

The Effect of Work Period, Motivation, Leadership and Work Environment on The Performance of Health Workers

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ABSTRACT

The purpose of this research is to analyze and examine the influence of length of service, motivation, leadership, and work environment on the performance of healthcare workers at Weda Regional General Hospital. This study was conducted at Weda Regional General Hospital. This study was quantitative, with data collection using questionnaires. The population of this study was 307 healthcare workers. A sample of 61 respondents was taken. Data analysis techniques used were multiple regression, F-test, t-test, and determination test (R²). The results showed that there is an influence. The influence of work period on the performance of health workers at Weda Regional General Hospital. Motivation influences the performance of health workers at Weda Regional General Hospital. Leadership influences the performance of health workers at Weda Regional General Hospital. The work environment influences the performance of health workers at Weda Regional General Hospital.

Keywords: *Working Period, Motivation, Leadership, Work Environment, Health Worker Performance.*

INTRODUCTION

Health is a key pillar of national development, serving not only as a basic human need but also as a long-term investment in supporting economic growth and poverty alleviation efforts. Development in the modern era increasingly emphasizes the importance of human capital, where the quality of public health directly impacts a nation's productivity and economic capacity. Therefore, National Health Development is directed at increasing awareness, willingness, and ability to live healthily for all, as a foundation for achieving the highest possible level of health. This effort is oriented not only toward disease prevention but also toward the development of a community that is self-sufficient in maintaining its health, thus becoming a socially and economically productive human resource. Therefore, health holds a strategic position because its success will impact an improved quality of life, reduced poverty rates, and increased national competitiveness. (Amini, 2024)

In relation to healthcare services, hospitals play a vital role as healthcare institutions that provide comprehensive services to the community, particularly in promotive, preventive, curative, and rehabilitative aspects. As complex organizations, hospitals must be able to meet the diverse needs of the community in their area, including emergency services, outpatient care, inpatient care, and specialized medical procedures. Optimal service can only be achieved if the hospital is supported by adequate resources, ranging from facilities and infrastructure, healthcare technology, a sound management system, to competent human resources. Utari & Mulyanti (2023) emphasizes that human resources are an essential and inseparable component

of hospital operations, as service quality is largely determined by the skills, professionalism, and performance of the healthcare workers involved. Healthcare workers such as doctors, nurses, midwives, and other medical support staff are the spearheads of healthcare services, interacting directly with patients. Therefore, human resource performance is a key indicator of a hospital's success in providing safe, high-quality, and patient-safety-oriented services.(Damayanti, 2024).

As a healthcare institution, hospitals also have a strategic function, as explained, namely as an integral part of public health services, providing comprehensive curative and rehabilitative services. Hospitals serve not only as places of healing, but also as referral centers, centers for health worker education, and centers for biosocial research that support the development of health science and medical technology. The scope of hospital services even includes family and community service units, so their existence has a significant impact on improving the quality of life of the community at large. This multifunctional role further emphasizes that hospitals require strong management and qualified human resources to be able to carry out their functions optimally and sustainably.(Gunawan, 2024).

In Central Halmahera Regency, improving the quality of health services is a regional development priority. The local government believes that better health services will contribute to improving the quality of human resources, particularly through increased life expectancy, a key indicator of the Human Development Index (HDI). Special efforts continue to be made, ranging from improving health facilities, providing qualified health workers, to improving hospital governance as centers of public service. Therefore, health sector development in Central Halmahera aims not only to increase access to health services but also to ensure that the services provided are high quality, equitable, and able to meet the needs of the local community.

Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time, performance is a combination of three important factors, namely the ability and interest of a worker, acceptance of the explanation of the delegation of tasks and roles and the level of motivation of a worker. The higher the level of the above factors, the greater the employee's performance. The performance of health workers as a result achieved by a person in carrying out the tasks given to him in accordance with the criteria that have been set. To achieve good performance, the most dominant element is human resources, even though the planning has been well and neatly arranged, but if the people or personnel who carry it out are not qualified and do not have high work enthusiasm, then the planning that has been arranged will be in vain(Yus, 2022). The work results achieved by an employee must be able to provide an important contribution to the agency, seen from the quality and quantity aspects that are felt by the company and are of great benefit to the interests of the company in the present and the future.(Djiko, 2024).

