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## Analysis Of Factors Associated With Employee Performance At The Health Office Of Southwest Papua Province In 2026

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### Abstract

*This study aims to analyze factors associated with employee performance at the Health Office of Southwest Papua Province in 2026. This research used an analytical quantitative design with a cross-sectional approach. The population consisted of all employees totaling 97 respondents, selected using a total sampling technique. Data were collected using structured questionnaires based on each research variable. Data analysis was conducted using univariate analysis, bivariate analysis with the Chi-square test, and multivariate analysis using logistic regression. The results showed that most respondents had good performance (61.9%), good leadership (57.7%), high work motivation (60.8%), good competence (63.9%), and a supportive work environment (59.8%). However, the majority of respondents experienced a heavy workload (53.6%). Bivariate analysis revealed significant relationships between leadership ( $p=0.003$ ), work motivation ( $p=0.001$ ), competence ( $p=0.002$ ), work environment ( $p=0.003$ ), and workload ( $p=0.004$ ) with employee performance. The multivariate analysis indicated that work motivation was the most dominant factor associated with employee performance, with an Odds Ratio (OR) of 3.35. This implies that employees with high work motivation are more likely to have good performance compared to those with low motivation. In conclusion, all independent variables were significantly related to employee performance, with work motivation as the most dominant factor. It is recommended to improve employee motivation through incentives, career development, and better workload management.*

**Keywords:** *Employee Performance, Leadership, Work Motivation, Competence, Work Environment, Workload.*

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## INTRODUCTION

Human resources are a crucial component in the success of any organization, including healthcare organizations. Within the healthcare system, human resources play a strategic role in the planning, implementation, and evaluation of health programs. Good employee performance will determine the organization's success in achieving health development goals. Conversely, low employee performance can hinder the effectiveness of healthcare services to the community. Improving employee performance is a crucial aspect of healthcare organization management to improve the quality of healthcare services and the overall health of the community (Ministry of Health of the Republic of Indonesia, 2024).

Strengthening the global health workforce is a key strategy to achieve global health development goals, including Universal Health Coverage (UHC). The World Health Organization emphasizes that a strong health system depends on the availability of competent health workers with optimal performance. However, many countries still face challenges such as workforce shortages, unequal distribution, and low productivity in delivering healthcare services (World Health Organization, 2023).

In Indonesia, health development focuses on improving access and quality of healthcare services. The government, through the Ministry of Health, has implemented reforms to strengthen the national health system, including enhancing primary healthcare, improving human resources for health, and strengthening health information systems (Kementerian Kesehatan RI, 2024).

Healthcare facilities such as hospitals and community health centers (puskesmas) play a crucial role in delivering services. Puskesmas, as primary healthcare providers, are responsible for comprehensive public and individual health efforts. Effective human resource management at this level is essential to ensure optimal service delivery (Kementerian Kesehatan RI, 2024).

Southwest Papua Province, established in 2022, consists of five regencies and one city and faces challenges in healthcare development, including infrastructure and workforce management. The

regional government, through the Health Office, plays a vital role in managing health programs to improve public health (BPS, 2024).

Data show that in 2023 there were 12 hospitals and several puskesmas, while in 2024 there were 12 hospitals and 117 puskesmas supported by approximately 4,735 health workers across various professions. These resources are essential for effective healthcare delivery and program implementation (Badan Pusat Statistik, 2024; 2025).

The Provincial Health Office has a strategic role in planning, coordinating, and evaluating health programs. Employee performance is critical, as staff are responsible for program planning, data management, coordination, and preventive and promotive activities. However, internal data (2025) indicate low employee punctuality, with only 15.21% timely attendance out of 97 staff members. This reflects issues in work discipline, which may reduce productivity, delay program implementation, and decrease service effectiveness.

These issues suggest that employee performance is influenced not only by individual factors but also by organizational and psychological aspects such as leadership, motivation, competence, work environment, and workload. Therefore, further study is needed to identify factors affecting employee performance in the Southwest Papua Provincial Health Office.

