance where the more increased burden Work so will the more performance employees at the Health Center Mijen Semarang (Afgani and Soliha, 2024). This research results is in line with the results study Islami *et al* (2023) showed that variable burden Work own level is significant of 0,000, namely smaller than 0.05. The coefficient value of -0.416 indicates the influence exerted by nature negative to variable dependent. This shows that the burden of overwork can impact negatively to performance, productivity, health, and morale of employees. In addition, demands by patients also become a trigger burden For employees of the Batu-Batu Health Center UPTD, the lack of human resources results in employees being overwhelmed in handling patients. From the research, This can concluded that the burden of high work which can increase performance for employees, but the burden of overwork excessive can cause a decline in performance employee. This is because the inability of employees to finish work is caused By the capacity and capability of employees No according to the demands that must be met (Islami *et al.*, 2023).

Influence Motivation on Employee Performance

Motivation is part of the element of behavior individual. Motivation brings impacts on performance of employees Because concerning the needs and wants of each employee and the other (Apridani *et al.*, 2021) According to Primelia and Mudayana (2019), motivation can divided into two, namely intrinsic motivation which is a motivation that comes from in self-somebody the related things to want to be achieved, and motivation extrinsic which is the motivation that comes from outside that pushes somebody For reach objective certain that have been set previously (Primelia and Mudayana, 2019). Importance of motivation in performance McClelland (2005) suggests 6 characteristics of people who have motivation height, namely: own level not quite enough answer personally, brave taking decisions and taking risks, having objective realistic, planning thorough work, and struggling to realize purpose, to utilize bait concrete return in all activities, searching chance For to realize the plan that has been programmed. This is in line with the opinion put forward by Djatmiko (2005) that " Motivation is a process that encourages, directs and maintains behavior man toward achievement a " goals ". Meanwhile, Hasibuan (2007) stated that motivation is giving Power the driving force that creates Spirit Work someone so that they Want to Work the same, working effectively, and integrated with everything Power his efforts to reach the goal. Motivation should viewed as a form of exercise for employees in carrying out tasks organization, increasingly tall motivation employee so will a higher productivity/ performance (Nuraeni, 2022).

Based on a study by Henifah (2019) motivation is an influential positive on the performance of employees at the Health Center Bullfighting Tegal Regency. Research results show that the more motivated the employee performance employee the better, the existence of motivation, and an employee will feel encouraged to finish work to achieve an effective organization (Henifah, 2019). Research results by Arfiono *et al* (2022) also showed that motivation Work is influential and significant to performance in employee Health Centers in Tarakan City with a value of significance 0.001 ($p = 0.05$) (Arfiono *et al*, 2022). The same conclusion was also obtained in the study of Fitria *et al* (2018) where the results of statistical analysis showed that there was a significant relationship between motivation and the performance of Puskesmas Employees in the National Health Insurance era ($p = 0.004$). In this study, motivation can be related to an employee's performance because employees will have a strong drive and enthusiasm in working because of the awarding of achievements and a healthy work environment. (Fitria *et al*, 2018). Study Shasti *et al* (2024) also mentioned that there is a

significant relationship between the motivation and performance of employees at the Health Center Build Jaya Rejang Lebong Regency. The motivation in question consists of motivation need physiological, including completeness means infrastructure and quantity salary received, motivation needs security, for example, supervision in more intensive to implementation workers by leaders, motivation needs award among them in the form of praise, certificate, recognition for high achieving employees and motivation need social / acceptance like recognition and awards from colleague Work as well as drive to succeed in carrying out assignment. (Shasti *et al*, 2024) Research Primelia and Mudayana (2019) also concluded that there is a relationship between motivation and performance employee Health centers in Yogyakarta City are good motivation intrinsic (p-value=0.025) and motivation extrinsic (p-value=0.028). Each improvement motivation Work will give a very significant improvement in improvement performance of employees in carrying out their jobs (Primelia and Mudayana, 2019).

Influence Leadership on Employee Performance

Leadership plays a role important in system organization that ultimately can influence performance Work employees who work in the organization said. A leader sued For can use his authority To guide and improve his ability to source Power man in a way continuous For reach optimal productivity and performance (Shaleh and Firman, 2018). Success is a leader moving others to reach the goals that have been determined very much depending on the authority leaders and ways leader create Spirit Work employees, colleagues, and also his superiors. A lack of role leaders in creating good communication and coaching low-level employees will result in a decline in the performance of employees in the organization. Indicators style leadership is having a clear strategy and good communication, caring for members and the environment, stimulating members, guard the compactness team (Dirhamsyah, 2021).

