

## Analysis of the Officials Performance in Public Health Center of Kurima and Dekai in Yahukimo Regency

Elisabeth Rombe Payung<sup>1</sup>, Yermia Msen<sup>2</sup>, A.L. Rantetampang<sup>3</sup>, Anwar Mallongi<sup>4</sup>

<sup>1</sup>Magister Program of Public Health, Faculty of Public Health, Cenderawasih University, Jayapura.

<sup>2,3</sup>Lecturer of Master Program in Public Health. Faculty of Public Health, Cenderawasih University, Jayapura

<sup>4</sup>Environmental Health Department, Faculty of Public Health, Hasanuddin University, Makassar.

Corresponding Author: Anwar Mallongi

### ABSTRACT

**Background:** Health service development in Indonesia refers to the 2020's National System of Health. The vision of the system is to fulfill the human rights. In its implementation, Indonesia government set it into health's development planning. One of the planning is to encourage the health services.

Public health center is the foreground public services to fulfill the health right. To make it sure, the performance of the official is a must.

**Objective:** To describes the connection between some factors; motivation, leadership, relationship, facilitation, safety, incentive and supervision with the performance of health services' official in public health center of Kurima and Dekai.

**Method:** Qualitative description which use both method of interview and field observation. 18 informants had been interviewed come from public health center of Kurima and Dekai, and from the Health department of Yahukimo regency.

**Result:** The motivation of the officials in both public health center are good. Most of the informants feel responsible to the health services. Leadership have a significant impact to the activation of the officials in both public health centers. Relationship between the officials in both public health centers get bad appraisal since most of the informants told that they do not work as a good team. Both public health centers are different according to the facilitation they have. The facilitations in Dekai's public health center is most complete than in Kurima's public health center. Some officers in Kurima's health center admit that the safety in the road from Wamena to Kurima becomes an obstacle for them to go to the health center. But in both health center, the safety are

quite good and do not have an adequate impact to the service in both health centers. Incentive for the officers helps them financially but it does not have a positive impact to the performance of the officials since it is not based on the official's performance. In both health centers, the officials admit that neither the leader of the health center nor the health's department in the Yahukimo regency do not make any supervision.

**Keyword:** Performance, Health officials, Health Center, Kurima, Dekai

### 1. INTRODUCTION

For this reason, health development held at the Puskesmas aims to create a community that: Has healthy behavior which includes awareness, willingness and ability to live healthy; Able to reach quality health services; Live in a healthy environment and; Have optimal health status, both individuals, families, groups and communities (Permenkes 75, 2014). As the first strata health service center and the District Health Office Technical Implementation Unit, the Puskesmas is responsible for organizing health development in an area. Health services at the puskesmas are comprehensive, integrated, and sustainable which includes individual health services and public health services. Therefore the puskesmas functions to conduct basic health services, referral health services, epidemiological investigations and outbreaks of outbreaks (KLB) and conduct health promotion and community empowerment.

To carry out these functions in order to achieve the goals of the puskesmas, the government issued a Minimum Service Standard (SPM) to measure the performance of each puskesmas so that the puskesmas could provide health services. To make optimal health development efforts in accordance with these minimum service standards, each puskesmas must be supported by good employee performance. Employee performance is the result of a complex and continuous process carried out by employees (internal factors) and also carried out by agencies or institutions. Good employee performance is of course an expectation for all institutions that employ employees, because the performance of employees is ultimately expected to increase the overall output of the agency.

An organization, both government and private, is always driven by a group of people who play an active role in achieving the goals of the organization. Organizational goals certainly will not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2002) in Pasolong (2010) performance is the result of work in quality and quantity achieved by someone in carrying out their functions in accordance with the responsibilities given to them. Likewise the purpose of the puskesmas is very much determined by the performance of health workers who are placed in the Puskesmas. HR determines the achievement of the stated goals. Without active human resources, the puskesmas becomes passive and does not function properly because employees are the drivers who carry out everything that is the task and function of the business to achieve the goals of the puskesmas. Therefore, improving HR performance is an important requirement that deserves attention if you want to reach the health center goals.

The Papua Province Health Office in the district health performance report report in the Papua Province revealed that the Yahukimo District Health Office occupied the lowest position for two consecutive

years. In general, Yahukimo District received the lowest rating compared to other districts in Papua from the Eight (8) aspects assessed. The eight aspects are (1) Office Secretariat, (2) Public Health Sector, (3) Health Service Sector, (4) Disease Prevention and Control (P2P), (5) Health Resources Sector, (6) UPT AIDS, Malaria and TB, (7) UPT Regional Health Laboratory Office and (8) Kadinkes. Although this assessment is general for the district health office, the performance of the puskesmas, as a technical agency from the district health office, also influences this assessment. The low position of the Yahukimo District Health Office is closely related to the performance of the puskesmas.

Therefore, it is also very important to see an overview of the determinant factors that affect the performance of HR in the Puskesmas. It is intended that efforts to improve the performance of human resources at the Puskesmas can be carried out effectively and efficiently. This study seeks to get an overview of the performance of puskesmas in Yahukimo by sampling two health centers in Yahukimo. The two puskesmas that are the focus of this research are Dekai Puskesmas and Kurima Health Center. The two Puskesmas were chosen because they were still easily accessible and the number of staff placed in the two puskesmas met the Minimum Service Standards from the aspect of manpower.

Dekai Health Center is one of the active health centers. The Puskesmas is located in the center of Dekai with the status of an outpatient health center. While the Kurima health center is a health center with an inpatient status. From the initial observation, the Puskesmas Kurima was less active and more often there were no officers who came to serve. It is far from the city center of Dekai but close to the City of Wamena with road access that can be passed by vehicles.

