



LITERATURE REVIEW: ANALYSIS OF FACTORS INFLUENCING THE PERFORMANCE OF HEALTH CARE WORKERS

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ABSTRACT

Stunting is a chronic nutritional problem in toddlers influenced by various family factors. Maternal knowledge, parenting styles, and family income are thought to play a significant role in stunting. This study aims to synthesize scientific evidence regarding the relationship between these three factors and stunting in toddlers. This literature review analyzed case control articles published between 2022–2026 from PubMed, ScienceDirect, and Google Scholar based on inclusion criteria. The keywords used in the literature search for English-language journals included "health workers," "performance," "rewards," "leadership," "work skills," and "work environment." These keywords were combined using the Boolean operators AND and OR to obtain articles relevant to the research topic. The search was performed using the format "health workers" AND "performance" AND ("rewards" OR "leadership" OR "work skills" OR "work environment"). Meanwhile, similar keywords were used in national journals, namely "health workers," "performance," "rewards/awards," "leadership," "work skills," and "work environment," which were also combined using the Boolean operators AND and OR to broaden and focus the search results according to the research objectives. From 33,754 then narrowed down using keywords, 14 research articles were obtained. Fourteen articles were systematically reviewed. Most studies reported that low maternal knowledge increased stunting risk through inappropriate feeding practices, poor hygiene, and limited use of health services. Inadequate parenting practices significantly elevated stunting risk, particularly related to feeding, childcare, and growth monitoring. Low family income was also identified as a strong determinant because it affects the ability to provide nutritious food, proper sanitation, and access to healthcare. Some studies found no significant association due to other dominant variables such as maternal education and birth weight. These findings emphasize the importance of nutrition education for families alongside community health support delivered consistently through integrated programs at primary healthcare level and household environments sustainably and collaboratively across sectors locally. Knowledge, parenting, and income are interconnected factors influencing stunting, requiring comprehensive interventions.

Keywords: family income; maternal knowledge; parenting practices; stunting toddler

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INTRODUCTION

Hospitals, as a subsystem of healthcare services, provide two types of services: administrative services and health services. Administrative services, including financial administration, primarily function to facilitate the smooth implementation of healthcare services. Health services include medical services, medical support, medical rehabilitation, and nursing services. These four types of services are provided in Technical Service Units (UPTs), such as the Emergency Unit, Outpatient Unit, Inpatient Unit, Blood Transfusion Unit, pharmacy unit, and so on. These services are provided by healthcare professionals such as doctors, nurses, midwives, and others (Amalia *et al.*, 2023; Marna *et al.*, 2024).

A hospital will provide optimal service when supported by quality resources. The resources required by hospitals are very diverse, one of which is human resources. (Calundu, 2018). Human

resources are crucial and inseparable from any organization, whether it's an institution or a hospital. Human resources are also key to determining the development of service quality, which is measured by their performance. A healthcare worker's performance can be assessed by the quality of healthcare they provide to patients (Handayani *et al.*, 2018; Utari & Mulyanti, 2023). Health worker performance indicators, particularly productivity, play a crucial role in assessing the effectiveness and efficiency of health services to the public. One indicator of health worker performance is productivity, which reflects how efficiently health workers provide services to patients (Sari & Priantana, 2023; Zubaidah & Tua, 2021).

The role of healthcare workers is crucial in achieving hospital goals and improving hospital quality (Sutrisno *et al.*, 2017). Healthcare workers are individuals who dedicate themselves to the health sector and possess knowledge and/or skills through education in the health sector (Kemenkes RI, 2014). Currently, the utilization of healthcare workers in Indonesia remains uneven. The shortage of human resources in healthcare will impact the quality of services provided in healthcare facilities (Aprianto & Zuchri, 2021; Arafat *et al.*, 2025). The work capabilities of healthcare workers need to be optimized and demonstrated through their work results, including knowledge and technology, as well as skills in implementing and providing healthcare services. Furthermore, healthcare workers must possess the drive to carry out their duties in healthcare institutions by utilizing the knowledge and experience gained during their tenure (Sudiadnyani *et al.*, 2022).

