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The Effect of the Human Resources, Discipline and Infrastructure Quality on Employee Performance

Arifin Tahir

Department of Public Administration, Faculty of Social Sciences, Universitas Negeri Gorontalo, Gorontalo, Indonesia

Email: arifin_tahir@ung.ac.id

Darman

Homebase Lecturer in the Administrative Science Masters Study Program, Universitas Bina Taruna Gorontalo, Gorontalo, Indonesia

Corresponding author email: darman@ubmg.ac.id

Abstract---*The aim of this study was to test, and analyze the effect of the human resources, discipline and infrastructure quality on performance at the Bulawa Public Health Center, Bone Bolango Regency. The population of this study were employees at the Bulawa Community Public Health Center, Bone Bolango Regency, it consisted of 35 people. This research method used was a quantitative type with a descriptive approach. The analysis technique used Structural Equation Modeling with the Partial Least Square (SEM-PLS) algorithm approach. The results indicated that the quality of human resources had an effect on employee performance with a path coefficient value of 0.598 and a p-value of 0.000. Discipline affected employee performance with a coefficient value of 0.465 and a p-value of 0.003. Facilities and infrastructure did not have an effect on employee performance with a coefficient value of -0.149 and a p-value of 0.252. The organization of employees at the public health center has not yet referred to the applicable government regulations and laws in which each employee will be assigned the distribution of human resources, work discipline, and infrastructure needed at the Bulawa Public Health Center.*

Keywords---*employee performance, human resources, infrastructure, work discipline.*

Introduction

The World Health Organization (WHO) has conducted a policy breakthrough in the health sector, namely a clinical performance management development system (SPMCK) used in health facilities, both public health centers and hospitals, with the aim of improving employee performance in the health sector (Agustina & Anggraini, 2022). This breakthrough was undertaken to minimize the number of public complaints about health services that seemed bureaucratic, lack of information, and limited facilities and infrastructure, especially the health centers in the village (Yusuf, 2020).

The Community Health Center as stated in the Regulation of the Minister of Health 43 of 2019 functions to carry out basic health policies for the community in a promotive, preventive, curative and rehabilitative manner, so that it is required to improve the quality of employees so that they are able to produce quality performance (Efendi & Firmansyah, 2021). To show quality performance, employees at the puskesmas are required to carry out their duties properly, be swift in handling people who come for treatment, and provide a sense of comfort and satisfaction to the community (Yani, 2021).

The fact is that the performance of employees at the Bulawa Health Center has decreased, as seen from the existence of activity programs that do not meet the achievement targets (Usdeka & Handani, 2021). One reason is the quality of human resources who are unable to complete many tasks at the same time (Akpan, 2019). Another fact as evidence of low employee performance is the Patient Satisfaction Index (IKP) value for several Public Health Center services that do not meet targets such as long waiting times at queue counters, this occurs because there are

employees who are supposed to be on duty but arrive late, lack of employee education to the public will the importance of maintaining health, and the lack of time to provide full services (Yani, 2021).

The results of field observations have been revealed that several factors caused employee performance to not meet expectations, including; the quality of human resources. Definitely, every organization wants to have sufficient and reliable Human Resources (HR). However, many human resources do not have reliable practical experience and knowledge. The total number of Bulawa Health Center staff is 35 people and it consists of 18 State Civil Apparatuses (ASN) and 17 contract workers (3 special BOK fund contracts, 4 midwives, 1 nutritionist, 2 nurses, 1 laboratory, 1 health promotion worker). people and surveillance staff 1 person). In terms of quality, it does not meet the needs and position maps because there are still many employees who do not match their duties. In terms of quantity, there are only a few human resources who are ASN and only contract workers fill the duties and functions that should be held by ASN, for example, village midwives who should have 11 employees but currently, only 6 ASN employees and 5 contract employees, counter staff and medical records are all contract workers. laboratory workers are still contract staff, nurses should be 5 ASNs but currently, there are only 4 ASNs and 1 contract, there are no pharmacists yet so only assistant pharmacists fill it.

