

## The Relationship of Motivation and Workload with the Performance of Health Officers in the Work Area of Puskesmas Pedongga Pasangkayu District

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**ABSTRACT:** Performance in every organization is carried out by human resources available in an organization. In an organization at the Puskesmas, the performance or work results in quality and quantity can be achieved by a health worker if he carries out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him. The purpose of this study was to determine the relationship between motivation and workload with the performance of health workers in the Pedongga Health Center Work Area, Pasangkayu Regency. This type of research is an analytic type of research using a Cross Sectional Study approach where data concerning the data of the independent variable and the dependent variable will be collected at the same time. The number of samples in this study were 37 health workers who work in the Pedongga Health Center Work Area, Pasangkayu Regency (total population). The results showed that there was a significant relationship between workload with  $p$  value = 0.033 ( $p < 0.05$ ), and motivation with  $p$  value = 0.005 ( $p < 0.05$ ) with the performance of health workers in the Pedongga Health Center Work Area, Pasangkayu Regency. The conclusion in this research is that all the independent variables studied have a relationship with the dependent variable, which means that workload and motivation have a relationship with the performance of health workers. Suggestions in the study are expected for the related agencies of the Pedongga Public Health Center, Pasangkayu Regency to be able to improve the performance of health workers so that public health services at the Puskesmas are better.

**Keywords:** Workload, Motivation, Performance.



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## INTRODUCTION

Health services are carried out by the central government, regional government, and/or the community. Health service efforts are carried out in the form of promotive, preventive, curative and rehabilitative efforts held in health service facilities. Community Health Centers (Puskesmas) have an important role as a type of first level health service facility in the national health system, especially in the health effort subsystem. Based on the National Long Term Development Plan

(RPJPN) in the health sector for 2005-2025, health development is carried out, including by increasing health human resources (Kawade et al., 2021; Nyantakyi-Frimpong, 2021).

A community health center is a functional implementation unit that functions as a center for health development, fostering community participation in health care as well as a first-level service center that carries out its activities in a comprehensive, integrated and sustainable manner for a community residing in a certain area. (Devi & Kaur, 2020; Hallowell et al., 2023; Kehr, 2023).

The realization of quality Puskesmas services cannot be separated from the role of its human resources. According to the World Health Organization (WHO), health human resources are all people whose main activities are aimed at improving health. This is in accordance with Minister of Health Decree no. 857/2009 and Minister of Health Regulation No. 75/2013 which explains that the health effort subsystem places the community health center as the front guard of basic level health services. Community Health Centers have a very strategic role as technical implementing institutions, so they are required to have the ability to improve the quality of primary health services through improving the performance of their human resources (Al-Assaf et al., 2024; Ludwinski & Anderson, 2023; Wu et al., 2023).

Human Resources is the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. Human resource management is very necessary to increase productivity as well as effectiveness and efficiency in the use of human resources. So that the goals of the organization can be achieved as they should. Human resources are a unique factor, both physical and psychological. Under normal circumstances, humans only use a small part of their abilities because human abilities are actually very broad. If the quality of human resources is developed, they will have an influence on changes in knowledge, changes in attitudes, changes in abilities, changes in individual behavior and changes in group behavior. If this happens, it will greatly encourage the achievement of organizational and individual goals optimally (Fernandez et al., 2018; Meyers et al., 2016; Seidu et al., 2023).

Performance is termed as job performance, in a broader sense, namely the results of work in terms of quality, quantity and timeliness achieved by an employee in carrying out his duties according to the responsibilities given. Almost all employee performance measurements consider quantity, quality and timeliness of work (Bärnreuther, 2023; Imran et al., 2021; Ree et al., 2021).

Work performance or achievement is the result of a performance assessment made by the direct supervisor to be used as material for work improvement, compensation adjustments, placement decisions, development needs and much more. The aspects of employee performance assessment are achievement, responsibility, obedience, honesty, cooperation, initiative and leadership. This is in accordance with the elements of performance assessment for Civil Servants (PNS) in Indonesia which use DP3 (Job Implementation Assessment List) as stated in Government Regulation No. 10 of 1979. Performance assessment is primarily needed as feedback for employees to be motivated to work better over time. Performance assessment is part of the operational function of organizational human resource management. Objective performance assessment results can describe how employees actualize themselves at work, whether they feel motivated or not (Adinolfi, 2014; Dixit, 2023; Weintraub & McKee, 2019).

The performance of health workers including doctors, nurses, midwives, nutritionists, pharmacists and other components in the community health center environment is very important to realize quality services in accordance with the objectives of the Ministry of Health of the Republic of Indonesia. Community Health Centers need enthusiastic employees and focused and integrated work teams to produce the best work performance (Abid et al., 2024; Ge et al., 2023; González Núñez, 2013).