## **2. MATERIALS AND METHODS**

### **2.1 Research Design**

This type of research is an observational study with a descriptive qualitative design approach. According to Syaodih (2008) in Pongtiku (2016) that qualitative research is a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of individuals as well as groups. This type of research is qualitative with a case study approach, which is a method of research conducted with the aim of describing the problem that occurs to conclude the image objectively (Swarjana, 2013). Qualitative research examines participant perspectives with strategies that are interactive and flexible. Qualitative research is intended to understand social phenomena from the perspective of participants.

According to Bogdan & Taylor (1990) in Imam (2017) Qualitative research is a research procedure that produces descriptive data in the form of written or oral words from people who behave observably directed at the background and individuals holistic (whole). For that qualitative research cannot isolate individuals or organizations into variables or hypotheses but view them as part of a whole. Research guided by a qualitative paradigm is defined as a research process to understand human or social problems by creating a comprehensive and complex picture presented in words, reporting detailed views obtained from informant sources, and carried out in settings that natural. This was chosen to see the complexity or complexity of the problems that occurred in Yahukimo District health centers. Although it has been a common complaint that many puskesmas in Papua, especially in remote areas are lacking or even inactive, the reasons behind that have not been revealed clearly so that the solutions that have been taken so far have not been able to overcome the problem. For this reason, the researcher wants to describe the complexity of the problems that exist in Yahukimo District Health Centers.

## **2.2 Research Focus**

The focus of this study limits itself to the study of; work motivation, leadership, work relations, work support facilities, security, incentives and supervision at 2 puskesmas namely Dekai health center and Kurima health center from 33 health centers in the Yahukimo health service area. This was done by researchers considering the area, the time of the study and the distance travelled by each remote health center.

### **2.3. Place and Time of Research**

This research was conducted for 5 months, namely July to November 2018 at Kurima Health Center and Dekai Yahukimo District Health Center, Papua Province.

### **2.4. Population and Informants**

#### **1. Population**

Population is the total number of research objects (Sugiyono, 2009) in Pongtiku (2016). In qualitative research population can be interpreted as a social situation (Social Situation). The social situations in this study were employees of the Dekai health center and the Kurima health center.

#### **2. Informant**

The sampling technique used in this study was purposive sampling. According to Sugiyono (2012) a purposive sampling technique is a technique of determining samples with certain considerations. In determining the size of the sample taken in the Social Situation, researchers only choose respondents who are considered to really master the problems that the researchers examine. The researcher only observed the condition of the research location that was relevant to the problems studied.

In this study the researcher took samples based on the following characteristics:

1. Dekai Puskesmas staff
2. Kurima Health Center staff
3. Health Office staff

#### **C. Data Sources**

The data sources in this study were collected through in-depth observation and interviews. Arikuntono (2012) in Pongtiku (2016) suggests that the source of data in research is the subject from which data is obtained. In qualitative research the data sources are humans as respondents, written

sources, sources of places and events. In this study, sources of information obtained from primary data include field observations, interviews and other secondary data obtained from documents in the health center and health office.

The primary data source is a number of information directly obtained from the main informants in this study:

1. Head of the Kurima Health Center
2. Administration Section of Puskesmas Kurima
3. Kurima Health Center pharmacist
4. Kurima Midwife Puskesmas
5. Nurse at the Kurima Health Center
6. Head of Pustu of Puskesmas Kurima
7. Head of Dekai Health Center
8. Administration Section of Dekai Health Center
9. General Physician of Dekai Health Center
10. Dekai Puskesmas Dentist
11. Dekai Midwife Midwife
12. Nurses of Dekai Health Center

Triangulation informants in this study:

1. Health Office
  - a. Health Department Secretary
  - b. Head of Sub Division of Finance
1. Society

The triangulation informant in this study was to confirm the informant's statement regarding the performance at the puskesmas. While the written secondary sources came from the library data, the profile of the Yahukimo district health office, the profile of the Dekai health center and the profile of the Kurima health center.

### 3. RESULTS

#### 3.1 Motivation

Motivation is an impulse that arises in a person to be able to carry out their duties in accordance with the maximum ability they have, following the quote from an interviewer about motivation

##### 1) Kurima Health Center

Informant 1 "My motivation is working huh ... because I have been paid recently ... I have a community" Informant 2 "I served with my heart because of my faith in God. I serve

the community assisted by cadres. Every day we start the service by praying with the patient and then continuing with the service until the patient runs out" Informant 3 "My motivation is working because I feel sorry for them, the old road from the new village arrived at the puskesmas, there is no service" Informant 4 "... my motivation is working huh ... because we have become employees here." Informant 5 "... my motivation works diligently here because this is my village, the sick I have the community ... it is a pity if they are sick but the puskesmas is closed, want to go to wamena far ... need more fees ..." Informant 11 "Our motivation is to work because we have been given responsibility ... only sometimes we do not go to work because of constraints on travel ... then sometimes I also have business going to the office ... it takes a long time because the business there is also not easy, tickets are also difficult, sometimes just waiting for weeks can get a ticket .."

Informant 15 "... employees rarely enter work, let alone those who live in the city, later they will come if there are posyandu activities ... so cadres who come to serve patients more often ..." Informant 16 "... Employees now rarely enter work, puskesmas often close"

##### 2) Dekai Health Center

Informant 6 "... my motivation works because I want to serve the community in accordance with the profession oath and what we have learned ..."

