



Factors Influencing Health Service Performance at the Bulili Health Center, Palu City

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ABSTRACT

Employee performance refers to the extent to which employees achieve work outcomes in accordance with predetermined job standards. Performance encompasses not only work results but also behaviors, attitudes, and mental readiness, reflecting a commitment to continuous improvement in work quality. This study aimed to analyze the determinants of health workers' performance at the Bulili Community Health Center, Palu City, in 2024. This study employed a quantitative approach with an analytical survey design. The study population consisted of all employees at the Bulili Community Health Center, with a total sample of 80 respondents. Data were collected using a structured questionnaire measuring variables including length of service, attitude, motivation, rewards, leadership, and work performance. Data analysis was conducted using the chi-square statistical test with a significance level of $\alpha \leq 0.05$, followed by multivariate analysis to identify the most influential determinant. The results indicated significant relationships between length of service and work performance ($p = 0.001$), attitude and work performance ($p = 0.000$), motivation and work performance ($p = 0.000$), rewards and work performance ($p = 0.000$), and leadership and work performance ($p = 0.000$). Among the five variables, leadership emerged as the most influential determinant of work performance ($B = 1.795$; $\text{Sig} = 0.024$). In conclusion, length of service, attitude, motivation, rewards, and leadership are significantly associated with the performance of health workers. Therefore, targeted efforts—particularly in strengthening leadership practices—are essential to enhance employee performance and ensure the delivery of high-quality health services.

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INTRODUCTION

The Public Health Center (Puskesmas) has a very strategic role in accelerating the improvement of public health standards. Therefore, health centers are required to be able to provide quality and satisfactory services for their patients in accordance with the set standards and can reach all levels of society (Handayani et al., 2019). To create quality and satisfactory services for patients, in providing health services, sufficient health human resources are needed both in number, type, and quality. In addition, it must be distributed fairly and evenly in primary, secondary, and tertiary service facilities (Riyanti and Prasetyo, 2019).

The insufficient availability of health human resources, both in number, type, and quality, as well as uneven distribution, has an impact on low public access to quality health services (Ministry of Health of the Republic of Indonesia, 2016). In addition, quality health services cannot be separated from the performance of health workers, the good or bad service provided to patients will affect the level of patient satisfaction (Rahinnaya et al., 2016).

Human Resources (HR) have an influence of 80% on health services, where the crucial problem that occurs today is related to the quality of human resources (Ministry of Health, 2019). HR is an important element for an organization where their performance is highly calculated to realize the vision and mission

that has been determined (Handayani et al., 2019). Good human resource performance will have an impact on improving service quality (Harahap et al., 2023). So that the performance of human resources, especially in the health sector, is important to be studied as an effort to improve health development.

Based on the Indonesian Minister of Health Regulation Number 75 of 2014 concerning Community Health Centers, it is written that the types of health workers that must be in the health center at least consist of doctors, or primary service doctors, dentists, nurses, midwives, public health workers, environmental health workers, medical laboratory technologists (ATLM)/health analysts, nutrition workers, and pharmaceutical workers (Ministry of Health of the Republic of Indonesia, 2014).

Employee performance can be interpreted as the achievement of an employee's work results in his or her work in accordance with certain criteria of the job (Astarina et al., 2022). Performance can include behavior, attitudes, and mentality that are of the view that the work done must be of higher quality than before (Pangestuti, 2018). Performance is needed to be able to encourage the organization in achieving goals. If an organization has employees with poor performance, the organizational goals will not be obtained, if the performance of employees is good, the organizational goals will be obtained. (Cindi, Flores, 2019).

Meanwhile, with the improvement in the performance of health workers, it is expected to be able to improve the quality of health services. Improving the quality of this service will have a major impact on health services in general and will ultimately improve the standard of life and welfare of the community (Handayani et al., 2019). However, leaders often do not pay attention to this before facing a serious crisis in their organization (Rismawati et al., 2018). Therefore, the performance of health workers, especially in public health service centers such as health centers, needs to be paid attention to so that they can improve the quality of work.

So that to measure the good or bad performance of this employee can be seen through four things, namely quality, quantity, time use and cooperation. Of the four indicators, the quality and quantity of work are included in the output or yield aspect, while the use of time and cooperation are included in the aspect of individual behavior (Gunawan and Ayubi, 2023).

Meanwhile, there are many factors that can affect the performance of an employee in an organization, where each factor has its own formula to be solved properly by the organization (Daulay et al., 2024). According to Gibson in (Pangestuti, 2018) There are three factors that affect performance, namely individual factors, psychological factors and organizational factors. One of the factors present in individual factors is the working period. According to Mawaddah (2022), the period of service is the period or length of time an employee has devoted himself to a company or organization. The working period is closely related to a person's work experience which is good capital to improve employee performance. The longer a person does a job, the more experience they tend to gain to be used as a guideline in improving their performance. Work period and experience influence a person's skills at work (Handayani et al., 2019).

