

Performance of Tawangsari Health Center, Sukoharjo Regency Reviewed from Motivation, Workload, Environment and Occupational Safety and Health (K3)

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ABSTRACT

This study aims to analyze the influence of work motivation, workload, work environment, and occupational safety and health (K3) on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency, both simultaneously and partially. This research method uses a quantitative approach with a descriptive research design. The population of the study was all employees working at the Tawangsari Health Center, Sukoharjo Regency, with a sampling technique using the census method, so that the number of research samples was 89 employees. Data collection was carried out through questionnaires. Data analysis techniques used include multiple linear regression tests, F tests, t tests, and coefficients of determination. The results of the study showed that partially and simultaneously, the variables of work motivation, workload, work environment, and occupational safety and health (K3) had a significant effect on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency. Therefore, the management of the Health Center is advised to increase employee work motivation through awards and training, adjust the workload to be more proportional, create a comfortable and conducive work environment, and strengthen the implementation of occupational safety and health programs in order to improve employee performance optimally.

Keywords: Employee Performance, Work Motivation, Workload, Work Environment, Occupational Safety and Health (K3).

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja, beban kerja, lingkungan kerja, serta keselamatan dan kesehatan kerja (K3) terhadap kinerja karyawan Puskesmas Tawangsari, Kabupaten Sukoharjo, baik secara simultan maupun parsial. Metode penelitian ini menggunakan pendekatan kuantitatif dengan desain penelitian deskriptif. Populasi penelitian adalah seluruh karyawan yang bekerja di Puskesmas Tawangsari, Kabupaten Sukoharjo, dengan teknik pengambilan sampel menggunakan metode sensus, sehingga jumlah sampel penelitian sebanyak 89 karyawan. Pengumpulan data dilakukan melalui kuesioner. Teknik analisis data yang digunakan meliputi uji regresi linier ganda, uji F, uji t, dan koefisien penentuan. Hasil penelitian menunjukkan bahwa secara parsial dan bersamaan, variabel motivasi kerja, beban kerja, lingkungan kerja, dan keselamatan dan kesehatan kerja (K3) berpengaruh signifikan terhadap kinerja karyawan Puskesmas Tawangsari, Kabupaten Sukoharjo. Oleh karena itu, manajemen Puskesmas disarankan untuk meningkatkan motivasi kerja karyawan melalui penghargaan dan pelatihan, menyesuaikan beban kerja agar lebih proporsional, menciptakan lingkungan kerja yang nyaman dan

kondusif, serta memperkuat implementasi program keselamatan dan kesehatan kerja agar dapat meningkatkan kinerja karyawan secara optimal.

Kata kunci: Kinerja Karyawan, Motivasi Kerja, Beban Kerja, Lingkungan Kerja, Keselamatan dan Kesehatan Kerja (K3).

INTRODUCTION

The Community Health Center is a health service system that serves the health needs of the community. The responsibilities of the Community Health Center include fulfilling health development tasks. In carrying out its duties, the Community Health Center is required to meet the requirements set by the district health office, taking into account factors such as population structure, geography, facilities, infrastructure, resources, and the quality of the Community Health Center services themselves. To improve services to the community, the government continues to make positive changes, especially in areas related to community needs. This also includes improving the quality of services, both for service users with BPJS health and non-BPJS general patients. Community health center management aims to ensure the effectiveness and efficiency of its activities. Currently, the community is smarter in accessing health services. Employees are not only willing to pay for this service, but also demand high-quality services from start to finish (Ukhrima and Sutarmin, 2023).

The health center is expected to strive to provide excellent service without discrimination so that the service is more effective and efficient. The achievement of organizational goals cannot be separated from the involvement of people who have the ability to realize the success of the organization. The success of the agency is determined based on the performance of employees and human resources as a reference for the survival of the agency in the era of globalization.

Hasibuan (2016) explains that management is a unique process, including the actions of planning, organizing, motivating and controlling carried out to achieve predetermined goals by utilizing human resources and other resources. Organizational goals are easily achieved if a leader is able to properly plan, implement, and control the organization and all the resources in it.

Human Resource Management (HR) has an important role that is inseparable from an organization. Human resources are the key to determining organizational excellence. In order for an organization to be able to compete ideally, one of the keys to its success is by building and creating human resource assets with sustainable excellence and competitiveness. Human resource management can be defined as an art to manage and organize the relationships and roles of existing resources effectively and efficiently to achieve organizational goals (Yulius, 2022).