Another factor that affects performance is discipline. Instilling employee discipline in an organization is very important because it will have an impact on the effectiveness and efficiency of a job being done. Apart from human resources and discipline, the availability of infrastructure also has an impact on performance (Alif et al., 2022). Facilities and infrastructure are the main support for activities in an organization, especially organizations engaged in the health sector. Availability and completeness of infrastructure is an absolute thing that must be held. The lack of infrastructure, such as the lack of official vehicles to access a large work area, is a separate problem for the Bulawa Health Center.

The Bulawa Community Health Center has infrastructure facilities, however, they are still very limited. The Public Health Center has already had 2 ambulances however 1 is in a condition that often damaged, so it is not feasible for operational activities, the Puskesmas has 3 motorbikes but with a working area consisting of 9 villages it is considered still lacking besides that the TB service room is still integrated with the LAB room which is ideal must be separate and the pharmacy room is still one with the drug store, ideally the drug store should be separate. Regarding to these issues, the researcher is interested in conducting research with the title “The Effect of the Human Resources, Discipline and Infrastructure Quality on Performance at the Bulawa Health Center, Bone Bolango Regency.”

Literature Review

Public administration

Public administration studies are not merely related to policy implementation activities, but also policymaking. The scope or limitations of public administration activities relate to activities that cover the entire process of administering government (Wandira et al., 2021). Administrative science is the result of individual views and reasoning that is structured and based on rationality and arrangement that reveals the clarity of the entity of a form, namely the view to produce an order for various behaviors and responses initiated by people or material subjects, namely people who can carry out activities by way of administration in the form of cooperation leads to the achievement of specific goals (Arioen et al., 2022). The administrative process is able to create a performance in terms of managing an activity that can dampen and detect various sources of influence, both internally and externally within an organization (Dewi et al., 2018).

Quality of human resources

Quality refers to the main interpretation, namely quality consists of several product advantages, both direct advantages, or attractive advantages that fulfill consumer desires and thus provide satisfaction for using the product (Astuti et al., 2020). Human resources are workers or employees in an institution, who have a significant position in achieving success (Tarigan et al., 2018). The interpretation of human resources is the structured ability of the intellect and physical energy possessed by a person and his attitude and character are determined by his generation and environment (Susanto & Haryono, 2020).

Human resources (HR) is one of the input factors which together with other factors such as material, machinery and technology are transformed through management as output in the form of objects and services in an effort to achieve organizational goals (Azmy et al., 2022). HR needs to be managed in a good and professional way so that a

balance is created between HR desires and the pressure and development of the organization's business sector (Syelviani, 2019). This balance is the main key to success for the organization so that it can grow and develop in a productive way. The progress of the organization's business sector is closely related to the productive power of the activities contained in the organization (Efendi & Firmansyah, 2021). Organizations or institutions in the aspect of human resources certainly expect to have quality human resources, meet competency requirements to be utilized in an effort to realize the vision and achieve medium and short-term goals (Suprawa et al., 2018). Thus, human resource management is implemented to carry out its role in an appropriate and efficient way to achieve the goals that have been set in an organization (Rianti, 2022).

Discipline

Discipline is the sixth function of the important operative task of human resource management, because the more employees who are disciplined, the greater the activity results they can achieve. Without employee work discipline it will be difficult to achieve maximum activity results (Frizilia et al., 2021). The function of the organization is to regulate its employees so that they are able to comply with all regulations, norms that have been formalized by the organization so that each employee acts obediently and efficiently (Suparna & Noor, 2021). Various provisions and norms formalized by an organization have a very significant position in producing order so that every employee can obey and carry out these regulations. The provisions and norms are generally accompanied by a penalty that is given if there is a violation. Appeals can take the form of positive verbal or note warnings, suspensions, demotions, even dismissal from work related to the number of violations attempted by the employee (Ekasari et al., 2022). So it is expected that every employee on duty obeys and is responsible for his profession. If employees have great work discipline, it is expected that they will be able to complete obligations quickly and precisely so that job satisfaction arises (Qomariah et al., 2022).