The World Health Organization (WHO), the International Council of Nurses (ICN) and the International Labor Organization (ILO) identified that inadequate working conditions such as increased workloads and lack of human resources can affect the health and satisfaction of health workers (Gil *et al.*, 2022). The evaluation results show that all health workers at the Husada Clinic in Jombang are included in the poor performance category, which indicates that there are still various aspects of work that need to be improved, such as the effectiveness of services (Pratiwi *et al.*, 2025). Based on the Job Demands-Resources (JD-R) Model theory proposed by Bakker and Demerouti (2007), it explains that job factors influence employee performance. Gibson (1994) states that individual performance is significantly influenced by three main aspects, namely individual factors (ability, background, and demographics), psychological factors (perception, attitude, personality, learning and motivation), and organizational factors (resources, leadership, rewards, job structure and design). This study aims to synthesize scientific evidence regarding the relationship between these three factors and stunting in toddlers.

METHOD

This research is a literature review. Article searches were conducted using databases like PubMed, Science Direct, and Google Scholar. The literature to be reviewed was selected based on inclusion and exclusion criteria. The inclusion criteria for this study were literature collected covering the period 2022-2026, articles accessible as full papers, open access and downloadable articles discussing healthcare workers, performance, awards, leadership, work skills, and the work environment, articles using quantitative research designs, journals in English and Indonesian, national journals indexed at least by Sinta and international journals indexed by Scopus. Exclusion criteria included paid articles, duplicate articles in databases, and articles in the form of reviews, opinions, editorials, or case reports without empirical data. Next, the researcher determined the keywords (MeSH = Medical Subject Heading Terms). For English-language journals, keywords include "health workers" AND "performance" AND "rewards" OR "leadership" OR "work skills" OR "work environment." For national journals, keywords include "health workers" AND "performance" AND "rewards" OR "leadership" OR "work skills" OR "work environment." The results of the search that went through the selection process are presented in Figure 1.

