Individual and Organizational Factors on the Performance of Health Workers at the Saduyap Health Center, South Gresi District, Jayapura Regency

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Abstract

Background: Health workers at health center must work double jobs in order to carry out the health center's tasks and activities. Of course, this will have an effect on work performance and professionalism in delivering health services in a health center. **Objectives:** The aim of this research is to describe the individual and organizational factors of the performance of health workers at the Saduyap Health Center, South Gresi District, Jayapura Regency. **Methods:** This type of research is descriptive qualitative by conducting in-depth interviews in November 2022. The research informants consisted of 12 people chosen by purposive sampling. Data then analyzed qualitatively. **Result:** Individual factors which include: suitability of work with interests and education, liking the atmosphere of the Health Center which is quiet and far from the district city, motivation, consistency and obedience to rules, discipline, responsibility and work autonomy as well as a sense of security, comfort and happiness have a positive impact on the performance of health workers at the Saduyap Health Center. In addition, organizational factors which include: provision of work facilities, provision of salaries, security guarantees and interpersonal relationships at the Health Center have a positive value and directly influence the performance of health workers at the Saduyap Health Center, while organizational factors include: provision of training or self-development facilities, standard socialization or work indicators, policies and administration at the Health Center as well as leadership supervision are not going well or have a negative impact.

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1. Introduction

The existence of Health Service Facilities affects the degree of public health in a country. Law Number 36 of 2009 concerning Health explains that a health service facility is a tool and place that is used to organize health service efforts, both promotive, preventive, curative and rehabilitative carried out by the government, local government and/or the community [1]. In Regulation of the Minister of Health Number 65 of 2013 it is explained that Community-Based Health Efforts (UKBM) are a vehicle for community empowerment, formed on the basis of community needs, managed by, from, for and with the community, with guidance from health center officers, across sectors and related other institutions [2].

In the Regulation of the Minister of Health Number 43 of 2019 concerning Health Centers, it is stated that Health Centers are health service facilities that carry out public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, to achieve the highest degree of public health in their working area [3].

The health center, which began to develop since 1968, is the leading health facility in providing basic health services. Until 2000, the health center was directly under the supervision of the Ministry of Health at that time. Health center together with integrated service post are the key to Indonesia's success in family planning programs, immunizations, improving toddler nutrition and eradicating diarrhea. In 2000, during the decentralization era, the health center was fostered by the local government. The development and training of Health center varies and depends on regional commitment and capacity. Since then, the performance of the Health Centers has begun to decline as indicated by the declining contraceptive prevalence rate (CPR), maternal mortality ratio (MMR) and stagnant under-five malnutrition. Since then, many Health center do not have human resources according to standards. Then, the National Health Insurance was held in 2014 and the Health Center was appointed as the BPJS provider (FKTP). Since then, the energy and time of the Health center staff have been consumed to carry out UKP for BPJS participants, while UKM activities have been neglected. Whereas many types of basic health services are UKM, held in the community or outside buildings (integrated service post, vector eradication, environmental sanitation, and health promotion). Meanwhile, challenges to health development continue to rise, marked by the epidemiological transition, namely the increase in non-communicable diseases, while several communicable diseases have not been properly resolved, such as tuberculosis, malaria, HIV/AIDS, DHF, filariasis, diarrhea, ISPA, and leprosy [4].

The number of health center until 2017 was 9,767 health centers. 2,277 health center were located in remote and very remote areas. Health center is the most strategic "health service unit" in the health service system in Indonesia. Health center are: 1) The only health service unit whose activity output is also related to priority program indicators as stated in the SPM, PISPK and SDGs; 2) Health services that implement healthy paradigm policies in real terms in the field; 3) Instruments for equal distribution of health services for the entire population; 4) Instruments to reduce disparities in health degrees between regions and instruments to achieve justice in the health sector; and 5) Most play a role in reducing or preventing the escalation of health costs,