Infrastructure

Organizations are required to have expert facilities or support professional activities. All the tools provided by the industry for employees will encourage efficient and efficient professional results and encourage quality improvement (Putra, 2019). Means is something that cannot be removed from activity and is an important thing for employees in completing their duties (Elisiana et al., 2016). With the existence of existing facilities in the industry will make the goal successful. Dealing with the issue, all professional activities are always related to facilities that support carrying out their job obligations. Means or facilities are anything that can facilitate and expedite the implementation of efforts in the form of goods or money, in order to facilitate and expedite the procedure for conducting activities (Gurning et al., 2021).

The activity means indicator consists of the first, work equipment, where the types of goods that play a direct role as production tools can be used to do something with benefits. Items whose use is to create objects or are useful to do something to other objects with different functions. The second is work equipment, all types of goods that act as a tool to help speed up the process, and maintain and increase comfort in the profession (Priono et al., 2022). Goods whose benefits are to help in an indirect way to prevent and provide security for employees when carrying out professional activities. The third is auxiliary equipment or facilities where the type of goods is used to help the activity process run smoothly. For example, power generators, attendance machines, air conditioning machines. Goods to assist activities in carrying out a profession so as not to limit the way activities are carried out (Hamid et al., 2019).

Hypothesis

H1: The quality of human resources has a significant effect on employee performance at the Bulawa Health Center, Bone Bolango Regency

The quality of human resources and work facilities has a positive but it does show a significant effect on employee performance (Pratiwi & Salsabiela, 2015). The positive and significant effect of the quality of human resources on health services at the Siempat Rube Health Center, Pakpak Bharat Regency (Howay et al., 2019). The positive influence of the quality of human resources on employee performance means that the higher the quality of human resources, the higher the employee performance. Conversely, the lower the quality of human resources, the lower the employee performance (Putra, 2019).

H2: Discipline has a significant effect on employee performance at the Bulawa Health Center, Bone Bolango Regency

Work facilities and work discipline have a positive and significant impact on performance both partially and collectively (Iqbal & Airulumukminin, 2020). Work Discipline influences Employee Performance. Simultaneously work discipline affects employee performance at the UPT Puskesmas Ambalawi District, Bima Regency (Iqbal & Airulumukminin, 2020). Discipline is very necessary to support the smooth running of all activities of the puskesmas so that the objectives of the puskesmas can be achieved optimally (Usdeka & Handani, 2021).

H3: Facilities and infrastructure have a significant effect on employee performance at the Bulawa Community Health Center, Bone Bolango Regency

Facilities and infrastructure have a positive and significant impact on productivity both partially and collectively (Elgelal & Noermijati, 2015). There is a significant effect between service quality, infrastructure and environment on patient satisfaction at the Malang District Health Center (Ulandari & Yudawati, 2019). Facilities and infrastructure are determining factors for the success and smoothness of the work system. Currently, the focus of the achievement of puskesmas facilities and infrastructure is the provision of facilities and infrastructure for referral services at the puskesmas (Syelviani, 2019).

