

ANALYSIS OF THE INFLUENCE OF LEADERSHIP, PHYSICAL WORK ENVIRONMENT, ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON THE PERFORMANCE OF EMPLOYEES IN THE COMMUNITY HEALTH CENTER WORK AREA OF THE KERINCI REGENCY HEALTH OFFICE

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ABSTRACT

This research is aimed at analyzing the influence of leadership, physical work environment, organizational culture and work motivation on the performance of employees at the Health Center Service Work Area, Kerinci Regency. The research technique used is the Chi-Square analysis test, namely an analytical method with a Cross Sectional Study design. The research population was employees of the Siulak Mukai Community Health Center and Siulak Deras Community Health Center. The sampling technique used total sampling, namely all employees working at the Siulak Mukai Community Health Center and Siulak Deras Community Health Center, totaling 126 employees.

The results of the research show that the performance of the employees of the Siulak Mukai Community Health Center and the Siulak Deras Community Health Center is said to be good. The results of the research analysis showed that variables that have a relationship with employee performance are leadership, physical work environment, organizational culture and work motivation as proven by the results of each statistical test with a significance level of $p\text{ value}=0.000$ or $P<0.05$.

Keywords : *Performance, leadership, physical work environment, organizational culture and work motivation*

INTRODUCTION

The performance of health workers in health centers can run well if in the organizational structure of health workers they are placed in areas of duty that are in accordance with their abilities and educational background. Many factors can affect the performance of an employee in an organization, where each factor has its own formula to be resolved properly by the organization (Akbar, 2018).

Based on previous research, it is known that leadership is one of the factors that influences employee performance and has a significant influence. Effective leadership is one of the most important components that directs an organization to effective and successful results (Sfantou et al., 2017). Such as research conducted by Kriekhoff Shella that the leadership variable has a dominant influence on employee performance of 6.292 (Shella, 2018).

In line with the research of Nugraheni et al (2023) entitled The Relationship between Leadership Style and Motivation on the Performance of Health Workers at the North Kediri City Health Center, it shows that from the instructional leadership style, consultation, participation, delegation gets the highest percentage of consultation leadership style 67.44%. Work motivation in the very good category 60.47%. The performance of health workers in the very good category 90.70%, from the Somers D test it gets a value of 0.096 and 0.034 less than 0.05 so it is said that there is a relationship between leadership style and health

performance.

The high and low performance of employees can also be caused by the work environment. The work environment is one of the most important components in employees completing their work. The work environment is the things that are around employees and that can influence them in carrying out the tasks assigned to the employee (Nisak & Andrian, 2022). Furthermore, according to Sedarmayati (2016), the work environment is all the tools and equipment in the environment around a person working, work methods, and work systems both as individuals and as a group. There are 2 (two) types of work environments. First, the physical work environment which includes movement space, air temperature, lighting, noise, coloring. Second, the non-physical work environment includes the work atmosphere and work relationships (Sedarmayanti, 2016). A good work environment will support employees in doing their jobs well. A good work environment will also create enthusiasm in employees, thus creating good conditions for employees, and ultimately improving employee performance. In this study, a physical work environment was chosen because the physical work environment can be seen directly.

The next factor that influences employee performance is organizational culture, because a strong organizational culture will provide stability to an organization. Organizational culture is a system of various meanings carried out by members that distinguish one organization from another (Robbins and Judge, 2017). Organizational culture tends to form high ethical standards among its members who are high in risk tolerance, low to moderate levels of aggressiveness, and emphasize suggestions as well as results. According to Shein (1985) in Mulyadi (2015) organizational culture is a basic pattern that is found or developed by a particular group, such as studying the handling of problems that are adapted from outside or integrated from within, which has been running well enough, legally recognized and therefore, needs to be considered by new members as the right way to be realized, thought and felt in relation to these problems. The results of a positive cultural organization emphasize building employee strengths, providing more frequent rewards than punishments, and emphasizing facilities and individual growth.

