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Unveiling performance patterns: Analysis of employees' performance in public health centers in East Lombok District

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ABSTRACT

Employee performance is closely tied to the support of the environment in striving for work achievements, thus the individual capabilities of human resources (HR) employees are crucial in achieving such success. The aim of this research is to analyze the performance of healthcare center (puskesmas) employees in East Lombok Regency. This research method utilizes a qualitative approach. The study was conducted from June to December 2023 in 5 representative healthcare centers namely Labuhan Haji, Krongkong, Kotaraja, Karang Baru, and Dasan Lekong. The research informants consisted of 5 individuals, with 3 as primary informants and 2 as supporting informants. Data was collected through group discussion forums. The results of this research indicate that employee performance in East Lombok is not satisfactory, as evidenced by patient complaints. Based on these findings, it is recommended that healthcare center employees should be open in all aspects to their environment, not only related to performance but also in communication, so that the relationship between employees and their environment can be well established.

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INTRODUCTION

Healthcare centers (Puskesmas) are at the forefront of providing basic health services (Garfin et al., 2020). Puskesmas, which are Technical Implementation Units of the District/City Health Office, are health service facilities that provide primary level individual health efforts, with a greater emphasis on promotive and preventive efforts to achieve the highest possible level of community health in their working areas. Based on the results of initial interviews conducted by the researcher with the Head of the Subdivision of General Administration, there are indications showing that employee performance in some Puskesmas in East Lombok is low. This includes instances where some employees do not work to their maximum potential due to discomfort with their superiors. This is evidenced by the failure to achieve program targets, lack of discipline regarding work hours, and an imbalance between workload and remuneration. Therefore, declining employee

performance is a significant and compelling issue, as it has been shown to greatly benefit the individuals, the Puskesmas, and the community (Guastaferrero et al., 2023). Hence, providing an environment that meets the criteria of its employees enables them to work according to the directions and goals set by the Puskesmas, thereby enhancing employee performance and consequently affecting the performance of the Puskesmas as a whole (Twineamatsiko et al., 2023).

The initial findings with healthcare center (Puskesmas) employees in East Lombok indicate that an imbalance between workload and remuneration is one of the factors influencing employee performance, resulting in decreased performance and work outcomes not meeting the established targets (H.-G. Kim et al., 2022). Therefore, if employee satisfaction aligns well with the goals of the Puskesmas, employees will also feel satisfied with their work outcomes. However, in Puskesmas where employees feel dissatisfied with the completed work on one hand and burdened with work that does not match their position on the other hand, performance becomes related to one's feelings or attitudes towards the job itself, salary, promotion or educational opportunities, supervision, colleagues, workload, and other factors (İspir Demir et al., 2023). According to (Hakimi et al., 2023) performance can reduce employee turnover rates and decrease job achievement; therefore, it is crucial to study performance as it will ultimately impact the healthcare centers (Puskesmas). Employees with high performance tend to be more productive, have high engagement, and are less likely to resign compared to those who perceive their performance as low (Panaso, 2024). Employee absenteeism in the workplace can be caused by several factors, including decreased performance (Ruffin et al., 2023). Performance is a unidimensional construct, where individuals can have either good or poor performance at work (Kohnen et al., 2023).

Sebaeng et al., (2023) stated that employee performance and organizational commitment tend to influence each other. Internal factors can affect performance because internal factors play a crucial role in the development of healthcare centers to improve efficiency and employee performance (Sabetsarvestani & Geçkil, 2024). Individuals with high levels of performance have a positive attitude towards their work and tend to be more productive (Hwang & Shin, 2023). Loyal and productive employees occur when there is a sense of sufficiency within the employees regarding their work, superiors, equipment and facilities, and other variables (Galletta et al., 2022). Many employees are pressured to work to achieve certain targets but are not supported with equipment or resources, authority, or guidance from superiors, resulting in poor processes and, consequently, poor final outcomes (products) (Al Yahyaie et al., 2022).

There are several previous studies related to this, including "The Influence of Religiosity and Local Philosophy on Nurse Performance" (Syamsuriansyah & Qudsi, 2021). This study examines to what extent religious beliefs and local philosophies influence the practices and performance of nurses. Another study is "The Effect of Self-Efficacy, Employee Engagement, Perceived Organization Support on Nurse Performance at Health Center" (Sulaimiah et al., 2023). This research investigates how self-efficacy beliefs, level of engagement in work, and perceived organizational support affect nurse performance at health centers. Another study investigates the relationship between nurse competence and the performance achievement of the Public Health Nursing Program at Community Health Centers (Puskesmas) (Nuriyanto et al., 2020). This study explores the extent to which the competence level of nurses, such as knowledge, skills, and attitudes, impacts the performance achievement of the Public Health Nursing Program at Puskesmas. These three studies still focus on nurses; therefore, in this research, the focus will be on employees. Based on the background above which indicates there are factors influencing the performance of healthcare center (Puskesmas) employees, the researcher is interested in conducting a study titled "Analysis of Employee Performance in Puskesmas in East Lombok Regency." The urgency of this research lies in understanding the performance patterns of employees in public health centers in East Lombok District. This research is important as it can provide valuable insights into the factors influencing employee performance in these health centers. By understanding these performance patterns, management can identify areas that need

improvement or enhancement to increase the effectiveness and efficiency of healthcare services provided by the health centers. Additionally, this research can provide a foundation for policymakers to design strategies to improve the quality of healthcare services in the region.

