

## The Factors Affecting Performance by Staff Ministry Health Yahukimo District

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### ABSTRACT

**Background:** Health human resources at Yahukimo District Health Office are personnel in the provision of health services that are required to have good performance. Employee performance at the Yahukimo District Health Office found that the performance was not optimal which was influenced by age, sex, education, work motivation, work discipline, workload, work environment and work ability.

**Objective:** To find out the factors that affects the performance of employees of the Yahukimo District Health Office

**Research Method:** Analytical with cross sectional study design. The population is all employees of the Yahukimo District Health Office with a total sample of 62 people taken by purposive sampling. Data were obtained using a questionnaire and analyzed using the chi square test and logistic binary regression.

**Results:** Factors that influence the performance of Yahukimo District Health Office employees are work motivation (p-value = 0.007; RP = 2.771; CI95% = (1.373 - 5.593), work discipline (p-value = 0.000; RP = 4.708; CI95 % = (1,992 - 11,126), workload (p-value = 0.001; RP = 0.237; CI95% = (0.091 - 0.620), work environment (p-value = 0,000; RP = 4,522; CI95% = (2,064 - 9,905 ) and ability (p-value = 0,000; RP = 4,522; CI95% = (2,064 - 9,905). The factors that did not affect the performance of Yahukimo District Health Office employees were age (p-value = 1,000; RP = 0.938; CI95% = (0.479 - 1,834), gender (p-value = 0.939; RP = 1.125; CI95% = (0.573 - 2.210) and education (p-value = 0.202; Rp. 0.939; Rp. 0.280; CI95% = (0.043 - 1.833 ) The work environment is the dominant factor in the performance of employees at the Yahukimo District Health Office.

**Keywords:** Performance, Staff, Health Ministry Yahukimo

### INTRODUCTION

The performance of an agency or organization is closely related to the person or Human Resources who run the organization. HR determines the performance of each organization. Quality and adequate human resources will determine the achievement of the institution's goals. However, the availability of human resources needs to be supported by good human resource management. Performance is basically the responsibility of each individual who works in an institution or an organization. Good performance is the result of optimal work and according to organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress for agencies (organizations) to be able to survive in an unstable competition (Najoan, 2018)

The low performance of Yahukimo district health services over the past few years is thought to be caused by the lack of availability of quality human resources and poor management of human resources. Various complaints about the inactivity of health workers have become common knowledge in Yahukimo. Likewise the activeness of employees who work in the health service secretariat has become the concern of various parties. Evaluation data on aspects of the Health Department

Secretariat in 2017 show that none of the indicators assessed were filled.

Yahukimo District Health Office aims to achieve the vision to be achieved in 2016 - 2021. The vision of the Yahukimo Health Service is to carry out revolutionary health development in order to realize the resurrection of the Yahukimo community towards independence, progress, prosperity and peace through comprehensive, professional and affordable health services. Achieving the vision of the Yahukimo District health office.

According to Robbins (2006: 206), several employee performance indicators, namely quality, quantity, timeliness, effectiveness, independence and work commitment. If using the Robbins indicator to read the assessment data on the performance of the health service above, it means that there is no data entered at a glance and so is the matter of timeliness. Employee performance in an organization is influenced by various factors such as the system, leadership style, appreciation and punishment, supervision of motivation or education level. These various factors and other factors contribute to employee performance. Organizational goals can be achieved if the employees do the work as a responsibility well and in accordance with applicable regulations in the organization or in government agencies. Basically, human resources have an important role in every aspect of the life of an organization including government organizations more specifically at the Health Office. Therefore it is necessary to understand the characteristics of employees, who will play a role in achieving organizational goals.

Realizing the performance of employees of Yahukimo District Health Office, issues of education, age (age), work motivation, work discipline, workload, work environment and work ability are interesting and important problems, because it is proven that employee performance will increase when work motivation increases, and Employee motivation will increase if the role of a leader in providing motivation

and work discipline and accompanied by the promoter to employees who excel.