The performance of healthcare workers is a consequence of public demand for excellent or high-quality services. Through the performance of healthcare workers, it is hoped that they can demonstrate their professional contributions in real terms to

improving the quality of healthcare services, which impacts the overall health services in the organization where they work, and ultimately leads to the quality of life and well-being of the community. Factors influencing performance achievement are divided into two parts: ability factors and motivation factors. In their theory, Gibson and Ivancevich state that individual factors, organizational factors, and psychological factors are the three factors that influence performance.(Gunawan, 2024).

The work environment is a collection of physical and non-physical factors, both of which influence how employees work. Therefore, the work environment is key to an organization's success in achieving its goals, and it can be said that the work environment influences employee performance.(Ramdana, 2020)

Weda Regional General Hospital (RSUD Weda) is the only type D public hospital owned by the Central Halmahera Regency Government in Weda, Central Halmahera Regency. RSUD Weda is a hospital that is busy with patients, both outpatients and inpatients. The hospital's strategic location because it is in Central Halmahera makes it accessible to people from outside the Central Halmahera Regency. The presence of an industrial area in Central Halmahera Regency is also a contributor to the large number of patients who require services at RSUD Weda.

Based on the results of the performance assessment on the BKN E-performance application of Central Halmahera Regency, it was found that the average performance of Health workers at Weda Regional Hospital had met expectations, but based on information through interviews, it was found that performance evaluation was still more dominant on absence or attendance levels, while the evaluation of performance results on health services provided had not run well. This is in line with the results of the evaluation of the achievement of the Weda Regional Hospital Quality Indicators in 2024 which are divided into National Quality Indicators, Hospital Priority Indicators, and Unit Priority Quality Indicators, it was found that there were still several indicators that had not met their achievement targets, namely 50-60%, from the target of 80-100%. Based on initial observations made by researchers at Weda Regional Hospital, where there were several patients who complained about Health Service Information, the speed of Health services and the Completeness of Health Facilities and Facilities at Weda Regional Hospital. Based on complaints from several staff regarding workload, opportunities to get training and awards for those who are diligent and sanctions for those who are lazy to work have not gone well. Based on the existing problems, the researcher is interested in conducting research with the title "The Influence of Work Period, Motivation, Leadership and Work Environment on the Performance of Health Workers at Weda Regional General Hospital".

RESEARCH METHODS

This study uses a quantitative approach. The author chose to use a quantitative descriptive method to determine the magnitude of the influence and significance between the variables of work period, motivation, leadership and work environment on the performance of health workers at Weda Regional General Hospital. This study

was conducted at Weda Regional General Hospital located at Jl. Raya Weda, Weda District, Central Halmahera Regency, North Maluku Province, Postal Code 977850. The study was conducted for 3 months. The population in this study were all Health Workers working at Weda Regional General Hospital Services. The population in this study was 307 health workers. The number of samples taken was 61 people or respondents. The variables used in this study consisted of 2 variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consisted of work period (X1), motivation (X2), leadership (X3) and work environment (X4) and the dependent variable was the performance of health workers (Y). The analysis tool in this study was Multiple Linear Regression. With the regression formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information :

Y	: Health Worker Performance Variables
X1	: Working Period Variable
X2	: Motivation Variables
X3	: Leadership Variables
X4	: Work Environment Variables
a	: constant
b1, b2, b3, b4	: correlation coefficient
e	: error term/nuisance error

RESULTS AND DISCUSSION

Multiple Linear Regression

From the results of the Multiple Linear Regression Analysis, the regression equation can be obtained:

$$Y = 0.288 + 0.287X_1 + 0.418X_2 + 0.120X_3 + 0.202X_4.$$

The equation can be explained as follows:

- 1). $a = 0.288$, this means that if the factors of Length of Service (X1), Motivation (X2), Leadership (X3) and Work Environment (X4) are considered constant, then it will result in Health Employee Performance (Y) at Weda Regional General Hospital of 0.288.
- 2) $b_1 = 0.287$, this means that if the Work Period factor (X1) increases by 1 unit, and the Motivation (X2), Leadership (X3) and Work Environment (X4) variables are considered constant, it will result in the Health Employee Performance (Y) at Weda Regional General Hospital increasing by 0.304.
- 3) $b_2 = 0.418$, this means that if the Motivation factor (X2) increases by 1 unit, and the variables of Length of Service (X1), Leadership (X3) and Work Environment (X4) are considered constant, it will result in the Performance of Health Employees (Y) at Weda Regional General Hospital Competence (X2) increasing by 1 unit, and the Reward variable (X1), increasing by 0.418.