because health center services are "upstream intervention" in the process of epidemiology and pathophysiology of population health problems. The Health center has the main duties and functions, namely fostering regional health, carrying out UKM and UKP, as well as health center management. As regional health advisors, the Health center coordinates with private clinics that provide partial basic health services (mainly UKP). Since the era of decentralization, many Health Centers have not reached the standard, for example the staff of UKM. This is exacerbated by the existence of a moratorium on the appointment of civil servants, except for doctors, nurses and midwives. Then, since the National Health Insurance, the main task of the Health center for UKP has increased significantly. The function of the Health Center shifted to become a "medical clinic". Changes in the function of the health center have a major impact on the performance of UKM, as seen in the indicators of UKM programs. Apart from human resources problems and reduced functions, other problems are: medicines and medical devices, financing and administrative and management workload [4].

One of the efforts to improve the quality of public services is to provide competent health workers. This is in accordance with Law Number 36 of 2014 which states that health workers have an important role in improving the maximum quality of health services to the community so that the community is able to increase awareness, willingness and ability to live healthy so that the highest degree of health will be realized as an investment for the development of socially and economically productive human resources as well as one of the elements of general welfare as referred to in the preamble of the 1945 Constitution of the Republic of Indonesia.

Saduyap Health Center is a health center located in Jayapura Regency and is also the only remote health center with 12 employees consisting of ASN, PTT and TKS. Services at the health center include; General Poly, MTBS Poly, MCH Poly, Dental Poly, Immunization, PKPR, Laboratory, Pharmacy, Elderly Poly, Kesling Poly, Traditional Health Poly and Administrative services. For visitors who are not patients (patient escorts), the Health center provides an awareness corner service [5].

Saduyap Health Center as a health facility that provides services, namely: SMEs, UKP, each of which has programs that must be implemented, namely: 33 UKM programs consisting of 23 Essential UKM programs and 10 Development UKM programs. Meanwhile, UKP has 7 Service Programs [5].

Administratively, the working area of the Saduyap Health Center consists of 4 villages of Klaisu, Bangai, Iwon and Omon, with a population of 1,061 people. The number of outpatient visits to the Saduyap Health Center is 3,886 in 2021. Apart from that, the supporting health facilities and facilities for the Saduyap Health Center (Health center Network) are: 2 Sub-Health Centers (Pustu) (Klaisu and Iwon), 3 Posyandu (Klaisu, Bangai and Iwon) [5]. Moving on from the data above, it can be seen that of the number of health workers at the Saduyap Health Center, as many as 12 people consisting of ASN, PTT and TKS, must carry out health services in the work area of the South Gresi District with a population of 1,061 people spread across 4 Kampongs Klaisu, Bangai, Iwon and Omon, many health center health workers have to hold double jobs in order to carry out the duties and functions of the health center, such as a nurse whose main task is as a nursing assistant and doctor's partner in providing health services at the health center (UKP), also having to hold several or more programs (UKM activities such as Posyandu, Posbindu, Pusling as well as several first aid activities, and there are even nurses who are also assigned as treasurers.

This will certainly affect the performance and professionalism of work in providing health services at the health center. In most organizations, the performance of individual employees is the main factor determining organizational success. According to Mathis & Jackson (2011), there are three main factors that influence how existing individuals work. These factors are: 1) individual ability to do the job, 2) the level of effort expended, and 3) organizational support. Individual performance is increased to the level where these three components exist within the employee. However, performance is reduced when any of these factors is reduced or absent [6].

With the availability of quality human resources, it is expected to be able to respond to all problems faced both internal and external problems. This can be done by improving employee performance through increased ability, effort and organizational support. Individuals become the driving force behind the running of the organization, the achievement of organizational goals, one of which is very dependent on the good and bad performance of employees. Individual ability, effort and organizational support are needed to improve the employee's own performance. Based on these problems, the authors are interested in conducting research with the title "Individual and Organizational Factors of Saduyap Health Center Officers' Performance, South Gresi District, Jayapura Regency".

