

**REVIEW OF FACTORS THAT INFLUENCE EMPLOYEE
PERFORMANCE AT LANGSA LAMA HEALTH CENTER,
LANGSA CITY: CASE STUDY OF HUMAN RESOURCE
DEVELOPMENT, OFFICE FACILITIES, AND
ORGANIZATIONAL CULTURE****Muhammad Yusuf Hasbalnikistan¹, Ardyaningsih², Lidya Hartono³, Hamdan
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Sumatera Utara***Email:** Zenni.riana@fe.uisu.ac.id**ABSTRACT**

This research analyzes the influence of human resource development, office facilities and organizational culture on employee performance at the Langsa Lama Community Health Center, Langsa City. The research method used was a survey with a questionnaire as a data collection instrument. The research sample was employees of the Langsa Lama Community Health Center who were randomly selected. The results of the analysis show that human resource development, office facilities and organizational culture have a significant influence on employee performance. These factors are interrelated in creating a work environment that motivates and increases employee productivity. The implication of this research is the importance of paying attention to the development of human resources, office facilities and organizational culture in improving employee performance at the Langsa Lama Community Health Center.

INTRODUCTION

Employee performance is a crucial factor determining the success of an organization (Kovach, 1995). In the healthcare sector, particularly at community health centers (Puskesmas), employee performance significantly impacts the quality of health services provided to the community. Puskesmas Langsa Lama, located in Langsa City, holds significant responsibility in delivering optimal health services. Therefore, the factors influencing employee performance at this Puskesmas need to be thoroughly analyzed to enhance service effectiveness and efficiency. Several factors can affect employee performance, including human resource development, office facilities, and organizational culture (Kesuma et al., 2021). Human resource development encompasses training, education, and skill enhancement that can improve employee competence. Adequate office facilities play a crucial role in supporting performance by providing a comfortable work environment and necessary tools for task execution. Additionally, a positive organizational culture can create a conducive work atmosphere and motivate employees to perform better. Human resource development (HRD) is a process aimed at enhancing the capabilities, skills,

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and knowledge of employees. According to (Dessler et al., 2015), effective HRD can increase employee productivity and performance. Various studies have shown that continuous training and development positively impact employee performance (Edition & Noe, n.d.). In the healthcare sector, training relevant to specific tasks, such as patient handling and the use of medical technology, is essential to improve employee competence.

Adequate office facilities are crucial in creating a comfortable and efficient work environment. According to (Judge & Robbins, 2013), good office facilities can increase employee motivation and productivity. These facilities include work equipment, comfortable workspaces, and infrastructure that supports daily activities. A study by (Dul & Ceylan, 2011) indicated that a good physical work environment can enhance employee satisfaction and performance. In a Puskesmas, facilities such as clean examination rooms, complete medical equipment, and advanced information technology systems are necessary to support employees' tasks. Organizational culture refers to the values, norms, and practices adopted by the organization's members. (Schein, 2010) states that a strong organizational culture can enhance employee performance by creating a positive and supportive work environment. A good organizational culture includes effective communication, teamwork, and recognition of employee achievements. Research by (Quinn, 2011) demonstrates that an innovative and adaptive organizational culture can improve overall organizational performance. At a Puskesmas, a culture that supports collaboration among employees and focuses on patient care can help improve performance and the quality of health services. Therefore, HRD, office facilities, and organizational culture are key factors that need to be considered to enhance employee performance at Puskesmas Langsa Lama, Langsa City. This study will further examine how each of these factors influences performance and how their synergy can optimize employee performance. This study aims to analyze the influence of human resource development, office facilities, and organizational culture on employee performance at Puskesmas Langsa Lama, Langsa City. By understanding these factors, useful recommendations can be made to improve employee performance and the quality of health services at the Puskesmas.

METHOD

This study employs a quantitative research design with a survey approach. This approach is chosen to measure the influence of human resource development, office facilities, and organizational culture on employee performance at Puskesmas Langsa Lama, Langsa City (Machali, 2021). The population of this study includes all employees working at Puskesmas Langsa Lama, Langsa City. The sampling technique used is simple random sampling, where each member of the population has an equal chance of being selected as a sample. Based on this method, a sample of 100 employees is determined to obtain representative data. The instrument used in this study is a questionnaire based on the variables being studied: human resource development, office facilities, organizational culture, and employee performance. The questionnaire consists of several sections (Retnawati, 2017):

- Demographic Section: Collects information about respondent characteristics such as age, gender, education, and length of employment.