Informant 7 "... my motivation is because I have become an employee ... even though I am only an official note, I still diligently enter, I feel I have a responsibility here" Informant 8 "My motivation to work is because of my responsibility ..." Informant 9 "My motivation is because I feel I have a responsibility to serve the community ..." Informant 10 "My motivation is because I have been given responsibility ... but I have to pay so I have to work well ..."

Informant 12 "My motivation is to work actively because I have been given responsibility by the leadership; this is the

responsibility of the community and also as a form of service for God ..."

Informant 17 "... I have been treated here for several times between families and I myself also have treatment, the officers serve us well, the puskesmas is always open, only very many patients have fewer officers so we wait for a long time to finish ... from registration to completion. all must wait a long time " Informant 18 "... I have been treated for the third time, good service, officers serve us well ..."

Informant 13 "... employees who have motivation are not all the same so there are those who have work enthusiasm, feel they have responsibility and are active and some are lazy ..." Informant 14 "... employees who are diligent because they have work motivation, if they are lazy because there is no sense of responsibility."

From the results of the interview it was concluded that the informants' work motivation was different, most of the informants had motivation because of their sense of responsibility as employees, because they were already paid and some claimed to have motivation to work as a form of service for God.

### 3.2 Leadership

Leadership is a way of how a leader uses his influence to achieve organizational goals through good relations with his subordinates. The following are excerpts from interviewees' interviews regarding leadership;

#### 1) Kurima Health Center

Informant 1 "The leader must give a good example for us so that we are active in working, if the active leader enters for sure we will all be ashamed if we do not enter ... the leadership currently closed, rarely meeting, not transparent ..."

Information 2 "if a good leader must pay attention to all employees ... give an example, be diligent and open ... the current leadership type is too ignorant, the employee does not go to work, the puskesmas often closes he does not take quick action .. just let it be " Informant 3 "if the leader is diligent, we can ... our

employees must be diligent, because the leadership period enters work and we do not, we will be embarrassed hearted ... leadership now rarely enters, the leaders often go to service .." Informant 4 "... the leader must be firm and diligent ... so that everyone will join in" Informant 5 "... the leader must be assertive ... those who are not active must dare to sanction ... don't let it go, so the others will become lazy" Informant 11 "I think all employees are adults so there is no need to wait for orders from me to just work, all of them have their respective assignments, so just run according to their duties ... I often do not enter because of business matters, take care of drug delivery and so on ..it needs time to take care of goods, not just for a while, sometimes tickets are difficult ..

#### 2) Dekai Health Center

Informant 6 "The leader must be firm in making decisions ... leadership is now good, it can embrace all, even though there are still people who are lazy to know but that's how it is" Informant 7 "leaders must be firm and brave to give sanctions to friends who are lazy ... so that all work is good ..."

Informant 8 "The leader must be assertive ... the leadership is now good, cumin is still not firm, so the lazy ones come in just santé ..."

Informant 9 "The leader must be more assertive, so that those who are lazy to enter can be doubtful ..." Informant 10 "Current leadership is good, able to embrace everyone, even though there are still people who don't care, I think it's normal, come back to each of them, Sis ..." Informant 12 "... as leaders we must be able to see employees according to their roles and functions ... educational background, to be able to speak with them well ... not all employees like us are natural but as leaders we must remain good to them without discriminate ... "

Informant 13 "... the character of the employee is different - so we as leaders must be able to see them as a whole ... there are some things that must be firm but other

times are not ... there are those who can be firm but there are also those who are hard he is lost, I want to go to work ... back again, as a leader must be able to see the character of his subordinates " Supporting information 4 "... the leadership must provide a good example ... if the leader is diligent and firm all employees are all active ... must be brave enough to give sanctions to those who do not work" From the results of the interview, it was concluded that the leader must set a good example for his subordinates, most of the informants said that the role model was very influential on the activeness and enthusiasm of the employees at work.

### 3.3 Work Relationships

Working together with other people in one workplace is certainly required to be able to work together. The following is an excerpt from the interviewer's interview regarding work relations;

#### 1) Kurima Health Center

Informant 1 "... cooperation is very important ... we all have to be compact and move ... don't make any kind of strongholds ..." Information 2 "if all cooperation is good all work will go well ... we can all work together here just as there is a standard suspicion-suspicion once it becomes a barrier" Informant 3 "We are now not good at relationships with all employees friends ... some are suspicious of each other, so other friends are lazy to come in ..." Informant 4 "... we are all compact but some friends are kind of lazy to know so everyone sometimes gets lazy to know that ..."

Informant 5 "... if our cooperation is good here, only that there will be some lazy friends so ... if the leader arranges the schedule, then all teams are active ..."

Informant 11 "cooperation is important, it's just that there are some friends who are lazy to know, if there is an activity everyone is invited to get involved but that's how it is ... this sometimes there are some friends who don't like each other, there are suspicions about activity funds and so on ... they are suspicious too much so ... "

#### 2) Dekai Health Center

Informant 6 "We are here compact. Especially ahead of accreditation ... but there are some friends who are lazy to enter because of dislike of other friends ... yeah ... so already, I think that is common in communities everywhere, depending on the leadership how to embrace all parties" Informant 7 "Actually, if the work relationship continues ... the effect is all active ... but there are some friends who are lazy because they don't like authoritarian friends ..."