2. Methods

This type of research is qualitative research aimed at uncovering information and in-depth understanding of process and meaning issues by describing a problem using a case study method or approach. Case study data can be obtained from all parties concerned, in other words in this study collected from various sources. This research was carried out at the Saduyap Health Center, South Gresi District, Jayapura Regency in November 2022. The informants in this study were all people who worked at the Saduyap Health Center. The informants were selected using a purposive sampling technique. The purposive sampling method is a method of selecting informants by first determining the criteria to be included, where the informants taken can provide valuable information for research. The criteria for informants included: those who were assigned to the research location, were able to convey their experiences and thoughts smoothly, and stated that they were willing to participate in this research. The list of the informant can be seen in Table 1.

Table 1: Characteristics of Informants Based on Age, Gender, Last Education and Position.

No	Informan	Age (years)	Sex	Last Education	Position
1	Informan 1	33	Female	D3-Nursing	Head of Sadayup Health Center
2	Informan 2	26	Female	S1-General medicine	Medical Doctor
3	Informan 3	20	Female	D3-Pharmacy	Pharmacist
4	Informan 4	25	Male	D3-Environmental health	Environmental health staff
5	Informan 5	24	Male	D3-Analyst	Analyst
6	Informan 6	23	Female	D3-Nursing	Nurse
7	Informan 7	30	Male	S1-Instructor	Health promotion staff
8	Informan 8	34	Female	D3-Midwifery	Midwife
9	Informan 9	50	Male	D3-Nursing	Nurse
10	Informan 10	40	Female	D3-Nursing	Nurse
11	Informan 11	33	Female	D3-Midwifery	Midwife
12	Informan 12	35	Female	D3-Nursing	Nurse

3. Results

The following are the results of in-depth interviews conducted with informants consisting of: Head of Health center, Doctor, Head of Administration, Laboratory Staff, Environmental Health Officer, Pharmacy Officer, Midwife and Nurse.

3.1. Individual Factors
3.1.1. Job Suitability with Interests and Educational Background

The results of in-depth interviews with informants obtained answers that respondents worked according to their interests and educational background. Information was also obtained that in addition to carrying out the main tasks according to their educational background; informants also received additional assignments to fill vacancies due to the limited number of employees at the Saduyap Health Center.

3.1.2. Working at the Saduyap Health Center is in accordance with the personality that likes the atmosphere of the health center which is quiet and far from the district capital

The results of in-depth interviews with respondents obtained the answer that the majority of respondents liked the atmosphere of the Health center which was quiet and far from urban areas.

3.1.3. Motivation to Keep Working at the Saduyap Health Center

The results of in-depth interviews with respondents obtained quite a variety of answers. The dominant respondents said that their motivation was wanting to serve people in remote/inland areas, other respondents' motivations were because they liked a comfortable workplace and friends who supported and collaborated with each other, there was respondent's motivation because they were close to their husbands but there were also respondents who remained at the health center because they were asked by the service on the grounds that there was a shortage of health workers at the health center.

3.1.4. Obey and Consistent with the Rules

The results of in-depth interviews with respondents obtained the answer that the dominant respondents obeyed and were consistent with the applicable rules.

3.1.5. Discipline in Attendance at the Health center

The results of in-depth interviews with respondents obtained the answer that all respondents were disciplined in attendance, unless they had family matters or important business matters they just left their place of duty but then returned to their place of duty.

3.1.6. Responsibility and Work Autonomy from Superiors

The results of in-depth interviews with respondents obtained the answer that all respondents were given

responsibility and autonomy in working, both for the main task or additional tasks.

3.1.7. Feeling Safe, Comfortable and Happy to Work at the Saduyap Health Center

The results of in-depth interviews with respondents obtained the answer that the dominant respondents felt safe, comfortable and happy working at the Saduyap Health Center.

3.2. Organizational Factors
3.2.1. Leader Facilitates Training or Self-Development

The results of in-depth interviews with respondents obtained answers that the majority of respondents answered that the leadership of the Health center provided opportunities or facilitated them to take part in training or self-development, but there were also respondents who said that the leadership of the Health center had never or had never facilitated training or self-development, except for those provided by the Health Service. Regency. There was 1 respondent who said he had never been facilitated to participate in training or self-development.

