

## **The Effect of Competence, Facilities, Discipline And Leadership on The Performance of Health Workers at The Wedi Community Health Center, Klaten**

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### **ABSTRACT.**

*This study aims to determine the effect of health worker performance on competence, facilities, work discipline, leadership using descriptive quantitative methods. The quantitative data of this study are in the form of respondents' opinions in the form of questionnaires. The location chosen as the research location is the Wedi Community Health Center environment, Klaten Regency. The time for this study is adjusted to the achievement of data and information needed by researchers, estimated to be 5 months from July - November 2025. The population of this study is all health workers in the Wedi Community Health Center Environment, both State Civil Apparatus (ASN) and Non-ASN, totaling 41 people. The sample used in the study is a saturated sample where all 41 people are sampled. The sampling technique used in this study is a census technique or saturated sample. After the data was collected, an analysis was carried out by processing the research data using multiple linear regression analysis tools with the help of SPSS 25 software. Hypothesis testing results indicate that competence, facilities, and leadership have a positive and significant effect on healthcare worker performance, while discipline has a negative but significant effect.*

**Keywords:** *health worker performance in terms of competence, facilities, work discipline, leadership*

### **INTRODUCTION**

Community Health Centers (Puskesmas) are the spearhead of primary health care, tasked with providing promotive, preventive, curative, and rehabilitative services to the community. In efforts to achieve quality health care, the performance of health workers at Puskesmas plays a central role. Good performance reflects the effectiveness and efficiency of services, while poor performance can negatively impact community satisfaction, the achievement of health indicators, and the credibility of the service institution itself. The phenomenon of health worker performance has become a concern along with increasing public demands for fast, accurate, and humane services. Although most health workers have adequate educational backgrounds, competency gaps exist in terms of implementing health technology, communicating effectively with patients, and making rapid and appropriate clinical decisions.

In terms of performance, there are still delays in work hours and sometimes waiting times are still not reached. This affects overall performance. Some examination

rooms still use less modern equipment. Limited supporting facilities such as modern medical equipment, IT systems and comfortable work facilities are obstacles to the implementation of efficient services. Limited land and service facilities will also affect the performance of health workers. The combination of the various problems above causes the performance of health workers to be less than optimal. This phenomenon reflects the potential for problems in the aspect of health worker performance. This less than optimal performance can be influenced by various factors, both from the individual side of health workers as well as from the managerial side and supporting facilities.

Community health centers (Puskesmas) play a crucial role in Indonesia's healthcare system as first-level health facilities responsible for promotive and preventive services. However, in practice, various obstacles such as limited human resources, inadequate facilities, and managerial issues often affect service performance. This situation creates unique challenges for Puskesmas in providing optimal and equitable healthcare services to the community (Asmadi, Menap, Khalik, 2024). Issues with the performance of health workers are a fundamental issue that will always be encountered in Puskesmas management. Therefore, Puskesmas management must understand the indicators that influence the performance of health workers (Sulaiman, Efendy, Utami, 2024).

Every organization expects its employees to improve their performance. Good performance can improve the quality, quantity, and performance of work (Saribulan, Hernawan, Rachim, 2024). To continue developing itself and ensure the organization's survival, community health center management needs to improve employee performance. In this case, the desired improvement in employee performance is to maximize their performance to provide satisfactory service (Pamungkas, Widowati, 2020).

Several factors contribute to unmet customer expectations, one of which is poor staff performance. However, this can be controlled by service providers, meaning that the negative gap between the service received and what patients desire is highly dependent on staff performance. Therefore, strategies for improving and enhancing service quality must be developed based on the desires of the public, the consumers of healthcare services (Sulaiman, Efendy, Utami, 2024).

Competence encompasses knowledge, skills, and core values, reflected in habits of thought and action, as well as the ability to perform work acquired through education or training. Competence refers to the ability of Community Health Center employees to carry out their duties effectively, encompassing both hard competencies (knowledge and technical skills) and soft competencies (attitude, motivation, values, and character). Competence is also described as a person's basic characteristics that enable effective or superior performance in a job (Wandi & Hakiki, 2022).