- 4) $b_3 = 0.120$, this means that if the Leadership factor increases by 1 unit, and the variables of Length of Service (X1), Motivation (X2) and Work Environment (X4) are considered constant, it will result in the Performance of Health Employees (Y) at Weda Regional General Hospital increasing by 0.120.
- 5) $b_4 = 0.202$, this means that if the Work Environment factor (X4) increases by 1 unit, and the variables of Work Period (X1), Motivation (X2) and Leadership (X3) are considered constant, it will result in Health Employee Performance (Y) at Weda Regional General Hospital being 0.202.

For further details, please see the SPSS data processing results table as follows:

Table 1 Summary of Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,288	1,593		,181	,857
Years of service	,287	,076	,340	3,772	,000
Motivation	,418	,109	,417	3,829	,000
Leadership	,120	,054	,182	2,235	,029
Work environment	,202	,077	,268	2,618	,011

Source: SPSS Data Processing 2026

t-test

- 1) T-test relating to Length of Service (X1) to Health Employee Performance (Y) at Weda Regional General Hospital
From the results of the calculation, the results obtained were $t \text{ count} = 3.772 > t \text{ table} = 2.003$ and a significance level of $0.000 < 0.05$, so H_0 was rejected, meaning that the length of service had an effect on the performance of health employees (Y) at Weda Regional General Hospital.
- 2) T-test relating to Motivation (X2) on Health Employee Performance (Y) at Weda Regional General Hospital
From the results of the calculation, the results obtained were $t \text{ count} = 3.829 > t \text{ table} = 2.003$ and a significance level of $0.000 < 0.05$, so H_0 was rejected, meaning that motivation has an effect on the performance of health employees (Y) at Weda Regional General Hospital.
- 3) T-test relating to Leadership (X3) on Health Employee Performance (Y) at Weda Regional General Hospital
From the results of the calculation, the results obtained were $t \text{ count} = 2.235 > t \text{ table} = 2.003$ and a significance level of $0.000 < 0.05$, so H_0 was rejected, meaning that Leadership has an effect on the Performance of Health Employees (Y) at Weda Regional General Hospital.
- 4) T-test relating to the Work Environment (X3) on the Performance of Health Employees (Y) at Weda Regional General Hospital

= 2.618 > t table = 2.003 and the significance level is 0.000 < 0.05, so H_0 is rejected, meaning that the Work Environment has an effect on the Performance of Health Employees (Y) at Weda Regional General Hospital

From the results above, it can be summarized as follows:

Table 2 t-Test Results

Hypothesis	t-count	t-table	Sig	Standard	Information
H1	3,772	> 2,003	0,000	0.05	H0 Rejected
H2	3,829	> 2,003	0,000	0.05	H0 Rejected
H3	2,235	> 2,003	0.029	0.05	H0 Rejected
H4	2,618	> 2,003	0.011	0.05	H0 Rejected

Source: Processed data, 2026

So because t-count > t-table and the level of significance < 0.05, then partially there is a positive and significant influence, however if t-count < t-table and the level of significance > 0.05 then partially there is no influence of the independent variable on the dependent variable.

F test

From the results of SPSS data processing, the F-count value was obtained at 27.840 > F-table 2.54 with a significance level of 0.000 < 0.05. Because the F-count value of 71.558 is greater than the F table 2.54 and the significance level is 0.000 < 0.05, then together the independent variables namely Work Period (X1), Motivation (X2), Leadership (X3) and Work Environment (X4) on Health Employee Performance (Y) at Weda Regional General Hospital. From the results of SPSS data processing, the following results were obtained:

Table 3. Model Feasibility Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	179,044	4	44,761	27,840	,000b
Residual	90,038	56	1,608		
Total	269,082	60			

Source: Processed data, 2026

Analysis of the Coefficient of Determination (R²)

Table 4. Model Feasibility Test

Model	R	R Square	Adjusted R Square
1	,816a	,665	,641

Source: SPSS data processing, 2026

By using the SPSS program, it can be obtained for R² of 0.641 or 64.1%, meaning that together there is an influence between the independent variables, namely Work

Period (X1), Motivation (X2), Leadership (X3) and Work Environment (X4) on Health Employee Performance (Y) at Weda Regional General Hospital of 64.1%, while the remaining 35.9% is influenced by other factors, which were not studied, such as rewards, incentives, organizational culture, awards and others.