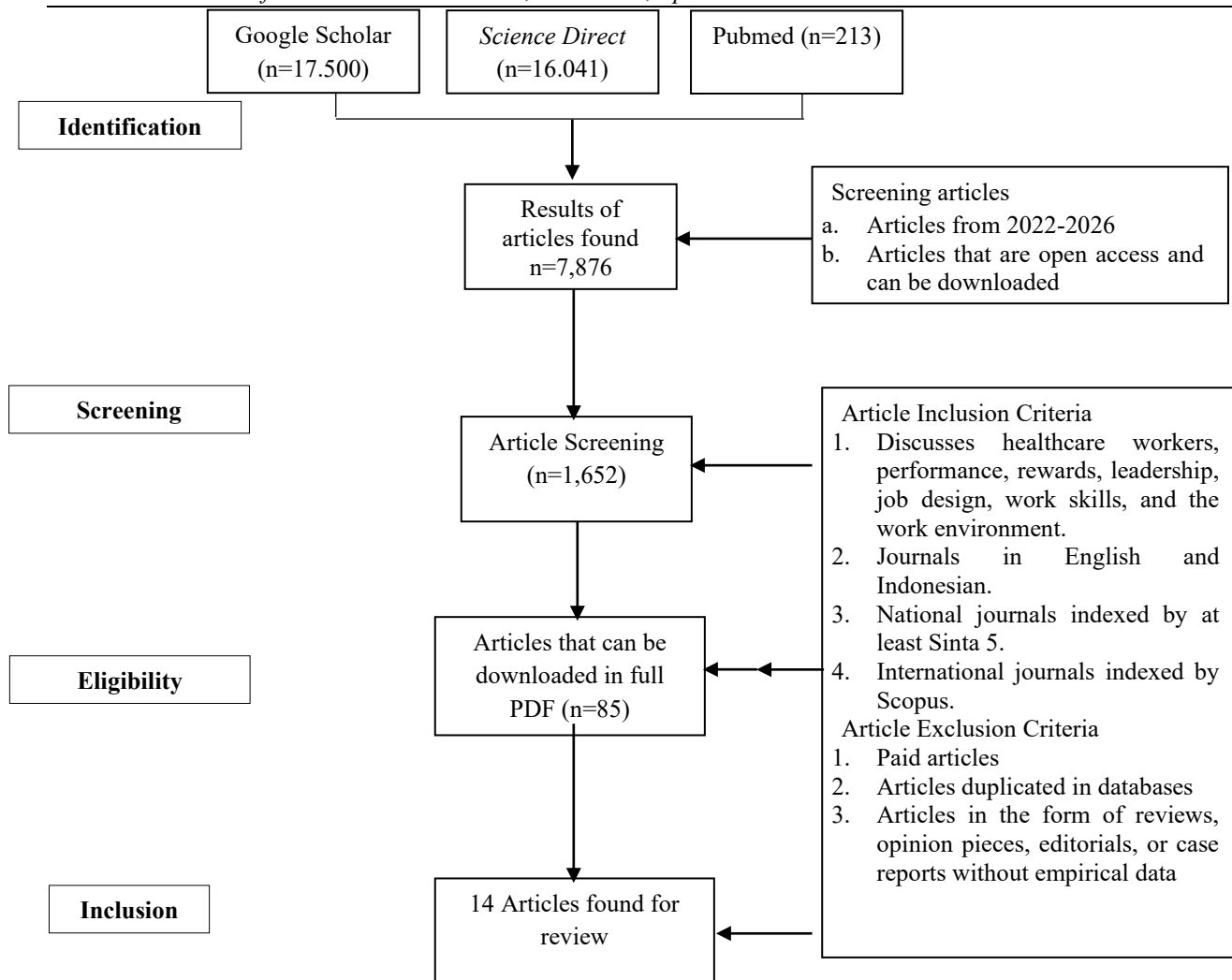


Figure 1. Article Selection Process

RESULT

Based on the literature search results from various databases such as PubMed, Science Direct, and Google Scholar, ten articles met the inclusion criteria, as shown in the following table.

Table 1.
Review Results of 14 Articles

No	Researcher's Name	Title	Research Results	Findings
1.	Ramadhani <i>et al.</i> (2026)	Factors Related to the Performance of Health Workers at the Dadok Tunggul Hitam Community Health Center, Padang City in 2025	The results of the study showed that 43.3% of health workers had poor performance, 40.0% of health workers had low work motivation, 50.0% of health workers had dissatisfied job satisfaction, 36.7% of health workers stated that the work environment was not good. There was a relationship between work motivation (p = 0.001), job satisfaction (p = 0.000) with the performance of health workers, but there was no relationship between the work environment and the performance of health workers (p = 0.575).	The research findings indicate a significant relationship between work motivation and job satisfaction and healthcare worker performance. However, no significant relationship was found between the work environment and healthcare worker performance.
2.	Alkhusari <i>et al.</i> (2025)	Factors Affecting Nurse Performance in Hospitals	The results showed that most nurses were over 33 years old (53.7%), female (82.9%), had a D3 education (87.8%), and had more than 8 years of service (56.1%). In addition, 53.7% of nurses had poor motivation, 58.5% received low rewards, and 67.4% showed poor performance. The analysis found that there was no significant relationship between age (p=0.536), gender (p=0.705), and education (p=0.246) with nurse performance. However, there was a significant relationship between length of service (p=0.019), motivation	The research findings indicate no significant relationship between age, gender, and education and nurse performance. However, there is a significant relationship between length of service, motivation, and reward and nurse performance.