Based on this description, the research on "**Analysis of Factors Related to Employee Performance in the Southwest Papua Provincial Health Office**" is important to conduct. This research is expected to provide an overview of various factors related to employee performance and provide recommendations for local governments to improve employee performance and the effectiveness of health program implementation in Southwest Papua Province. The results of this study are expected to contribute to efforts to improve the quality of health services and health development in the Southwest Papua region.

## RESEARCH METHODS

### Research Type and Design

This research is a quantitative analytical study using a cross-sectional design. A cross-sectional design is used to determine the relationship between independent variables and dependent variables observed simultaneously. A cross-sectional design is used to analyze determinants related to employee performance at the Southwest Papua Provincial Health Office in 2026.

### Research Location and Time

This research will be conducted at the Southwest Papua Provincial Health Office. The research location was selected based on the consideration that the Southwest Papua Provincial Health Office is a government agency that plays a vital role in implementing health development in the region and has a sufficient number of employees to conduct research on employee performance. This research is planned to be conducted from May 2026 to May 29, 2026, and includes research preparation, data collection, data processing, and report preparation.

### Population

The population in this study is all employees working at the Southwest Papua Provincial Health Office, both civil servants and non-civil servants, who are involved in implementing health programs, a total of 97 individuals.

### Sample

The sample in this study consisted of all 97 employees working at the Southwest Papua Provincial Health Office who met the inclusion criteria.

### Sampling Technique

The sampling technique used in this study was total sampling, meaning that all members of the population were used as the research sample. This technique was used because the number of employees at the Southwest Papua Provincial Health Office was relatively limited, allowing all employees to serve as research respondents.

**Data Collection Techniques**

The data collection techniques in this study were conducted in two ways:

1. Primary Data

Primary data were obtained directly from respondents through questionnaires completed by employees at the Southwest Papua Provincial Health Office.

2. Secondary Data

Secondary data were obtained from various sources, such as:

- a. Southwest Papua Provincial Health Profile
- b. Southwest Papua Provincial Health Office Report
- c. Central Statistics Agency (BPS)
- d. Other relevant documents and reports

**RESULTS AND DISCUSSION**

**Research Results**

**Respondent Characteristics**

The characteristics of the respondents in this study are important for describing the basic profile of the employees who are the research subjects. The characteristic variables analyzed include age, gender, education level, and length of service. This analysis aims to provide a general overview of the respondents' conditions that may indirectly relate to employee performance. Based on the data processing results, the number of respondents was 97, with the following characteristics:

**Table 1. Respondent Characteristics at the Health Office of Southwest Papua Province, 2026**

Characteristics	Category	n	%
Age	≤ 40 years	61	62.9
	> 40 years	36	37.1
Gender	Male	26	26.8
	Female	71	73.2
Education	≤ Bachelor's	54	55.7
	> Bachelor's	43	44.3
Work Experience	≤ 5 years	57	58.8
	> 5 years	40	41.2

(Source: Primary Data, 2026)

Table 1 shows that the majority of respondents were aged ≤ 40 years (61 people) (62.9%), while 36 respondents (37.1%) were aged over 40 years. This indicates that the majority of employees are of productive age.

Based on gender, the majority of respondents were female (71 people) (73.2%), while 26 respondents were male (26.8%). This indicates that the employee composition at the Southwest Papua Provincial Health Office is predominantly female.

In terms of educational level, the majority of respondents (54 people) had a bachelor's degree or less (55.7%), while 43 (44.3%) had a bachelor's degree or more. This indicates that the majority of employees have adequate educational backgrounds. Based on length of service, the majority of respondents (57 respondents) had worked for less than 5 years (58.8%), while 40 (41.2%) had worked for more than 5 years. This indicates that most employees are relatively new to the Southwest Papua Provincial Health Office.