Research conducted by Wandu & Hakiki (2022) stated that competence does not significantly influence employee performance at the Karanganyar Community Health

Center (UPT Puskesmas), Lebak Regency. Competence has a close relationship with the level of fluctuating employee performance. Employees who have good knowledge and skills will more easily carry out their work effectively and efficiently. Meanwhile, research conducted by Wosparik, Sabandar, Rantererung, 2025 stated that employee competence significantly influences employee performance. This is in line with research conducted by Saribulan, Hernawan, Rachim (2024) which found that work competence, work discipline, and work facilities have a positive and significant effect on employee performance at the Pinrang Regency Health Office.

The competency of employees at the Wedi Community Health Center is generally sufficient to support the implementation of primary health care services. Every health worker, from medical personnel such as doctors, dentists, nurses, midwives, nutritionists, pharmacists, nutritionists, physiotherapists, epidemiologists, sanitarians, medical records officers to administrative staff, has the educational qualifications and skills appropriate to their field. This can be seen from the sufficiency of educational qualification requirements for job holders as seen in the job analysis and workload analysis of the Wedi Community Health Center. Furthermore, competency improvement is continuously carried out through training, workshops, and technical guidance that support the implementation of priority programs and accreditation requirements.

The availability of work facilities has a positive and significant impact on employee job satisfaction. Work facilities refer to the quality of the physical facilities and infrastructure available within the community health center environment, including tools, space, and infrastructure that support daily tasks. Infrastructure quality is considered good when it meets technical standards, is available on time, and facilitates smooth employee operations (Darman, 2023).

A study by Saribulan, Hernawan, and Rachim (2024) conducted on employees at the Pinrang Regency Health Office found that adequate work facilities significantly increased employee satisfaction and significantly impacted employee performance. Fadilah & Banin (2022) found that training, the work environment, and work facilities had a positive and significant impact on employee performance at the Bantarkawung Community Health Center in South Brebes. Work facilities are inseparable factors from the workplace and are vital for employees to complete their tasks. Darman (2023) found that discipline significantly impacts employee performance. significant effect on the performance of the Community Health Center, while facilities/infrastructure have no significant effect on the performance of the Community Health Center.

The facilities, infrastructure, and medical equipment recorded in the ASPAK at the Wedi Community Health Center are essentially sufficient to support the provision of primary healthcare services. The ASPAK (Application of Facilities, Infrastructure, and Medical Equipment) achievement at the Wedi Community Health Center in 2024 reached 81.14%, this figure is already above the minimum standard of 60%. This is evident from the availability of service rooms that meet standards (general examination rooms, dental,

KIA/KB, laboratory, pharmacy, physiotherapy, and procedure rooms), as well as the completeness of basic medical equipment that supports curative and preventive services. In addition, supporting infrastructure such as waiting rooms, administration rooms, drug storage, and sanitation facilities are also available according to accreditation requirements.

Sundoro (2022) explains that discipline is considered a guarantee of quality work performance. Research results show that work discipline has a positive and significant impact on employee performance, supporting the effectiveness of the overall implementation of employee functions. Work discipline significantly influences employee performance at the Sukamakmur Community Health Center in Aceh Besar Regency. The process of improving discipline begins with discipline regarding time, regulations, and responsibilities. Discipline violations result in penalties (Gadeng, 2023).

The results of other studies show that discipline has a positive and significant effect on the performance of employees at the Edagotadi Community Health Center in Deiyai Regency (Wosparik, Sabandar, Rantererung, 2025). Discipline greatly influences employee performance, because the more disciplined the employee, the higher the work productivity and performance. The results of Sundoro's (2022) study stated that work discipline has a significant effect on the performance of Bulu Community Health Center employees. Different results were stated in previous research conducted by Bhaskara, Suranto, Pribadi (2024) which stated that discipline work has no significant effect on performance.

Employee discipline at the Wedi Community Health Center is generally well-established. This is evident in employee adherence to working hours, accuracy in providing services, and regularity in completing program reports. The attendance punctuality score in the SAENAGA application in 2024 was -1.52, categorized as good and punctual. Every employee strives to arrive on time, carry out tasks according to their respective duties, and adhere to established work regulations. The implementation of routine attendance using the SAENAGA application, direct supervision by management, and monthly evaluation meetings contribute to strengthening the culture of discipline.