Informant 8 "If all compact work is good ... we are here, especially before accreditation, all move together, yeah but there are still some who are in conflict ... finally some friends are not active working ... authoritarian attitude of friends who sometimes make other friends lazy to know ... all understand it ... because the team's work must understand and support each other ... "

Informant 9 "... if in my opinion the collaboration as a team must work so that we work comfortably, feel one team and even one family ... we can all work together in one team, yes even though there are friends who have authoritarianism ... but others all is well, we are becoming more compact even before accreditation, a lot of work must be done together so ... "

Informant 10 "We are here compact, all can work together well, if lazy people come to know too, well ... maybe they have a problem with friends or don't like leaders or anything ..." Informant 12 "... we emphasize all of us open here ... cooperate well, if anyone who doesn't like friends is natural ... but not because it becomes an obstacle to work, if there is no standard, like it is normal ... I always emphasize to always be able to work together especially if we are here from various ethnic groups and characters, so we can understand each other ... " Informant 13 "... the kind of employee is different so we as leaders must be able to see them as a whole ... there are those who are lazy to know ... they are not compact, it is normal ... depends on the leader ..." Supporting informant 4 "... compactness

is important ... if there are those who are lazy to know ... there are those who do not like it that is normal in teamwork"

From the results of the interview it was concluded that less harmonious work relations could hamper cooperation, most of the informants said that if all were able to work together as a team it would affect good work results. Most of the informants said there were obstacles in teamwork because there was an authoritarian attitude and there was suspicion of activity funds, which caused some employees to be inactive.

### 3.4 Work Facilities

Work facilities are tools that are very much needed in supporting the work of employees, facilities can be in the form of physical functions as a primary or auxiliary tool in carrying out work and also in the framework of shared interests related to work. The following is an excerpt from the interviewee regarding work facilities

#### 1) Kurima Health Center

Informant 1.: "They are not active because maybe they do not want to go to the village, they are often afraid because the security on the trip is sometimes not safe, the road is not good, the car cannot penetrate until the puskesmas, and there are also no electricity problems." Informant 2.: Work facilities are very minimal, or lacking, work facilities do not exist, while medicines must be transported from the puskesmas with difficult field conditions. electricity used to be there, use dynamo but su disappeared ... I don't have an official house myself, I live in my own house. " Informant 3. "The most needed facilities are lighting equipment and clean water. There are houses but employees don't use them, most of them live in Wamena. "

Informant 4. "Homes for puskesmas employees are available. We used to sleep at home for employees when we divide the schedule into the office, but now the house is not used anymore. Only one house we still use sometimes, only now we rarely live in the official house because there is no electricity. Medicines such as immunization,

etc. must also be stored in Wamena because there is no electricity in the puskesmas, the medicine will be damaged ... "

Informant 5: "if there are official service facilities, only employees do not live in official homes, employees including the head of the Puskesmas live in the city of Wamena. Other facilities also exist such as the Pusling car, but it was stored in Wamena because it was difficult to bring to Kurima because the roads were bad and the Yetni times often flooded, there were also many facilities at the puskesmas which were lacking such as electricity, stationery was limited.

Informant 11: "We have facilities that are very lacking, the most needed is electricity, want to keep the medicine, etc ... we are overwhelmed with it ... there were solarsell but it was lost ... now the drugs that need to be stored in our refrigerator are stored in wamena so that it is safe, there is a treatment room but the bed is not there, the mattress, pillow and others are not there, we have coordinated with the department but said the proposed item was rejected so until now the inpatient room is not used, friends also want to stay home how if there is no electricity, an ambulance is also available but we use it to transport friends from the airport here ... just to the end of the time, can't get to the puskesmas, the bridge is broken .. "

#### 2) Dekai Health Center

Informant 6: "Facilities in the puskesmas are sufficient, official housing for puskesmas employees is available but not all are occupied by puskesmas employees. There are also other facilities such as Pusling cars and motorbikes for employees, medical devices are sufficient, medicine is also sufficient ... "

Informant 7 "facilities are quite complete here, all are equipped before accreditation ..."

Informant 8 "Puskesmas facilities are quite complete before accreditation, only the IPal machine cannot be run, while waiting for the technician, there are 2 units for the doctor's house, 10 paramedics are there but

only 4 units are active, 4 units are initially in pkm but I have already been assigned to another agency but it still remains there, while 2 units are occupied by a health service person ... there are 5 vehicle motorbike facilities, all for PKM people”

Informant 9 "the facilities in the puskesmas are quite complete ... medical devices and medicines are sufficient, which I feel is lacking in housing and vehicle facilities, health workers are also lacking"

Informant 10 "Facilities are all complete, only IPAL machines are functioning, supporting facilities for employees are quite complete as there are houses near the puskesmas but not all of them are occupied by employees in the puskesmas"

Supporting informants 12 "... all the facilities have been prepared, only the ipal machine has not functioned because there are still technicians waiting, those who lack supporting facilities such as houses ... many puskesmas employees are out-of-the-way have no vehicles so if it rains they are difficult to come to work , I already know that there are no public vehicles, so it is difficult if you don't get a vehicle and there is no house ... that prevents them from going to work ... "

Informant 13 "... the government continues to strive for facilities, but not all can be completed in the near and concurrent time, must be gradual, kurima health facilities such as houses, temporary hospitalization equipment are tried to be gradually completed, but there are also home facilities like Kurima did not use either, finally it was damaged ... the health center decree while fighting for additio nal houses ... all planned but gradually "Informant 14 "... fixed facilities are budgeted according to the needs and the adequacy of available funds ... only the problem is the facilities are equipped but if the energy is lacking, then the facilities will not be maximized .."

From the results of the interview, it can be concluded that the majority of respondents said that the puskesmas facilities greatly affected the performance of health workers. At the Puskesmas, Kurima, most

respondents said that work facilities and supporting facilities such as electricity were not available, which prevented health workers from working. While in Dekai Public Health Center, most respondents said that the work facilities were sufficient enough to assist health workers in carrying out their duties.