The existence of work motivation is also very important because motivation is the provision of the driving force that creates a person's passion for work so that they are able to work together, work effectively and with integrity with all their efforts to achieve satisfaction. Employee motivation is carried out for the progress and goals of the agency's success. With high work motivation, employees work harder in carrying out their work. Conversely, low work motivation means that employees do not have the enthusiasm to work, give up easily, and have difficulty completing their work. Strong motivation from an employee is the first step in completing a job and action (Hafidzi et al., 2019). Motivation needs to be increased so that employee performance increases because the more someone is motivated to do a job, the more their performance will increase (Kasmir, 2016).

Based on the description of the problems above, the author is interested in researching "Analysis of the Influence of Leadership, Physical Work Environment, Organizational Culture and Work Motivation on the Performance of Health Center Employees in the Kerinci Regency Health Service Work Area".

LITERATURE REVIEW

Definition of Performance

Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in

accordance with morals or ethics (Huseno, 2016).

Factors Affecting Performance

According to Gibson's theory quoted in Usman (2020), an officer's performance is influenced by several factors, including:

- a. Internal factors include intelligence, skills, emotional stability, a person's characteristics, including attitudes, personality traits, physical characteristics, desires or motivations, age, gender, education, work experience, cultural background and other personal variables.
- b. External factors that influence performance are those originating from the environment, including employment regulations, customer desires, competitors, economic conditions, organizational policies, leadership, co-worker actions, types of training and supervision, wage systems and the social environment.

Definition of Leadership

Leaders are the key to an organization, to become a leader requires several skills and creativity in anything, from his leadership style to his speech in instructing subordinates. Ulfadillah (2019) argues that leadership is the ability of an individual to influence, motivate and enable others to contribute to the effectiveness and success of the organization. Leadership can be used by everyone and is not limited to a particular organization or office. In other words, a leader is not necessarily a manager but a manager can behave as a leader (Usman, 2020).

Definition of Physical Work Environment

According to Widari (2016) the physical work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned. Another definition according to Sasmita and Fitri (2017) the physical work environment is all the tools and materials faced, the surrounding environment where a person works, work methods and work arrangements both as individuals and groups.

Definition of Organizational Culture

According to Mulyadi, (2015), organizational culture is a problem-solving tool or solution, which can consistently work well in a particular group or institution in dealing with external and internal problems, so that it can be transmitted or taught to its members, both new and old, as a method of perception, thinking and feeling in relation to these problems.

Understanding Work Motivation

Work motivation is a force that is caused by a hope and a drive to achieve a hope and desire, so that it can make someone carry out an activity plan, create a concept, formulate a strategy, and be able to implement it through behavior accompanied by high enthusiasm in order to achieve this hope (Wahyuni, 2015).

METHODS

This research is an Analytical research with a cross sectional design to determine the Analysis of the Influence of Leadership, Physical Work Environment, Organizational Culture and Work Motivation on the Performance of Health Center Employees in the Health Center Work Area of the Kerinci Regency Health Office with a sampling technique using total sampling. Data collection using a questionnaire by filling out the questionnaire. The research was conducted at the Health Center Work Area of the Kerinci Regency Health Office, including the Siulak Deras Health Center and the Siulak Mukai Health Center. The

The population in this study were all employees at the Siulak Deras and Siulak Mukai Health Centers. The sample in this study were ASN and TKS health workers who worked at the Siulak Deras Health Center and the Siulak Mukai Health Center, totaling 126 people. Data analysis was carried out using Multivariate analysis, which aims to explain or describe the

characteristics of each research variable by producing a frequency distribution and percentage of each variable.

RESULTS

Description Input

Table 1. Bivariate Analysis

No Variables	Employee Performance	p value	Not good	Good	N	%	N	%	N	%
I Leadership										
1. Not good	7	70	3	30	10	100	0,000	2. Good	4	3.4
environment	0,000	1. Not good	6	85.7	1	14.3	7	100	2. Good	5
II Physical work										
1. Not good	6	85.7	1	14.3	7	100	2. Good	5	4.2	114
III Organizational										
culture	0,000	1. Not good	8	61.5	5	38.5	13	100	2. Good	3
IV Work										
motivation	0,000	1. Not good	9	60	6	40	15	100	2. Good	2
Amount										
	11	8.7	115	91.3	126	100				

Table 2. Bivariate Selection Results of Independent Variables with Dependent Variables