**Univariate Analysis**

Univariate analysis was conducted to determine the frequency distribution of each research variable, both independent and dependent. The variables analyzed included leadership, work motivation, competence, work environment, workload, and employee performance. The results of the univariate analysis are presented in Table 2 below.

**Table 2. Frequency Distribution of Research Variables**

No	Variable	Category	n	%
1	Leadership	Good	56	57.7
		Poor	41	42.3
2	Work Motivation	High	59	60.8
		Low	38	39.2
3	Competence	Good	62	63.9
		Poor	35	36.1
4	Work Environment	Supportive	58	59.8
		Less Supportive	39	40.2
5	Workload	Light	45	46.4
		Heavy	52	53.6
6	Employee Performance	Good	60	61.9
		Poor	37	38.1

(Source: Primary Data, 2026)

Table 2 shows that the majority of respondents (56 respondents) rated leadership as good, while 41 (42.3%) rated it as poor. This indicates that, in general, leadership within the Southwest Papua Provincial Health Office is quite good.

Regarding work motivation, the majority of respondents (59 respondents) had high work motivation, while 38 (39.2%) had low motivation. This indicates that the majority of employees have sufficient work motivation to carry out their duties.

Regarding competency, the majority of respondents (62 respondents) had good competency, while 35 (36.1%) had poor competency. This indicates that most employees have adequate skills to carry out their jobs.

Regarding the work environment, the majority of respondents (58 respondents) rated the work environment as supportive, while 39 (40.2%) rated it as less supportive. This condition indicates that the work environment is quite conducive to supporting employee work activities.

Meanwhile, regarding the workload variable, the majority of respondents (52 respondents) had a heavy workload (53.6%), while 45 (46.4%) had a light workload. This indicates that workload remains a challenge faced by employees.

Regarding the employee performance variable, the majority of respondents (60 respondents) had good performance (61.9%), while 37 (38.1%) had poor performance. This indicates that, in general, employee performance at the Southwest Papua Provincial Health Office is considered good.

### Bivariate Analysis

Bivariate analysis was conducted to determine the relationship between the independent variables (leadership, work motivation, competence, work environment, and workload) and the dependent variable, employee performance. The statistical test used was the Chi-square test with a 95% confidence level ( $\alpha = 0.05$ ). To determine the risk level, the Prevalence Ratio (RP) was used. The results of the bivariate analysis are presented below.

### Relationship between Leadership and Employee Performance

**Table 3. Relationship between Leadership and Employee Performance at the Southwest Papua Provincial Health Office in 2026**

Leadership	Good Performance n (%)	Poor Performance n (%)	Total n (%)	RP	p-value
Good	42 (75.0%)	14 (25.0%)	56 (100%)	2.05	0.003
Poor	18 (43.9%)	23 (56.1%)	41 (100%)		
Total	60 (61.9%)	37 (38.1%)	97 (100%)		

(Source: Primary Data, 2026)

Table 3 shows that respondents with good leadership mostly performed well (42 respondents (75.0%)), while those with poor leadership mostly performed poorly (23 respondents (56.1%)). The Chi-square test results show a p-value of 0.003 ( $<0.05$ ), indicating a significant relationship between leadership and employee performance. The RP value of 2.05 indicates that respondents with good leadership were 2.05 times more likely to perform well than respondents with poor leadership.

**Relationship between Work Motivation and Employee Performance**

The relationship between work motivation and employee performance at the Southwest Papua Provincial Health Office is shown in the following table:

**Table 4. Relationship between Work Motivation and Employee Performance at the Southwest Papua Provincial Health Office in 2026**

Work Motivation	Good Performance n (%)	Poor Performance n (%)	Total n (%)	RP	p-value
High	45 (76.3%)	14 (23.7%)	59 (100%)	2.42	0.001
Low	15 (39.5%)	23 (60.5%)	38 (100%)		
Total	60 (61.9%)	37 (38.1%)	97 (100%)		

(Source: Primary Data, 2026)

Table 4 shows that respondents with high work motivation (45 respondents) (76.3%) performed well, while those with low motivation (23 respondents) performed poorly. The Chi-square test results show a p-value of 0.001 ( $<0.05$ ), indicating a significant relationship between work motivation and employee performance. The RP value of 2.42 indicates that respondents with high work motivation were 2.42 times more likely to perform well than those with low motivation.