The performance of the Dinas Kesehatan staff in carrying out their duties and responsibilities cannot yet be said to have achieved good performance for Yahukimo District, it seems that the implementation of tasks is not in accordance with the standards imposed on them. The fact shows that the Yahukimo District Health Office has not been able to achieve its goals to the fullest; this means that it is necessary to understand the existence of employees so that a good policy can be found to achieve goals.

The description of employee activities that occur, or the phenomena that occur at this time include: routine tasks at the office rather neglected because after the morning attendance the employees are no longer visible in the office, and will reappear in the office in the afternoon at the office hours. Likewise, there is still a lack of motivation of employees in carrying out work, which can be seen from the attitude of employees who are indifferent to the completion of waiting office work and lack of willingness or encouragement from within employees (motivation) to improve their performance. Education and technical training of staff (staff) in order to increase the technical knowledge of employees is still very poorly followed. Giving awards / compensation has not yet described equity and justice. A high workload for some employees because of multiple assignments (Mallongi,A. et.al.,2014;2016).

The results of the preliminary survey show the attendance rate of employees shows a decrease in attendance in the last 3 (months). Service only occurs in certain fields, employees come and go home that are not in accordance with the rules set, the room is not tidy because the filing system is not well organized, there are still employees who are less friendly when serving and the office conditions are more often closed. In connection with this, the authors are interested in conducting research with the title "Factors Affecting the Employee

Performance of Yahukimo District Health Office".

**RESEARCH METHODS**

**2.1 Type of Research**

This study was an observational (non-experiment) analytic study with a cross sectional approach that explained the relationship between two variables, namely the independent variables (age / age, gender, education, work motivation, work discipline, workload, work environment and work ability) and dependent variable (employee performance).

**2.2 Time and Location of Research**

This research was conducted at the Yahukimo District Health Office in Papua Province. In October 2018 by collecting secondary data and primary data.

**2.3 Population and Samples**

**a. Population**

Population is a set of all objects or individuals that will be studied or groups from which all samples are selected (Tiro, 2011). The population in this study were 71 District Civil Servants at the District Health Office in Yahukimo.

**b. Samples**

The sample is a portion of the population whose characteristics are investigated or measured (Saepudin, 2011). The sampling technique in this study is by means of Saturated Sampling Techniques, namely all employees of Yahukimo District Health Office as many as 71 people with the criteria of being actively working, not sick / on leave or taking study assignments so that the number of samples obtained is 62 people.

**3. RESULTS**

**Bivariate Analysis**

**a. Effect of Age on Employee Performance**

Table 1. Effect of Age on Employee Performance at Yahukimo District Health Office in 2018

No	Age	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	< 35 year	11	34,4	21	65,6	32	100
2	≥ 35 year	11	36,7	19	63,3	30	100
Total		22	35,5	40	64,5	62	100

*p-value = 1,000; RP = 0,938; CI95% = (0,479 - 1,834)*

Table 1, shows that out of 32 employees <35 years old as many as 11 people (34.4%) had less performance and as many as 21 people (65.6%) performed well. Of the 30 people > 35 years old as many as 11 people (36.7%) had poor performance and as many as 19 people (63.3%) performed well. The results of the chi square test obtained p-value = 1,000 > 0.05 and the results of the prevalence ratio test (RP) = 0.938; CI95% = (0.479 - 1.834). This means that there is no significant effect between age on the performance of employees of the Yahukimo District Health Office.