DISCUSSION

From the results of the data analysis, it can be explained that answering the hypothesis is as follows:

1. The Influence of Length of Service on the Performance of Health Employees at Weda Regional General Hospital

The results of the data analysis summarized in table IV.6 obtained the calculated t result for the length of service of $3.772 > t_{table} = 2.003$ and a significance level of $0.000 < 0.05$, so H_0 is rejected, meaning that the length of service has an effect on the performance of health employees at Weda Regional General Hospital. This is reinforced by research by Rositaningsih (2024), Amini (2024), Yus, et, al., (2022) who in their research stated that the length of service has an effect on employee performance. Based on research conducted on healthcare workers at Weda Regional General Hospital, it was found that tenure has an impact on employee performance. This indicates that the longer a person's tenure, the better their performance in carrying out their duties and responsibilities.

Length of service reflects an employee's experience. Employees with longer tenure have generally experienced a variety of work situations, thus possessing a better understanding of work procedures, better decision-making skills, and more mature technical skills. As a result, they are able to work more effectively and efficiently than those with shorter tenure. Furthermore, employees with longer tenure typically adapt better to the work environment, including interactions with patients, coworkers, and superiors. This impacts the quality of healthcare services provided.

However, the results of this study also indicate that tenure is not always the sole determining factor in performance. In some cases, employees with long tenure can experience burnout, which can potentially reduce work enthusiasm and productivity. Therefore, hospital management needs to take steps to maintain employee motivation, such as through training, job rotation, or rewards. The results of this study align with the theory that work experience gained through tenure can improve individual competency, which ultimately impacts performance. This research is also supported by previous research that shows a positive relationship between tenure and employee performance.

Thus, it can be concluded that length of service has a positive effect on the performance of health workers at Weda Regional General Hospital, although this effect still needs to be supported by other factors such as motivation, work environment, and a good management system.

2. The Influence of Motivation on the Performance of Health Employees at Weda Regional General Hospital

The results of the data analysis summarized in table IV.6 obtained the calculated $t = 3.829 > t \text{ table} = 2.003$ and a significance level of $0.000 < 0.05$, so H_0 is rejected, meaning that Motivation influences the Performance of Health Employees at Weda Regional General Hospital. This is reinforced by research by Sudyandiani (2020), Arafat (2024), Rezi (2024), Damayanti (2024) that motivation influences employee performance. Based on research conducted on healthcare workers at Weda Regional General Hospital, motivation has been shown to influence employee performance. This indicates that the higher an employee's motivation, the better their performance in carrying out their duties and responsibilities.

Motivation is a crucial factor driving individuals to perform optimally. Highly motivated employees tend to demonstrate greater work ethic, a high sense of responsibility, and commitment to the organization. In the context of healthcare, motivation plays a significant role in improving the quality of patient care, accuracy in work, and speed in medical interventions. Motivation can originate from within the individual (intrinsic motivation) or from outside (extrinsic motivation). Intrinsic motivation, such as the desire to achieve, job satisfaction, and a sense of professional responsibility, will drive employees to deliver their best performance. Meanwhile, extrinsic motivation, such as salary, incentives, awards, and a conducive work environment, also plays a significant role in boosting employee morale. The results of this study indicate that highly motivated healthcare employees tend to be more disciplined, more productive, and able to work well in teams. Conversely, employees with low levels of motivation tend to demonstrate suboptimal performance, such as a lack of initiative, low responsibility, and a decline in service quality.

These findings align with motivational theory, which states that motivation is a key determinant in improving individual performance. This research is also supported by previous research that showed a positive and significant influence between motivation and employee performance. However, it should be noted that employee motivation can change over time. Therefore, the management of Weda Regional General Hospital needs to continuously improve employee motivation through various efforts, such as providing rewards, improving welfare, training, and creating a comfortable and supportive work environment. Therefore, it can be concluded that motivation has a positive influence on the performance of healthcare employees at Weda Regional General Hospital. The higher the employee's motivation, the higher the resulting performance.

3. The Influence of Leadership on the Performance of Health Employees at Weda Regional General Hospital

The results of the data analysis summarized in table IV.6 obtained the calculated $t = 2.235 > t \text{ table} = 2.003$ and a significance level of $0.000 < 0.05$, so H_0 is rejected, meaning that Leadership influences the Performance of Health

Employees at Weda Regional General Hospital. This is supported by research by Djiko (2024), Makunimau (2023), Mitania (2025), Putri (2021) which states that leadership can influence employee performance. Based on research conducted on healthcare workers at Weda Regional General Hospital, it was found that leadership influences employee performance. This indicates that the better the leadership style implemented, the higher the employee's performance in carrying out their duties and responsibilities.