There are several factors that can affect performance in psychological factors, one of which is attitude. According to Mawaddah (2022), attitude has an important role to influence a person's behavior in doing work. Where attitude is an evaluation, feeling and tendency of a person that is relatively consistent towards an object or in other words that attitude is a feeling that arises in a person towards an object, both before and after people see it. Attitude is one of the important things in performance, if health workers behave well, it will produce good quality performance. On the contrary, if health workers behave badly, the quality of performance will not be good. A good work attitude will create a positive relationship with the results of a person's performance. Professional attitude is one of the important components of a person's performance in solving the problems faced (Harahap et al., 2023).

In addition, the thing that can affect performance is the giving Reward. Reward is a return for services provided by the agency to the workforce, and the award is not just a right and obligation but a driving force for the spirit to work (Daulay et al., 2024). Grants Reward to employees has a positive effect on performance. Policy in giving Reward that are timely and in accordance with the results of the work will improve the performance of health workers. The purpose of awarding awards for the job satisfaction of health workers will later maintain the stability of the employees themselves (Astarina et al., 2022). Poor quality and unprofessional health care systems are related to the inconsistency of the awards they receive with the work they have to do.

Meanwhile, according to Mawaddah (2022), stating that factors that can affect performance are work design, abilities and expertise, knowledge, work motivation, loyalty, commitment, personality or traits, leadership, organizational culture, leadership style, job satisfaction, facilities, and work discipline. Ability factors, knowledge and work design are factors that directly affect performance. Meanwhile, personality factors, job satisfaction, motivation, commitment, leadership, organizational culture, leadership style, facilities, work discipline, and loyalty, are factors that have a direct and indirect effect. These factors will contribute to the performance of both individuals and organizations.

According to Gunawan and Ayubi (2023), regarding factors related to the performance of health workers with integrated management services for toddlers at the Kamonji Health Center, Palu City, it is

known that there is a relationship between attitudes, motivation, leadership, and facilities and the performance of health workers with integrated management services for toddlers.

Research carried out Resorts (2018), about factors related to the performance of Sragen health center employees during the covid-19 pandemic shows that there is a relationship between work attitude, work motivation, working period and work environment with employee performance at the Sragen health center. Furthermore, from the results of the research (Oktaviana & Wahyono, 2020), showing that there is a relationship between the working period and the performance of midwives in postpartum services. Good performance tends to have a long working period and poor performance tends to have a new working period. Based on research submitted by (Handayani et al., 2019), attitudes have a meaningful relationship with the performance of the S1 doctoral education student team in the activities Interprofessional Education. Students with teams that have a good work attitude show better performance than teams that behave poorly.

The Palu City Government has 14 Puskesmas spread across Palu City, where the Puskesmas that have inpatients are Bulili Health Center, Pantoloan Health Center and Nosarara Health Center so that their needs are different from other health centers. Based on the results of the analysis of problem data from the Palu City Health Office, it was found that the most complaints from the community about the services at the Bulili Health Center were complaints. Problems also arise from employee discipline related to attendance.

The results of the performance assessment of Bulili Health Center employees in 2021 were with an average score of 79, and in 2022 with an average score of 76. The qualification for the performance assessment of the Bulili Health Center is 91 Very Good. Although it is still included in the good category, employee performance from 2020 to 2022 has decreased performance.

Performance assessment based on quantity aspects can be seen from the data on the achievement of the Minimum Service Standards (SPM) program of Puskesmas. From the data of the annual report of the Bulili Health Center in Palu City, there are many achievements of program performance indicators that are not in accordance with the target and even very far from the target, which is 100%. The SPM program in 2022 is such as the percentage of citizens aged 60 years and older who receive health screening according to the standard of 28.75%; the percentage of citizens aged 15-59 years old who receive health screening according to standards is 58.99%; the percentage of hypertension patients receiving services according to standards is 33.20%; the percentage of people with DM receiving health services according to standards is 36.05%; the percentage of People with Severe Mental Disorders (ODGJ) who receive mental health services according to standards is 29.41%; the percentage of people with TB receiving TB services according to standards is 45.44% (Bulili Health Center, 2022).

The percentage of pregnant women receiving pregnant women's services is 99%; the percentage of maternity mothers receiving childbirth services is 100%; the percentage of newborns receiving 100% newborn health services; the percentage of children aged 0-59 months who receive health services for toddlers according to standards is 76.21%; The percentage of children of primary education age who receive health screening according to standards is 86.64% (Bulili Health Center, 2022). The achievements of the performance of these programs are closely related to the performance of the individuals who hold each of these programs (Jefrison, 2017).

In addition, related to the aspect of time use is also known to be not optimal. Judging from the absence of employees, where based on the results of the attendance data of the Bulili Health Center in Palu City from 54 people, in January the number of employee attendance was 45 people, in February as many as 53, in March-April as many as 45 people, in May-August as many as 44 people, and in September as many as 44 people. Most employees do not attend on time because they arrive late on the basis of dropping off school children, the distance from home is quite far and because of rain constraints (Bulili Health Center in Palu City, 2023).