**b. Effect of Gender on Employee Performance**

Table 2. Effect of Gender on Employee Performance at Yahukimo District Health Office in 2018

No	Sex	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	Male	12	37,5	20	62,5	32	100
2	Female	10	33,3	20	66,7	30	100
Total		22	35,5	40	64,5	62	100

*p-value = 0,939; RP = 1,125; CI95% = (0,573 - 2,210)*

Table 2, shows that of the 32 employees who were male as many as 12 people (37.5%) had poor performance and as many as 20 people (62.5%) performed well. Of the 30 people who were female as many as 10 people (33.3%) had less performance and as many as 20 people (66.7%) performed well. The results of the chi square test obtained p-value = 0.939 > 0.05 and the results of the prevalence ratio test (RP) = 1.125; CI95% = (0.573 - 2.210). This means that there is no significant influence between the sexes on the performance of employees of the Yahukimo District Health Office.

**c. Effect of Education on Employee Performance**

Table 3. Effect of Education on Employee Performance at Yahukimo District Health Office in 2018

No	Education	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	Low	1	11,1	8	88,9	9	100
2	High	21	39,6	32	60,4	53	100
Total		22	35,5	40	64,5	62	100

*p-value = 0,202; RP = 0,280; CI95% = (0,043 - 1,833)*

Table 3 shows that out of 9 employees, who have low education, 1 person (11.1%) has poor performance and 8 people (88.9%) perform well. Of the 53 highly educated people, 21 people (39.6%) had poor performance and 32 people (60.4%) performed well. The results of the chi square test obtained  $p\text{-value} = 0.202 > 0.05$  and the results of the prevalence ratio test (RP) = 0.939; Rp. 0.280; CI95% = (0,043 - 1,833). This means that there is no significant effect between education on the performance of employees of the Yahukimo District Health Office.

**d. Effect of Work Motivation on Employee Performance**

**Table 4. Effect of Work Motivation on Employee Performance at Yahukimo District Health Office in 2018**

No	Work motivation	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	Low	14	58,3	10	41,7	24	100
2	High	8	21,1	30	78,9	38	100
Total		22	35,5	40	64,5	62	100

*p-value* = 0,007; RP = 2,771; CI95% = (1,373 – 5,593)

Table 4 shows that of the 24 employees who had low work motivation as many as 14 people (58.3%) had less performance and as many as 10 people (41.7%) had good performance. Of the 38 people with high work motivation as many as 8 people (21.1%) had poor performance and as many as 30 people (78.9%) performed well. The chi square test results obtained  $p\text{-value} = 0.007 < 0.05$ , this means that there is an influence of work motivation on the performance of employees of Yahukimo District Health Office. The prevalence ratio (RP) = 2,771; CI95% = (1,373 - 5,593) interpreted that employees with low work motivation tend to have less performance of 2,771 times higher than employees with high work motivation.

**e. Effect of Work Discipline on Employee Performance**

**Table 5. Effect of Work Discipline on Employee Performance at Yahukimo District Health Office in 2018**

No	Work discipline	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	Low	17	65,4	9	34,6	26	100
2	High	5	13,9	31	86,1	36	100
Total		22	35,5	40	64,5	62	100

*p-value* = 0,000; RP = 4,708; CI95% = (1,992 – 11,126)

Table 5, shows that of the 26 employees who had low work discipline as many as 17 people (65.4%) had less performance and as many as 9 people (34.6%) performed well. Of the 36 people with high work discipline 5 people (13.9%) had poor performance and as many as 31 people (86.1%) performed well. The chi square test results obtained  $p\text{-value} = 0,000 < 0,05$ , this means that there is an influence of work discipline on the performance of Yahukimo District Health Office employees. Prevalence ratio (RP) = 4,708; CI95% = (1,992-11,126) which is interpreted that employees with high work discipline tend to have high performance of 2,771 times higher than employees with low work discipline.