Improving the performance of health workers is important considering the change in direction of government policy as desired by the spirit of reform to provide wider space for movement and greater participation for the community in government and development activities, where the government and its apparatus play a greater role as facilitators. This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in facing intense competition with other countries in the world. Starting from this idea, improving the performance of the apparatus is an urgent matter to be implemented (Chen et al., 2020; Romero & Ponomariov, 2023; van de Bovenkamp & Vollaard, 2018).

Increases or decreases in the performance of health workers can occur in health workers in both government and private agencies. Puskesmas as a government agency can also experience an increase or decrease in employee performance. The many community health center programs that must be implemented require all community health center employees to have high performance. Ideally, employee performance is said to be good if it is good in quantity, namely the amount of work completed according to the target, and in quality, namely the quality of work completed according to the planned time. Factors that influence performance include leadership factors, personal factors (motivation, workload, work discipline, skills, abilities, etc.), system factors and situational/work environment factors (Chukwu & Garg, 2020; Huang et al., 2017).

Work motivation is also an important factor in efforts to improve employee performance. Work motivation is a process of influencing or encouraging someone to work to complete the goals that have been set. Motivation will provide encouragement, inspiration and work enthusiasm for employees so that good working relationships are created between leaders and employees. A person who is motivated at work will provide maximum effort to achieve the desired organizational goals. Therefore, motivation is very necessary to achieve good performance (Kaur & Garg, 2023; Vlachy et al., 2023a).

Workload is a factor that can influence the performance of health workers, workload is work that must be carried out by more than one person or work that is not in accordance with their duties and functions at work or workload is a group or number of activities that must be completed by an organizational unit or position holder. within a certain period. Every workload that a person receives in an organization must be appropriate and balanced with the physical and psychological abilities of the workers who receive the workload. The impact that occurs if the workload is too excessive will result in work stress, both physical and psychological and emotional reactions, while too little workload can result in a lack of attention to work and boredom, which can potentially affect the performance of health workers (Casselman et al., 2017; Vlachy et al., 2023b).

Based on data obtained from the North Mamuju District Health Service regarding performance improvements or data reporting that is requested every month as well as health services provided

both in buildings and outside buildings which are still lacking in every health center in the health service's work area, namely the Pedongga health center. Pedongga Community Health Center is one of the community health centers where the number of health workers is still lacking and the level of service from the results of reccreditation carried out by the health service still gets standard service scores so that it becomes a reference for improving better health services.

After conducting direct observations by researchers, it was found that problems related to the performance of health workers at the Pedongga Community Health Center, Pasangkayu Regency regarding performance, this could be seen from the delay in health workers completing reports given by superiors, incomplete monthly reports, lack of self-motivation of health workers in providing health services due to limitations. The available health facilities and medical equipment are inadequate, there is a lack of human resources or employees so that the workload increases, and there are several officers whose work is not in accordance with their functions and duties in carrying out their work so that this problem really affects the performance of health workers and has an impact on health services. at the health center. Factors related to performance are both internal factors (employee abilities, employee education, attitudes, job satisfaction in carrying out tasks, motivation at work, workload and external factors (employee work environment, organization and leadership of the employee concerned).

Data on the total number of health workers based on the Pedongga Health Center report, Pasangkayu Regency, in 2018 the number of health workers was 17 people, in 2019 the number of health workers increased to 25 people, in 2020 it increased to 38 people and in 2021 the number of employees will be 37 people consisting of 20 civil servants and 17 non-civil servants, namely 2 general practitioners, 1 dentist, 10 nurses, 15 midwives, 4 public health, 1 nutritionist, 2 pharmacists, 1 laboratory worker, and 1 employee (Ettyem et al., 2023; Tandon et al., 2020).

## **METHOD**

This research is a type of analytical survey research using a cross sectional approach, namely research conducted to find the relationship between the independent variable and the dependent variable. The population in this study is all health workers in 2021, consisting of 37 health workers at the Pedongga Community Health Center, Pasangkayu Regency. The sample in this study was all employees at the Pedongga Community Health Center, totaling 37 health workers (Total Population).

## **RESULT AND DISCUSSION**

### **Workload**

The results of the univariate analysis showed that there were more respondents who answered that the workload was capable, namely 20 respondents (54.1%) compared to those who answered that the workload was not capable, amounting to 17 respondents (45.9%).

The results of bivariate analysis using the Chi Square statistical test showed that there was a significant relationship between workload and the performance of health workers at the Pedongga Community Health Center, Pasangkayu Regency with a value of  $p = 0.033$  ( $p < 0.05$ ).

According to researchers, there is a relationship between workload and the performance of health workers. Workload is the addition of tasks or hours outside of the work being done or how much work is given to the company or agency that employs its employees or officers so that it affects the work results obtained. Given the workload, health workers can complete their work well according to the time allotted and targets set in the work program. Workload is closely related to the performance of health workers because health workload is an important factor in supporting the achievement of work results. Workload assessment is very important for an organization because with this assessment an organization can see to what extent human factors can support an organization's goals.