### 3.5 Security

Comfort needs have a very broad range, not only physical security but also psychological security, for example free from pressure or intimidation from other parties. The following is an excerpt from the interviewer's interview regarding Security;

#### 1) Kurima Health Center

Informant 1: "... they are often afraid because security in travel is sometimes not safe, but not every day there is a conflict so security is actually not too bad. The Puskesmas is also close to Koramil. " Informant 2: "Actually, if the officers stayed in the prepared house, it would be safe because beside him was the Kurima Koramil. But they live in the city more so the security reasons continue. "

Informant 3: "... Security that is usually complained of by inactive friends because there are often drunk people on the road. But if you live in a house that is here, it will be safe because it is close to the Koramil and the Kurima Police Station. Indeed, there were cases of theft of solar cell panels in employees 'homes, but that was because there were no officers living in the employees' homes.

Informant 4: "... We used to go there twice a week, as long as we messed up once a week. We were afraid on the road so we entered it if the group, if there was activity. If there are no activities, now don't go again. "

Informant 5: "Let me have the task of studying but if the lecturer does not enter I often come to work. Indeed, there are often people who are drunk but that need not be afraid because they respect us who are health workers and teachers. "

Informant 11 "security issues here that for friends who live in the city rarely go to



work, for fear that the road is often blocked by drunken people ... so if you leave from the wamnea to the kurima, make an appointment so the road is crowded ..."

## **2) Puskesmas Dekai**

Informant 6: "... if it's about safety, we feel safe here ... the service is still running ... except for the great tribal war ..."

Informant 7: "... our services are not disturbed by security, except services outside the building such as posyandu ... sometimes people get drunk crossing on the road ..."

Informant 8: "if we are here our security is rarely a problem unless the tribal war is great ... we are closed just in case ..."

Informant 9: "... our services have never been disturbed by security problems, except services outside the building such as posyandu ... if there is no interference at the puskesmas .."

Information 10: "... our services have never been subject to security problems, Informant 12 "... because our security here is not so influential, because the puskesmas is far from the community housing if our big tribal war is closed ..."

Supporting informants 13 "... the government continues to seek security for all employees, both at the Kurima Puskesmas and the Puskesmas Dekai ... the Kurima itself is next to the Koramil, it's just on which roads are lacking, so the house is prepared for them to stay ... so it shouldn't be the reason for the security on the road for them is not going to work ... "

Informant 14 "... security remains the government's attention."

From the results of the interviews it could be gathered that most of the informants said the security at the two Puskesmas was conducive and did not have a direct impact on health services at the Puskesmas, a small number of informants said that sometimes there were security disturbances while on their way to the Puskesmas from Wamena. Whereas in the Dekai Health Center the security issue did not directly affect the services at the Puskesmas, a small portion of the informants said that the security

disturbances only occasionally occurred during the service to the villages.

## **3.6 Incentives**

The purpose of incentive systems is essentially to increase employee motivation in trying to achieve organizational goals by offering financial incentives by exceeding basic wages and salaries (Handoko, 2010). The following is an excerpt from an informant interview regarding incentives;

### **1) Kurima Health Center**

Informant 1: "... All rights are paid directly to each account. So both active and non-active ones can all, good incentives exist, very helpful for us to fulfill our needs "

Informant 2: "Both salaries and incentives are smooth and are transferred directly to each person's personal account, incentives are actually good but they should not be given to those who don't work"

Informant 3: "Employee rights have no problems. Always smooth. But not all employees come to work. Incentives are also transferred directly to the account of each employee including employees who are not active "

Informant 4: "... Incentives or other rights are smooth unless operational funds are only given to employees who take part in activities."

Informant 5: "I am actually on a learning assignment but often come to work too. All rights so far are smooth including incentives, incentives are very helpful for us ... "

Informant 11 "Rights - all rights are smooth, salaries and incentives, if activity money and services are not valid if they do not participate in activities"

### **2) Dekai Health Center**

Informant 6: "... Employee rights all smoothly including incentives except BPJS services that often stagnate ..."

Informant 7: "... Employee rights all go well; except for the capitation of BPJS, we are struggling to take care of the health office because the reason is not yet liquid, it is still unclear, we have dealt with it but it has not been completed. "

Informant 8: "All rights are good, yesterday the incentive was too late to be paid, the

reason was not clear from the health office, incentives were not paid based on employee activity, all paid the same, so there was no influence on employee motivation and performance ..." Informant 9: "Our incentives are smooth, but not paid based on attendance, all receive the same ... enter work with those who don't enter and still accept the same ..."

Informant 10: "The incentives we received were smooth, very helpful in service ... these needs were very expensive, so the existence of insnet was very helpful for us ..." Informant 12 "... Employee rights run well, for distribution of services only for those who are active, if they are not active they cannot ..."

Informant 13 "... Now that there are employees in the district, we already know but they are difficult to accept, all rights have been granted, but do not want to carry out obligations, incentives are intended to help them and so that they work actively. If you want to cut incentives for those who are not active from our service, it can be important that is a report from the head of the puskesmas .."

Informant 14 "... We cannot hold salary or employee incentives without instructions from the head of service or secretary. The head of the puskesmas should report to the leadership so that we at the office can find out who is not active, if there is no report from the head (head of the Puskesmas) we will not know who is not active. If the activity report at the Puskesmas, Kurima and Dekai run smoothly so we don't know that there are those who never enter work but the rights are still accepted, if there are reports, they will be held they have incentives, because the incentives are to motivate them to actively work ... "

Based on the results of interviews about incentives it was concluded that the incentive payment system had no obstacles, paid directly to the accounts of each health worker and not based on activity or attendance. According to an informant's confession regarding the confirmation of the incentive payment system, this happened

because there were no reports from the head of the puskesmas that the Health Service did not know of inactive employees.