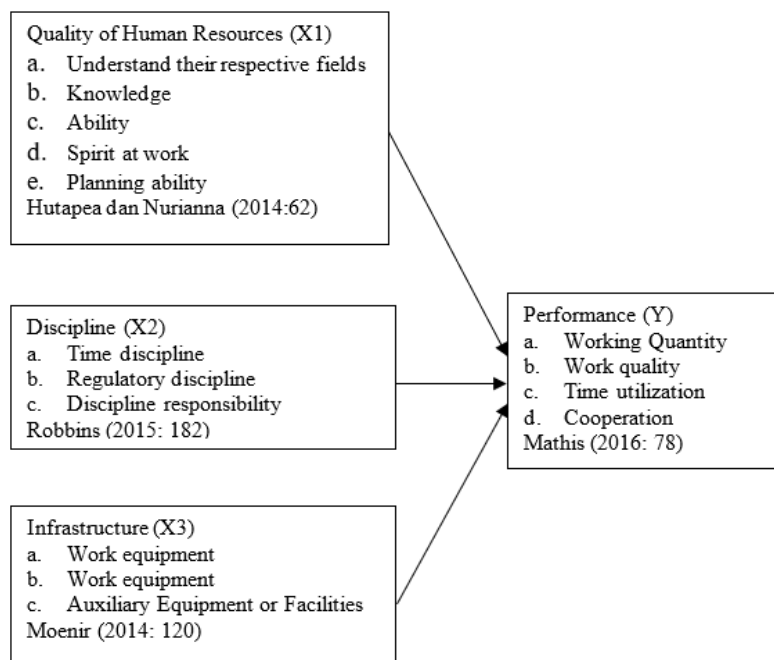


Figure 1. Research conceptual framework

Method

The method in this study was a quantitative type with a descriptive approach. The sample in this study was the employees at the Bulawa Community Health Center, Bone Bolango Regency, totaling 35 people. The location of research was undertaken at the Bulawa Health Center. The length of time for research occurred between April 2022-August 2022. The analysis technique in this study was Structural Equation Modeling with the Partial Least Square (SEM-PLS) algorithm approach.

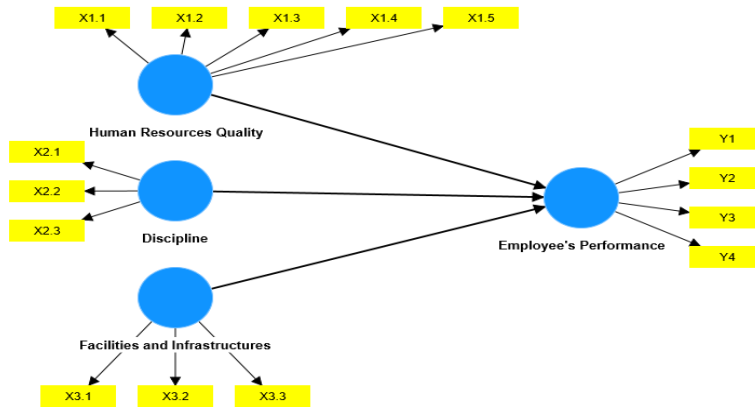


Figure 2. Partial least square algorithm (SEM-PLS)

Results and Discussion

The respondents of this study were 35 employees of the Bulawa Community Health Center, Bone Bolango Regency. The description of respondents by gender and education level is presented in the following table:

Table 1
Distribution of respondents by gender

Respondent's Distribution	Total	Percentage (%)
Gender		
Male	10	28,57
Female	25	71,43
Total	35	100
Type of Education		
SHS/VHS	3	8,57
Diploma	21	60,0
Bachelor/Diploma IV	11	31,43
Total	35	100

Convergent validity

The value for the indicator is assumed to be valid, if the indicator explains the constructed variable with a value > 0.7, based on the explanation, while values below 0.7 should be eliminated on the indicator.

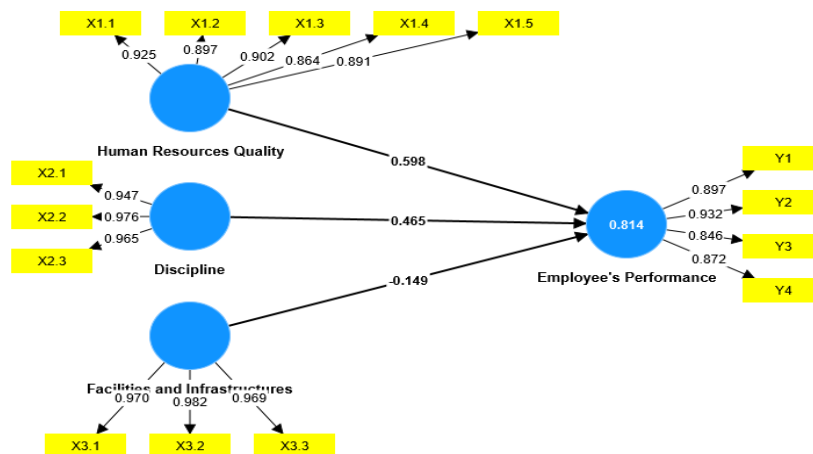


Figure 3. Results of the loading factor model

Dealing with the figure above, it can be indicated that the loading value has met the requirements, and it is more than 0.70 and it has been asserted that all indicators are valid.