**f. Effect of Workload on Employee Performance**

**Table 6. Effect of Workload on Employee Performance at Yahukimo District Health Office in 2018**

No	Workload	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	High	4	13,3	26	86,7	30	100
2	Low	18	56,3	14	43,8	32	100
Total		22	35,5	40	64,5	62	100

*p-value* = 0,001; RP = 0,237; CI95% = (0,091 – 0,620)

Table 6, shows that out of 30 employees who have a high workload of 4 people (13.3%) have less performance and as many as 26 people (86.7%) have good performance. Of the 32 people who had a low workload of 18 people (56.3%) had poor performance and as many as 14 people (43.8%) performed well. The chi square test results obtained  $p\text{-value} = 0.001 < 0.05$ , this means that there is an influence of workload on the performance of employees of Yahukimo District Health Office. The prevalence ratio (RP) = 0.237; CI95% = (0.091 - 0.620) does not include 1 which is interpreted as meaningless workload.

**g. Effect of Work Environment on Employee Performance**

**Table 7. The Influence of the Work Environment on Employee Performance at Yahukimo District Health Office in 2018**

No	Work environment	Performance				Number	
		Less		Good		n	%
		n	%	n	%		
1	Less	16	69,6	7	30,4	23	100
2	Good	6	15,4	33	84,6	39	100
Total		22	35,5	40	64,5	62	100

*p-value* = 0,000; RP = 4,522; CI95% = (2,064 – 9,905)

Table 7, shows that of the 23 employees whose work environment was less than 16 people (69.6%) had less performance and 7 people (30.4%) had good performance. Of the 39 people who had a good working environment of 6 people (15.4%) had poor performance and as many as 33 people (84.6%) had good performance. The chi square test results obtained  $p\text{-value} = 0,000 < 0,05$ , this means that there is an influence of the work environment on the performance of Yahukimo District Health Office employees. Prevalence ratio test results (RP) = 4,522; CI95% = (2,064 - 9,905) interpreted by employees with an environment less likely to have a performance less than 4,522 times higher than employees with a good working environment.

## 4. DISCUSSION

### 4.1. Effect of Age on Employee Performance

The results showed that there was no significant effect between age on the performance of employees of the Yahukimo District Health Office. Employees aged <35 years as many as 34.4% have less performance and employees > 35 years old as much as 36.7% have less performance.

Previous research by Paramban (2018) revealed that age did not affect employee performance. Age is part of existence which is calculated from the beginning of birth to a certain point in time and growing old shows the influence or characteristics of increasing age. Age stereotypes in the world of work reinforce discrimination against age due to their negative orientation. For example, this long-standing age stereotype illustrates that older workers are unsatisfactory, not too involved with their jobs, less motivated, absent or more often absent from their jobs, and less productive than their younger counterparts. (Irani, 2014).

There is a tendency for older employees to be more satisfied than they are young employee. It is assumed that older employees are more experienced adjusting

to the work environment. Whereas young employees usually have ideal expectations about the world of work, so that if there is a gap between the expectations and the reality of work there is a gap or imbalance can cause them to become dissatisfied (Paramban, 2014). The researcher argues that there is no influence between age on employee performance due to other variable factors that more strongly influence employee performance, namely the work environment, where young employees who are minimal with environmental changes their organization have not been able to adapt and resolve solutions while employees who are old with the old work expects something ideal from its work including the award that affects the lack of employee performance.

### 4.2. Gender influence on employee performance

The results showed that there was no significant influence between the sexes on the performance of employees of the Yahukimo District Health Office. Employees who have less performance in employees who are male sex as much as 37.5% and female employees are 33.3%. This shows that there are equal opportunities for employee performance. According to Amalia (2018) who conducted research on the performance of employees in the Manpower and Social Service of Sleman Regency revealed that there was no gender influence on employee performance. According to Sandra (2013) explaining gender will provide a different impetus in doing work, the design of work based on sex is also worth taking into account, where women experience a little difficulty if they have to go to the field suddenly, so women should be placed in the office alone. Differences in the physical and mental needs of a person will be different because it is influenced by biological factors that result in the spirit of work both directly and indirectly will affect work productivity.

The researcher argues that the division of labor between men and women is appropriate. This happens because the

number of work programs from the service related to public services or to the field of consultation is more for men and the administration is more for women, so the problem is the lack of work motivation that influences the lack of employee performance.