### **3.7 Supervision**

Supervision is observations made directly and periodically by superiors on the work carried out by subordinates and then if problems are found, direct instructions or assistance are given to overcome them. By conducting supervision activities systematically it will motivate to improve work performance. The following is an excerpt from an interviewer's interview regarding supervision;

#### **1) Kurima Health Center**

Informant 1: "... there is no supervision like this for us to be lazy to know too."

Informant 2: "Actually if there is supervision from the leader it will have a good effect on performance ..." Informant 3: "... if leaders often come down see we can. We will work as well as we can ... "

Informant 4: "... the duty of the official must come down so that he knows what happened at the puskesmas ... if the reports from the head of the puskesmas are not enough."

Informant 5: "Health service people should often go down and sit with us. discuss the problem ... "

#### **2) Dekai Health Center**

Informant 6: "... if there is supervision it is very good ..."

Informant 7: "... it should be so ... there is some kind of supervision from the superior directly ... but this is rarely used by the supervisor so ..." Informant 8: "Supervision is important to see our problems directly in the field, help find a solution that is fast and good for us all, only that is rarely done by superiors so ... we really hope that but"

Information 9: "We sincerely hope that the supervision system will run so that there is an increase in performance for health workers here ..." Information 10: "If there is supervision, it is permissible, everything is controlled and feels cared for, there is also a problem that is not protracted, it will be resolved quickly ..."

Informant 12 "...this supervision is important ... the leader descends the court may, don't

just wait for the report from us ..." Informant 13 "...we continue to try to supervise the puskesmas but there are a number of obstacles that we face, especially the districts that need money ... so in the future we have planned well, so that supervision can be carried out to all puskesmas gradually ..." Informants 14 "...supervision is very important so that the needs and problems of puskesmas can be accommodated by all in the budget properly." Based on the results of the interview, it was concluded that supervision had not run optimally.

## **4. DISCUSSION**

### **4.1 Motivation**

Work motivation comes from internal individuals that give rise to encouragement or enthusiasm to work hard. Motivation is a force that encourages an employee to be able to lead and direct employees to do their jobs.

A person's motivation in work determines his activity in carrying out his duties. This is very evident in the field findings by researchers. If the Kurima Community Health Center is not always active every day because there are no officers who routinely serve the community every day, Anjelma is very active. From the results of interviews and direct observations on the field every day the head of the Pustu Anjelma provided services to the people who came to the pustu and this was even acknowledged by several people who were met by researchers in the field. Most of the informants at the Kurima Health Center said their motivation was working because they felt responsible but this did not affect their activity, the puskesmas often closed and services did not work. While at Dekai Public Health Center some informants said their motivation to work was because they felt responsible, and this had a good impact on their activity.

This illustrates that the motivation and willingness of health workers to work will affect their performance. This research is in line with previous studies by Ulinahu

(2015), Loho (2017) and Farida (2018) which illustrate that motivation greatly affects employee performance. According to Nursalam's theory (2015) The ability to carry out tasks is the main element in assessing one's performance, but the task cannot be completed properly without being supported by a willingness and motivation. Whereas according to Notoatmodjo (2010) motivation is an impulse that arises in a person either consciously or unconsciously to take certain actions to achieve a certain goal, an effort that can cause someone or a group of people to be moved to do something to achieve a certain goal or get satisfaction of the things done.

### **4.2 Leadership**

The effectiveness of leaders in dealing with organizational activities today is largely determined by the quality of the relationship (relationship) between leaders and subordinates. Relationships between leaders and subordinates should not only be limited to formal work relationships where leaders act as superiors for their subordinates in the organization, but the relationship must be broadly established where leaders can act as partners for subordinates overcome various obstacles and can motivate subordinates to achieve in employment (Priyono, 2006).

### **4.3 Work Relationships**

Work relationships are a person's effort in a work team, or in other words how a group of people unite to collaborate and work together to achieve a common goal. From the interview results it can be concluded that the two Puskesmas have a less harmonious working relationship, this can be seen from the results of interviews with the Kurima Puskesmas, which most informants said that they were less compact in working, the work team did not work and the division of tasks was unclear. Some informants said there was mutual suspicion between them so that the work relationship became tenuous and affected their performance. Whereas at Dekai Public Health Center as revealed by most informants that their working relations are

running well, there is cooperation and clear division of team work especially before the accreditation of compactness is clearly very visible, although there are a small number of informants who say that cohesiveness among employees prevents employees the dominant one and has an authoritarian nature that disturbs the comfort of some friends which causes them to be inactive

#### **4.5 Work Facilities**

From observations during research both at the Dekai Community Health Center and at the Kurima Health Center, several supporting facilities were provided for employees. There are 10 houses provided for employees in the Kurima health center and 12 houses for employees at Dekai Puskesmas. However, only the housing housing of Puskesmas in Dekai is used. Of the 12 houses provided, only 4 houses were used by employees at the Dekai Health Center. 4 other houses were occupied by employees who had not worked at the Dekai Puskesmas and the other two were occupied by employees of the Yahukimo District Health Office. While most of the houses in the Kurima health center are not occupied. Only two employees of the Kurima health center are used by local health cadres. While most employees live in the city of Wamena, some live in private homes in Kurima.

Other facilities that have been provided by the local government to support the work of the Kurima health center staff are clean water, there is a clean water tank built in the yard of the Kurima health center. The condition of the reservoir is still good and is still used today, including by local residents. While for Dekai health centers, water was obtained by officers from the well. There are no significant obstacles for employees of the Dekai health center to get clean water.