Human resources are an important element in health services. Human resources are the driving force of an organization in realizing its existence. The potential of human resources is the main factor in managing an organization. If an organization wants to maintain its existence and positive image in the eyes of the public, it will not ignore the development of human resource quality. An organization

needs human resources as system managers so that organizational goals can be achieved. Competent human resources with good performance can support the success of the organization. Conversely, incompetent human resources with poor performance are a competitive problem that can hinder the progress of the organization. Therefore, the role of human resource management is very important as a manager and provider of human resources in the organization.

Employee performance can be interpreted as a manifestation of work behavior that is displayed as an achievement carried out by employees according to their role in the company. Performance can be used as a basis or reference for assessing employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining factor in achieving organizational goals so that efforts need to be made to improve employee performance (Yulius, 2022). Employee performance is an evaluation of work performance that has been achieved compared to criteria or standards that have been previously set for a certain period. Performance is real behavior displayed by each person as work performance produced by employees is something that is very important in the company's efforts to achieve its goals (Fatmawati et al., 2020).

Performance is the result of employee achievement in completing their tasks and determining the success of achieving the goals set by the company. Performance is the effect of work carried out with the quality and capacity of an employee in carrying out work according to the burden that has been given which is measured in a certain period of time (Thaharani et al., 2024).

Motivation is the most important thing for humans. Motivation will have an impact on success in business or work. Motivation is a process that explains the intensity, direction, and efforts of a person to achieve goals. Motivation includes everything that creates enthusiasm or desire to work (Noni and Arif, 2024). The quality of an employee's performance will be influenced by the level of work motivation. There are seven motivational factors, namely: promotion, work performance, the work itself, awards, responsibility, recognition, and success in work. Employees who have high work motivation will work well, meaning that employees will achieve extraordinary work performance. Thus, the performance of the company and employees will also increase, which will enable the achievement of company and employee goals (Rejeki et al., 2022).

Motivation is a collection of attitudes and values that are intangible but can be felt to influence a person to achieve certain goals in accordance with those goals. In this case, motivation is a drive within a person that has a positive effect on work to achieve satisfactory results. Motivated employees will produce better work when compared to employees who do not have high motivation in working. Motivation is a drive that makes individuals act in a certain way to achieve a goal (Andini et al., 2022).

Motivation is an important thing that will contribute to the success of a business or job. Motivation arises from within a person because they are inspired, encouraged, driven to do work happily, willingly and earnestly so as to achieve quality

results. High motivation will increase perseverance in doing work (Noni and Arif, 2024).

According to research by Rejeki et al. (2022), several negative factors that contribute to the decline in employee performance at UD. Sregep are the lack of motivation given by superiors, decreased employee enthusiasm in achieving work performance. Meanwhile, research by Noni and Arif (2024) states that direction to employees is an important form of motivation from superiors. Motivation to employees is still rarely given by the leaders of the Sememi Health Center, which has an impact on the lack of understanding of the character of the community. This causes employees to appear impatient, unfriendly, and snappy when serving customers, resulting in patient disappointment and harming the reputation of the health center. Therefore, direction in the form of motivation from superiors is very much needed for employees.

The work environment is a place where there are a number of groups that have several supporting facilities to achieve company goals. The work environment is a physical environment within the company. The condition of the work environment is one of the factors that affects employee performance. The condition of the environment around humans will greatly affect the human. Employees need a guarantee of a sense of security at work in order to work better (Fatmawati et al. 2022). The work environment is described as the conditions around the workplace, both physical and non-physical. The condition of the work environment will provide a sense of security, comfort, peace, happiness, comfort and so on. A good work environment will make employees work happily because they feel at home and feel needed by the company. So with high work enthusiasm, their work performance and productivity will increase (Rejeki et al., 2022). The work environment includes temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequacy of work equipment. In general, it can be interpreted that the work environment is the physical, social and psychological life in a company that affects employee performance and productivity. A good work environment has a strong impact on improving employee performance and performance, and vice versa (Suryanto et al., 2023).

Research by Rejeki et al. (2022), shows that based on observations at UD. Sregep, it was found that relationships between employees tend to be less intimate. This is due to differences in social background, especially education level, where the majority of employees are elementary school graduates with longer work experience, while a small number are high school graduates. This condition creates social distance and strengthens discrimination, especially due to different treatment from leaders towards certain groups of employees, which can ultimately have a negative impact on employee work relationships and performance.

