

FACTORS THAT AFFECT THE PERFORMANCE OF HONORARY HEALTH WORKERS AT THE UPT PUSKESMAS LOTU REGENCY NORTH NIAS

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Abstract

Health workers play an important role in improving the quality of services at health centers through direct interaction with patients. However, the performance assessment of honorary health workers at the Lotu Health Center Unit showed an achievement of only 47%, so an analysis of the factors that affect it was needed. This study used a quantitative design with a cross sectional approach on 34 honorary nurses with a total sampling technique. The analysis was carried out univariately, bivariately, and multivariate using logistic regression tests. The results showed that workload ($p=0.015$), work stress ($p=0.008$), work environment ($p=0.001$), incentives ($p=0.003$), and compensation ($p=0.000$) had an effect on the performance of honorary health workers. It was concluded that these factors need to be considered by management to improve the performance of health workers and the quality of services at the health center.

Keywords: Nurse, Performance, Workload, Work Stress, Work Environment, Intensive, Compensation

Introduction

Health workers are a major component in the health service system which plays an important role in improving the degree of public health through promotive, preventive, curative, and rehabilitative services (Kusumawarti, 2022). The performance of health workers, including honorary workers, greatly determines the quality of services at health centers because this profession interacts the most with patients and is an indicator of service success (Nursalam, 2009).

However, honorary health workers often face various obstacles such as irregular employment status, income uncertainty, high workload, limited space for development, and limited career opportunities. These conditions can affect motivation, job satisfaction, and ultimately the quality of services provided (Robbins & Judge, 2017).

The performance of health workers is influenced by internal and external factors. Internal factors include knowledge, skills, competence, motivation, and job satisfaction (Mangkunegara, 2017). Meanwhile, external factors include workload, work environment, leadership, incentives, and compensation (Hasibuan, 2019). Excessive workload can cause physical and mental fatigue, resulting in decreased productivity (Alimuddin, 2022). On the other hand, work stress is also an important factor because excessive demands and conflicts in the workplace can reduce enthusiasm and service quality (Hasibuan, 2019).

A conducive work environment with adequate leadership support and facilities has been proven to improve performance (Futa et al., 2013). In addition, proper incentives and compensation will affect the motivation and job satisfaction of health workers (Rahman, 2021). However, data shows that there

are still many health center workers who face heavy workloads, high stress, inadequate incentives and compensation, resulting in an impact on the low quality of services (Panjaitan, 2020).

Based on these conditions, it is important to conduct research to analyze the factors that affect the performance of honorary health workers at the Lotu Health Center, North Nias Regency in 2025.

Method

This study uses a quantitative design with a cross sectional approach. The sample is all honorary health workers at the Lotu Health Center UPT as many as 34 people with a total sampling technique. Primary data was collected through questionnaires on workload, work stress, work environment, incentives, compensation, and performance; Meanwhile, secondary data was obtained from Puskesmas documents. The instrument has been tested for validity ($r_{\text{count}} > r_{\text{table}}$) and reliability (Cronbach Alpha > 0.60). Data were analyzed by univariate, bivariate (Pearson correlation test), and multivariate (logistic regression).

Research Results

Respondent Characteristics

The study involved 34 honorary health workers at the Lotus Health Center. The majority of respondents were female (70.6%), aged 25–29 years (50.0%), DIII educated (70.6%), married (85.3%), and working >5 years (55.9%). The distribution of the main variables showed that most of the respondents experienced inappropriate workload (70.6%), work stress (76.5%), good work environment (64.7%), but incentives (88.2%) and compensation (88.2%) were considered inappropriate. Most of the respondents had poor performance (76.5%).

Table 1. Distribution of Respondents by Characteristics

Yes	Variabel	f	%
1	Gender		
	Woman	24	70,6
	Man	10	24,4
2	Age Group		
	20-24 Years	3	8,8
	25-29 Years	17	50,0
	30-34 Years	14	41,2
3	Education		
	DIII	24	70,6
	S1 Profession	10	24,4
4	Marital Status		
	Marry	29	85,3
	Unmarried	5	14,7
5	Long Time Working		
	≤ 5 Years	15	44,1
	>5 Years	19	55,9

Univariate Analysis

Based on the characteristics of respondents (n=34), the majority of honorary health workers at the Lotu Health Center are women (70.6%), aged 25–29 years (50.0%), educated DIII (70.6%), married (85.3%), and have a working period of >5 years (55.9%).

Table 2. Distribution of Research Variables

Variabel	Category	f	%
Workload	Inappropriate	24	70,6
	Appropriate	10	29,4
Work stress	Ya	26	76,5
	No	8	23,5
Work environment	Good	22	64,7
	Bad	12	35,3
Incentive	Inappropriate	30	88,2
	Appropriate	4	11,8
Compensation	Inappropriate	30	88,2
	Appropriate	4	11,8
Performance	Bad	26	76,5
	Good	8	23,5

Bivariate Analysis

The relationship between independent variables and the performance of honorary health workers is shown in Table 3. All variables were significantly related ($p < 0.05$) to performance, meaning that workload, stress, work environment, incentives, and compensation all affected the quality of performance of honorary health workers.

Table 3. Relationship of Independent Variables to Physician Performance

Variabel	p-value	Information
Workload	0,001	Signifikan
Work stress	0,001	Signifikan
Work environment	0,001	Signifikan
Incentive	0,003	Signifikan
Compensation	0,003	Signifikan

Multivariate Analysis

Logistic regression analysis was carried out to find out the dominant factors that affect performance. The results are shown in Table 4. The dominant factor was **workload (OR=4.845)**, followed by work environment, work stress, compensation, and incentives. The regression model shows a chance of good performance reaching **84.6%** if these factors are in good condition.