Discriminant validity

Before looking at the correlation, the AVE value is asserted to be valid if it is greater than 0.5. The graph in the figure shows the AVE value and the AVE Quadratic value.

Table 2
Average variance extracted

Construct	AVERAGE
Discipline	0,926
Performance	0,787
Quality of Human Resources	0,803
Facilities	0,948

Regarding to the table above, it can be seen that the AVE value is more than 0.5, in other words, that all constructs are valid or it can be argued that the construct can explain the variance of the items.

Test reliability / composite reliability

Composite reliability tests the value of the reliability of indicators in a construct. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70.

Table 3
Composite reliability and Cronbach alpha

Construct	Cronbach Alpha	Composite Reliability
Discipline	0,960	0,963
Performance	0,909	0,915
Quality of Human Resources	0,938	0,939
Facilities	0,973	0,973

Coefficient of determination (R²)

The R-square value is 0.75 implies that the model is strong, the value is 0.50 the model is moderate, and the value 0.25 is concluded to be a weak model, the higher the coefficient of determination, the better the predicted value proposed.

Table 4
The coefficient of determination (R²)

Variable	R Square
Staff	0,814
Performance	

Dealing with the result, it can be seen that the employee performance variable indicates a strong research value, in other words research on employee performance is very strong or very important to do. The R-square value for employee performance is 0.814 which means that the presentation of the influence of the quality of human resources, discipline and infrastructure is 81.4%.

Hypothesis test

Testing the hypothesis in this study used a statistical value, then for $\alpha = 5\%$ the value of the t-statistic used was 1.96. So that the criteria for accepting or rejecting the hypothesis are that H_a is accepted and H_0 is rejected when the t-statistic is > 1.96 . Hypothesis testing is done by looking at the output path coefficient from the bootstrap resampling results as follows:



Figure 4. Hypothesis testing of the partial least square algorithm (SEM-PLS)

Table 5
Hypothesis testing

Construct Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
Discipline > Performance	0,465	0,490	0,154	3,021	0,003
Quality of Human Resources > Performance	0,598	0,582	0,102	5,840	0,000
Facilities > Performance	-0,149	-0,152	0,130	1,151	0,252

H1: The quality of human resources has a significant effect on employee performance at the Bulawa Health Center, Bone Bolango Regency

The quality of human resources affects employee performance, it gives a path coefficient value of 0.598 and has a p-value of 0.000 and a T-statistic value of 5.840 (T-statistic $>$ T table 1.96). It indicates that the quality of human resources affects employee performance, it can be asserted that hypothesis 1 is supported. Because the statistical value meets the requirements, namely T-statistics $>$ T-table 1.96. These results are supported by research conducted by (Adikara, 2015), that the better quality of human resources can improve employee performance. The quality of human resources in this study has used several indicators, including Understanding their respective fields. At the Bulawa Health Center, there are 18 ASN staff and 17 contract workers, each of whom has a task and function called the program manager. The service efforts held at the health center consist of mandatory health efforts and developmental health efforts.

Compulsory health efforts are health efforts carried out by all health public center in Indonesia which include health promotion, environmental health, maternal and child health, family planning health, community nutrition improvement, prevention and eradication of infectious diseases as well as treatment and the national program, namely the PIS- PK. Development Health Efforts are health efforts that are determined in accordance with health problems and it has been found in the local community and adapted to the performance of the puskesmas by taking into account input from the community, the puskesmas is obliged to organize them. Development Health Efforts include School Health Efforts, Sports Health Efforts, Occupational Health Efforts, Dental and Oral Health Efforts, Mental Health Efforts, Elderly Health Efforts, Traditional Medicine Development, and Community Health Care. In order for health efforts to be undertaken properly and optimally, the Public Health Center must carry out good management (Osman et al., 2016; Walumbwa et al., 2011; Jiang et al., 2012).