The initial survey conducted by researchers at the Bulili Health Center in Palu City on employee performance was reviewed from the aspect of discipline, where there were still undisciplined employees. This can be seen from employees who come and go home not according to schedule and leave during working hours for personal reasons. The registration counter and drug collection room open at 08.30 WITA where it should be opened at 08.00 WITA. The results of the researcher's interview with one of the patients also said that sometimes there was a long wait for medicine because the queue was too long and there were some employees who were not friendly and did not pay attention to the standard of service that must be provided to patients.

The results of the interview with the Head of the Bulili Health Center that there is no reward system for employees, this also causes employees to be unenthusiastic in improving their performance, and can lead to a decrease in work motivation. In addition, according to data from the 2023 Medical Device Facilities and Infrastructure Application (ASPAK), the work facilities at the Bulili Health Center are also inadequate, which is 34.86%. Based on the results of interviews with 5 employees, it was stated that this also affected work comfort and had an impact on decreased performance.

METHODS

This research is a type of quantitative research using a cross sectional approach. The research location was carried out at the UPTD Bulili Health Center, Palu City, from June to September 2024. The population in this study is health workers with a sample of 80 respondents taken using the total population method.

Data collection is carried out by using primary data and secondary data. Primary data was obtained through the provision of questionnaires to health workers at the Bulili Health Center in Palu City to collect information on the determinants of performance of health workers at the Bulili Health Center in Palu City, while secondary data was obtained through recording and reporting from the UPTD Bulili Health Center in Palu City.

Data analysis was carried out through univariate analysis to see the frequency distribution of each variable, as well as bivariate analysis to see the relationship between independent and dependent variables. The chi-square test was used with a confidence level of 95% and a significance level of 0.05 to determine the existence of a significant relationship between these variables and multivariate analysis by using multiple linear regression tests to see which independent variables were most related to the work performance of health workers at the UPTD Bulili Health Center in Palu City.

RESULTS

Respondent Characteristics

Table 1. Distribution of Characteristics of Health Worker Respondents in the Working Area of UPTD Bulili Health Center, Palu City in 2024

No.	Characteristics	Frequency (f)	Percentage (%)
1.	Age :		
	Late Teens (17-25 Years)	8	10
	Early Adult (26-35 years)		
	Late Adult (36-45 years)	32	40
	Early Elderly (46-55 Years)		
	Late Elderly (56-65 Years)	30	37,5
		9	11,25
		1	1,25
2.	Gender :		
	Male	7	8,75
	Women	73	91,25
3.	Education :		
	High School	2	2,5
	D3	36	45
	D4	7	8,75
	S1	19	23,75
	S1+Profession	14	17,5
	S2	2	2,5
4.	Employment Status :		
	Volunteer	13	16,25
	Contracts/ P3K	21	26,25
	PNS	46	57,5
5.	Marital Status :		
	Married	61	76,25
	Unmarried	19	23,75

Source : Primary Data, 2024

Table 1 shows the characteristics of the respondents in terms of age Most of the respondents were early adults (26-35 years) as many as 32 respondents (40%), late adults (36-45 years) as many as 30 respondents (37.5%), early elderly (46-55 years) as many as 9 respondents (11.25%), late adolescents (16-25 years) as many as 8 respondents (10%), and the late elderly as many as 1 respondent (1.25%).

Judging from gender, most of the respondents were female as many as 73 respondents (91.25%) while male respondents were 7 respondents (8.75%). In terms of education, most of the respondents had D3 Education as many as 36 respondents (45%), S1 as many as 19 respondents (23.75%), S1 + Professional as many as 14 respondents (17.5%), D4 as many as 7 respondents (8.75%), high school and S2 as many as 2 respondents (2.5%).

In terms of employment status, most of the respondents were civil servants as many as 46 respondents (57.5%), P3K as many as 21 respondents (26.25%), and volunteers as many as 13 respondents (16.25%). In terms of marital status, most of the respondents had married status as many as 61 respondents (76.25%), while unmarried status was 19 respondents (23.75%).

Univariate Analysis

Table 2. Distribution of Working Period of Health Workers at UPTD Bulili Health Center, Palu City

No.	Variable	Frequency (f)	Percentage (%)
1.	Tenure		
	a. New	21	26,25
	b. Old	59	73,75
	Total	80	100

Source : Primary Data, 2024

Table 2 shows that out of 80 respondents, most respondents had a long service period of 59 respondents (73.75%) while those who had a new service period were 21 respondents (26.25%).

Table 3. Distribution of Health Workers' Attitudes at UPTD Bulili Health Center, Palu City

No.	Variable	Frequency (f)	Percentage (%)
1.	Attitude		
	Good	42	52,5
	Not Good	38	47,5
	Total	80	100

Source : Primary Data, 2024

Table 3 shows that out of 80 respondents, judging from the attitudes of most respondents have a good attitude as many as 42 respondents (52.5%) while those who have a bad attitude are as many as 38 respondents (47.5%).