No	Researcher's Name	Title	Research Results	Findings
			(p=0.001), and rewards (p=0.013) with nurse performance.	
3.	Rastyardjo <i>et al.</i> (2025)	The Influence of Workload, Work Ability and Work Environment on the Performance of Medical Records Unit Employees in Hospitals	The results of the study indicate that workload has a significant impact on the performance of medical record employees. Based on the t-test, a significance value of 0.029 (<0.05) and a t-count value of 2.302 are obtained, which is greater than the t-table (2.04841), thus proving that workload has a partial effect on performance. The regression coefficient of 0.386 indicates that each increase in workload will increase employee performance by 0.386 points, assuming other variables remain constant. Work ability is proven to have a significant effect on the performance of medical record employees. The results of the t-test show a significance value of 0.014 (<0.05) and a t-count value of 2.624 which is greater than the t-table (2.04841), thus proving that work ability has a positive impact on performance partially. The regression coefficient of 0.393 indicates that each increase in work ability will increase employee performance by 0.393 points, assuming other variables remain constant. The work environment does not have a significant effect partially on the performance of medical record employees. With a significance value of 0.179 (> 0.05) and a t-count value of -1.380 which is smaller than the t-table (2.04841), it can be concluded that the work environment does not directly affect individual performance in this study..	Research findings indicate that workload substantially affects employee performance in the medical records unit. Work ability has a significant, beneficial effect on employee performance. The work environment did not directly affect individual performance in this study.
4.	Arafat <i>et al.</i> (2025)	Factors Influencing the Performance of Healthcare Workers at the Abeli Community Health Center, Kendari City in 2024	The results of the study indicate that leadership (p-value = 0.008 < 0.05), motivation (p-value = 0.001 > 0.05), and work discipline (p-value = 0.008 < 0.05) influence the performance of healthcare workers at the Abeli Community Health Center in Kendari City in 2024.	The findings of this study indicate that leadership, motivation, and work discipline influence the performance of healthcare workers at the Abeli Community Health Center in Kendari City in 2024.
5.	Yunus <i>et al.</i> (2025)	The Influence of the Work Environment on the Performance of Community Health Center Employees in Sidenreng Rappang Regency	The results show that the work environment significantly influences employee performance, with a regression coefficient of 0.624 (p-value of 0.000) and an R ² of 0.725. Job satisfaction was shown to act as a mediator, with a path coefficient of 0.373 (p-value of 0.000).	The findings of this study indicate that the work environment significantly influences employee performance, both directly and indirectly through job satisfaction as an intervening variable
6.	Murida <i>et al.</i> (2025)	Analysis of Factors Influencing the Performance of Healthcare Workers at the Teupin Raya Community Health Center in 2023	The results showed that 52.3% of respondents categorized healthcare workers' performance as good, 54.5% as unmotivated, 61.4% as having a good work environment, 59.1% as not receiving incentives, and 43.2% as having a high workload. Bivariate analysis revealed a relationship between healthcare worker performance and motivation (p-value 0.006), work environment (p-value 0.002), incentives (p-value 0.002), and workload (p-value 0.027).	The study findings indicate a relationship between motivation, work environment, incentives, and workload and healthcare worker performance at the Teupin Raya Community Health Center in 2023.
7.	Sudirman <i>et al.</i> (2025)	Factors Influencing Health Service Performance at the Bulili Health Center, Palu City	The results of the study showed a significant relationship between length of service and job performance (p = 0.001), attitude and job performance (p = 0.000), motivation and job performance (p = 0.000), rewards and job performance (p = 0.000), and leadership and job performance (p = 0.000). Among these five variables, leadership emerged as the most influential determinant of job performance (B = 1.795; Significant Difference = 0.024).	The study findings indicate that length of service, attitude, motivation, rewards, and leadership are significantly related to healthcare worker performance.