The results of the study by Fatmawati et al., (2022) stated that the work environment at Muhari Motor 651, Karanganyar was considered less supportive, especially due to less conducive conditions and low quality of relationships between employees. This causes a decline in employee performance. Based on interviews with

employees, many employees feel uncomfortable regarding the safety aspect of work. Less harmonious relationships between employees also contribute to decreased performance.

Meanwhile, research by Mooy et al., (2023) explains that other factors that influence the performance of health workers are an unsupportive work environment. Damage to facilities such as computers and work chairs that support employee work and leaks in the room were found. Limited PPE, APAR and damage to facilities in the work environment will make employees feel unsafe and uncomfortable, thus decreasing employee performance.

Workload is the work that employees must complete within a specified time period. Workload can be physical or mental when viewed from an objective and subjective perspective (Primawan, 2020). Workload is a large amount of work that must be done such as long working hours, pressure of great responsibility. Workload is related to the ability to complete tasks according to the time target (Thaharani et al., (2024).

Workload is the difference between the ability to do a job and the demands of the job faced. Humans work mentally and physically, so each has a different burden. Excessive energy use causes excessive burdening which results in overstress in employees (Nurhasanah et al., 2022). Excessive workload will cause tension in employees due to excessive skill demands and excessive work volume.

According to research by Thaharani et al. (2024), workload has a significant influence on employee performance. The results of the study showed that if the workload increases, employee performance also tends to increase, and vice versa. This is due to the responsibility carried out by employees to complete tasks according to the expectations and time determined by the leadership. This finding is supported by previous research conducted by Octaviani and Hamni (2022), which revealed that a well-managed workload can motivate employees to work more effectively. However, if the workload is unbalanced, either too low or too high, this can lead to decreased productivity and even psychological stress.

In the research of Thaharani et al. (2024) it was also found that workload becomes a driver of employee performance when the tasks given have clarity, relevance, and achievable goals. This shows the importance of the role of management in determining proportional workloads and providing adequate support to ensure that tasks can be completed optimally.

Occupational Safety and Health (K3) is a system created for workers and companies as an effort to prevent accidents and occupational diseases that may arise in the work environment. Prevention activities in the K3 program include identifying potential hazards and anticipatory actions if a hazard occurs (Firdaus et al. 2021). The implementation of K3 includes various aspects, such as protection against exposure to hazardous materials, provision of personal protective equipment (PPE), and training and socialization regarding work safety.

In carrying out their work, employees need a safe and healthy work environment so that employee performance increases. A safe work environment can

make workers healthy and more productive. This requires occupational safety and health that is continuously pursued so that the work environment remains conducive. Occupational safety and health are working conditions that are free from the threat of danger that disrupts the activity process and results in injury, illness, property damage, and environmental disturbances (Mooy et al. 2023).

Occupational Safety and Health (OHS) is very important in modern organizational management, especially for companies working in industries with a large workforce and diverse work risks. Occupational Safety and Health (OHS) includes various actions to improve the physical, mental, and social well-being of employees and protect employees from work accidents and occupational diseases (Pratiwi, 2024). The implementation of good OHS in the Health Center not only has an impact on employee safety, but also affects employee performance. Employees who work in an environment that implements OHS well have a higher level of job satisfaction, which has an impact on increasing employee productivity.

The results of the study by Mooy et al. (2023) found several problems related to K3 such as limited PPE (Personal Protective Equipment) facilities so that several health workers had time to treat patients without using PPE optimally from head to toe. In addition, to deal with emergency conditions such as fires, the Oesao Health Center does not yet have facilities such as light fire extinguishers (APAR).

Meanwhile, according to Firdaus et al. (2021), although the Melong Asih Health Center has implemented an occupational safety program to protect employees, including providing personal protective equipment such as safety shoes, face shields, glasses, and gloves. Workplace accidents still occur that affect employee performance, because these accidents cause lost working hours and disrupt services.

RESEARCH METHODS

This study uses a quantitative approach. The author chose to use a quantitative descriptive method to determine the magnitude of influence and significance between the variables of work motivation, workload, environment and occupational safety and health (K3) on employee performance.

This research was conducted at Tawang Sari Health Center, Sukoharjo Regency, located at Jalan Yos Sudarso No. 13, Tawang Sari District, Sukoharjo Regency, Central Java 57561, Indonesia. The research period was 6 (six) months.

The population in all employees working at the Tawang Sari Health Center, Sukoharjo Regency, totaling 89 people. The sampling technique used in this study is the census technique. The census method is a sampling determination technique when all members of the population are used as samples. The number of samples taken was 89 people or respondents.