Table 4. Distribution of Performance Motivation for Health Workers at UPTD Bulili Health Center, Palu City

No.	Variable	Frequency (f)	Percentage (%)
1.	Motivation		
	Good	41	51,2
	Not Good	39	48,8
	Total	80	100

Source : Primary Data, 2024

Table 4 shows that out of 80 respondents, judging from the motivation of a large number of respondents, 41 respondents (51.2%) had good motivation, while 39 respondents (48.8%) had poor motivation.

Table 5. Distribution of Health Worker Leadership at UPTD Bulili Health Center, Palu City

Yes	Variable	Frequency (f)	Percentage (%)
1.	Leadership		
	Good	42	52,5
	Not Good	38	47,5
	Total	80	100

Source : Primary Data, 2024

Table 5 shows that out of 80 respondents, judging from leadership, most respondents said good leadership as many as 42 respondents (52.5%), while those who had poor leadership were 38 respondents (47.5%).

Table 6. Distribution of Health Worker Rewards at UPTD Bulili Health Center, Palu City

No.	Variable	Frequency (f)	Percentage (%)
1.	Reward		
	Good	42	52,5
	Not Good	38	47,5
	Total	80	100

Table 6 shows that out of 80 respondents, judging from the reward Most of the respondents said that the reward given was good, as many as 42 respondents (52.5%), while those who had a bad reward were 38 respondents (47.5%).

Table 7. Distribution of Health Worker Performance at UPTD Bulili Health Center, Palu City

No.	Variable	Frequency (f)	Percentage (%)
1.	Performance		
	Good	41	51,2
	Not Good	39	48,8
Total		80	100

Source : Primary data 2024

Table 7 shows that out of 80 respondents, judging from the performance Most of the respondents had good performance as many as 41 respondents (51.2%), while those who had poor performance were 39 respondents (48.8%).

Bivariate Analysis

Table 8. Distribution of the Relationship Between Working Period and Work Performance of Health Workers at UPTD Bulili Health Center, Palu City

Tenure	Performance				Total	P Value
	Good		Not Good			
	f	%	f	%		0,001
Good	4	5	17	21,25	21	26,25
Not Good	37	46,25	22	27,25	59	73,75
Total	41	51,25	39	48,75	80	100

Source : Primary Data, 2024

Table 8 shows that of the 80 respondents, 4 respondents (5%) had a new working period and good performance, and 17 respondents (21.25%) had poor performance. Meanwhile, respondents who have a long working period and have good work performance are 37 respondents (46.25%) and those who have poor performance are 22 respondents (27.25%).

Based on the results of the chi-square person test, a value of $p = 0.001 (\leq 0.05)$ was obtained, statistically indicating that there was a relationship between the working period and the work performance of health workers at the UPTD Bulili Health Center, Palu City.

Table 9. Distribution of the Relationship Between Attitude and Work Performance of Health Workers at UPTD Bulili Health Center, Palu City

Attitude	Performance				Total	P Value
	Good		Not Good			
	f	%	f	%		0,000
Good	32	40	17	21,25	42	52,5
Not Good	9	11,25	22	27,25	38	747,5
Total	41	51,25	39	48,75	80	100

Source : Primary Data, 2024

Table 9 shows that of the 80 respondents, 32 respondents (40%) had a good attitude and good performance, and 10 respondents (12.5%) had poor performance. Meanwhile, respondents who had a bad attitude and had good work performance were 9 respondents (11.25%) and those who had poor performance were 29 respondents (36.25%).

Based on the results of the chi-square person test, a value of $p = 0.000 (\leq 0.05)$ was obtained, meaning that statistically there was a relationship between attitude and work performance of health workers at the UPTD Bulili Health Center, Palu City.

Table 10. Distribution of the Relationship Between Motivation and Work Performance of Health Workers at UPTD Bulili Health Center, Palu City

Motivation	Performance				Total	P Value
	Good		Not Good			
	f	%	f	%		0,000
Good	33	41,25	8	10	41	51,25

Not Good	8	10	31	38,75	39	48,75
Total	41	51,25	39	48,75	80	100

Source : Primary Data, 2024

Table 10 shows that out of 80 respondents, 33 respondents (41.25%) had good motivation and good performance, and 8 respondents (10%) had poor performance. Meanwhile, respondents who had poor motivation and good work performance were 8 respondents (10%) and those who had poor performance were 31 respondents (38.75%).

Based on the results of the chi-square person test, a value of $p = 0.000 (\leq 0.05)$ was obtained, meaning that statistically there was a relationship between motivation and the work performance of health workers at the UPTD Bulili Health Center, Palu City.

Table 11. Distribution of the Relationship Between Rewards and Work Performance of Health Workers at UPTD Bulili Health Center, Palu City

Reward	Performance				Total	P Value 0,000
	Good		Not Good			
	f	%	f	%	%	
Good	35	43,75	7	8,75	42	52,5
Not Good	6	7,5	32	40	38	47,5
Total	41	51,25	39	48,75	80	100

Source : Primary Data, 2024

Table 11 shows that of the 80 respondents, 35 respondents (43.75%) had good rewards and good performance, and 7 respondents (8.75%) had poor performance. Meanwhile, respondents who had poor rewards and good work performance were 6 respondents (7.5%) and those who had poor performance were 32 respondents (40%).