RESEARCH METHOD

This research is a qualitative study, which is a research mechanism relying on careful and systematic description of words or sentences from data collection to interpretation and reporting of research results (Creswell, 2013). The research was conducted from June to December 2023 in Puskesmas in East Lombok Regency, totaling 35 Puskesmas, with data collection carried out in 5 selected Puskesmas purposively chosen as representatives. These selected Puskesmas are: Labuhan Haji Health Center, Krongkong Health Center located in Kerongkong Village, Suralaga District, East Lombok Regency, Karang Baru Health Center, Kotaraja Health Center, and Dasan Lekong Health Center. The data collection technique employed in this research was in-depth interviews. Determination of research subjects is carried out purposively, namely determining research subjects based on certain criteria determined by the researcher. In this case, the criteria for determining informants are based on several key factors, including the position or job title of the employees, level of work experience, involvement in community health programs, specialized skills, and representation from various units or departments within the health center. These criteria are community health center employees. The data was collected through interviews. Determining the subject of this research is based on the criteria of the main informants on employee performance, so that a lot of information can be obtained about experiences during current work. Key Informants are informants who have comprehensive information about the problems raised by the researcher. The selection of key informants depends on the unit of analysis to be studied. For example, in an organizational unit, the key informant is the leader of the organization. In this research, there were 8 key informants. Supporting informants are people who can provide additional information to complement the analysis and discussion in qualitative research. Additional informants sometimes provide information that is not provided by the main informant or key informants. In this study, there were 4 supporting informants. The reason for this selection was based on additional sources of information regarding employees who work at the puskesmas.

The framework/theme of the interview is focused on evaluating employee performance in four main aspects: adherence to medical procedures, involvement in community health programs, ability to communicate with patients, and efficiency in providing healthcare services. The information collected includes the extent to which employees adhere to established medical procedures, their level of participation in community health programs, their communication skills with patients, and their efficiency in delivering necessary healthcare services. The process of analyzing the collected data involves identifying patterns emerging from employees' responses to questions related to these four performance aspects. The data is then analyzed qualitatively to identify common trends, patterns, and relevant findings that can provide insights into employee performance at public health centers in East Lombok District.

RESULTS AND DISCUSSIONS

The performance of healthcare center (Puskesmas) employees in East Lombok varies; some exhibit good performance while others show less satisfactory performance. This discrepancy is often attributed to factors such as inadequate provision of facilities or resources by superiors and dissatisfaction with wages. The performance at Puskesmas Krongkong, Kotaraja, and Karang Baru is perceived to be subpar by employees. Interviews revealed that employees at these three Puskesmas have limited performance due to inadequate facilities that are not adequately provided for, including support tools for work, and lack of communication among employees leading to

suboptimal performance quality. This undoubtedly affects the achievement or goals of the Puskesmas itself due to declining employee performance.

Facility availability still does not meet the needs of employees in supporting their work. Facilities available at these three Puskesmas are not given direct attention, including computers, printers, and internet connections, resulting in decreased employee performance. In contrast, the performance of employees at Dasan Lekong and Labuhan Haji Puskesmas shows that their performance is quite good. This is due to good communication relationships shown by employees and the fulfillment of employee needs, which enhances employee performance.

Employees at Dasan Lekong and Labuhan Haji Puskesmas have a high level of patient engagement. They are able to accommodate suggestions and input from patients, thereby achieving the goals of the Puskesmas effectively. Moreover, they handle patient complaints effectively. Employees who meet these three criteria can be classified as good employees, capable of listening to their colleagues' suggestions. However, not all employees possess these qualities. Some are indifferent and do not listen to patient feedback, as seen in Kotaraja and Karang Baru Puskesmas, where employees are considered closed off and unable to accept input and suggestions from patients. Consequently, some patients complain about their performance.

Employee performance depends on many factors, and each employee can always improve and enhance their abilities in their field by imitating the methods used by successful employees in their tasks or by learning and applying the principles underlying good performance. The quality of work can be described by the level of success or failure in completing tasks, as well as the ability and skills of employees in carrying out assigned tasks (Wei et al., 2023).