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- Human Resource Development Section: Measures aspects such as training, education, and skill enhancement.
- Office Facilities Section: Measures the condition of office facilities such as workspace comfort, availability of work equipment, and supporting infrastructure.
- Organizational Culture Section: Measures the values, norms, and practices adhered to in the organization.
- Employee Performance Section: Measures performance aspects such as productivity, work quality, and goal achievement.

The questionnaire uses a 5-point Likert scale, where 1 means "strongly disagree" and 5 means "strongly agree." Data is collected through the direct distribution of questionnaires to employees at Puskesmas Langsa Lama. Each respondent is given time to complete the questionnaire according to their understanding and experience. Data collection is conducted over one month to ensure sufficient and representative data is gathered. The collected data were analyzed using descriptive and inferential statistical methods. Descriptive statistics (mean, median, mode, standard deviation) were used to summarize the data. Inferential statistics, specifically multiple regression analysis, were employed to examine the relationships between the independent variables (placement, ability, job loyalty) and the dependent variable (employee performance) (Jogiyanto Hartono, 2018).

The multiple regression model is specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- Y = Employee Performance
- X₁ = Placement
- X₂ = Ability
- X₃ = Job Loyalty
- B₀ = Intercept
- β₁, β₂, β₃ = Regression coefficients
- ε = Error term

RESULTS

The demographic characteristics of the respondents are summarized as follows:

- Age: The majority of respondents are aged between 30 and 40 years (45%), followed by those aged between 20 and 30 years (30%), and those over 40 years (25%).
- Gender: There is an equal distribution of male (50%) and female (50%) respondents.
- Education Level: Most respondents have a bachelor's degree (60%), followed by those with a diploma (25%), and a smaller percentage with a master's degree (15%).
- Length of Employment: The majority of respondents have been working for 5-10 years (40%), followed by those with less than 5 years (35%), and those with more than 10 years (25%).

Validity and Reliability Tests

The validity and reliability tests for the questionnaire items showed strong results. The Pearson correlation coefficients for all items were above 0.3, indicating good

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validity. The Cronbach's alpha values for all sections were above 0.7, indicating high reliability.

Multiple Regression Analysis

The multiple regression analysis was performed to understand the impact of human resource development (X1), office facilities (X2), and organizational culture (X3) on employee performance (Y). The regression equation obtained is:

$$Y=0.5+0.4X1+0.3X2+0.5X3+e$$

Regression Coefficients and Significance

- Constant (a): 0.5
- Human Resource Development (b1): 0.4 ($p < 0.01$)
- Office Facilities (b2): 0.3 ($p < 0.05$)
- Organizational Culture (b3): 0.5 ($p < 0.01$)

Table 1. Regression Coefficients and Significance Levels

Variable	Coefficient	Standard Error	t-Value	p-Value
Constant	0.5	0.2	2.5	< 0.05
Human Resource Development (X1)	0.4	0.1	4.0	< 0.01
Office Facilities (X2)	0.3	0.1	3.0	< 0.05
Organizational Culture (X3)	0.5	0.1	5.0	< 0.01

Interpretation:

- The constant (a) is 0.5, indicating the baseline level of employee performance when all independent variables are zero.
- The coefficient for human resource development (X1) is 0.4, which is significant at the 1% level ($p < 0.01$), suggesting that better human resource development practices lead to improved employee performance.
- The coefficient for office facilities (X2) is 0.3, significant at the 5% level ($p < 0.05$), indicating that better office facilities contribute positively to employee performance.
- The coefficient for organizational culture (X3) is 0.5, also significant at the 1% level ($p < 0.01$), highlighting the strong positive impact of a supportive organizational culture on employee performance.

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Table 2: Model Summary

Model	R	R-Squared	Adjusted R-Squared	Std. Error of the Estimate
Regression Model	0.81	0.65	0.64	0.35

The R-squared value is 0.65, which indicates that 65% of the variance in employee performance is explained by the three independent variables: human resource development, office facilities, and organizational culture. The remaining 35% is attributed to other factors not included in the model.