#### **4.3. Effect of education on employee performance**

This is in line with the research conducted by Afriadi (2018) revealing that there is no influence of education on employee performance. This is caused by the perception of the Health Office Employees in this study to show that the placement of employees in the parts of the Health Service is in accordance with the educational background they have.

The absence of the influence of education with employee performance is due to the fact that employees who are highly educated at Yahukimo District Health Office are mostly placed in higher positions and lower ranks who are on average educated, thus supporting each other in carrying out their main tasks and functions, while low educated employees are generally placed in parts - parts that do not require special expertise or specifications such as the shipping and logistics department, so that it is easy to be done by employees with low education. The lack of employees is due to other variables that are more influential to employee performance such as motivation and work discipline.

#### **4.4. Effect of work motivation on employee performance**

The results showed that there was a significant influence between motivations on the performance of employees of the Yahukimo District Health Office. Employees whose performance is less for employees who have low work motivation are 58.3% and employees who perform well have a good performance of 78.9%. The prevalence ratio test results that employees with low work motivation tend to have less performance of 2.771 times higher than employees with high work motivation.

Research conducted by Fachreza (2018) on employee performance revealed that positive work motivation had an effect on employee performance. Motivation is the giving of driving force that creates someone's enthusiasm so they want to work together, effective and integrated work with all its efforts to achieve satisfaction (Hasibuan, 2016).

Motivation of work of employees in Yahukimo District Health Office in the high category of statements submitted from the questionnaire answered that motivating oneself in completing work, feel happy if your service during work is acknowledged by the boss, trying to complete the task with a sense of responsibility to achieve results maximum and try to achieve the work targets set by the agency. This high work motivation implies on organizational goals as stated by Mankunegara (2015) that Motivation is a tendency to indulge in activities, starting from the drive in (drive) and ending with self-adjustment, adjustment is said to satisfy the motive.

Work motivation that is less than the respondent's statement is caused by employees being less responsible for your work, the incentives received do not meet physiological needs and psychological needs. Lack of getting an award after completing work causes low work motivation and employees do not feel challenged to complete the task given and lack of institutions provides opportunities for employees to develop their potential to be more advanced.

Lack of self-motivation and from the organization causes employee morale lacking in carrying out its performance. Therefore to improve organizational performance through employee performance, the factors that need to be seriously considered include work motivation. This is because these factors will affect performance, dedication, and loyalty and the love of employees for their work and organization. So that the organization must be able to create conditions that can encourage or enable

employees to develop and improve their abilities and skills that are owned optimally.

#### **4.5. Effect of work discipline on employee performance**

The results showed that there was a significant effect between work disciplines on the performance of employees of the Yahukimo District Health Office. Employees who have low work discipline as much as 65.4% have poor performance and employees who are highly disciplined work as much as 86.1% have good performance. The results of the prevalence ratio test are interpreted that employees with high work discipline tend to have high performance of 2.771 times higher than employees with low work discipline.

Hasibuan (2012) argues that discipline is the awareness and willingness of someone to comply with all applicable company regulations and social norms. Based on the above understanding it can be concluded that work discipline is an attitude, behavior, and action that is in accordance with both written and unwritten regulations, and if it violates there will be sanctions for violations. Normative theory level based on Kartini's previous research (2015) organizational commitment is good if it is continuously improved can help the organization to achieve its intended goals. If organizational commitment is inherent in every employee, then it should reduce lazy behavior, discipline and other deviant behaviors which today become the habitus of the Negarra Civil Apparatus in carrying out their duties as Apparatus.