Based on the results of the chi-square person test, a value of $p = 0.000 (\leq 0.05)$ was obtained, meaning that statistically there was a relationship between reward and the work performance of health workers at the UPTD Bulili Health Center, Palu City.

Table 12. Distribution of the Relationship Between Leadership and Work Performance of Health Workers at UPTD Bulili Health Center, Palu City

Leadership	Performance				Total	P Value 0,000
	Good		Not Good			
	f	%	F	%	%	
Good	35	43,75	7	8,75	42	52,5
Not Good	6	7,5	32	40	38	47,5
Total	41	51,25	39	48,75	80	100

Source : Primary Data, 2024

Table 12 shows that of the 80 respondents, 35 respondents (43.75%) stated good leadership and good performance, and 7 respondents (8.75%) had poor performance. Meanwhile, respondents who stated poor leadership and had good work performance were 6 respondents (7.5%) and those who had poor performance were 32 respondents (40%).

Based on the results of the chi-square person test, a value of $p = 0.000 (\leq 0.05)$ was obtained, meaning that statistically there was a relationship between reward and the work performance of health workers at the UPTD Bulili Health Center, Palu City.

Multivariate Analysis

Table 13. Logistic Regression Analysis Results

	B	S.E	Wald	Df	Sig.
Tenure	0,865	0,896	0,934	1	0,334
Attitude	0,011	0,916	0,000	1	0,990
Motivation	1,297	0,908	2,038	1	0,153
Leadership	1,795	0,795	5,102	1	0,024
Reward	1,464	0,822	3,173	1	0,075
Constant	-8,305	1,977	17,644	1	0,000

Source : Primary data 2024

Based on table 13 which is the result of the analysis of logistic regression, the logistic regression equation can be formulated as follows: $\text{Performance} = -8,305 + 0.865 \text{ tenure} + 0.011 \text{ attitude} + 1,297 \text{ motivation} + 1,795 \text{ leadership} + 1,464 \text{ rewards} + e$

DISCUSSION

The Relationship between Work Period and Work Performance of Health Workers at the Bulili Health Center

The researcher's assumption that the longer a person's service life tends to have better performance, this can be seen from experience, where health workers who have a longer service life tend to have more work time and allow them to be more skilled in carrying out their duties and responsibilities. This can also be seen from interpersonal skills, where health workers who have a long working period often improve their skills in terms of communication and interpersonal relationships so that they can provide effective care in terms of service.

This is in accordance with (Riyanti and Prasetyo, 2019) which states that performance is what a person can do in accordance with his field of duties and functions which is influenced by attitudes, knowledge and skills. This is also in accordance with Anwar Prabu Mangkunegara, the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (C. Flores, 2019).

Research by Anwar et al., (2020) in Makassar City found that the working period is related to the performance of health workers. This can also be caused by the number of respondents who have just become health workers and the number of respondents who have been health workers for a long time tend to be active in services at the health center, there is no difference in the two groups. This situation can usually make the longer the health worker has a working period, the more active the role of health workers in the health center or outside the health center. Where the longer the working period, the more knowledge and activeness the person will be, the more challenges that may be developed and changed. Without an experience an individual will find it difficult in the process of developing.

Healthcare workers with longer service periods tend to have more in-depth experience and expertise, which can contribute to improving the quality of service. The increased experience allows them to handle complex cases more effectively and provide more accurate assessments in critical situations.

Respondents who have a long working period but poor work performance are as good as (27.5%), this can be caused by age factors. It can be seen that health workers at the Bulili Health Center have entered the age category of the early elderly (46-55 years) as much as 11.25% and the late elderly (56-65 years) as much as 1.25%. With sufficient age, physical and mental health indirectly decreases so that it can affect performance even though the working period is long and when getting prolonged work pressure can reduce motivation and productivity. This can also be influenced by changes in tasks or technology where regulations or rules in service affect changes in new procedures or technologies so that they can hinder the performance of health workers.

Respondents had a long working period and good performance, the researchers' assumption was that this could be due to deep experience, where healthcare workers with long working periods usually have extensive experience, which allows them to handle various situations more effectively. This can also be influenced by the knowledge and interpersonal skills of health workers, with better knowledge of the procedures and policies in the Bulili Health Center will contribute to efficient performance.

Health workers who have worked in a Puskesmas for a long time usually better understand the needs and characteristics of the local community. This helps in providing more tailored and sustainable services, an aspect that is often the focus of the service process at the Puskesmas. This is in accordance with the results of research by Ikrima Daulay (2024) who stated that too long a working period may also carry the risk of resistance to change and innovation. In the ever-evolving world of healthcare, the reluctance to adopt new methods or technologies can be an obstacle in meeting the ever-changing accreditation standards.