Meanwhile for Electricity employees at Dekai Health Center have enjoyed better electricity in the past year. Electricity at the Puskesmas and housing staff at the Dekai Health Center were obtained from the Timika State Electricity Company, the Dekai customer service post. Whereas for

the Kurima Health Center there is no electricity installation from PLN at the Kurima Health Center. However, a few years ago the local government had provided facilities in the form of solar cell installations for the Puskesmas as well as the employee housing of the puskesmas, but most of these solar cell equipment had now been stolen so that it was an obstacle for health workers to live in their homes.

Both the Dekai health center and the Kurima health center are both equipped with ambulance facilities. There are also 5 motorbikes for employees at the Dekai Puskesmas, while there are no motorbikes in Kurima in the past few years.

From the results of interviews, most of the informants at the Kurima Health Center said that work facilities were lacking, both direct facilities such as office stationery, medical devices and medicines and other supporting facilities that hampered their performance in providing health services. Whereas at the Dekai Community Health Center the facilities are sufficiently adequate for the main facilities in services and other supporting facilities.

This research is in accordance with the theory that advice and infrastructure are supporting tools for the success of a process of effort carried out in public service because if this is not available then all activities carried out will not achieve the expected results according to the plan. According to Moenir (2012) facilities are all types of equipment, work equipment and facilities that function as the main tools / assistants in carrying out work and also in the framework of interests that are currently associated with work organizations. This research is in line with previous research by Rundungan (2015) and Farida (2018) which illustrate that work facilities or facilities and work supporting facilities influence employee performance. But research conducted by Loho (2017) is not in line which illustrates that work facilities do not affect the performance of nurses at Wamena Hospital.

#### **4.5 Security**

From observations in the field when researching security issues is often the reason for the inactivity of health workers. Kurima Health Center itself is right next to Kurima Koramil and only about 10 minutes walk from Kurima Police Station. However, the road from Wamena to Kurima often becomes unsafe due to conflicts or the presence of drunk people who block the road and ask for money. The issue of security for Kurima Health Center is more related to security when traveling from Wamena to Kurima. This has an impact on the presence of officers who live in the city of Wamena. Meanwhile, employees who live in Kurima themselves generally do not have difficulties in terms of security. This was evident in the attendance list of officers at the Puskesmas where the most frequently entered offices were employees who lived in Kurima. Meanwhile Dekai Health Center is in the middle of the city which is relatively safe unless there are horizontal conflicts between the people. However, horizontal conflicts did not occur every day, which did not significantly affect the work security of the officers at Dekai Health Center.

In the hierarchy of one's needs according to Maslow in Priyono (2006) the need for security is the second need after physiological needs. After physiological needs are met, the need for security will be the next driver.

#### **4.6 Incentives**

Incentives are additional income earned by each worker on performance achievements or as a form of compensation for difficult working conditions and environments both in terms of access, the scope of work area, challenges or related to the high cost of living. This is given to workers to motivate workers to keep delivering satisfactory results. Yahukimo Regency is actually a district with a high number of incentives compared to several other districts in the province of Papua. (see table 3.5) Providing incentives in Yahukimo district is not based on employee

performance appraisal but as a form of encouragement for employees to be more active in carrying out their duties. This incentive is received directly by employees through a bank account.

Based on the results of interviews, most of the informants revealed that the incentives so far had no problems and greatly helped employees financially, only the problem was because incentive payments were not based on employee activity which caused an adverse impact on their performance, there was a presumption that was active or not the same, they can still receive incentives so that incentives are no longer considered compensation for their hard work but the rights that all employees must accept.

According to Simamora (2007) employees will be motivated if the incentives they receive are related to the performance they perform. Whereas according to Hnadoko (2010) for the majority of employees, money is still a strong and even the strongest motivator. The purpose of the incentive system is essentially to increase employee motivation in trying to achieve organizational goals by offering financial incentives beyond basic wages and salaries (Handoko, 2010).

This research is in line with previous research by Farida (2018) which illustrates that incentives can affect the achievement of JKN officers' performance in Mimika district.

#### **4.7 Supervision**

Supervision is an important factor to control employee performance. However, from observations in the field and discussions with supervisory staff on the Kurima Health Center it did not go well. Most of the informants in Kurima Public Health Center said that supervision was rarely done even in 2018 it had never been done, either internally in the Puskesmas or from the District Health Office.

Distant distances also contributed to the oversight of the district health office. If you want to supervise, the health department must go to Wamena by plane

and then continue with the land route to the Kurima Health Center. Budget issues become obstacles in terms of supervision (interviews with informants 13 and 14)

Meanwhile, supervision is easier to do at Dekai Health Center because of the close distance. However, supervision is not followed by strict action against employees who are not active, both the head of the Puskesmas and the Health Office (according to the majority of information) have known officers who are not actively carrying out their duties but there is no firm action. The absence of decisive action against these inactive employees affects other employees who are actively carrying out their duties. The omission of those who are not active but still get a salary and incentives makes active employees even able to leave their duties and result in the absence of service to the community.

According to Kreitner and Kinicki (2006) in Farida (2008) states that there are a number of factors that influence the organizational environment, the most important of which are supervision. While Ilyas (2001) states that supervision is a process that refers to members of work units to contribute positively so that organizational goals are achieved. The ability of supervisors or supervisors to effectively hire personnel to achieve departmental goals is important for the success of supervisors from external control institutions who will be less sensitive in assessing subordinate performance and will evaluate more negatively than supervisors with internal control. Previous research conducted by Loho (2017) and Farida (2018) is in line which illustrates that supervision can affect employee performance.