3.2.2. Leaders Socialize Work Standards or Indicators That Must Be Achieved

The results of in-depth interviews with respondents obtained answers that the majority of respondents answered that the leadership of the Health center provided or disseminated work standards or indicators that had to be achieved, but there were also respondents who said that the leadership of the Health center had never provided work standards or indicators, we were asked to look for them ourselves at the District Health Office.

3.2.3. Leaders Have Facilitated Your Work with Equipment and Technology

The results of in-depth interviews with respondents obtained answers that all respondents answered that there were internet facilities through wifi devotion ASI, while for computer/laptop facilities there were several respondents who said computers were available at the health center which were free to use by anyone but there were also those who said there were no computer facilities/ laptops.

3.2.4. The Salary Given Is In Accordance With The Situation

The results of in-depth interviews with respondents obtained various answers, although the majority of respondents felt that the salary they received was in accordance with the conditions of the health center which were far and remote.

There were also respondents who said that the salary they received was still insufficient considering the condition of the health center which was far and remote and required high costs for transportation. cost of living and others.

There were also respondents who said that the salary they received was appropriate but the problem with TPP was that they wanted TPP to be different between employees working in remote and remote areas and employees working in urban areas.

3.2.5. Policies and Administration at the Saduyap Health Center are In Accordance with Ideal Rules and Policies

The results of in-depth interviews with respondents obtained 2 (two) different answers, there were respondents who answered that the policies and administration at the health center were in accordance with the rules and policies but there were also respondents who answered that the policies and administration at the health center had no rules and policies but slowly land started.

3.2.6. Leaders Supervise

The results of in-depth interviews with respondents obtained the answer that the majority of respondents said that there was supervision carried out by both the leadership of the health center and the leadership of the health office. There were respondents who said there had never been supervision from the leadership of the health center, except for supervision from the Health Service, but there were also respondents who said there had been no supervision from either the leaders of the Health center or the Health Office.

3.2.7. Security at the Saduyap Health Center

The results of in-depth interviews with respondents regarding security guarantees received various answers. There were respondents who said that there was no security guarantee because there were still people who were drunk and disturbed their rest time. security is guaranteed and carried out by the community. Even so, the majority of respondents answered that security in the health center area was carried out by the community and so far there have never been any problems between the health center staff and the local community.

3.2.8. Interpersonal Relations at the Health Center

The results of in-depth interviews with respondents about interpersonal relationships at the health center received the answer that the dominant respondent answered that interpersonal relationships between fellow employees at the health center were fine and only 1 (one) respondent said that there was still a mismatch relationship between personalities at the health center but that was only because they don't understand each other.

4. Discussion

4.1. Individual Factors

4.1.1. Job Suitability with Interests and Educational Background

The results of the study show that the work undertaken by employees at the Saduyap Health Center is in accordance with their interests and educational background.

According to Chaplin (1995), interest has three definitions; first, interest is an ongoing attitude that attracts a person's attention, thus making him selective towards the object of his interest. Second, interest is a feeling that states that an activity, work, is valuable or meaningful to the individual. Third, interest is a state of motivation

that guides behavior toward a particular goal. Interests are a collection of likes and dislikes. Everyone has thousands of activities or habits. Likes and dislikes are related to each other. Interest leads to activities that are liked, avoid activities that are not liked [7].

The results of Puspitasari and Hendra's study (2021), say that there is a significant positive relationship between interest in work and job satisfaction in employees of Company X Yogyakarta [8]. The results of this study are in line with Greenberg and Baron (1995), the factors that influence the achievement of job satisfaction are personality, individual values, cultural and social influences, interests and skills, age and work experience, gender, intelligence, status and seniority. However, job satisfaction is not a single concept that requires the achievement of all of these factors. Rather, a person can choose which job satisfaction factors he prioritizes [9].

4.1.2. Working at the Saduyap Health Center is in accordance with the personality that likes the atmosphere of the health center which is quiet and far from the district capital

The results of interviews with respondents showed that the environmental conditions of the Health center which were quiet and far from the Regency Capital were suitable conditions for health workers at the Saduyap Health center to work.

