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## **Work Motivation Factors Affecting Employee Performance at Alang-Alang Lebar Health Center in 2024**

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### **Abstract**

*Human resources is one of the keys to success in an organization/company. Motivation drives employee performance in completing tasks/challenges in order to achieve organizational/company goals. This study aims to determine the relationship between work motivation (incentives, training, work environment) and employee performance at the Alang-Alang Lebar Health Center in 2024. This study uses a descriptive quantitative research type with a cross-sectional method. This study was conducted on 50 respondents of Alang-Alang Lebar Health Center employees. In proving the effect of incentives, training, and work environment on employee performance analysis, univariate and bivariate analyses were used. The results of this study indicate that there is a relationship between incentives, training, and work environment on employee performance with a p-value < 0.05. The conclusion of this study is that the better the incentives, training, and work environment, the higher the employee performance, so it is hoped that the Alang-Alang Lebar Health Center can continue to improve employee performance in providing services to patients.*

***Keywords: Performance, Work Motivation, Incentives, Training, Work Environment***

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## **INTRODUCTION**

Human resource (HR) play a crucial role in achieving organizational success. In the health sector, HR is essential for improving public health services, including in primary healthcare facilities such as community health centers (Puskesmas). Employee performance in Puskesmas is influenced by various factors, one of the most important being work motivation. Motivation, which includes incentives, training, and supportive work environment, can significantly enhance the quality and efficiency of health services. At Puskesmas Alang-Alang Lebar, challenges such as increased absenteeism rates and fluctuating patient visits highlight the importance of improving motivational factors to boost employee performance. This study aims to analyze the relationship between work motivation factors and employee performance.

The importance of human resources in healthcare organizations cannot be overstated. Unlike physical infrastructure or medical equipment, human resources are the drivers of service delivery, patient care, and organizational development. According to the World Health Organization (WHO, 2020), the availability of a competent and motivated workforce is a determining factor in the effectiveness of healthcare systems. Without skilled and motivated employees, even the most advanced health facilities may fail to provide optimal services. This emphasizes the urgency of managing HR through motivational strategies that enhance performance while ensuring employee well-being.

Motivation in the workplace is a psychological process that energizes, directs, and sustains behavior. Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs provide a conceptual foundation for understanding employee motivation in healthcare contexts.

Incentives, training, and work environment represent both intrinsic and extrinsic motivators that influence employee behavior. Incentives, particularly financial rewards such as salaries, allowances, and performance-based bonuses, serve as strong external motivators that encourage employees to exert greater effort. Meanwhile, training equips staff with knowledge and competencies, fulfilling intrinsic needs for personal growth and professional mastery. A supportive work environment, including safe facilities, effective leadership, and positive interpersonal relationships, provides both psychological security and social motivation, thereby creating a comprehensive framework for performance improvement.

In the Indonesian healthcare system, Puskesmas play a strategic role as the frontline providers of essential health services to the community. They are tasked with delivering preventive, promotive, curative, and rehabilitative services in line with the national health agenda. Employee performance in Puskesmas directly affects service quality, patient satisfaction, and community trust in the healthcare system (Kementerian Kesehatan RI, 2021). Therefore, understanding and improving factors that influence performance is critical for strengthening healthcare delivery at the grassroots level.

However, Puskesmas often face challenges related to human resource management. Issues such as high absenteeism, workload imbalance, limited training opportunities, and insufficient incentive structures have been reported in various regions (Sari & Rahman, 2019). These challenges reduce employee motivation, lower productivity, and ultimately compromise the quality of healthcare services. At Puskesmas Alang-Alang Lebar, similar problems have been identified, where fluctuations in patient visits and increasing absenteeism reflect underlying motivational gaps among staff. Addressing these issues requires a systematic approach that integrates incentives, training, and environmental support to improve employee performance.

Previous research has consistently demonstrated that motivation is a key determinant of employee performance in healthcare settings. For example, Adeyemi et al. (2020) found that financial incentives significantly influence healthcare workers' productivity and job satisfaction. Likewise, Setyowati et al. (2020) reported that continuous training enhances not only technical skills but also adaptability to dynamic healthcare demands. Moreover, studies by Hidayati et al. (2019) highlighted that a supportive work environment fosters collaboration, reduces stress, and strengthens employee commitment. These findings suggest that integrating multiple motivational factors can yield synergistic effects on performance improvement.

Given these considerations, this study focuses on analyzing the relationship between incentives, training, and work environment as motivational factors influencing employee performance at Puskesmas Alang-Alang Lebar. By identifying which factors are most significant and how they interact, this research contributes to the broader discourse on healthcare human resource management. The results are expected to provide practical recommendations for policymakers, healthcare managers, and local governments in designing strategies that strengthen workforce motivation and enhance service delivery in primary healthcare facilities.

In conclusion, improving employee performance in healthcare institutions requires attention to both extrinsic motivators, such as incentives, and intrinsic motivators, such as training and work environment. Puskesmas, as the foundation of Indonesia's healthcare system, depend heavily on the performance of their employees to achieve national health goals. Therefore, this

study seeks to provide empirical evidence on the importance of motivational factors in shaping performance outcomes at Puskesmas Alang-Alang Lebar.