Respondents who have a new working period but already have a good performance of 5%. The researcher's assumption that this can be caused by marital status, where 8 (10%) respondents who have a new and unmarried period of employment have high motivation to prove themselves and develop themselves and learn so that they can improve performance. This can also be influenced by the work environment and colleagues where most of the health workers at the Bulili Health Center are still young and productive so that they have colleagues who can help and can accelerate performance development.

The opinion of Najjar S (2022), states that younger health workers often bring new energy and familiarity with the latest technology, while those who are more experienced provide in-depth knowledge of medical practice and patient service. The working period of health workers has a significant influence on the process and results of services at the Health Center. Ideally, a health center should have a good combination of new and experienced health workers to ensure that the health center can meet the expected standards in service, while continuing to develop and adapt to innovations in the health sector.

Respondents who have a new period of employment but poor performance can be influenced by the lack of experience possessed by respondents in terms of handling complex situations well and do not have skills that have not been developed so that they can hinder performance. With a new working period can also sometimes cause stress and anxiety at work by getting a new situation, this new work environment can interfere with focus and work effectiveness.

The Relationship between Attitude and Work Performance of Health Workers at the Bulili Health Center

The researchers' assumptions of health workers' attitudes have a great influence on their work performance, both individually and in a team context. Respondents with a good attitude tend to be more motivated and committed to their duties and responsibilities, and contribute to good performance. By having a good attitude, health workers can increase patient satisfaction during their arrival at the Bulili Health Center. This can also be influenced by marital status where most of the respondents are married as much as 76.25%, this with married status will form individual emotional support so that they have better support and can affect attitudes to be good towards work and life in general.

Respondents who have a good attitude and good performance can be influenced by a positive work environment, where a supportive, collaborative and inclusive environment can improve the attitude and performance of health workers. This is also inseparable from the support of the management or leadership of the Bulili Health Center, with good support from the head of the health center can motivate employees to give their best and have a good attitude. Good attitude and performance can also be influenced by the employment status where most of the respondents have the status of employees as civil servants as much as 57.5%, where with the employment status of health workers have a perception of responsibility for their work results.

This is in agreement with (Daulay et al., 2024), where one of the factors that affect performance is the work environment. In organizational life, not all work can be completed with one employee independently. Whether or not the involvement of colleagues in carrying out performance is inevitable. This means that individual employee performance and overall organizational performance are not only determined by a person's capacity to complete tasks but the support of colleagues is important. Therefore, the support of the work team is a determinant of performance in an organization.

The assumption of the respondent researcher who has a good attitude but poor work performance can be influenced by the lack of skills that the respondents have. Where in health workers at the Bulili Health Center there is still a high school status of 2.5%, lack of skills and knowledge can reduce performance. Another thing that can affect is a poor work environment, where a work environment full of pressure, conflict and lack of support from leaders can affect the ability of individuals to apply good attitudes to their work performance.

This is in agreement with Andreano's (2021) research, where attitudes are also influenced by several components, namely cognitive, affective, and behavioral. The cognitive component is an opinion or segment of beliefs of an attitude. The affective component is the emotional or emotional segment of an attitude. The behavioral component is an intention to behave in a certain way towards someone or something (Robbins and Judge, 2015).

Respondents who have a poor attitude but have good performance can be influenced by intrinsic motivation, where most respondents are of productive age so they have a strong motivation to achieve their life goals, even though their attitude towards their work or colleagues is not good. This affects the encouragement of the heads of the relevant health centers to emphasize good work performance even though their attitude is not good.

The results of research conducted by Dini (2017) show that job satisfaction can mediate the influence of attitudes on employee performance. The higher the attitude and job satisfaction given to nurses, the higher the performance of nurses. A high attitude towards an organization will affect job satisfaction in an effort to improve the performance of nurses. Job satisfaction is an emotional attitude that likes and feels satisfied with their work. This attitude is reflected in performance, discipline and work ethic. A person with a high level of job satisfaction shows a positive attitude towards their job (Bintoro and Daryanto, 2017).

Respondents who have a poor attitude and poor performance can be affected by stress and fatigue at work, excessive workload or prolonged stress can cause fatigue and have an impact on the attitude and work performance of health workers. This is also supported by the age where there are 10 respondents in the elderly age category, who have big personal problems or family problems that can affect attitudes and work performance.

The Relationship between Motivation and Work Performance of Health Workers at the Bulili Health Center

The researcher's assumption is that the motivation of the respondents is good and the work performance is good because of the work environment and the managerial support provided by the Bulili

Health Center, where with good leadership and support from superiors can increase a person's work morale. The results of interviews conducted by the researcher on the motivation of health workers at the Bulili Health Center, the career development provided by the head of the health center and the existence of good relationships between colleagues so that the existence of a positive relationship can increase motivation at work.

Motivation is a force both from within and from outside that drives a person to achieve certain goals that have been set beforehand. Work motivation is related to age, length of employment, work performance, recognition, development of individual potential, perception of salary, working conditions, policy and administration, interpersonal relationships, and supervision. In this study, it was found that the motivation of health workers affects performance in health centers. The influence of work motivation is very relevant to the performance of health workers, because if they are not given motivation, health workers cannot work productively. The influence of the motivation of health workers on performance at the health center is very significant in determining the quality of health services provided by the health center. High motivation in health workers will encourage them to work better and more efficiently in carrying out their duties, including complying with the standard operating procedures necessary to provide the best service.