It is related to HR who understand their respective fields in the position of staff who are not in accordance with the existing job map, what happens to health services at the Bulawa Health Center is that the duties of each program manager are still concurrent, for example in terms of service at the counter there are only contract workers who also double as officers P-Care as well as Non-Communicable Disease management officers who also serve as Counter Officers. Every month ASN staff and contract staff provide services outside the building with their respective programs which include routine Posyandu services, nutrition services, services for pregnant women, youth Posyandu services, and service for young babies. Program managers understand their respective fields well enough, even with limited manpower.

The knowledge possessed by the staff at the Bulawa Health Center still needs to be improved in carrying out health services at the Bulawa Health Center considering that the data reporting system has been implemented in the form of an application and there are still many officers who have not mastered the system, lack of work experience in digitalization can slow down services at counter because only 1 person controls the system and if the person concerned is carrying out duties outside the building and if a patient is to be referred then the patient's family is forced to wait for the officer so they can get referral services to the nearest hospital (Farooqui & Nagendra, 2014; Güngör, 2011; Sadikoglu & Zehir, 2010).

The third indicator is Performance. Health workers have not been able to think and solve health problems that are happening at the puskesmas. The problem is not a burden that must be borne but is a challenge that must be faced by health workers both outside the building and inside the building, changing the mindset and behavior of people who do not understand health problems has often occurred as in the case of services for pregnant women who are supposed to give birth in puskesmas only because of economic conditions and lack of understanding there are still many pregnant women who give birth at home. they never think about the risk of maternal and child mortality (Nursari et al., 2019). Thus, the performance of a village midwife is needed to be able to educate and change the mindset of people who do not understand the importance of saving the lives of mothers and children.

The fourth indicator is spirit at work. The profession as a health worker, although sometimes it makes tired, work is still part of the way to develop the potential that exists in every health worker. What is undertaken by the Bulawa Health Center staff for services outside the building and inside the building, spirit at work is a strength that exists within an officer health service that can support the implementation of the tasks that have been assigned to each employee so that the services provided to the community can run well. At the Bulawa Health Center, each program manager is required to include a proposed activity plan obtained from the results of an analysis of problems in the Bulawa Health Center area based on the priority scale of problems for health workers who still cannot understand how to analyze problems so that in proposing activity plans, there is still overlap in on the programs proposed and it is not accordance with the situation and conditions that exist in the public health center area so that any proposed activities that have been determined will usually change according to the conditions that occur in the work area of public health center (Al-Swidi et al., 2021; Eliyana & Ma'arif, 2019; Kuzu & Özilhan, 2014).

H2: Discipline has a significant effect on employee performance at the Bulawa Health Center, Bone Bolango Regency

Discipline affects employee performance, it gives a path coefficient value of 0.465 and has a p-value of 0.003 and a T-statistic value of 3.021 (T-statistics > T table 1.96). It shows that discipline has an effect on employee performance, so it can be stated that hypothesis 2 is supported. Because the statistical value meets the requirements, namely T-statistics > T-table 1.96.

These results are supported by research conducted by (Nuryanti et al., 2021), that discipline has a positive effect on work productivity. (Prastiti, 2022), who asserts that work discipline affects employee performance. The indicators used in the disciplinary variable in this study are first, Time Discipline. At the Bulawa Health Center, every health

worker will carry out monitoring and evaluation every month which is called the monthly health center mini-workshop meeting, here the health workers will report the program achievements and performance that they have carried out in every health service both inside and outside the building, besides that health workers will report the kapiam program according to the minimum service standards to the District Health Office at the end of each month as material for evaluating the performance of each health worker.

Services have not met the minimum standards that have been set with the level of public awareness and understanding of health services that have not been maximized so the program achievements of each manager have not been timely in terms of monthly reporting (Pratiwi & Salsabiela, 2015). Personnel administrative affairs report monthly employee performance results and attendance list recap which will be reported at the mini-workshop meeting and must be delivered directly to BKPSDM with a predetermined time but in this case there are still puskesmas staff who are not maximal in filling out performance reports every month so that it hinders reporting time predetermined (Gurning et al., 2021).