Independent Variable	Sig (P-value)	Information
Leadership	0,000	Candidate
Physical work environment	0,000	Candidate
Organizational culture	0,000	Candidate
Work motivation	0,000	Candidate

a. Model 1

Table 3. Analysis of the Relationship between Independent Variables and Dependent Variables Based on Test Regression Multivariate Logistics (Method Enter) Independent Variable Sig (P-value)

Leadership	1,000
Physical work environment	0,000
Organizational culture	0.354
Work motivation	0.001

b. Model 2

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Table 4. Analysis of the Relationship between Independent Variables and Dependent Variables Based on Test Regression Multivariate Logistics (Method Enter) Independent Variable Sig (P-value)

Physical work environment	0,000
Organizational culture	0.298
Work motivation	0.001

c. Model 3

Table 5. Analysis of the Relationship between Independent Variables and Dependent Variables Based on Test Regression Multivariate Logistics (Method Enter) Independent Variable Sig (P-value)

Physical work environment	0,000
Work motivation	0,000

DISCUSSION

Relationship between leadership and employee performance

The results of the analysis to see the relationship between leadership and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that leadership has a relationship with employee performance.

Leadership is the science and art of influencing people or groups to act as expected in order to achieve goals effectively and efficiently (Usman, 2018). Leadership in this case is a leader who commands and directs his subordinates to achieve individual, group and organizational goals. According to Usman (2018), leadership is the science and art of influencing people or groups to act as expected in order to achieve goals effectively and efficiently. Likewise, when the leader is behind the people he leads, he will always try to function in providing encouragement to do something. Leadership as a process of moving others is basically a series of interactions between humans. This interaction comes from someone who is brave and willing to appear to pioneer and invite others to do something through cooperation with each other.

Presilawati et al.'s (2022) research stated that the results of the partial significance test showed that there was a significant influence between leadership and employee performance at the Beutong Health Center, Nagan Raya Regency, Aceh, meaning that policies regarding leadership variables affect employee performance at the Beutong Health Center, Nagan Raya Regency, Aceh.

The relationship between the physical work environment and employee performance

The results of the analysis to see the relationship between the physical work environment and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that the physical work environment has a relationship with employee performance.

According to Sedarmayanti (2012) the physical work environment is everything that is around the workplace that can affect employees either directly or indirectly. The work environment describes things that are around workers and affect their souls in carrying out the obligations they are given. So the physical work environment in this case is everything that is around the employee working.

According to Nata (2016), the physical work environment will be more highlighted because the physical work environment is where employee activities take place in their daily work so it needs more attention. The physical work environment also affects the efficiency and effectiveness of employees in completing their tasks. A comfortable workplace is certainly highly expected by employees, such as a clean work environment and a conducive work

atmosphere, so that employees have enthusiasm in working.

According to Komaruddin in Siboro (2016), the physical work environment is the integrity or each part of the physical indication that surrounds or affects the individual. Furthermore, Siboro (2016) said, an ideal physical work environment can create a peaceful and comfortable heart for employees so that it is expected to provide positive performance results. Agencies that have a comfortable and pleasant work environment can motivate their employees to improve their performance. Furthermore, an ideal environmental condition can help relieve boredom and fatigue and is then expected to improve performance. This is also closely related to employee discipline.

This is proven by previous research by Ilham (2019) which states that the physical work environment has a significant positive effect on employee performance at the State Electricity Company (PLN) Porong Rayon. In the research of Putri et al (2015) the physical work environment has a positive and significant effect on the performance of employees in the production division of PT. Kimia Farma, Tbk. Semarang.

The relationship between organizational culture and employee performance The results of the analysis to see the relationship between organizational culture and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that organizational culture has a relationship with employee performance. Organizational culture,

which is one of the internal environmental factors of an organization that affects employee performance. This culture can also be interpreted as a form of patterned assumption, where this is the basis for a group to socialize real (correct) assumption patterns from things that are previously understood and believed to then be used in solving a number of problems related to internal integration and external adjustments which ultimately allow the basis of assumption patterns to be taught to new employees so that problems within the organization can be understood, thought about, and expressed appropriately (Sobirin, 2018).