Leadership is a crucial factor in any organization, particularly in the healthcare sector, which demands coordination, accuracy, and speed in decision-making. Effective leaders are able to provide clear direction, establish effective communication, and create a conducive work environment for employees. This will motivate employees to perform optimally. This study shows that leaders who are assertive while still paying attention to the needs of their subordinates, providing support, and involving employees in decision-making can increase employee morale and accountability. This in turn improves the quality of healthcare services provided to patients.

Furthermore, good leadership can also improve employee discipline, teamwork, and loyalty to the organization. Employees who feel valued and supported by their leaders tend to have a higher level of commitment to their work, resulting in optimal performance. However, ineffective leadership, such as a lack of communication, minimal supervision, or unclear instructions, can negatively impact employee performance. This can lead to confusion at work, reduce motivation, and hinder the achievement of organizational goals.

The results of this study are in line with leadership theory which states that leaders have a strategic role in influencing the behavior and performance of subordinates. This research is also supported by the results of previous studies that show a positive and significant influence between leadership and employee performance. Therefore, the management of Weda Regional General Hospital is expected to continue to improve the quality of leadership through training, development of managerial competencies, and the implementation of an adaptive leadership style according to organizational conditions.

Thus, it can be concluded that leadership has a positive influence on the performance of healthcare workers at Weda Regional General Hospital. The better the leadership implemented, the higher the employee performance.

4. The Influence of the Work Environment on the Performance of Health Employees at Weda Regional General Hospital

The research results summarized in Table IV.6 obtained the calculated $t = 2.618 > t_{table} = 2.003$ and a significance level of $0.000 < 0.05$, so the Work Environment has an effect on the Performance of Health Employees (Y) at Weda Regional General Hospital. This is supported by research Utari & Mulyanti (2023), Ikbali (2018), Sulaiman (2024), Ramdana (2020) stated that the work environment influences employee performance. Based on research conducted on healthcare workers at Weda Regional General Hospital, it was found that the

work environment influences employee performance. This indicates that the better the work environment, the higher the employee's performance in carrying out their duties and responsibilities.

The work environment is one of the important factors that influence employee comfort and work effectiveness. The work environment includes not only physical aspects such as lighting, room temperature, cleanliness, and completeness of facilities, but also non-physical aspects such as working relationships between employees, communication, and a harmonious work atmosphere. The results of this study indicate that a comfortable and conducive work environment can improve concentration, work enthusiasm, and productivity of healthcare employees. In the context of hospitals, a good work environment is very important because it is directly related to the quality of service to patients. Employees who work in a safe and comfortable environment tend to be more careful, responsive, and able to work optimally.

Furthermore, a supportive work environment can also strengthen teamwork among healthcare workers, such as doctors, nurses, and other medical personnel. Good working relationships will minimize conflict and improve coordination in providing healthcare services. Conversely, a poor work environment, such as inadequate facilities, an uncomfortable work atmosphere, or less than harmonious working relationships, can reduce employee performance. These conditions can lead to work stress, decreased motivation, and reduced quality of care provided to patients. The results of this study align with the theory that the work environment is one factor that can influence individual performance within an organization. This research is also supported by previous research that shows a positive and significant influence between the work environment and employee performance.

Therefore, the management of Weda Regional General Hospital is expected to continue to pay attention to and improve the quality of the work environment, both physically and non-physically. This effort can be achieved through providing adequate facilities, maintaining a clean and comfortable environment, and fostering harmonious working relationships among employees.

Thus, it can be concluded that the work environment has a positive influence on the performance of healthcare workers at Weda Regional General Hospital. The better the work environment, the higher the employee performance.

CONCLUSION AND SUGGESTIONS

Based on the research results, it was concluded that length of service, motivation, leadership, and work environment each significantly influence the performance of healthcare employees at Weda Regional General Hospital. Therefore, the hospital is advised to improve employee training and competency development, provide rewards as a form of motivation, strengthen leadership quality through

managerial training, and create a comfortable, safe, and conducive work environment. Healthcare employees are also expected to continue to improve their motivation, professionalism, responsibility, and abilities through continuous learning. In addition, future researchers are advised to add other variables that can influence employee performance, such as compensation, workload, and job satisfaction, and use more diverse research methods or expand the research object to obtain more comprehensive results.

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