Numerous leadership theories have been proposed to catalyze processes and channel human resources. Transformational leadership theory is, at the very least, one of many theories believed to bring fresh impetus to organizational change. Furthermore, in the era of the Industrial Revolution 4.0, every organization needs leaders with the necessary skills to transform toward digitalization of organizational structures and systems (Purwanto, et al., 2020).

Pamungkas's (2020) research found that leadership, work environment, and work discipline significantly influenced the performance of sterilization installation employees at Dr. Kariadi Hospital, Semarang. The success of public organizations is largely determined by the quality of their human resources. This demonstrates the crucial role of human resources in achieving development goals. Purwanto et al.'s (2020) research

found that transformational leadership positively influenced the performance of community health center employees in the Pati region.

Research by Anwar & Indasah (2021) found that leadership, motivation, and discipline significantly influence community health center performance. Leaders are responsible for monitoring employee performance and ensuring that employees carry out their responsibilities, thus assessing and achieving optimal performance. In their research, Bhaskara, Suranto, and Pribadi (2024) stated that work discipline has no significant effect on performance, while the work environment, motivation, workload, and transformational leadership significantly influence community health center performance.

Leadership at Wedi Community Health Center is carried out in a participatory and exemplary manner, where the head of the community health center acts as a director, motivator, and mentor for all employees. Each work program is coordinated through routine mini-workshop meetings held every month so that all staff understand the goals, targets, and strategies for achieving them. Supervision is carried out in a structured manner through daily monitoring, weekly morning roll call, monthly evaluations, and program supervision, so that employee performance can be well controlled. With a communicative leadership pattern and consistent supervision, a conducive, disciplined work atmosphere is created, and oriented towards improving the quality of service to the community.

Wedi Community Health Center is one of the Regional Technical Equipment Units (UPTD) located on Jalan Gereja, Gadungan, Wedi, Klaten. Wedi Community Health Center has the duty and function of providing direct services to the community, especially in the health sector. Wedi Community Health Center employees totaling 56 people, 41 of whom are health workers (nakes) are required to provide excellent service to the community. Wedi Community Health Center, which is a regional Public Service Agency (BLUD), is required to be able to achieve performance targets in administration and management (Admen), Public Health Efforts (UKM) and Individual Health Efforts (UKP). Performance that has not been achieved is the target of fulfilling the BPJS Health KBK or Performance-Based Capitation of the Health Social Security Administering Body.

Several factors believed to contribute to the performance of healthcare workers include competence, the availability of service facilities, work discipline, and the leadership style of the community health center leadership. Adequate competence is essential for healthcare workers to provide services that meet standards and meet community needs. On the other hand, inadequate service facilities can hinder optimal task performance. Work discipline is also a crucial factor reflecting professional commitment and responsibility, while effective leadership plays a role in creating a conducive work climate and motivating employees to perform optimally. Therefore, it is crucial to empirically examine the influence of competence, facilities, discipline, and

leadership on the performance of healthcare workers at the Wedi Community Health Center.

### RESEARCH METHODS

This study uses a descriptive quantitative method. The quantitative data of this study are in the form of respondents' opinions in the form of questionnaires. The location chosen as the research site is the Wedi Community Health Center environment, Klaten Regency. The time for this study is adjusted to the achievement of data and information needed by researchers, estimated to be 5 months from July - November 2025. The population of this study is all health workers in the Wedi Community Health Center Environment, both State Civil Apparatus (ASN) and Non ASN, totaling 41 people. The sample was taken from a portion of the research population that can represent the population. The sample used in the study is a saturated sample where all 41 people are sampled. The sampling technique used in this study is a census technique or saturated sample. In this study, 2 variables have been determined, namely the free or independent variable (X) and the bound or dependent variable (Y) with the following explanation: competence (X1), facilities (X2), work discipline (X3), leadership (X4) and the dependent variable is the performance of health workers (Y).