No	Researcher's Name	Title	Research Results	Findings
8.	Damayanti et al. (2024)	Analysis of Factors Influencing the Performance of Medical Workers at Community Health Centers in Mataram City	The results of the study indicate that the workload variable was 2.759 with a significance level of 0.006. The calculated t-value ($2.759 > 2.014$) indicates a partial positive and significant effect between workload and employee performance. The work motivation variable was 3.200 with a significance level of 3.200 ($3.200 > 2.014$), indicating a partial positive and significant effect between work motivation and employee performance. The work environment variable was 5.646 with a significance level of 0.000. The calculated t-value ($5.646 > 2.014$) indicates a partial positive and significant effect between the work environment and employee performance at Karang Pule Community Health Center, Pagesangan Community Health Center, and Dasan Agung Community Health Center.	The findings of this study indicate that workload, work motivation, and the work environment partially have a positive and significant effect on the performance of medical workers.
9.	Manual et al. (2022)	Analysis of Factors Affecting The Performance of Health Workers at The Barong Tongkok Health Center, West Kutai Regency	The results of the study prove that leadership has a significant effect on performance with a significance level of $0.024 < 0.05$, work motivation has a significant effect on performance with a significance level of $0.000 < 0.05$, work discipline has a significant effect on performance with a significance level of $0.024 < 0.05$, training has a significant effect on performance with a significance level of $0.025 < 0.05$, competence has a significant effect on performance with a significance level of $0.027 < 0.05$, the work environment has a significant effect on performance with a significance level of $0.048 < 0.05$, workload has a significant effect on performance with a significance level of $0.023 < 0.05$, work stress has a significant effect on performance with a significance level of $0.031 < 0.05$, but education has no significant effect on performance with a significance level of $0.522 > 0.05$.	The research findings stated that leadership, work motivation, work discipline, training, competence, education, work environment, workload, and work stress have a significant influence on the performance of health workers at the Barong Tongkok Community Health Center, West Kutai Regency.
10	Makunimau (2024)	Factors Affecting the Performance of Health Workers on Services at Kalabahi Regional Hospital in 2023	Research results showed that the chi-square test showed that motivation ($p=0.012$), appreciation ($p=0.024$), and leadership ($p=0.134$) significantly impacted healthcare worker performance at Kalabahi Regional Hospital in 2023.	The study findings indicate that motivation significantly influences healthcare worker performance, and that most healthcare workers with poor performance were significantly influenced by the appreciation they received, which negatively impacted their service performance. Meanwhile, leadership did not significantly impact healthcare worker performance at Kalabahi Hospital.
11	Sulaiman et al. (2024)	Factors Influencing the Performance of Healthcare Workers at the Tangan-Tangan Community Health Center, Southwest Aceh Regency	The results of this study indicate that leadership ($p = 0.000$), motivation ($p = 0.000$), discipline ($p = 0.000$), incentives ($p = 0.002$), work environment ($p = 0.000$), and work ability ($p = 0.017$) influence the performance of healthcare workers at the Tangan-Tangan Community Health Center, Southwest Aceh Regency. The most dominant variable was discipline ($p = 0.003$) with a 95% CI of 6.862-11,243.720, with an Exp (B) value of 277.759.	The findings of this study indicate that leadership, motivation, discipline, incentives, work environment, and work ability influence the performance of healthcare workers at the Tangan-Tangan Community Health Center, Southwest Aceh Regency
12	Sari dan Kirana (2023)	Correlation Between Giving Rewards And Job Performance of Nurses in Executive in Patient Care at	The results showed a Spearman rank test with a significance level of 0.05, salary p-value 0.041, working conditions p-value 0.273, interpersonal relationships p-value 0.995, total extrinsic rewards p-value 0.054, achievement p-value 0.018, self-recognition p-value 0.017, the work itself p-value 0.012, responsibility p-value 0.114, potential	The research findings indicate a relationship between reward provision and nurse performance.