The next indicator is regulatory discipline. The rules that apply at the Bulawa Health Center in terms of entry and exit hours are from 00.08 in the morning to 02.00 in the afternoon so that if accumulated it must be 7 hours of service at the puskesmas with the morning call being implemented at 08.00. Service at the counter opens at 08.30 and closes at 12 noon so that patients who visit outside service hours can no longer be served in terms of the presence of personnel administration officers based on the rules for filling out the attendance list format which has been circulated from the relevant Office so that every employee who has permission, sick and absent without explanation will be reported according to the reason for the absence of the employee at the public health center (Karatepe, 2013; Kawiana et al., 2018; Pant & Yadav, 2016).

At the Bulawa Health Center, some employees both ASN and contract workers who have not been able to adjust the rules that have been set it hinders health services inside the building, the counter staff is often late and usually the officers go directly to the field to provide services outside the building without notifying them so that the service patients at the counter are often late in getting treatment at the general poly. The last indicator is the discipline of responsibility. In terms of responsibility for carrying out health services, employees are highly demanded to be able to complete the work so that it is as expected. Each manager of the pharmacy program at the Bulawa Health Center in terms of reporting and inputting monthly BMHP drug usage to the relevant agency is still experiencing obstacles because reports on BMHP usage from each postpartum services, KIA family planning services, emergency room services are often late as well as environmental health services in terms of reporting data every month to the relevant agencies are often neglected.

H3: Facilities and infrastructure have a significant effect on employee performance at the Bulawa Community Health Center, Bone Bolango Regency

Facilities and infrastructure have no effect on employee performance, giving a path coefficient value of -0.149 and having a p-value of 0.252 and a T-statistic value of 1.151 (T-statistic < T table 1.96). Shows that infrastructure facilities have no effect on employee performance, so it can be stated that hypothesis 3 is not supported. Because the statistical value does not meet the requirements, namely T-statistics > T-table 1.96. This result is in line with the results of (Dewi et al., 2018), which states that work facilities have no significant effect on employee performance. These results are not in line with research conducted by (Yusuf, 2020), which states that infrastructure partially has a positive effect on work productivity. Likewise, the results of research by (Arioen et al., 2022), state that work facilities have a significant effect on employee performance. All work equipment at the Bulawa Health Center in 2020 is still in the good category and the work equipment can still be reused in 2021, there is work equipment when in 2021 it is no longer functioning, such as 4 Canon printers and an Axio 1 brand laptop fruit but not inventoried in 2021. Work equipment available at the health center such as; tool cabinets, instrument tables, work chairs, filing cabinets, writing desks for ½ bureau are still not fulfilled according to the number of officers in the health center. Auxiliary equipment or facilities. Auxiliary equipment at the Bulawa Health Center, such as generators, and air-conditioning fans, still does not meet the requirements because there are still rooms that should have air-conditioning but not yet in those rooms.

Conclusion

Regarding to the research results, the quality of human resources has an effect on employee performance, discipline has an effect on employee performance, and infrastructure has no effect on employee performance. Human resources at the Bulawa Health Center are still lacking because some work employees who still have two jobs. The Bulawa

Health Center still has employees who have not been able to adjust the rules that have been set it hinders health services. There are still facilities and infrastructure at the Bulawa Health Center that do not meet the requirements. The organization of puskesmas employees has not yet referred to the applicable government regulations and laws where each employee will be assigned the distribution of human resources, work discipline, and infrastructure needed at the Bulawa Health Center.

The Bulawa Health Center must pay attention to several aspects or indicators of the variable quality of human resources, especially indicators that are rated low by respondents. The Puskesmas must pay attention to the level of employee discipline, especially those directly related to community services and the Bulawa Health Center must pay attention to the availability of infrastructure, especially those that are no longer suitable for use to improve employee performance.

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