The definition of the work environment is also stated by Taiwo (2010), the work environment is everything, events, people and others that affect the way people work [10]. The work environment is a collection of factors that are both physical and non-physical; where both affect the way employees work. The situation at work is a non-physical work environment, while people or equipment are a physical work environment. According to Noah and Steve (2012), the work environment is the whole relationship that occurs with employees at work. Everything that is in the workplace is a work environment [11]. Employees are in a work environment when employees carry out work activities, and all forms of relationships involving these employees are included in the work environment. Indicators for measuring the work environment are based on the sub-components of the work environment, and can be explained as follows: measuring the work environment from the technological environment, the human environment, and the organizational environment.

The environmental conditions of the Saduyap Health Center which are comfortable, quiet and far from noise are positive conditions to support better performance.

4.1.3. Motivation to Keep Working at the Saduyap Health Center

The results of interviews with respondents indicated that their motivation for continuing to work at the Health center which is far from the District Capital is positive motivation, namely the enthusiasm to serve people who are far from the reach of health services and a safe, pleasant and mutually supportive work environment. These two motivations include intrinsic motivation and extrinsic motivation.

Motivation is the basic impetus that moves a person or the desire to devote all energy because of a goal. Intrinsic motivation is motives that become active or function without needing to be stimulated from the outside, because within each individual there is an urge to do something. Thus there is no burden on the employee to behave

inappropriately or not. Employees can fully do what they want to do without any limitations on their self-image in front of a new environment. The employee will feel comfortable, even in a new environment. While extrinsic motivation is motivation that comes from outside the body but is positive in nature which gives enthusiasm to keep working to achieve organizational goals, in this case the Health center. If the goals of the Health center are successful, the Health center employees will also get results.

A person's motivation starts from the need, desire and drive to act in order to achieve needs or goals. This indicates how strong the drive, effort, intensity, and willingness to sacrifice for the achievement of goals. In this case, the stronger the drive or motivation and enthusiasm, the higher the performance. Mangkunegara (2005) states that the factors that influence performance are ability factors and motivational factors [12]. While Mathis (2011) states that the performance sought by a company from a person depends on the individual's ability, motivation, and support received [6]. According to Munandar (2001) there is a positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance, whereas those who have low performance are possible because their motivation is low [13].

4.1.4. Obey and Consistent with the Rules

The results of in-depth interviews with respondents obtained the answer that all respondents obeyed and were consistent with the applicable rules.

Discipline in an organization is an important problem faced in carrying out the work tasks of every employee. This is because each employee has a level of understanding of the duties and obligations as well as about the rules that must be obeyed; besides that discipline is also strongly influenced by one's motivation [14].

Discipline is the most important function of human resource management and the key to realizing goals because without good discipline it is difficult to achieve maximum goals [15]. The existence of work discipline is needed in an institution because in an atmosphere of discipline the agency will be able to carry out its work programs to achieve the set targets. Employees who are disciplined and orderly obey all the norms and regulations that apply in the agency will be able to increase efficiency, effectiveness and productivity [16]. Discipline is a management action to encourage employees to comply with the demands of these various provisions, in other words, employee discipline is a form of training that seeks to improve and shape knowledge of the attitudes and behavior of employees so that these employees voluntarily cooperate with other employees to improve work performance. Discipline is defined as a system that contains regulatory policies, procedures that regulate behavior both individually and in groups in an organizational system [15]. According to Sutrisno (2011) indicators of work discipline are as follows: 1). Obey the rules of time; Judging from the hours of entry to work, hours of return, and hours of rest that are on time in accordance with the rules that apply in the agency. 2). Comply with agency regulations; Basic rules on how to dress, and behave in work. 3). Obey the rules of conduct in work; Demonstrated by how to do the jobs in accordance with the position, duties, and responsibilities as well as how to relate to other work units. 4). Comply with other regulations in the agency; Rules about what is allowed and what is not allowed to be done by employees in agencies [17].