## 5. CONCLUSION

1. Work motivation for employees at the Kurima Health Center and Dekai Health Center is good.
2. Leadership at the Kurima Health Center is still not maximal while in the Puskesmas Dekai is quite good.

3. The working relationship at the Kurima Health Center is not well established while in the Puskesmas Dekai it is also less harmonious.

4. Work facilities at the Kurima Health Center are lacking, while in the Puskesmas Dekai work facilities and supporting facilities are adequate.

5. Security at the Kurima Health Center has no problems, there are only disruptions on the way to the Puskesmas from Wamena while in the Puskesmas Dekai security is conducive.

6. Incentives at the Kurima Health Center and Dekai Health Center are very financially helpful, there are no obstacles in the payment system, but they are not paid based on employee performance.

7. Supervision in the Kurima Health Center and Dekai Health Center has not run optimally.

## REFERENCES

- Anwar Mallongi, Current Issue Ilmu Kesehatan dan Lingkungan, 2016. Writing Revolution. Yogyakarta, Indonesia
- Anwar Mallongi., Teknik Penyehatan Lingkungan, 2014. Smart Writing, Yogyakarta, Indonesia
- Azwar, A.A (2010). *Pengantar Administrasi Kesehatan*. Edisi ketiga. Jakarta: Bina Rupa Aksara Publisher
- Farida (2018). *Faktor-Faktor Yang Mempengaruhi Kinerja Petugas Jaminan Kesehatan Nasional Di Lingkungan Dinas Kesehatan Kabupaten Mimika*. Tesis Program Magister IKM Uncen 2018
- Gunawan Imam (2013), S.Pd.,M.Pd. *Metode Penelitian Kualitatif Teori &Praktik*. Bumi Aksara, Jakarta.
- Hadari Nawawi (2007), *Manajemen sumber daya manusia untuk bisnis yang kompetitif*, Gajamada University, Yogyakarta
- Hasibuan Malayu S.P (2012). *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Jakarta: Bumi Karsa.
- Handoko (2010). *Management Personalial dan Sumber Daya Manusia*, ed kedua, BPFE, Yogyakarta
- Herdiansyah, Haris. (2010). *Metodologi Penelitian Kualitatif*: Yogyakarta : Penerbit Salemba Humanika.

- <https://www.dicto.id>, *Apa Yang Dimaksud Dengan Teori Dua – Factor (Two Faktor Theory)*, diakses tanggal Diakses tanggal 3 November 2018
- <http://lib.ui.ac.id/detail?id=72192&lokasi,> *analisis kinerja Puskesmas sei lala dan Puskesmas Kuala Cinaku di Kabupaten Indragiri hulu Tahun 2002*, Diakses tanggal 11 Oktober 2018
- Himawan Febtiono (2016), *Kinerja pegawai dalam pelayanan kesehatan masyarakat di Puskesmas Sempaja Kota Samarinda*, e-journal.ip.fisip-unmul.ac.id diakses tanggal Diakses tanggal 16 November 2018
- Ilyas (2001), *Kinerja Teori, Penilaian dan Penelitian*. Pusat Kajian Ekonomi Kesehatan Fakultas Kesehatan Masyarakat, UI, Jakarta
- Kristiandy (2015), *Anslisis Kinerja Puskesmas Karangayu Kota Semarang*,
- Loho S (2017) *Faktor-Faktor Yang Mempengaruhi Kinerja Kinerja Perawat Dalam Pelayanan Perawat Di Rumah Sakit Umum Daerah Wamena Kabupaten Jayawijawa*. Tesis Pasca Sarjana IKM Uncen
- Mangkunegara, P.A.A (2009). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Rosdakarya.
- Notoatmodjo S (2010). *Ilmu Perilaku Kesehatan*. Jakarta: Rineke Cipta
- Nursalam (2015), *Manajemen keperawatan aolikasi dalam praktek keperawatan professional*, Salemba Medika, Jakarta
- Mahmudi (2010), *Manajemen Kinerja Sektor Publik: UPP AMP YKPN*, Yogyakarta
- Pasolang Harbani (2010) *Teori Administrasi Publik*. Alfabeta, Bandung
- Peraturan Menteri Kesehatan Republik Indonesia Nomor 43 Tahun 2016 Tentang Standar Pelayanan Minimal Bidang Kesehatan
- Pongtiku,dkk (2016). *Metode penelitian kualitatif saja*. Nulisbuku.com
- Prawirosentono S dan Primasari D (2008) *Kinerja dan Motivasi Karyawan*. Edisi Ketiga. Yogyakarta
- Priyono (2007). *Pengantar Manajemen*. Surabaya: Zifatama Publisher, <https://www.researchgate.net/publication/30474884>. Diakses tanggal 3 November 2018
- Rundungan (2015), *Analisis Kinerja petugas kesehatan gigi terhadap pelayanan kesehatan gigi dan mulut di poliklinik gigi RSUD Datoe Binangkang Kabupaten Bolaang Mongondow*,
- Simamora Henry (2007), *Manajemen Pemasaran Internasional*, Jilid II Edisi 2, PT.Rineka Cipta, Jakarta
- Sugiyono (2013). *Metode Penelitian Administrasi*. Bina Pustaka, Bandung.
- Ulinnuhu (2015), *Analisis Kinerja Puskesmas Pancol Kota Semarang*, Journal fik.unnes.ac.id

How to cite this article: Payung ER, Msen Y, Rantetampang AL et.al. Analysis of the officials performance in public health center of Kurima and Dekai in Yahukimo regency. Galore International Journal of Applied Sciences & Humanities. 2019; 3(2): 1-15.

\*\*\*\*\*