After the data was collected, an analysis was carried out by processing the research data using multiple linear regression analysis tools with the help of SPSS 25 software. The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e \text{ (Ghozali, 2015 :86)}$$

Information :

Y = Employee work motivation

a = constant number

b = regression coefficient

X1 = Compensation

X2 = Leadership

X3 = Discipline

X4 = Work Environment e = error

**RESULTS AND DISCUSSION**

Table 1 Results of Multiple Linear Regression Test (Coefficients)

Variables	B	Std. Error	Beta	t	Sig.
(Constant)	15,732	3,912		4,022	0,000
Competence	0.229	0.100	0.281	2,293	0.028
Facility	0.264	0.126	0.333	2,099	0.043
Discipline	-0.432	0.137	-0.421	-3,152	0.003
Leadership	0.286	0.100	0.434	2,853	0.007

Based on Table 1, the multiple linear regression equation is obtained as follows:

$$Y = 15.814 + (0.193) X1 + (0.286) X2 - (0.402) X3 + (0.265) X4 + e$$

Based on the regression equation operation above, the interpretation of the coefficients of each variable is as follows:

- a = The constant of 15.732 shows that if the variables of competence (X1), facilities (X2), discipline (X3) and leadership (X4) are considered zero or constant, then performance increases by 15.732.
- b1 = 0.229. The regression coefficient value of competency (X1) is 0.2229, which means that if the variables of facilities (X2), discipline (X3), and leadership (X4) are constant, then increasing competency will increase performance by 0.229.
- b2 = 0.264. The regression coefficient of facilities (X2) of 0.264, which means that if facilities (X1), discipline (X3) and leadership (X4) are constant, an increase in facilities will result in performance increasing by 0.264.
- b3 = -0.432. The discipline regression coefficient (X3) is -0.432, which means that if competence (X1), facilities (X2), and leadership (X4) are constant, then the presence of rigid and formal discipline results in a decrease in performance of 0.432 because the value is negative. Although the discipline variable passes the multicollinearity test (VIF 1.326 < 10 and Tolerance 0.754 > 0.10), the regression coefficient can still be negative. The phenomenon of multiple regression results shows a negative coefficient, even though in theory and assumption tests (heteroscedasticity & multicollinearity) it is safe and the direction of the relationship is expected to be positive, this phenomenon sometimes occurs in quantitative research.

b4 = 0.286. Leadership regression coefficient (X4) of 0.286, which means that if competence (X1), facilities (X2) and discipline (X3) are constant, then with increased leadership (X4) performance will increase by 0.286.

### Model Feasibility Test (F Test)

Table 2 Results of Model Feasibility Test

Model	Fcount	Ftable	Sig.	Information
<i>Regression</i>	9,625	2,633	0,000	Eligible Model

Source: Model Feasibility Test

Based on the F test table above, the model feasibility test can be carried out as follows Based on the results of data analysis, it was found that the F count value (9.032) > F table (2.633) and significance 0.000 < 0.05. Thus, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a simultaneous and significant influence between competence, work facilities, work discipline and leadership on the performance of Wedi Health Center health workers.

### Hypothesis Test (t-Test):

Table 3 Hypothesis Test Results

Variables	ttable	Sig	Standard	Information
Competence	2,028	0.028	0.05	Ha accepted
Facility	2,028	0.043	0.05	Ha accepted
Discipline	2,028	0.003	0.05	Ha rejected
Leadership	2,028	0.007	0.05	Ha accepted

Source: Hypothesis Test (t-Test)

#### 1) Competence

Based on the results of the t-test for the competency variable, the t-count was 2.293 and the significance level was 0.028. Since t-count > t-table (2.293 > 2.028) and sig (0.028) < 0.05, the first hypothesis was accepted. This means that competency has a significant effect on the performance of Wedi Community Health Center health workers. This means that the first hypothesis stating that competency has a positive and significant effect on the performance of Wedi Community Health Center health workers is proven.

#### 2) Facility

Based on the results of the t-test for the facility variable, the t-count was 2.099 and the significance level was 0.043. Since  $t\text{-count} > t\text{-table}$  ( $2.099 > 2.028$ ) and  $\text{sig} (0.043) < 0.05$ , the second hypothesis was accepted. This means that facilities have a significant effect on the performance of health workers at Wedi Health Center. This means that the second hypothesis stating that facilities have a positive and significant effect on the performance of health workers at Wedi Health Center is proven.