Table 4. Results of Multivariate Analysis of Factors Affecting Doctors' Performance

Variabel	B	p-value	OR
Workload	2,744	0,015	4,845
Work stress	1,876	0,008	3,656
Work environment	1,777	0,001	3,970
Incentive	2,652	0,003	3,235
Compensation	2,577	0,000	3,288

Discussion

1. The Effect of Workload on Performance

The results showed that workload was significantly related to the performance of honorary health workers ($p=0.000$; $r = -0.804$). This means that the higher the workload, the lower the performance of health workers. This condition illustrates that an inappropriate workload causes physical fatigue, psychological stress, and reduced focus, resulting in a decrease in service quality.

This finding is in line with research by Wahyuni (2023) at the Manado Health Center which found a significant influence between workload and nurse performance. Ramli's research (2025) also revealed that although the majority of nurses experience a light workload, the presence of additional tasks still affects the quality of performance. Afandi (2022), in Klaten, added that the high workload during the pandemic had a negative impact on motivation and performance. Yana (2021) and Haryani (2023) also emphasized that additional tasks, limited equipment, and long working hours contribute to decreased productivity.

However, these results contradict the research of Mudayana (2021) in Bantul and Samsualam (2022) which stated that workload has no effect on performance. This difference can be caused by external factors such as the support of the work environment and internal factors such as the personal resilience of nurses (Alimuddin, 2022).

In the context of this study, the perception of workload is also influenced by age and length of service. More senior nurses tend to feel bored with routines, so the extra tasks are considered an overload. Therefore, management needs to evaluate the distribution of workload periodically, provide psychological support, and adjust the work rotation system so that there is no saturation and decreased performance.

2. The Effect of Work Stress on Performance

Bivariate analysis showed that work stress was significantly negatively associated with performance ($p=0.000$; $r=-0.753$). Nurses with high levels of stress tend to have low performance. Pressure from superiors, seniority culture, and patient expectations are major sources of stress.

These results are consistent with research by Riza (2022) in East Java, Nopa (2021) in Tanjung Pura, which found that work stress has a negative effect on nurses' performance. Rahman (2021) even showed a very strong negative correlation ($r = -0.932$).

Despite this, some nurses are still able to maintain performance despite being under pressure, with a professional attitude and compliance with SOPs. This suggests that there is a variation in individual responses to stress. Therefore, management needs to create a healthy work climate, open communication, and social support in the workplace so that stress can be minimized.

3. The Influence of the Work Environment on Performance

The results showed that the work environment was significantly related to the performance of health workers ($p=0.0001$). A conducive work environment, both physically and psychosocially, can increase motivation and productivity.

Mudayana's research (2021) proves that physical and non-physical work environments affect job satisfaction and performance of nurses. Kambey (2022) also found that 54.7% of performance variations can be explained by the work environment. However, this study also shows that even though the physical work environment is good, unhealthy social dynamics such as competition between nurses can actually reduce performance.

These findings confirm that the work environment is not only about facilities, but also the psychological atmosphere and relationships between employees. Therefore, management needs to pay attention to aspects of communication, fairness, and participatory leadership, in addition to the provision of adequate physical facilities.

4. The Effect of Incentives on Performance

This study found a significant positive relationship between incentives and performance ($p=0.000$; $r = 0.412$). The more appropriate the incentives given, the higher the performance of health workers.

These results are in line with research by Renyaan (2022) in Sorong, Kambey (2022) in Manado, and Nurhidayah (2024) which shows that rewards are significantly related to performance. Rahmawati (2022) also added that the award system contributes to improving the performance of health workers.

In this study, even though incentives were given, some nurses felt that the number was not as expected. This shows the need for a transparent, merit-based, and fair incentive system in order to be a real motivation.

5. The Effect of Compensation on Performance

The analysis showed that compensation was significantly related to performance ($p=0.001$). Adequate compensation promotes motivation, job satisfaction, and performance.

Kambey's research (2022) in Manado confirms that proper compensation improves nurses' performance, both in the form of salaries, benefits, and awards. Rahman (2023) also found that compensation has an effect on the work motivation of contract nurses in Malang, which ultimately improves performance.

However, the findings of this study show that some nurses still consider compensation to be a "mandatory right" so it does not always motivate performance. On the other hand, there are also nurses who, although the compensation is not appropriate, still show good performance due to the factors of work comfort and proximity to the location.

This shows that compensation needs to be designed not only as a basic right, but also as a motivational tool based on merit, education, and career development.

Conclusion

This study shows that the majority of honorary health workers at the Lotu Health Center have poor performance (76.5%). The analysis proves that workload, work stress, work environment, incentives, and compensation have a significant effect on performance. High workloads and work stress lower performance, while a conducive work environment, incentives, and appropriate compensation can increase motivation and productivity. The factor with the greatest influence is workload ($OR=4,845$).

Based on these findings, the management of the Puskesmas needs to evaluate the workload periodically and implement a rotation system so that the tasks are more proportional. Psychological

support and healthy communication between employees are important to reduce work stress. The work environment needs to be improved not only from the physical aspect, but also in terms of social relations and a harmonious work culture. The incentive system should be transparent, fair, and performance-based, while compensation should be designed to support the motivation, achievement, and career development of honorary health workers. With these steps, it is hoped that the performance of honorary health workers will increase and the quality of health center services can be maintained.

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