The variables used in this study consist of 2 variables, namely independent variables and dependent variables. The independent variables consist of work motivation, workload, environment and occupational safety and health (K3), and the dependent variable is employee performance.

The data collection methods used are questionnaires, observations, and documentation. This study uses the classical assumption analysis method, multiple linear regression test, model feasibility test (F test), hypothesis test (t test), and determination coefficient using SPSS 25. The mathematical formula for multiple linear regression in this study is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

- Y : Variable Employee Performance
 X1 : Work Motivation Variables
 X2 : Workload Variable
 X3 : Work Environment Variables
 X4 : Occupational Safety and Health Variables
 a : constant
 b1, b2, b3, b4: correlation coefficient
 e :error term nuisance error

RESULTS AND DISCUSSION

1. Regression Test

Test Multiple Linear Regression

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	-0.729	Positive
2	Work motivation	0.247	Positive
3	Workload	0.337	Positive
4	Work environment	0.301	Positive
5	Occupational Health and Safety (K3)	0.195	Positive

Source: Primary data processed in 2025

Based on the table above, the regression equation can be seen. formed is:

$$Y = -0.729 + 0.247$$

From this equation it can be explained that:

- a. Constants(a)=-0.729

This means that if the constant value (a) =-0.729while the variables work motivation, workload, work environment and occupational health and safety (K3)is considered constant or equal to zero, then the employee performance variable is-0.729, indicating that. In a regression model, a constant is the starting point of prediction when all independent variables are zero. If the constant is negative, it means that there is no influence from the independent variables, namely work motivation, workload, work environment and occupational health and safety (K3), the predicted value of Y will be below zero. The meaning is if Y describes employee performance,

the negative value indicates that without the influence of the analyzed factors, the predicted baseline conditions can be very low or even unworthy.

- b. Coefficient Work motivation (b1) = 0.247

This means that if the coefficient value of the variable work motivation experienced an increase, while workload, work environment and occupational health and safety (K3) Assuming the value of the regression model is constant, the employee performance value will increase by 0.247 and showed positive results.

- c. Coefficient Workload (b2) = 0.337

This means that if the coefficient value of the variable work allowance experienced an increase, while the variable work motivation, work environment and occupational health and safety (K3) Assuming the value of the regression model is constant, the employee performance value will increase by 0.337 and showed positive results.

- d. Coefficient Work environment (b3) = 0.301

This means that if the coefficient value of the variable work environment experienced an increase, while the variable work motivation, workload, occupational health and safety (K3) Assuming the value of the regression model is constant, the employee performance value will increase by 0.301 and showed positive results.

- e. Coefficient Occupational Health and Safety (K3) (b4) = 0.195

This means that if the coefficient value of the variable occupational health and safety (K3) experienced an increase, while work motivation, workload and work environment Assuming the value of the regression model is constant, the employee performance value will increase by 0.195 and showed positive results.

2. Model Feasibility Test (F Test)

Table 2. F Test Results

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	31,354	2,712	0,000	0.05	Eligible Model

Source: Primary data processed in 2025

The results of the data analysis that have been obtained, it can be seen that the F value count is as big as 31,354, because $F_{\text{count}} > F_{\text{the table}}$ is $31,354 > 2.712$ and significance $0.000 < 0.05$ then H_0 is rejected. It can be concluded that H_a accepted, meaning there is an influence between work motivation, workload, work environment and occupational health and safety (K3) simultaneously and significantly to Performance of employees of Tawangsari Health Center, Sukoharjo Regency.

3. Hypothesis Test (t-Test)

Table 3. t-Test Results

Hypothesis	count	table	Sig.	Standard	Information
H1	3,740	>1,987	0,000	0.05	Influential

H2	5,174	>1,987	0,000	0.05	Influential
H3	5,320	>1,987	0,000	0.05	Influential
H4	3,422	>1,987	0.001	0.05	Influential

Source: Primary data processed in 2025

- t value_{count} > t_{table}(3,740 > 1.989) and a significance value of 0.009 < 0.05 then H₀ is rejected and H_a accepted. It can be concluded that there is a positive and significant influence work motivation on the performance of employees of Tawangsari Health Center, Sukoharjo Regency.
- t value_{count} > t_{table}(5,320 > 1.989) and a significance value of 0.000 < 0.05 then H₀ is rejected and H_a accepted. It can be concluded that there is a positive and significant influence workload on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency.
- t value_{count} > t_{table}(5,174 > 1.989) and a significance value of 0.000 < 0.05 then H₀ is rejected and H_a accepted. It can be concluded that there is a positive and significant influence work environment on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency.
- t value_{count} > t_{table}(3,422 > 1.989) and a significance value of 0.001 < 0.05 then H₀ is rejected and H_a accepted. It can be concluded that there is a positive and significant influence occupational health and safety (K3) on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency.