Quantity refers to the amount of work produced, expressed in terms of the number of units or the number of activity cycles completed by employees, so employee performance can be measured through this quantity (units/cycles). For example, employees can complete their work quickly within the company's specified time limit. Timeliness is the level of activity completed at the specified time, viewed from the perspective of coordination with output results and maximizing the available time for other activities (Iwanowicz-Palus et al., 2022).

Employee performance can also be measured by the timeliness of employees in completing assigned tasks, thereby not disrupting other work that is part of the employee's duties. Effectiveness here refers to the level at which organizational resources (labor, money, technology, and raw materials) are maximized with the aim of increasing the results of each unit in the use of resources (Pérez-Rugosa et al., 2024). That is, in the utilization of resources, whether human resources themselves or resources such as technology, capital, information, and raw materials available in the organization, employees can use them to their fullest potential.

Independence is the level at which a person will be able to perform their job function without receiving assistance, guidance, or supervision (M. Kim et al., 2023). Employee performance, whether it increases or decreases, can be seen from the quality of the work, quantity of work, timeliness of employees in all aspects of work, effectiveness, and independence of employees in their work. This means that independent employees, when performing their tasks, do not need to be supervised and can carry out their job functions without asking for help, guidance, or supervision from others (Almutary & Almashi, 2024).

Based on the above description, the researcher can conclude that the factors influencing employee performance do not only come from the employees themselves but also from various other factors, such as guidance or support from others and facilities that support an employee's work. Based on the interview results and explanations, employees at Labuhan Haji Health Center and Dasan Lekong Health Center meet the criteria for good employees. They are capable of communicating well with patients, listening to suggestions or feedback from patients, and providing excellent service to patients, all of which are supported by well-equipped facilities.

Employees at Labuhan Haji Health Center and Dasan Lekong Health Center do not just hold symbolic positions but also act as buffers against disturbances, meaning they can react to

issues in the Puskesmas environment. They also possess a spirit of helping others, motivating and encouraging patients to achieve excellent service. Moreover, based on the interview results, employees at Labuhan Haji Health Center and Dasan Lekong Health Center can listen to their patients' concerns and accept criticism or suggestions from them.

On the other hand, employees at Krongkong, Kotaraja, and Karang Baru Health Centers are less communicative, less disciplined, and less attentive to patient complaints. Such employees can affect work quality, resulting in suboptimal performance. Their lack of communication leads to a lack of connection between themselves and the patients, increasing the likelihood of communication failures. Additionally, patients do not receive adequate service from these employees, which affects their ability to complete their tasks according to predefined targets. Furthermore, being closed-minded means these employees do not accept feedback or criticism regarding their performance, further impacting their performance.

Based on the explanation above, the factors influencing the performance of Puskesmas employees in East Lombok Regency include discipline, communication, workload, and provided facilities. These findings align with the research conducted by (Kohnen et al., 2023) that facilities are crucial because the facilities provided determine whether an employee will be more motivated to work, and thus facilities serve as a measure of whether employee performance will be optimal. This research demonstrates that employee performance is influenced by facilities, relationships between employees and supervisors, job conditions, communication among employees, and discipline (Stewart et al., 2023). Therefore, Puskesmas employees should pay attention to their discipline at work and maintain good communication with patients, supervisors, and fellow employees. To improve employee performance in effective management, it requires support from competent and skilled employees in their fields. On the other hand, nurturing employees should be prioritized as the main asset of Puskesmas. The learning process should become part of the Puskesmas culture so that the skills of employees can be maintained and even improved. In this regard, the loyalty of competent employees should be considered.

Based on this explanation and adjustment to the interview results, in improving work quality, commonly experienced in the performance of Puskesmas employees in East Lombok Regency, is the provision of adequate facilities. Additionally, communication within the Puskesmas environment can enhance employee performance. Communication among employees, such as mutual assistance in their work, communication with supervisors to receive guidance in their work, and communication with patients to improve the quality of service at the Puskesmas, are crucial. Besides communication, another factor contributing to the improvement of employee performance experienced by Puskesmas employees in East Lombok Regency is the provision of facilities. In a Puskesmas, if the facilities provided by the organization are adequate, it will enhance the performance of Puskesmas employees. According to (Ibrahim et al., 2023), facilities such as Puskesmas facilities, leave, pension funds, and housing are essential. Based on the presentation and interview results above, it is known that the improvement of employee performance quality at Puskesmas in East Lombok Regency involves communication, discipline, a manageable workload, and supportive facilities meeting employees' needs

Fulfillment of needs is an emotional attitude that brings pleasure and love for one's work. This attitude is reflected in work ethics, discipline, and work achievements. These needs can be enjoyed within the job, outside of it, or in a combination of both. Job-related needs are enjoyed within the job by receiving praise for work results, placement, treatment, equipment, and a conducive work environment. Employees who prefer to enjoy their job-related needs will prioritize their work over rewards, even though rewards are important. Needs outside of work are the needs enjoyed by employees outside of work, where the magnitude of the reward received from their work results allows them to meet their needs and desires (Y. H. Kim et al., 2023).