Based on the Decree of the Minister of Health No. 31 of 2019 concerning the Public Health Center Information System in Article (30) Each Public Health Center must have the facilities and infrastructure for the Public Health Center Information System available. The facilities and infrastructure as referred to in paragraph (1) include recording and reporting instruments, computers and their supporting devices. For Public Health Center that implements an electronic Public Health Center Information System, they must have an application, an internet network, and a local network (LAN). The application as referred to in paragraph (3) at least conforms to the format standard for the Public Health Center Information System as stipulated in this Ministerial Regulation. Applications in the Public Health Center Information System must be interconnected between programs and integrated in the national health information system.

With the explanation above, the researcher concludes that Health center employees who comply with and are consistent with the rules are one of the keys to achieving optimal work performance.

4.1.5. Discipline in Attendance at the Health Center

The results of in-depth interviews with respondents obtained the answer that all respondents were always disciplined in attendance; unless they had important family or service matters they just left their place of duty

According to Sutrisno (2011) indicators of work discipline are as follows: 1). Obey the rules of time as seen from the hours of entry to work, hours of return, and hours of rest on time in accordance with the rules that apply in the agency [17].

Discipline is the key to success, that's about the sentence that can be used to describe employees of the Saduyap Health Center regarding discipline.

4.1.6. Responsibility and Work Autonomy from the leader

The results of in-depth interviews with respondents obtained the answer that all respondents were given responsibility and autonomy in working, both for the main task or additional tasks.

The next effort in maximizing the potential capabilities of human resources in an organization, namely by providing a place for employees in positions according to their abilities by dividing the work according to the portion of the work unit. In this division of labor, activities are divided according to the portion of work in the organizational unit. The intended division of labor is an effort to facilitate a person in carrying out his duties and work so that that person can learn and have adequate work skills, so that he is able to work and is experienced in his work to support the tasks, functions and responsibilities assigned by the leadership to him. According to Hasibuan (2009) that the division of labor is related to written information that outlines duties and responsibilities, working conditions, work relationships, and aspects of work in a particular position in the organization [15]. The division of labor that is described clearly and in detail greatly assists employees in carrying out their duties to carry out their duties and functions, so that the expertise in experience and responsibilities possessed by employees will slowly grow and increase towards overall performance improvement. The intended employee performance is the completion of quality work, on time accompanied by

the quality and quantity as well as the quality produced in accordance with predetermined targets.

From the description above, it is clear that the provision of work responsibility and autonomy given by the leadership of the Health center to employees is an important factor in achieving maximum employee performance.

4.1.7. Feeling Safe, Comfortable and Happy

The results of in-depth interviews with respondents obtained answers that all respondents felt safe, comfortable and happy working at the Saduyap Health Center.

Work atmosphere is one of the factors that affect the performance of an employee. An employee who works in a company that supports optimal work will produce good performance [18].

Employee performance does not arise by itself, in addition to the ability and effort from within the employee, employee performance is also influenced by other factors that surround them, one of which is the work atmosphere. As stated by Sukanto and Indriyo (2003) that a bad working atmosphere will result in low production because employees do not devote full attention to their work [19].

The environmental conditions of the Saduyap Health Center which are comfortable, quiet and far from noise create a good working atmosphere. This is a positive condition to support good performance.

4.2. Organizational Factors
4.2.1. Leader Facilitates Training or Self-Development

The results of in-depth interviews with respondents obtained the answer that the majority of respondents answered that the leadership of the Health center and the leadership of the Health Service provided opportunities or facilitated participation in training or self-development for employees.

One important element in achieving organizational goals is optimizing employee performance. Several important factors affecting employee performance include opportunities for self-development that can motivate employees to improve performance.

Increased performance, means good performance, will be a reference for the organization and a motivation for employees at the next stage. One of the efforts that is expected to improve employee performance is through career and competency development [20].

Dwiyanti (2019) explains that competency factors can affect performance because with high competence, employee performance will also be achieved. Conversely, if the competence of employees is low or not in accordance with their expertise, performance will not be achieved [21].