4. Coefficient of Determination Test (R²)

Table 4. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.774	0.599	0.580	1.56396

Source: Primary data processed in 2025

Based on the calculation results, the adjusted R square value is 0.580. This means that the variables of work motivation, workload, work environment and occupational health and safety (K3) contribute to employee performance by 58% while the remaining 42% is explained by other variables not proposed in this study such as work allowances, work discipline, training, competence, experience and others.

Discussion

- The influence of work motivation on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency.

Based on the results of the SPSS calculation in table IV.16, the t count value > t table (3.740 > 1.989) and the significance value of 0.009 < 0.05, so work motivation has a positive and significant effect on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency. The results of this study are in line with the research of Noni and Arif (2024) which found that work motivation had a significant effect on employee performance at the Sememi

Health Center. Another study by Rejeki et al. (2022) found the effect of motivation on performance, which confirms that motivation is an important factor in improving employee performance.

Motivation is a very important aspect to drive creativity and a person's ability to do a job, and always be enthusiastic in doing the job. Motivation makes a person do his job according to the best ability he has. Motivation also makes employees feel very unburdened in doing or completing their work.

The results of observations on work motivation at the Tawang Sari Health Center found that the level of motivation of health workers varies, influenced by intrinsic factors such as professional calling and satisfaction in providing health services that encourage most employees to work with high dedication. However, extrinsic factors such as high workloads outside of the main task contribute to a decrease in work enthusiasm for some health workers. The policy of providing incentives that are given periodically helps maintain employee motivation and work enthusiasm. Leadership and organizational culture at the Tawang Sari Health Center play a role in shaping employee motivation. Units with good managerial support and effective communication tend to have more motivated health workers compared to units that receive less attention in these aspects. Routine gathering and capacity building activities are strategies to increase work motivation for Tawang Sari Health Center employees.

2. The influence of workload on the performance of employees of the Tawang Sari Health Center, Sukoharjo Regency.

Based on the results of the SPSS calculation in table 4, $t_{count} > t_{table}$ ($5.320 > 1.989$) and a significance value of $0.000 < 0.05$ were obtained. So, the workload has a positive and significant effect on the performance of employees of the Tawang Sari Health Center, Sukoharjo Regency. This study is in line with the research of Primawan et al. (2020), which shows that workload has a significant effect on the achievement of employee performance at the Cireunghas Health Center, Sukabumi. In line with Thaharani et al. (2024) revealed that workload has a significant effect on employee performance.

Workload greatly affects employee performance. The workload given to employees determines the extent to which they can complete tasks effectively and efficiently. A workload that is in accordance with employee capacity can increase their motivation and productivity in working. Employees who have a balanced workload tend to be more focused, disciplined, and have optimal performance.

Excessive workload can cause physical and mental fatigue, which has the potential to reduce employee performance because they are susceptible to fatigue, so they tend to be less productive and more susceptible to stress. Workload plays a role in creating a conducive work atmosphere. Employees who feel their workload is distributed fairly will be more motivated to work together and contribute to organizational goals.

The results of observations on the workload at the Tawangsari Health Center found that health workers face high work demands along with the increasing number of patients and limited human resources. In accordance with Table IV.4, the ideal number of employees needed at the Tawangsari Health Center is 125 employees, while only 89 employees are available. So employees must handle various types of services in a limited time, causing physical and mental fatigue. In addition, the imbalance between the number of health workers and the volume of work often results in less than optimal service. The administrative burden through several applications that must be worked on is a new challenge, where health workers must allocate time for recording and reporting in addition to providing direct services to patients. The high workload outside of the main task is unavoidable due to limited human resources. This condition indicates the need for evaluation of work distribution, additional health workers, and optimization of the administration system in order to improve the efficiency and quality of services at the Tawangsari Health Center.

3. The influence of the work environment on the performance of employees of the Sukoharjo District Health Service.

Based on the results of the SPSS calculation in table 4, $t_{count} > t_{table}$ ($5.174 > 1.989$) and a significance value of $0.000 < 0.05$ were obtained. So, the work environment has a positive and significant effect on the performance of employees of the Tawangsari Health Center, Sukoharjo Regency. The results of this study are in line with the research of Fatmawati et al. (2020) which found that the work environment has an influence on employee performance. Suryanto et al. (2023) also found that a comfortable, safe, and supportive work environment has an effect on employee performance.