No	Researcher's Name	Title	Research Results	Findings
		<i>Jombang Distric Public Hospital in 2020</i>	development p-value 0.054, and total intrinsic rewards p-value 0.028. The correlation between the variables and nurse performance at Jombang Regional General Hospital requires managerial review and evaluation.	
13	Magfirah dan Risambessy (2023)	<i>The Influence Of Work Environment And Workload On The Performance Of Medical Personnel Of Bhayangkara Hospital Tk III Ambon</i>	The results of the study showed that the calculated t-value for the work environment variable was greater than the t-table, or $4.773 > 1.999$, and the workload variable was greater than the t-table, or $5.775 > 1.999$. Thus, the hypothesis that both work environment and workload variables have a positive and significant partial effect on the performance of medical personnel at Bhayangkara Ambon Level III Hospital.	The findings of this study indicate that the work environment has a positive and significant effect on the performance of medical personnel at Bhayangkara Ambon Level III Hospital, and the workload variable has a positive and significant effect on the performance of medical personnel at Bhayangkara Ambon Level III Hospital.
14	Musahilla dan Nursanty (2024)	The Effect of Rewards and Punishment on Employee Performance at the Irek Medika Outpatient Clinic in Depok City in 2023	The research results show that the f-count value for rewards and punishments is 29.436, which is greater than the f-table value of 3.28. The significance value is 0.00, which is less than 0.05. Therefore, the f-count value is greater than the f-table value, with a value of $29.439 > 3.28$ and a significance value of $0.00 < 0.05$. Rewards and punishments simultaneously influence employee performance at the Irek Medika Outpatient Clinic in Depok. Partially, rewards have a positive effect on employee performance at the Irek Medika Outpatient Clinic, and partially, punishment has a positive effect on employee performance at the Irek Medika Outpatient Clinic.	The findings of this study indicate that rewards and punishments simultaneously influence employee performance at the Irek Medika Outpatient Clinic in Depok.

DISCUSSION

Rewards

A review of six articles found that all articles stated that rewards are related to and influence the performance of healthcare workers. Research by Alkhusari et al. (2025) found a significant relationship between rewards and nurse performance with a p-value of 0.013. These results indicate that appropriate recognition can improve work morale and the quality of healthcare services. Nurses who feel appreciated tend to be more motivated to carry out their duties and responsibilities. Research by Murida et al. (2025) also found a relationship between incentives and healthcare worker performance with a p-value of 0.002. Appropriately provided incentives can increase job satisfaction, thus encouraging healthcare workers to perform optimally. These findings demonstrate that both financial and non-financial rewards play a crucial role in maintaining healthcare worker productivity. Furthermore, Sudirman et al. (2025) found a significant relationship between rewards and work performance with a p-value of 0.000. This study demonstrates that rewards are a factor that can improve healthcare worker performance because healthcare workers feel their efforts and contributions are appreciated by the organization. Makunimau's (2024) research also showed that appreciation is related to healthcare worker performance, with a p-value of 0.024. Hospital appreciation can increase healthcare workers' self-confidence, loyalty, and responsibility in providing patient care.

Musahilla and Nursanty (2024) found that rewards positively impacted clinical employee performance, both simultaneously and partially. Rewards can increase work motivation because healthcare workers feel they receive appropriate recognition for their workload and accomplishments. Furthermore, research by Sari and Kirana (2023) showed that several intrinsic reward components, such as achievement, self-recognition, and the work itself, are related to nurse performance. These results suggest that rewards are not only material but also acknowledge individual abilities and achievements. Based on the review, no research was found that concluded that rewards, as a whole, are unrelated to healthcare worker performance. However, research by

Sari and Kirana (2023) showed that several extrinsic reward components, such as working conditions, interpersonal relationships, responsibility, and potential development, did not have a significant relationship with nurse performance. This shows that not all forms of reward have the same impact on improving healthcare worker performance.