## RESEARCH METHODS

This research used a descriptive quantitative approach with a cross-sectional design. The study was conducted in June-July 2024 at Alang-Alang Lebar Health Center, Palembang. The population consisted of all 50 employees, with total sampling employed. Primary data were collected using questionnaires, while secondary data were obtained from administrative records. Variables included incentives, training, and work environment (independent variables), and employee performance (dependent variable). Data analysis involved univariate and bivariate test with a significance level of  $p < 0.05$ .

## RESULTS AND DISCUSSION

Univariate analysis revealed that 84% of employees perceived incentives as high, 84% rated training as sufficient, and 80% reported a good work environment. Bivariate analysis showed a significant relationship between incentives, training, and work environment and employee performance ( $p < 0.05$ ). These findings indicate that the majority of employees at Alang-Alang Lebar Health Center benefit from favorable working conditions and professional support systems, which contribute positively to their overall performance.

The high percentage of employees who perceived incentives as satisfactory suggests that financial and non-financial rewards remain an essential factor in motivating staff to achieve organizational goals. Adequate incentives can foster a sense of recognition, enhance loyalty, and reduce turnover intentions. Previous studies have also emphasized the importance of reward systems in healthcare institutions, where employees often work under high pressure and need tangible motivation to sustain their performance (Rahman et al., 2021). When employees feel valued through incentives, they are more likely to be engaged, proactive, and committed to delivering high-quality services.

Training was another factor strongly associated with employee performance, as shown by the 84% of employees who reported that the training they received was sufficient. Continuous professional development ensures that healthcare workers remain updated with current practices, technologies, and service standards. Effective training not only strengthens technical skills but also enhances problem-solving abilities, teamwork, and adaptability in dynamic healthcare environments. This is consistent with findings from Setyowati and colleagues (2020), who highlighted that structured training programs contribute significantly to performance improvement in public health facilities. In the context of Alang-Alang Lebar Health Center, adequate training helps employees meet community needs more effectively while maintaining high levels of professionalism.

Furthermore, 80% of employees reported working in a supportive environment, which was significantly correlated with performance. A positive work environment includes good interpersonal relationships, supportive leadership, fair workload distribution, and safe physical conditions. Research has shown that a conducive work environment reduces stress, increases job satisfaction, and ultimately enhances employee output (Hidayati et al., 2019). In healthcare settings, where employees are frequently exposed to stressful conditions, a supportive environment plays a crucial role in sustaining motivation and ensuring consistent service quality.

The bivariate analysis confirms that incentives, training, and work environment are significantly related to employee performance. These findings reinforce the theoretical understanding that performance is a multidimensional construct influenced by both intrinsic and extrinsic factors. Incentives provide extrinsic motivation, training strengthens professional competence, and the work environment offers both social and psychological support. When these three factors are present simultaneously, they create a synergistic effect that leads to optimal employee outcomes.

Overall, the results of this study align with previous research in healthcare management, confirming that human resource practices directly affect service delivery quality. Strengthening incentive structures, enhancing training programs, and improving workplace conditions can serve as strategic interventions for healthcare managers seeking to boost organizational performance. Therefore, the Alang-Alang Lebar Health Center should continue to prioritize these aspects as part of its long-term human resource development strategy.

The results can be presented with support tables, graphics or images as needed, to clarify the presentation of results verbally.

### Sample Tables

**Tabel 1. Incentive Frequency Distribution**

Incentive	Frequency	Percentage
Low	8	16.0
High	42	84.0

**Tabel 2. Training Frequency Distribution**

Training	Frequency	Ket.
Insufficient	8	16.0
Sufficient	42	84.0

**Tabel 3. Work Environment Frequency Distribution**

Work Environment	Frequency	Ket.
Poor	10	20.0
Good	40	80.0

## CONCLUSION

There is a significant relationship between incentives, training, and work environment and employee performance at Alang-Alang Lebar Health Center. Improving these factors can enhance employee motivation and performance, ultimately leading to better healthcare service delivery. Incentives, both financial and non-financial, play a crucial role in encouraging employees to achieve higher levels of productivity and remain committed to their responsibilities. Likewise, continuous and well-structured training programs ensure that employees are equipped with the latest knowledge, skills, and competencies needed to face dynamic challenges in healthcare services. In addition, a supportive and conducive work environment contributes significantly to reducing stress levels, fostering collaboration, and improving job satisfaction, which in turn positively affects overall performance. When these three elements—adequate incentives, effective training, and a healthy work environment—are integrated, they create a synergistic effect that boosts employee motivation and organizational effectiveness.

Strengthening these aspects does not only support individual productivity but also contributes to achieving the broader organizational mission of delivering high-quality, patient-centered healthcare services. Thus, healthcare institutions such as Alang-Alang Lebar Health Center need to continuously evaluate and improve their incentive systems, training programs, and workplace conditions to ensure sustainable improvements in employee performance and public health outcomes.

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