The work environment greatly influences employee performance. A comfortable and conducive work environment can increase employee productivity and work enthusiasm. A good work environment includes physical aspects, such as lighting, ventilation, and cleanliness, as well as non-physical aspects, such as social relations, communication, and work culture within the company.

Observation results at the Tawangsari Health Center found that in general, the work environment at the Health Center already supports the comfort and productivity of health workers. Lighting, room temperature, and work safety have met good standards. The Tawangsari Health Center is quite clean and the room size is also quite large. Each service room is facilitated with AC so that it creates a comfortable atmosphere for officers and patients. However, noise disturbances sometimes occur at certain times, this is because the location of the Tawangsari Health Center is adjacent to the Tawangsari Market. The room lighting also meets the requirements according to the recommended level of lighting (illuminance)/lux for examination rooms, which is 300-500 lux. There are safety facilities such as APAR at several strategic points and evacuation routes in case of disaster. Communication between superiors and employees is

well established in the health center environment, both directly and online with the WhatsApp group as a communication medium for all employees. However, to further improve the quality of the work environment, it is recommended that there be periodic evaluations of the lighting and ventilation systems to ensure that conditions remain optimal.

4. The influence of occupational health and safety (K3) on the performance of employees of the Tawang Sari Health Center, Sukoharjo Regency.

Based on the results of the SPSS calculation in table IV.16, $t_{count} > t_{table}$ ($3.422 > 1.989$) and a significance value of $0.001 < 0.05$ were obtained. So occupational health and safety (K3) has a positive and significant effect on the performance of employees of the Tawang Sari Health Center, Sukoharjo Regency. The results of this study are supported by research by Mooy et al. (2023) which shows that the implementation of good occupational safety and health standards has an effect on improving employee performance at the Oesao Health Center. Research by Firdaus et al. (2021) also revealed that K3 factors have an influence on employee performance.

Occupational Health and Safety (OHS) greatly influences employee performance. OHS aims to create a safe and healthy work environment, so that employees can work comfortably and optimally. With good OHS implementation, the risk of accidents and occupational diseases can be minimized, so that employees can work without worrying about safety while working.

The implementation of occupational health and safety (OHS) helps increase employee productivity by ensuring that employees work in safe conditions and free from potential hazards. Employees who feel protected and receive adequate health facilities tend to be more focused, disciplined, and have high work enthusiasm. Employees are also more loyal to the company because they feel that their welfare is being cared for. Employees who often experience health problems or injuries in the workplace tend to be less productive and have high absenteeism rates. A safe work environment will improve employee performance, create a good reputation, and create a positive and sustainable work culture.

5. The results of observations on the implementation of Occupational Safety and Health (K3) at the Tawang Sari Health Center, Sukoharjo Regency, show that occupational safety facilities, such as Light Fire Extinguishers (APAR), are available to anticipate potential fires. Occupational safety training is conducted for staff once a year. There are clear safety procedures in the form of a safety briefing video that has been socialized to all employees and the video is always played before carrying out activities in the meeting room. There is a routine health check-up program for employees at the Tawang Sari Health Center which is an annual routine program of the Facility and Safety Management (MFK). The Tawang Sari Health Center has adopted a comprehensive K3 policy, including routine training, clear safety procedures, and a periodic health check-up program

for employees which shows the Tawang Sari Health Center's commitment to improving K3 standards at the Tawang Sari Health Center.

CONCLUSION AND SUGGESTIONS

Based on the results of the hypothesis testing and discussion that has been carried out, it can be concluded that Work Motivation, Work Load, Work Environment, Occupational Health and Safety (K3) have a positive and significant influence to employee performance of Tawang Sari Health Center, Sukoharjo Regency. Based on the calculation results, the adjusted R square value was obtained at 0.599. This means that the variables of work motivation, workload, work environment and occupational safety and health (K3) contributed 59.9% to employee performance, while the remaining 40.1% was explained by other variables not proposed in this study such as training, competence, experience and others.

Employees Expected Tawang Sari Community Health Center, Sukoharjo Regency, in the future we will continue to maintain and improve work motivation, workload, work environment, occupational health and safety (K3) that exist. Due to the principle work motivation, workload, work environment, occupational health and safety (K3) which is put forward Tawang Sari Community Health Center, Sukoharjo Regency is one way to build employee performance to achieve the goals set by the organization.

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