This is in accordance with the results of Ikrima Dualay's research (2024), which states that any increase in employee work motivation will provide a very meaningful increase in employee performance in carrying out their work, in other words employees who have high work motivation usually have high performance as well. By being able to do the work accurately or without errors, it can add a positive value to the satisfaction of the community who receive treatment at the health center, in this case the patient will feel satisfied with the services provided by the health center which makes the performance of health services higher which has a positive impact on the health center.

Respondents who have good motivation and poor performance, the researcher assumes that this can be caused by the lack of human resources at the Bulili Health Center, besides that there are also limited facilities that are still inadequate so that they hinder performance even though they already have high motivation. This can also be influenced by the age of the respondents where 10 respondents are included in the elderly category so that it causes a sense of burnout, even though they are motivated to work but have experienced physical and mental fatigue due to the influence of age so that it can reduce the ability to work effectively.

Researchers' assumptions related to motivation are not good but have good performance, can be influenced by work routine and discipline and a sense of responsibility. Where most of the respondents are civil servants of the Palu City Government, where when the performance is lacking, they will get a reprimand from the leadership. Health workers also have a high professional attitude at work so that they continue to carry out their duties well even though they are low in motivation.

This research is supported by research by Ira Anggun Oktoviana (2020), who said that employee performance is influenced by various factors of job satisfaction, leadership and career development. In addition, the lack of motivation of health workers is also caused by the lack of facilities that are in accordance with their work, according to health workers, the allowances given are not in accordance with their positions, and the allowances provided are less to make employees more enthusiastic about working.

Respondents who have less motivation and poor work performance, the researcher's assumption can be caused by several factors such as excessive workload due to lack of human resources so that getting too many tasks without balance can make a person feel depressed and they feel incapable and can reduce motivation and work performance.

Research conducted by Ira Anggun Oktoviana (2020), which states that this is because health workers in completing their tasks are not in accordance with the predetermined targets, the volume of work of health workers is not in accordance with the workload that has been determined by the health center, and health workers in completing their tasks are not in accordance with the set time. This is because there are additional activities or tasks that exceed the ability of a health worker.

The limited number of health workers at the Bulili Health Center in Palu City, especially in certain parts, is one of the focuses of the leadership's attention to find solutions or solutions. One of the solutions offered is to assist health workers from other parts to complete some of these work, so that some people have an excessive workload even though in the end all health workers can carry out their duties well according to the predetermined targets by prioritizing cooperation aspects.

The Relationship between Rewards and Work Performance of Health Workers at the Bulili Health Center

The assumption of the respondent researcher who has good rewards and good performance can be influenced by the justice and reward system provided by the head of the Bulili Health Center where the system applied is quite transparent to the staff at the Bulili Health Center, this can increase their motivation and performance, besides that the respondents also said that they can be recognized for their achievements, Where giving awards directly for good performance can encourage a person's work spirit.

Respondents who have less rewards and less work performance can be influenced by the lack of motivation given by the leadership, in this case the head of the health center if they do not provide inadequate rewards can make the officer feel unappreciated, thereby reducing enthusiasm and motivation in work, other things can also be influenced by the excessive and unbalanced workload given by the head of the health center and no feedback is given, So that health workers do not know how to improve their performance.

The results of Alpan Habibi's (2021) research show that the amount of rewards given to those who are entitled depends on many things, mainly determined by the level of achievement achieved. In addition, the form of reward is also determined by the type or form of achievement achieved. Because there are indeed types of financial and non-financial rewards, not only rewards

In the form of financial only, but non-financial rewards must also be considered in the achievements that have been achieved, namely by carrying out their duties in providing services.

This is also in accordance with the research of Martinus Febriyanto (2022), which states that giving rewards is one of the implementation of human resource functions as a form of positive company attention to provide a fair spirit, as well as a form of company participation to motivate and encourage, so that employees are able to provide the best results for the company.

The Relationship between Leadership and the Work Performance of Health Workers at the Bulili Health Center

The respondent's research assumption that good leadership and good performance can be caused by open communication between the head of the health center and the health worker staff at the Bulili Health Center, as well as the support and development provided so that it can improve the performance ability of team members.

According to Hasibuan (2007), leadership is a way for a leader to influence the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Meanwhile, according to Rivai (2006), it is explained that leadership is also said to be the process of directing and influencing activities that are related to the work of group members. Handayani (2018) stated that poor leadership in improving performance can cause employees to be less comfortable at work and can hinder the improvement in providing quality of service to patients.

According to Mangkunegara in Widodo (2015), the term performance from the word job performance or actual performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Armstrong and Baron in Wibowo (2016) stated that performance is the result of work that has a strong relationship with the organization's strategic goals, consumer satisfaction, and contributes to the economy.