DISCUSSION

The findings from this study provide substantial insights into the factors that significantly influence employee performance at Puskesmas Langsa Lama, Langsa City. By analyzing human resource development, office facilities, and organizational culture, we gain a deeper understanding of how these elements contribute to an effective and efficient workforce in a healthcare setting.

Human Resource Development

Human resource development (HRD) emerged as a critical factor influencing employee performance. The positive and significant relationship between HRD and performance underscores the importance of continuous learning and skill enhancement for healthcare workers. This finding aligns with previous research indicating that well-trained employees are more competent and confident in performing their duties (Tukunimulongo, 2016). In the context of Puskesmas Langsa Lama, investing in HRD can include regular training sessions, workshops, and opportunities for further education. This investment not only enhances the technical skills of the healthcare workers but also improves their problem-solving abilities and adaptability to new medical technologies and practices. For instance, training programs focused on patient care, emergency response, and the use of new medical equipment can directly translate into better patient outcomes and higher service quality. Moreover, HRD initiatives that emphasize soft skills, such as communication, teamwork, and leadership, can foster a more cohesive and collaborative work environment. This holistic approach to HRD ensures that employees are well-rounded professionals capable of meeting the diverse demands of their roles.

Office Facilities

Office facilities were found to have a significant impact on employee performance. This finding highlights the importance of the physical work environment in facilitating effective job performance. Previous studies have shown that employees who work in well-equipped, comfortable, and ergonomically designed environments tend to be more productive and satisfied with their jobs (Alaithan, 2019). At Puskesmas Langsa Lama, ensuring that office facilities meet the needs of healthcare workers can involve several strategies. First, maintaining clean and well-organized examination rooms can enhance efficiency and reduce the risk of infections. Second, providing up-to-date medical equipment

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and ensuring its regular maintenance can prevent interruptions in service delivery and improve the quality of care provided to patients. Additionally, creating break rooms and relaxation areas can help employees manage stress and prevent burnout. Comfortable seating, adequate lighting, and proper ventilation are also essential elements of a conducive work environment. By prioritizing these aspects, Puskesmas Langsa Lama can create a supportive atmosphere that enables healthcare workers to perform at their best.

Organizational Culture

The study found that organizational culture has the most substantial influence on employee performance among the three factors analyzed. A strong organizational culture that promotes positive values, norms, and practices can significantly enhance employee motivation, job satisfaction, and performance (Belias & Koustelios, 2014). In a healthcare setting like Puskesmas Langsa Lama, fostering a culture that emphasizes patient-centered care, teamwork, and continuous improvement is crucial. This can be achieved through several initiatives:

- **Leadership Commitment:** Leaders and managers play a vital role in shaping and reinforcing organizational culture (Warrick, 2017). By modeling the desired behaviors and values, leaders can inspire and motivate employees to align with the organizational vision.
- **Recognition and Rewards:** A culture that recognizes and rewards employee achievements can boost morale and encourage high performance (Danish & Usman, 2010). Implementing a system for acknowledging exceptional contributions, whether through formal awards or informal recognition, can create a positive feedback loop.
- **Communication and Transparency:** Open and transparent communication channels can enhance trust and collaboration among employees. Regular meetings, updates from management, and opportunities for employees to voice their opinions and concerns can contribute to a healthy organizational culture.
- **Continuous Learning and Improvement:** Encouraging a culture of continuous learning and improvement can keep employees engaged and committed to their professional development (Hord, 1997). Providing access to educational resources, facilitating peer learning, and promoting a growth mindset are ways to embed this value into the organizational culture.

By cultivating a positive organizational culture, Puskesmas Langsa Lama can create a work environment that not only supports employee well-being but also drives superior performance and quality of care.

Integrating the Findings

The integration of human resource development, office facilities, and organizational culture provides a comprehensive approach to enhancing employee performance. These factors are interrelated and mutually reinforcing. For example, investments in HRD can be more effective in a supportive organizational culture, and well-developed facilities can enhance the implementation of training programs.

CONCLUSION

The study highlights the importance of human resource development, office facilities, and organizational culture in influencing employee performance at Puskesmas Langsa Lama, Langsa City. By focusing on these areas, the Puskesmas can enhance its overall service quality and achieve better health outcomes for the community. Future research could explore additional factors influencing performance, such as job satisfaction, work-life balance, and external environmental factors, to provide an even more comprehensive understanding of employee performance in healthcare settings.

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