Thus, through training or self-development facilities, employee competence will increase and performance will be better.

4.2.2. Leaders Socialize Work Standards or Indicators That Must Be Achieved

The results of in-depth interviews with respondents obtained answers that the dominant respondent answered that the leadership of the Health center provided or socialized work standards or indicators that had to be achieved.

Submission of work standards or indicators by leaders is intended so that employees can set targets to be achieved including achievement strategies.

Setting work targets to be achieved will increase employee morale. Morale is an important thing that needs attention from the leadership of an organization or agency, morale is important to pay attention to because it is to achieve organizational goals.

The success of the organization is inseparable from the role of the employees involved in it, because with high morale, productivity and quality of work will increase, and ultimately support the achievement of organizational goals. Employees who have high morale will also have a high sense of cooperation in the form of helping each other between colleagues in completing work, able to cooperate and exchange information with colleagues and have a high sense of job satisfaction which is manifested in the form of not feeling bored at work

4.2.3. Leaders Have Facilitated Work With Equipment and Technology

The results of in-depth interviews with respondents obtained the answer that the majority of respondents answered that the leadership had facilitated their work with wifi facilities for the internet and also computer/laptop facilities.

Provision of supporting facilities is a form of leadership concern for employees to facilitate the achievement of targets outside.

4.2.4. The Salary Given Is In Accordance with the Distant and Remote Situation of the Saduyap Health Center

The results of in-depth interviews with respondents obtained the dominant answer that the respondents felt that the salary they received was in accordance with the conditions of the health center which were far and remote, although there were respondents who stated that the salary they received was still insufficient to meet the demands of life in remote or remote areas.

According to Edwin B. Flippo (in Justine T. Sirait, 2010) states that wages are the price for services that have been given by someone to others. Wage is an acceptance as a reward from the leadership of the company to the workforce for a job or service that has been and will be performed [22]. Wages are a person's main incentive to work, because with the wages they receive as a realization of the services they have provided, they can meet their various needs. If the wage rate offered increases, the worker's performance will also increase every year and can lead to an increase in the amount of the minimum wage.

In paying wages, it is necessary to pay attention to whether the wages meet the minimum needs. In addition, wage and salary factors also influence whether or not employee performance is good. Wages as a component of compensation play an important role in efforts to increase employee job satisfaction.

4.2.5. Policies and Administration at the Saduyap Health Center are In Accordance with Ideal Rules and Policies

The results of in-depth interviews with respondents obtained 2 (two) different answers, there were respondents who answered that the policies and administration at the health center were in accordance with the rules and policies but there were also respondents who answered that the policies and administration at the health center had no rules and policies but slowly land started.

In general, policies or policies are used to show the behavior of an actor, for example an official, a group, or a particular institution to solve the problem at hand. Policies are general guidelines and limits that are the direction of actions taken and rules that must be followed by actors. and implementing policies because it is very important for processing in an organization and making decisions on plans that have been made and mutually agreed upon. Thus the policy becomes a means of solving problems for the actions that occur.

Muzakkir Zabir (2018) states that leadership policy is a set of leader actions designed to achieve certain results expected by employees as constituent leaders which form the outline and basis of the plan in implementing organizational affairs and tasks that are developed according to the situation and condition [23].

The results of the interviews show that there are policies and administration applied in leading the Health center. This will have an impact on the growth of trust in the leadership of a leader. With a sense of trust, morale and employee motivation will be maintained which in the end is employee performance for the better.

4.2.6. Leaders Supervise

The results of in-depth interviews with respondents obtained the answer that the majority of respondents said that there was supervision carried out by both the leadership of the health center and the leadership of the health office.

Efforts to improve the performance of health workers at the Health center are very important and are a requirement because there are several aspects related to efforts to improve health services. In developing countries such as Indonesia, the supervision variable is still very important in influencing individual performance to carry out their functions and responsibilities, namely to improve the quality of health services at the Health center [24].