Respondents who stated that leadership was good but performance was not good, the researcher's assumption could be due to an unbalanced workload with the limitations of human resources at the Bulili Health Center so that sometimes there are still additional work given. This can also be influenced by the unclarity of the tasks and objectives given which are sometimes not in accordance with the existing job dest.

The results of Ira Anggun Oktaviana's (2020) research show that this is because health workers in completing their tasks are not in accordance with the predetermined targets, the volume of work of health workers is not in accordance with the workload that has been determined by the health center, and health workers in completing their tasks are not in accordance with the set time. This is because there are additional activities or tasks that exceed the ability of a health worker. The limited number of health workers at the Bulili Health Center in Palu City, especially in certain parts, is one of the focuses of the leadership's attention to find solutions or solutions. One of the solutions offered is to assist health workers from other parts to complete some of these work, so that some people have an excessive workload even though in the end all health workers can carry out their duties well according to the predetermined targets by prioritizing cooperation aspects.

The researchers' assumption that respondents who have poor leadership and good performance can be influenced by strong motivation and a sense of responsibility for their work, and the strong support provided by leaders or colleagues so that they can compensate for the lack of leadership and create a productive environment.

This is in accordance with the theory that says that the capacity of an individual to complete various tasks in a job, the overall ability of an employee includes intellectual abilities and physical abilities. Intellectual abilities are needed to demonstrate mental activity. Physical ability is needed to perform tasks that require stamina, body coordination or balance, strength, speed, and flexibility or flexibility of the body (Wirawan, 2009).

Respondents who stated that leadership was not good and performance was not good, the researcher's assumption could be caused by unclear communication which could result in miscommunication and misunderstandings so that it could affect the effectiveness of work. This can also be affected by limited

human resources and unbalanced workload that is not managed properly or too much, which can lead to fatigue and decreased productivity.

The results of this study support the theory of Keith Davis (1989) in Rahmatika (2014) who states that one of the factors related to high and low performance is the ability factor. Psychologically, employee abilities consist of potential abilities (IQ) and reality abilities (knowledge and skills). This means that employees who have an above-average IQ with adequate education for their position and skills in doing the job will more easily achieve the expected performance.

The results of this study also support the theory from Robbins (1998) in Farlen (2011) which states that the level of employee performance will depend on the ability factor of the employee itself, where the higher the level of work ability possessed by an employee, the higher the performance of employees in the company. Thus, the low ability factor will have a negative impact on employee performance.

The Relationship between Work Period, Attitude, Motivation, Reward and Leadership with the Work Performance of Health Workers at the Bulili Health Center

Leadership is a human factor, binding a group together and motivating the achievement of goals that have been set by the previous organization. Without effective leadership, individuals and groups tend to have no direction, are dissatisfied and less motivated (Fikri, 2008). Meanwhile, Ivancevich, et al (2007) state that Leadership as the process of influencing others to support the achievement of relevant organizational goals. According to Handoko (2001) there are five aspects to leadership, namely ability, personality, experience, intellectual, and work environment.

With the existence of SPO (standard operating procedures) that must be carried out, it will lead health workers to carry out their work actions according to the applicable rules even without the presence of a leader nearby. Even so, leadership supervision is still an action that must be taken to assess the performance of officers. Inherent supervision is the real and most effective action in realizing employee performance.

The results of the study show that work discipline is able to mediate the influence of leadership on employee performance. This means that the leadership style applied by the leadership can encourage officers to improve work discipline, which ultimately has an impact on improving performance.

Robbins (2006) states that leaders are able to stimulate subordinates to think creatively and innovatively. Furthermore, in the study, Risambessy et al (2012) said that leadership style has an effect on improving employee performance by influencing employee behavior and perspective. With the same perspective between leaders and subordinates, leaders can control and direct employees to improve their performance. The results of research conducted by Susanty (2016) stated that leadership style has a positive and significant effect on performance through work discipline.

The implication of this finding is that the performance of health workers at the Bulili Health Center in Palu City starts from the existence of work discipline driven by leadership style. Leadership style encourages an increase in work discipline, so that it indirectly impacts the improvement of employee performance. This is in accordance with research conducted by Purnomo and Triastity (2017) which shows that work discipline is able to mediate the influence of leadership style on employee performance.

CONCLUSION

There is a relationship between the working period and the performance of health workers at the Bulili Health Center, Palu City, Palu in 2024. There is a relationship between attitudes and the performance of health workers at the Bulili Health Center, Palu City in 2024. There is a relationship between motivation and the performance of health workers at the Bulili Health Center, Palu City in 2024. There is a relationship between rewards and the performance of health workers at the Bulili Health Center, Palu City in 2024. There is a relationship between leadership and the performance of health workers at the Bulili Health Center, Palu City in 2024. The leadership variable is most related to the performance of officers at the Bulili Health Center, Palu City in 2024.

ADVICE

'It is hoped that this thesis can be used as reading material for students of Muhamadiyah University Palu, especially in the field of Health Policy Administration in order to increase students' knowledge and insight in terms of factors that can affect employee performance so that at work they can provide quality and quality health services.

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