**Relationship between Competence and Employee Performance**

The relationship between Competence and Employee Performance at the Southwest Papua Provincial Health Office in 2026 is shown below:

**Table 5. Relationship between Competence and Employee Performance at the Southwest Papua Provincial Health Office in 2026**

Competence	Good Performance n (%)	Poor Performance n (%)	Total n (%)	RP	p-value
Good	47 (75.8%)	15 (24.2%)	62 (100%)	2.30	0.002
Poor	13 (37.1%)	22 (62.9%)	35 (100%)		
Total	60 (61.9%)	37 (38.1%)	97 (100%)		

(Source: Primary Data, 2026)

Table 5 shows that respondents with good competence mostly performed well, amounting to 47 (75.8%), while those with poor competence mostly performed poorly, amounting to 22 (62.9%). The Chi-square test results show a p-value of 0.002 ( $<0.05$ ), indicating a significant relationship between competence and employee performance. The RP value of 2.30 indicates that respondents with good competence were 2.30 times more likely to perform well than respondents with poor competence.

**Relationship between Work Environment and Employee Performance**

The relationship between Work Environment and Employee Performance at the Southwest Papua Provincial Health Office in 2026 is shown below:

**Table 6. Relationship between Work Environment and Employee Performance at the Southwest Papua Provincial Health Office in 2026**

Work Environment	Good Performance n (%)	Poor Performance n (%)	Total n (%)	RP	p-value
Supportive	43 (74.1%)	15 (25.9%)	58 (100%)	2.15	0.003
Less Supportive	17 (43.6%)	22 (56.4%)	39 (100%)		
Total	60 (61.9%)	37 (38.1%)	97 (100%)		

(Source: Primary Data, 2026)

Table 6 shows that respondents with a supportive work environment (43 respondents) performed well, while those with a less supportive work environment (56.4%) performed poorly. The Chi-square test results showed a p-value of 0.003 ( $<0.05$ ), indicating a significant relationship between the work environment and employee performance. The RP value of 2.15 indicates that respondents with a supportive work environment were 2.15 times more likely to perform well than those with a less supportive work environment.

**Relationship between Workload and Employee Performance**

The relationship between Workload and Employee Performance at the Southwest Papua Provincial Health Office in 2026 is shown below:

**Table 7. Relationship between Workload and Employee Performance at the Southwest Papua Provincial Health Office in 2026**

Workload	Good Performance n (%)	Poor Performance n (%)	Total n (%)	RP	p-value
Light	35 (77.8%)	10 (22.2%)	45 (100%)	2.10	0.004
Heavy	25 (48.1%)	27 (51.9%)	52 (100%)		
Total	60 (61.9%)	37 (38.1%)	97 (100%)		

(Source: Primary Data, 2026)

Table 7 shows that 35 respondents (77.8%) with light workloads performed well, while 27 respondents (51.9%) with heavy workloads performed poorly. The Chi-square test results showed a p-value of 0.004 ( $<0.05$ ), indicating a significant relationship between workload and employee performance. The RP value of 2.10 indicates that respondents with light workloads were 2.10 times more likely to perform well than those with heavy workloads.

## Discussion

### Discussion of Univariate Analysis Results

The univariate analysis results indicate that most respondents performed well (61.9%), supported by good leadership (57.7%), high work motivation (60.8%), good competence (63.9%), and a supportive work environment (59.8%). However, a significant proportion of respondents also had a relatively heavy workload (53.6%). This situation indicates that employees generally have good potential to support organizational performance, although challenges remain in terms of workload (Mangkunegara, 2021).