Research result in Henifah (2019) shows that leadership influence is positive to the performance of employees Health Center Bullfighting Tegal Regency with a sig t count value $(0.001) < 0.05$, meaning the more positive or tall leadership employee will the more performance employee, results study show that part big leadership in category height and performance employees also in category high (29.2%) (Henifah, 2019). This research result is in line with the study Hifnie and Patria (2019) stated that that there is influence style leadership to performance staff at the Inpatient Health Center Bandar Lampung City Satellite where the magnitude coefficient determination style leadership to performance employee is 59.4%. This shows that there is influence style leadership to performance staff at the Inpatient Health Center Bandar Lampung City Satellite is 59.4% (Hifnie and Patria, 2019).

Study Siahaan and Dachi (2021) also showed the same result that is there is connection positive and significant between variables leadership with the performance of employees of the Sigompul Health Center UPT with a Sig. Value of $0.000 < 0.050$, and Pearson's R-value of 0.946). The greater leadership implemented by the Head of Sigompul Health Center, the performance of employees is also increasingly good and improving. If an employee is not capable complete the target tasks and functions that have been achieved set so will influence mark achievement superior in a way direct in a way tiered (Siahaan and Dachi, 2021). The same results were also obtained in the study David *et al* (2023) concluded that there is an influence between styles leadership with the performance of the employee Health Center Kedopok City of Probolinggo where t - value variable style leadership of 3,260 which is bigger from t table that is of 1,674 with a rate of the significance of 0.002. Concern leader

Health Center Kedopok City of Probolinggo to problem employee can improve employee performance (Dhavid *et al.* , 2023).

Influence Occupational Safety and Health (K3) on Employee Performance

According to Mangkunegara (2009), Occupational Safety and Health (K3) is thoughts and efforts To ensure wholeness and perfection Good physical and also spiritual power work in particular, and humans in general, the results work and culture For going to public Fair and Prosperous (Firdaus *et al.*, 2021). Occupational Safety and Health (K3) indicates safe conditions or Happiness from suffering, damage, or loss on the spot. Safety and Health work indicator is the condition of workplace environment, lighting, use of equipment, condition physical and mental condition of employees (TMooy *et al.*, 2023).

Research by Wulandari *et al* (2023) mentions that occupational Health and Safety is influential in a way partial to the performance of employee Health Center Kedopok City of Probolinggo. This research mentioned that the coefficient regression safety and health Work of 0.292 which means every improvement mark Occupational Health and Safety by 1 then will increase Employee' Performance Value by 0.292 (Wulandari *et al.*, 2023). Research by Firdaus *et al* (2021) also states that there is a significant influence on the level of a very strong relationship between Occupational Safety and Health (K3) and the performance of employee Health Center Original Melong with a value significance <0.05. This shows that Occupational Safety and Health (K3) plays a role in increasing the performance of employees Because Because can provide a sense of comfort in work and high trust that pushes improvement behavior Work (Firdaus *et al.*, 2021).

The same results were also concluded in the study by TMooy *et al* (2023) , where results of hypothesis testing (t-test) partially prove that Occupational Safety and Health (K3) has an impact positive and significant to the performance of employees at Oesao Health Center. Increasingly Good Occupational Safety and Health (K3) then performance employee will be increased. Occupational Safety and Health (K3) aims to avoid accidents Work in the company and improve spirit and motivation, harmony work, and participation in work that has an impact on increasing performance employee. Risk accident work at the health center can reduced by providing equipment and facilities appropriate to the method and also standard security that has been set. If healthcare worker is capable avoid dangerous accident work resulting from a lack of attention to Occupational Safety and Health (K3), then they will be capable increase performance with good quality (TMooy *et al.*, 2023).

CONCLUSION

Based on results identification and review a number of articles can conclude that factor workload, motivation, leadership, and Occupational Safety and Health (K3) are a number of factors affecting the performance of employees at the Health Center. It needs intervention to the factors so that it can increase employee' performance that continuously increase Health Center service quality. In addition to the factors that have been discussed in this article, there is other factors that influence the performance of employee Community Health Center, therefore, it still needs further study to continuous for analyzing what other factors can affect the performance of Community Health Center employees.

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