Employees who prefer to enjoy their needs outside of work are more concerned about rewards than the execution of their duties. Combined job and non-job performance is reflected in a

balanced emotional attitude between rewards and job performance. Employees who enjoy the results of both job and non-job performance will feel satisfied if their work results and rewards are perceived as fair and adequate. There is no absolute measure of the level of needs because each individual employee has different standards of need levels. Indicators in work can only be measured by discipline, work ethics, and low turnover, which indicate relatively good employee performance. Conversely, if discipline, work ethics, and employee turnover are high, employee performance in the Puskesmas decreases (White et al., 2023). According to (Zraychikova et al., 2023), needs are also important for early actualization. Employees who do not fulfill their job-related needs will never achieve psychological maturity and, in turn, will become frustrated. Such employees will often daydream, have low work enthusiasm, quickly become tired and bored, have unstable emotions, frequently absent, and engage in activities unrelated to their work. Therefore, improving performance is important for both employees and the Puskesmas, especially in creating a positive environment in the Puskesmas workplace.

CONCLUSION

Based on the presentation of findings and discussions from the research conducted, the conclusion of this study is: The performance of Puskesmas employees in East Lombok is not yet optimal due to factors such as heavy workload, limited communication, and inadequate facilities provided, which significantly influence employee performance. The implications of this conclusion are the importance of improvement in various aspects that affect the performance of Puskesmas employees in East Lombok. Firstly, a heavy workload can hinder employee productivity and potentially lead to fatigue or burnout. Therefore, adjustments in task assignments are needed to ensure that the workload given to employees aligns with their capacity. Secondly, limited communication between employees and management can impede effective coordination and collaboration in the provision of healthcare services. Efforts should be made to enhance communication channels so that information can be conveyed clearly and timely, and input from employees can be heard and considered by management. Thirdly, inadequate facilities availability can hinder employees' ability to provide optimal healthcare services to the community. Therefore, investments are needed in improving infrastructure and providing adequate medical equipment to support Puskesmas operational activities. By addressing these issues, it is hoped that the performance of Puskesmas employees in East Lombok can be enhanced, thus positively impacting the healthcare services provided to the community.

Based on the presentation of findings and discussions from the research conducted, it is evident that the performance of Puskesmas employees in East Lombok is currently suboptimal. This conclusion stems from several key factors identified during the study, namely heavy workload, limited communication, and inadequate facilities provided, all of which significantly impact employee performance. To address these challenges and improve employee performance, several recommendations can be proposed. Firstly, there is a critical need to conduct a comprehensive evaluation of the workload assigned to Puskesmas employees. This evaluation should aim to ensure that the workload is reasonable and manageable, thus preventing it from becoming a hindrance to employee productivity. Secondly, efforts should be made to enhance communication channels between Puskesmas employees and management. Regular meetings, discussion forums, or the implementation of effective communication technologies can facilitate clearer and timelier information dissemination, fostering better collaboration and coordination among staff members. Thirdly, attention must be directed towards improving the availability of facilities essential for supporting the work of Puskesmas employees. This includes ensuring adequate infrastructure, medical equipment, and other necessary resources to deliver optimal healthcare services to the community. Additionally, investing in training and development programs is crucial to enhancing the skills and knowledge of Puskesmas employees. Regular training sessions can equip them with the necessary competencies to meet job demands effectively

and enhance the quality of services they provide. Finally, the establishment of a robust performance evaluation system is imperative to monitor employee performance regularly. Providing constructive feedback to employees based on performance evaluations can help them identify areas for improvement and strive towards enhancing their overall performance. By implementing these recommendations, it is anticipated that the performance of Puskesmas employees in East Lombok can be significantly improved, consequently leading to a higher quality of healthcare services delivered to the community.

The limitations of the study include the scope of data collection focused solely on the perspective of employees without incorporating feedback from patients or other parties. Additionally, the reliance on qualitative research methods may have restricted the generalizability of findings to a broader population. Suggestions for future research could involve a comprehensive assessment incorporating input from various stakeholders, such as patients, community leaders, and healthcare administrators, to obtain a more comprehensive understanding of the factors affecting the performance of Puskesmas employees. Furthermore, combining quantitative data with qualitative analysis could provide a more robust assessment of employee performance and its determining factors. Longitudinal studies could be conducted to assess changes in performance over time and evaluate the effectiveness of interventions aimed at enhancing the performance of Puskesmas employees. Finally, exploring the impact of organizational culture and leadership styles on employee performance could provide valuable insights into strategies for improving the operations of Puskesmas and service delivery.

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