The existence of leadership supervision as a work appraisal can improve employee performance because there will be a moral burden that can force them to be better and if not then the material burden will decrease besides increasing employee motivation with rewards such as services, but in the form of money, rewards are obtained from service.

Research conducted by Siti Khadijah and his colleagues (2014) concerning the relationship between the role of the head of the room as a supervisor on the performance of the implementing nurse in the implementation of nursing care in the inpatient room of Pangkep Hospital which shows that there is a relationship between the supervisory role of the head of the room as an assessor of the performance of the implementing nurse in the implementation of care nursing in the inpatient room of Pangkep Hospital [25].

From this information it is clear that supervision carried out by both the leadership of the Health center and the leadership of the Health Service can improve the performance of Health center employees.

4.2.7. Security at the Saduyap Health Center

The results of in-depth interviews with informants about security guarantees received various answers. There were respondents who said that there was no security guarantee because there were still people who were drunk and disturbed their rest time. Security is guaranteed and carried out by the community. Even so, the majority of respondents answered that security in the health center area was carried out by the community and so far there have never been any problems between the health center staff and the local community.

A sense of security is created because of a conducive work environment; the work environment greatly influences the performance of employees/employees. According to Noah and Steve (2012), the work environment is the entire relationship that occurs with employees in the workplace. Everything that is in the workplace is a work environment [11]. Employees are in a work environment when employees carry out work activities, and all forms of relationships involving these employees are included in the work environment. Indicators for measuring the work environment are based on the sub-components of the work environment, and can be explained as follows: measuring the work environment from the technological environment, the human environment, and the organizational environment. Physical work environment factors, including hygiene factors, lighting factors, ventilation factors, noise factors, safety factors. The relationship between work environment and employee performance is based on research findings by Leblebici (2014) [26]. Musriha (2011), that the work environment has a positive impact on employee performance. A comfortable work environment causes the level of concentration of employees in work to increase, and these conditions cause the level of employee productivity to increase. A good work environment, both physical and non-physical, provides support for improving employee performance [27].

4.2.8. Interpersonal Relations at the Health Center

The results of in-depth interviews with respondents about interpersonal relationships at the health center received the answer that the dominant respondent answered that interpersonal relationships between fellow employees at the health center were fine and only informant 1 said that there was still an incompatibility relationship between personalities at the health center but that was only because they did not understand each other one with another. One of the factors that can increase work performance is a conducive working atmosphere, especially the working relationship between one employee and another employee and the relationship between employees and leaders, aimed at creating cooperation and high work performance. A

conducive working atmosphere needs to be maintained properly, because if the working atmosphere is not supportive then employees will feel uncomfortable or feel hampered in working which will result in not only slowing down the implementation of tasks but will also cause bad consequences for the company, which in a broader scope will reduce employee performance.

The working atmosphere is also shown by the existence of cooperation among employees. Good cooperation needs to be fostered both individually and in groups. Because without good cooperation among employees, work performance will decrease. In addition, in achieving company goals, collaboration among employees is absolutely necessary because each job requires more than one person to complete.

Suwondo and Sutanto's research (2015) shows that there is a close relationship between work atmosphere and employee performance. The influence of work environment and work discipline to employee performance of bank's employees in Malang city had influence by individually and influence by simultaneously. A comfortable work environment and the high level of work discipline will to improve employee performance.

5. Conclusion

Based on the results of data analysis and discussion above, it can be concluded from this study as follows:

a. Individual factors which include; Suitability of work with interests and education, Likes the atmosphere of the Health center which is quiet and far from the district city, Motivation, Consequences and obedience to rules, Discipline, Responsibility and work autonomy as well as a sense of security, comfort and happiness has a positive impact on the performance of health workers at the Saduyap Health Center.

b. Organizational factors which include; Provision of work facilities, provision of salaries, security guarantees and interpersonal relationships at the Health center have a positive value and have a direct effect on the performance of health workers at the Saduyap Health center while organizational factors include; Provision of training or self-development facilities, Dissemination of work standards or indicators, Policy and Administration at the Health center as well as Supervision of leaders is not going well or has a negative value.

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