Observations of researchers that work discipline is often done are to come and go home which is not in accordance with the rules set. In addition, the results of the expected work performance are often late influenced by employee morale, the level of compensation provided, thus affecting employee job satisfaction. Employees who feel dissatisfied with the results of work with compensation provided, so that they are not disciplined or comply with the rules set. Employees who are not disciplined appear to not enter the specified

time, as well as time to go home. Employees with high morale tend to work better, on time and never skip. Employees will be eager to go to work so that their work discipline becomes high. Besides, the lack of punishment for work discipline influences employee performance.

The lack of work discipline in employees is caused by the lack of sanctions given by employees, so that work discipline still often occurs in employees. This needs to be considered by leadership in motivating his employees to increase work morale which has implications for employee performance.

#### **4.6 Effect of workload on employee performance**

The results showed that there was a significant influence between workload on the performance of Yahukimo District Health Office staff. Employees who stated that a high workload of 13.3% had poor performance and employees who had a low workload of 43.8% good performance. This shows that there are equal opportunities between workloads on employee performance where the results of the prevalence ratio test are declared not significant due to other factors including work motivation.

Previous research by Ayer (2015) in the Supiori District Agricultural Service revealed that there was an effect of workload on employee performance. According to Hasibuan (2012) that human resources are integrated capabilities of the mind and physical power possessed by individuals. Behavior and physical are determined by heredity and environment while work performance is motivated by the desire to fulfill the desire for satisfaction.

Some employees at the Yahukimo District Health Office also mentioned the decline in performance due to the high workload and the lack of appreciation given for the performance achieved by the employees. The above conditions cause internal problems achievement of the performance of the Yahukimo District

Health Office. The response of employees who stated a high workload because a lot of work every day that must be resolved immediately which is not in accordance with the standard of work or ability caused employees not to enjoy the work done.

There needs to be attention from the management in providing tasks and work that is evenly distributed for each employee, so that the workload is felt the same. In addition, employees with high workloads must be adjusted to the appropriate incentives.

#### **4.7 The influence of the work environment on employee performance**

The results showed that there was a significant influence between the work environments on the performance of employees of the Yahukimo District Health Office. The statement of employees stated that the work environment was less than 69.6% had poor performance and employees who stated that the good work environment was 84.6% good performance. The results of the prevalence ratio test are interpreted that employees with an environment less likely to have a performance of less than 4,522 times higher than employees with a good working environment.

Fachreza's research (2018) reveals that there is a positive influence on the work environment on employee performance. The work environment is a reflection of an employee's satisfaction with conditions related to the implementation of work. Employee satisfaction is basically very individualistic and is something that is very dependent on the personalities of each employee. An employee who has a high level of discipline will continue to work well even without being supervised by a boss, will not steal work time to do other things that have nothing to do with work, will obey the regulations exist in a work environment with high awareness without any sense of coercion (Ayer, 2016)

#### **5. CONCLUSION**

The results of this study can be summarized as follows:

1. There is no significant influence between age on the performance of employees of the Yahukimo District Health Office (p-value = 1,000; RP = 0.938; CI95% = (0.479 - 1,834).
2. There is a non-significant influence between sexes on the performance of employees of the Yahukimo District Health Office (p-value = 0.939; RP = 1.125; CI95% = (0.573 - 2.210).
3. There is no meaningful influence between education on the performance of employees of Yahukimo District Health Office (p-value = 0.202; RP = 0.280; CI95% = (0.043 - 1.833).
4. There is a significant effect of work motivation on the performance of employees of the Yahukimo District Health Office (p-value = 0.007; RP = 2.771; CI95% = (1.373 - 5.593).
5. There is a significant influence between work discipline on the performance of employees of Yahukimo District Health Office (p-value = 0,000; RP = 4,708; CI95% = (1,992-11,126).
6. There is a significant influence between workload on the performance of employees of Yahukimo District Health Office (p-value = 0.001; RP = 0.237; CI95% = (0.091 - 0.620).
7. There is a significant influence between the work environment on the performance of employees of the Yahukimo District Health Office (p-value = 0,000; RP = 4,522; CI95% = (2,064 - 9,905).

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