Organizational goals can be achieved because there is support from a positive (strong) organizational culture, but on the contrary, the obstruction of a goal in the organization occurs because of a negative (weak) organizational culture. As expressed by Sutrisno (2018) that effective organizational behavior and performance are influenced by a positive and strong culture. There are 10 (ten) characteristics of organizational culture, including employee initiative, identity, integration, guidance (direction), tolerance for risk and conflict, reward system, and supervision. Sudarmadi in Logahan and Aesaria (2019) stated that organizational culture has a positive effect on employee performance. With resources that can carry out their functions, the organization can face technical, theoretical, conceptual, and moral changes in organizational actors at a level of work in the organization. Improving human resources can be done by creating an organizational culture where organizational culture is very important for management if they want to achieve high performance, which ultimately creates a positive work attitude that encourages increased employee and management performance, manifested in all company activities and policies. The organizational culture that is created is followed by all employees, with the existence of organizational culture it can become a distinctive characteristic of each organization.

According to Robbins (2018), a strong organizational culture and a culture that has positive values will influence every behavior and ultimately affect performance. It not only has an impact on the development of employee capabilities and performance, but will also have an impact on the benefits of the organization that are implemented in the company, which are expected to have a positive impact on improving employee performance. This study is also in line with previous research conducted by Andriyani (2017) which states that organizational culture has a positive and significant effect on performance.

Organizational culture will make it easier for employees to adapt to the company environment, and help employees to know what actions should be taken in accordance with the values in the company and uphold these values as a guideline for employees to behave that can be carried out in carrying out their duties and work. To determine the extent to

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which the company needs to make changes, the first step is to analyze the culture that lives in the organization to decide what needs to be changed and then develop and implement a change strategy.

The relationship between work motivation and employee performance The results of the analysis to see the relationship between work motivation and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that work motivation has a relationship with employee performance.

Motivation is an effort to create stimulation, an urge that grows from within a person, both from within and outside himself, to want to do something and work together optimally to carry out something that has been planned to achieve the goals that have been set. The purpose of motivation in the workplace is to improve employee morale and job satisfaction, improve work results, encourage discipline and minimize absenteeism, foster a positive work environment and relationships, stimulate creativity and involvement, improve well being, instill a sense of responsibility for work. and optimize the efficiency of tool utilization. The components needed for a particular task include tools and raw materials (Suriyana, 2020; Yuniawati, Karyono, Sutrisno, Khamaludin, & Rijal, 2023).

Based on the research that has been conducted, it was found that the work motivation variable has a positive effect on employee performance at Seririt III Health Center. The results of this study support the theory put forward by Kasmir (2016) that the more motivated a person is to do a job, the better their performance will be and the results of empirical research conducted by Amalia and Fakhri (2016) which revealed that motivation has a positive and significant

effect on employee performance. Employee work motivation is very important for organizational leaders to understand because it greatly determines the performance of the employee. Leaders should pay attention to their employees so that they continue to be motivated and find ways to improve or maintain a sense of motivation in their employees. Employees who have high work motivation will cause their performance to increase.

CONCLUSION

1. Based on the research results, it was found that the performance of most employees was included in the good category, amounting to 115 respondents (91.3%).
2. The results of the analysis to see the relationship between leadership and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that leadership has a relationship with employee performance.
3. The results of the analysis to see the relationship between the physical work environment and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that the physical work environment has a relationship with employee performance.
4. The results of the analysis to see the relationship between organizational culture and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that organizational culture has a relationship with employee performance.
5. The results of the analysis to see the relationship between work motivation and employee performance using the Chi-square statistical test obtained a value of $p = 0.000$ or ($p = 0.000$ or ($p < 0.05$). This means that H_0 is rejected and H_a is accepted. It is concluded that work motivation has a relationship with employee performance.

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It is expected that all employees of the Health Center can motivate each other as co-workers, obey the applicable rules, in order to improve the performance of employees and make maximum efforts to carry out their duties well in order to achieve the expected quality of service. The Health Center leadership should pay more attention to the comfort of paramedics and give awards in the form of praise to paramedics who excel so that paramedics can improve their performance.

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