The results of the research show that the workload of health workers greatly influences work results, this is because the majority of health workers at the Pedongga Community Health Center are still adults and have an education level that still meets the minimum standards to become a health worker, namely a diploma education level. Being an adult makes it possible for health workers to work optimally because they still have the physical ability and stamina to complete their main tasks and functions and with a minimum education level of a diploma is one of the assets for health workers to easily understand and carry out the tasks given to them. This is in accordance with the theory which states that an individual's capacity to complete various tasks in a job, the overall ability of a health worker includes intellectual ability and physical ability. Intellectual abilities are needed to demonstrate mental activities, while physical abilities are needed to carry out tasks that require stamina, body coordination or balance, strength, speed and flexibility or flexibility of the body. So researchers can conclude that the greater the workload given to health workers in carrying out their work, the higher the performance they will get.

This research is in line with research conducted by Farida Yatman (2020), an alumni student from Diponegoro University, Surabaya, Faculty of Social and Political Sciences, Department of Public Administration, Social and Political Sciences, who stated that there is a relationship between workload and the performance of Kedungwuni District Office Employees, Pekalongan Regency,  $p = 0.011$  ( $p < 0.05$ ). From the results of this research, it is recommended that further studies be carried out on other variables that might influence employee performance, for example work discipline, job satisfaction and organizational culture (Blomgren et al., 2023; Homanen, 2017).

The results of this research are in accordance with the opinion of Nenny Anggraeni (2019) that the perceived workload is beyond the worker's ability to do their job. A person's capacity required to carry out a task in accordance with expectations (expected performance) is different from the capacity available at that time (actual performance) will easily have a positive influence on achieving a high level of performance (Casella et al., 2023; Walsh et al., 2018).

### **Motivation**

The results of the univariate analysis showed that there were more respondents with work motivation who answered in support, namely 22 respondents (59.5%) compared to 15 respondents with work motivation who answered not in support (40.5%).

The results of bivariate analysis using the Chi Square statistical test showed that there was a significant relationship between work motivation and the performance of health workers at the Pedongga Community Health Center, Pasangkayu Regency with a value of  $p = 0.005$  ( $p < 0.05$ ).

According to researchers, there is a relationship between work motivation and the performance of health workers. Motivation is the force that drives an employee that causes and directs behavior. Motivation is basically influenced by need factors, both basic or physiological needs, security needs, esteem needs and actualization needs. Work motivation is something that comes from an individual's internal self that creates encouragement or enthusiasm to work hard. The drive-in question is the level of fulfillment of life's needs and is a tendency to maintain life.

Health workers at the Pedongga community health center have high motivation, this is proven by the level of discipline of health workers and their ability to complete all the work they are given. One of the triggers for the high motivation of health workers at the Pedongga Community Health Center is because of the attention from superiors to provide awards both in the form of services and in the form of goods or career development, career development of health workers greatly influences performance.

This research is in line with research conducted by Sulastri (2018), which states that work motivation is significantly related to employee performance. The relationship between work ability and work motivation on employee performance. The research results show that there is a significant relationship between work ability and work motivation on employee performance, as indicated by the F test probability value of  $0.000 < 0.05$ . Based on the research results, a justification can be drawn that there is a significant relationship between work ability and work motivation on employee performance.

The same opinion was expressed in Distayanti (2018) research which stated that employee performance is influenced by various factors of job satisfaction, leadership and career development. This attention has a very positive impact on the enthusiasm and work motivation of health workers so that they are able to work optimally and can provide quality health services and provide satisfaction to patients. Quality services can be realized if health workers have good performance and good performance can be realized if supported by high motivation, both internal and external motivation.

### **Future Research Recommendation**

For Institutions, it is hoped that educational institutions will collaborate more with health agencies. With cooperation between both parties, they can provide health information from research conducted by education agencies which is provided to health agencies.

For Institutions, it is hoped that the puskesmas will ensure that all working health workers can accept additional work due to limited/insufficient health workers so that they can propose acceptance to the Regional Personnel Agency office to place health workers at the puskesmas and motivate health workers to improve their performance in order to improve the quality of health workers in the community. in terms of physical and mental abilities.

For Further Researchers, it is hoped that it can become a reference, contribute ideas and can develop knowledge for future researchers, especially regarding performance with more interesting variables.

## CONCLUSION

There is a significant relationship between workload and the performance of health workers at the Pedongga Community Health Center, Pasangkayu Regency with a value of  $p = 0.033$  ( $p < 0.05$ ). There is a significant relationship between work motivation and the performance of health workers at the Pedongga Community Health Center, Pasangkayu Regency with a value of  $p = 0.005$  ( $p < 0.05$ ).

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