3) Discipline

Based on the results of the t-test for the discipline variable, the t-count was obtained at -3.152 and a significance level of 0.003. Therefore,  $-t\text{table} \leq t\text{count} \leq t\text{table}$  ( $-3.152 \leq 2.028 \leq 3.152$ ) and  $\text{sig} (0.003) < 0.05$ , the third hypothesis is rejected. This means that increasing discipline has a negative effect on the performance of health workers at Wedi Health Center. Based on these results, it can be concluded that the third hypothesis which states that discipline has a positive and significant effect on the performance of health workers at Wedi Health Center is not proven.

4) Leadership

Based on the results of the t-test for the leadership variable, the t-count was 2.853 and the significance level was 0.007. Since  $t\text{-count} > t\text{-table}$  ( $2.853 > 2.028$ ) and  $\text{sig} (0.007) < 0.05$ , the fourth hypothesis was accepted. This means that the fourth hypothesis stating that leadership has a positive and significant effect on the performance of health workers at community health centers is proven.

**Coefficient of Determination Test (R<sup>2</sup>)**

Table 4. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.719	0.517	0.463	1,19776

Source: about the Coefficient of Determination

Based on the calculation results, the adjusted R square value was 0.463. This means that the variables of competence, facilities, discipline, and leadership contributed 46.3% to the performance of health workers at Wedi Community Health Center, while the remaining 53.7% was influenced by other variables not included in this study.

## Discussion

1. The Influence of Competence on the Performance of Health Workers at Wedi Community Health Center.

Based on the SPSS calculation results presented in Table 3, it shows that competency influences the performance of health workers at the Wedi Community Health Center in Klaten Regency. These results indicate that fulfilling the competency requirements of health workers at the Wedi Community Health Center will improve their performance. These research findings align with previous research conducted by Wosparik, Sabandar, Rantererung (2025) stated that employee competence has a significant positive effect on employee performance. This is in line with research conducted by Saribulan, Hernawan, Rachim (2024) which found that work competence, work discipline and work facilities have a positive and significant effect on employee performance at the District Health Office.

The competency of employees at Wedi Community Health Center is generally sufficient to support the implementation of primary health care services. Every health worker, from medical personnel such as doctors, dentists, nurses, midwives, nutritionists, pharmacists, nutritionists, physiotherapists, epidemiologists, sanitarians, medical records officers to administrative staff, has the educational qualifications and skills appropriate to their field. Competence needs to be reassessed periodically at least every 5 years. Continuous competency monitoring is also carried out if there are changes in matters such as additional competency of medical personnel, the addition of new medical personnel with different competencies, the validity period of STR (Registration Certificate) and SIP (Practice Permit), and the latest regulations that have been determined by the Ministry of Health and our partner, BPJS Kesehatan. At Wedi Community Health Center, a special administrative staff has been appointed to handle this. Another thing that needs to be considered is the sufficiency of educational qualification requirements for the position holders as seen from the job analysis and workload analysis of Wedi Community Health Center. In addition, competency improvement must be continuously carried out through training, workshops, and technical guidance that supports the implementation of priority programs and accreditation requirements which will ultimately improve the performance of health workers at the Wedi Community Health Center.

2. The Influence of Facilities on the Performance of Health Workers at Wedi Community Health Center, Klaten Regency

Based on the SPSS calculation results presented in table 3, it shows that facilities affect the performance of health workers at the Wedi Health Center,

Klaten Regency. These results indicate that fulfilling health service facilities at the Wedi Health Center will improve the performance of health workers at the Wedi Health Center. This is in line with research conducted by Saribulan et al (2024) which stated the same thing that work facilities have a significant effect on employee performance. Fadilah, Banin (2022) in his research also stated that work facilities have a significant effect on employee performance.

The facilities, infrastructure, and medical equipment recorded in the ASPAK at the Wedi Community Health Center are sufficient to support the provision of primary health care. The ASPAK (Application of Facilities, Infrastructure, and Medical Equipment) achievement at the Wedi Community Health Center in 2024 reached 81.14%, this figure is already above the minimum standard of 60%. In addition, supporting infrastructure such as waiting rooms, administration rooms, drug stores, and sanitation facilities are also available according to accreditation requirements. Service facilities must be continuously monitored for their condition and suitability, and adjusted to regulations set by the Ministry of Health. Monitoring of these facilities is carried out by the treasurer who is tasked with documenting and reporting the condition of existing equipment and infrastructure. With adequate facilities, it turns out that they can support the achievement of the performance of health workers at the Wedi Community Health Center, which has been improving as seen from developments in the past two years.