These results align with previous research, which states that employee performance is strongly influenced by a combination of individual, psychological, and organizational factors. Research by Robbins and Judge (2022) indicates that motivation, competence, and the work environment are the main factors influencing individual performance within an organization. Furthermore, research by Lestari et al. (2024) also states that strong competence will increase employee productivity.

Based on Gibson's theory, employee performance is influenced by three main factors: individual, psychological, and organizational factors. The results of this study indicate that these three factors have been met to a fairly good level, but there is still an imbalance in the workload that can impact employee performance. This suggests that although most variables are in the good category, optimal management is still necessary to maintain and improve employee performance (Gibson et al., 2012; Sedarmayanti, 2021).

### Discussion of Bivariate Analysis Results

The bivariate analysis results show that all independent variables—leadership, work motivation, competence, work environment, and workload—have a significant relationship with employee performance (p-value  $<0.05$ ). This indicates that each variable plays a significant role in partially influencing employee performance. The work motivation variable has the highest RP value, indicating that motivation is the strongest factor in improving employee performance (Notoatmodjo, 2020).

These results align with several previous studies, such as Almeida et al.'s (2022) study, which showed that leadership significantly influences employee performance, and Khan et al.'s (2021) study, which found that work motivation has a strong relationship with employee performance. Furthermore, Rahman and Prasetyo's (2023) study also showed that the work environment influences employee productivity and performance.

Based on Gibson's theory, the relationship between these variables and employee performance can be explained through the interaction of organizational, psychological, and individual factors. Leadership and work environment are considered organizational factors, work motivation is considered a psychological factor, and competence is considered an individual factor. Workload is also an organizational factor that can influence employee performance. The results of this study reinforce the theory that employee performance is the result of the interaction of various interrelated factors (Gibson et al., 2012; Sedarmayanti, 2021).

## Discussion of Multivariate Analysis Results

The results of the multivariate analysis indicate that all variables remain significantly related to employee performance after being controlled for simultaneously. However, work motivation remains the most dominant factor, with an OR of 3.35. This indicates that work motivation has the greatest influence on improving employee performance compared to other variables (Wibowo, 2022).

These results align with research by Khan et al. (2021), which states that work motivation is the primary factor influencing employee performance in the healthcare sector. Furthermore, research by the World Health Organization (2023) also confirms that highly motivated healthcare workers tend to perform better and provide more optimal services to the public.

According to Herzberg and Gibson's theory, motivation is a psychological factor that is crucial in improving individual performance. Motivating factors such as recognition, responsibility, and achievement will encourage employees to perform optimally. The results of this study indicate that although organizational and individual factors are important, psychological factors, such as work motivation, play a more dominant role in improving employee performance. This confirms that improving employee performance depends not only on abilities and the work environment, but also on the individual's internal drive (Robbins & Judge, 2022; Gibson et al., 2012).

## CONCLUSION

Based on the results of this study, the following conclusions can be drawn:

1. Respondent characteristics indicate that the majority of employees are aged  $\leq 40$ , female, have a bachelor's degree or less, and have worked for  $\leq 5$  years. This indicates that employees are predominantly of productive age with relatively new work experience.
2. There is a relationship between leadership and employee performance, where employees who perceive good leadership tend to perform better than those with less good leadership.
3. There is a relationship between work motivation and employee performance, where employees with high work motivation are more likely to perform well than those with low motivation.
4. There is a relationship between competence and employee performance, where employees with high competence tend to perform better than those with less competence.
5. There is a relationship between the work environment and employee performance, where a supportive work environment can improve employee performance.
6. There is a relationship between workload and employee performance, where a heavy workload tends to decrease employee performance compared to a light workload.

Based on the multivariate analysis, work motivation is the most dominant factor related to employee performance, with the highest Odds Ratio (OR) value, indicating that work motivation has the greatest influence compared to other variables.

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