3. The Influence of Discipline on the Performance of Health Workers at Wedi Community Health Center, Klaten Regency

The SPSS calculation results presented in Table 3 show that the discipline variable negatively impacts the performance of health workers at the Wedi District Health Center. These results suggest that increasing discipline, particularly non-adaptive and rigid discipline, can decrease the performance of health workers at the Wedi District Health Center. Rigid administrative discipline can hinder the flexibility of health workers in providing services. In health centers, discipline is often defined as punctuality in arrival and departure times, adherence to standard operating procedures (SOPs) and service flows, adherence to administrative and reporting regulations, and adherence to formal task allocation. While this discipline is important organizationally, in primary health care practices, services are often dynamic and unpredictable.

The results of previous research conducted by Wosparik, Sabandar, Rantererung (2025) stated that employee discipline had a negative and insignificant effect on the performance of employees at the Edagotadi Health Center in Deiyai Regency. This is different from the results of research conducted by Gadeng (2022) stated that discipline significantly influences

performance. Likewise, Sundoro (2022) stated that discipline has a positive effect on employee performance. The SAENAGA attendance score of Wedi Community Health Center in 2024 was -1.52, which is generally considered good, but in practice, various health worker discipline issues were still found. These issues include indiscipline in attendance at work hours due to gaps in the SAENAGA system, public complaints regarding overly rigid administrative services without considering patient conditions, delays in morning roll calls from the designated time, and the non-implementation of SAENAGA attendance for all non-ASN personnel, potentially leading to social jealousy. Furthermore, the penalty for lateness in the form of a reduction in the TPP (Household Employee Compensation) is considered too small and has not yet provided a deterrent effect. This condition is suspected to be one of the factors causing the suboptimal performance of health workers at Wedi Community Health Center.

As an alternative solution, a policy is needed to continue providing services to patients even if they arrive outside of registration hours, tighten attendance regulations in the SAENAGA application, and reaffirm working hours and service obligations through roll calls and internal forums. Discipline at morning roll calls needs to be improved by encouraging employees to arrive early, and implementing a mandatory attendance system for all employee categories without exception. Furthermore, an evaluation of the magnitude of sanctions for late attendance, which impacts the reduction in TPP, needs to be conducted to provide a deterrent effect and encourage overall work discipline.

#### 4. The Influence of Leadership on the Performance of Health Workers at Wedi Community Health Center.

Based on the SPSS calculation results presented in Table 3, it shows that leadership influences the performance of health workers at Wedi Community Health Center. This is in line with research. Pamungkas, Widawati (2020) stated that leadership has a significant influence on performance. Purwanto et al. (2020) also stated that leadership has a significant influence on performance. Research conducted by Anwar & Indrasah (2021) and Bhaskara, Suranto, and Pribadi (2024) also found that transformational leadership influences employee performance.

From these results it shows that leadership at the Wedi Community Health Center, the program is run in a participatory and exemplary manner, where the head of the community health center acts as a director, motivator, and mentor for all employees. Each work program is coordinated through routine monthly mini-workshop meetings to ensure all staff understand the goals, targets, and strategies for achieving them. Supervision is structured

through daily and weekly monitoring during morning roll calls, monthly evaluations, and program supervision, ensuring employee performance is well-controlled. With adequate health worker competency, adequate service facilities in terms of quantity and quality, and ongoing discipline, communicative leadership and consistent supervision are required. A conducive, disciplined work environment oriented toward improving the quality of service to the community will be created. performance of health workers at Wedi Health Center.

### **CONCLUSION AND SUGGESTIONS**

This study aims to examine the influence of competence, facilities, discipline, and leadership on the performance of health workers at the Wedi Community Health Center in Klaten Regency using a saturated sampling method on 41 health workers. The results of the hypothesis testing indicate that competence, facilities, and leadership have a positive and significant effect on health worker performance, while discipline has a negative but significant effect. Simultaneously, these four variables have a significant effect on the performance of health workers at the Wedi Community Health Center, with a contribution of 46.3 percent, while the remaining 53.7 percent is influenced by other variables outside the scope of this study.

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