Rewards are not limited to base salary, but also include various forms of additional compensation nurses receive beyond their base salary. Rewards are often correlated with performance, where the better a person's performance, the greater the compensation they receive. These rewards can be financial, such as salary, benefits, honorariums, service fees, and insurance, as well as non-financial, including psychological and social rewards. Factors such as recognition, job satisfaction, and good relationships with coworkers are also forms of non-material rewards that play an important role in increasing nurse motivation and productivity (Alkhusari et al., 2025).

Overall, the majority of studies indicate that rewards play a significant role in improving healthcare worker performance. Fair and appropriate rewards can increase healthcare worker motivation, job satisfaction, and loyalty, thus improving the quality of healthcare services.

Leadership

A review of five articles found that four articles demonstrated a relationship and influence on healthcare worker performance. Research by Arafat et al. (2025) found an effect of leadership on healthcare worker performance with a p-value of 0.008. Leaders who provide effective direction, support, and supervision can improve healthcare worker morale and discipline. Sudirman et al. (2025) also found a significant relationship between leadership and healthcare worker performance with a p-value of 0.000. In fact, in this study, leadership was the most dominant factor influencing healthcare worker performance. This indicates that an effective leadership style can create a conducive work environment and increase healthcare worker productivity. Research by Manual et al. (2022) showed a significant influence on performance with a significance value of 0.024. Leaders who are able to coordinate and communicate effectively will help healthcare workers carry out their duties effectively. Sulaiman et al. (2024) also found an effect of leadership on healthcare worker performance with a p-value of 0.000. Good leadership can increase healthcare worker motivation, discipline, and responsibility, thus optimizing service performance. Contrary to other studies, Makunimau (2024) showed no significant relationship between leadership and healthcare worker performance with a p-value of 0.134. This finding may be influenced by other, more dominant factors, such as motivation and appreciation, which play a greater role in improving healthcare worker performance than leadership.

Leadership is the ability to motivate, direct, and influence the mindset and work methods of each member, enabling them to be independent in their work, especially in decision-making, to accelerate the achievement of predetermined goals (Marwanto, 2019). Leadership style in directing, fostering, participating, and supporting subordinates in working is able to provide job satisfaction and improve the performance of better health workers in achieving the goal of providing services at the Community Health Center, a good leadership style will increase the job satisfaction of health workers, so that if the leadership is not good it will decrease the level of job satisfaction of health workers. There is a need for a managerial role to maintain a democratic leadership style, especially in terms of involving themselves in friendly interactions with other health workers, but continues to try to ensure that all members are aware of their responsibilities and service standards and are jointly involved in problem solving and providing coaching, development and seminars to health workers in improving the democratic leadership style in accordance with service procedure standards so as to increase the job satisfaction of health workers (Sulaiman *et al.*, 2024). In general, the review results indicate that leadership is a critical factor influencing healthcare worker performance. Leaders who are able to provide motivation, direction, supervision, and support to healthcare workers can improve the quality of healthcare services provided.

Work Ability

Based on the results of a review of two articles reviewed, all studies discussing work ability demonstrated a relationship or influence on healthcare worker performance. Research by Rastyardjo et al. (2025) found that work ability significantly influenced the performance of medical records staff, with a significance value of 0.014. Good work ability will help healthcare workers complete their work quickly, accurately, and in accordance with service standards. Sulaiman et al. (2024) also found an effect of work ability on healthcare worker performance, with a p-value of 0.017. Good work ability reflects the competence, skills, and knowledge of healthcare workers in carrying out healthcare service tasks. Work ability is a critical determinant of the performance of medical records staff. This ability encompasses the knowledge, skills, and dispositions needed to carry out activities efficiently. Optimal performance of medical records staff is crucial to ensure the quality of healthcare services and accurate management of patient data (Mulyasih *et al.*, 2019). Regular training and on-the-job experience play a crucial role in improving employees' technical skills. Employees proficient in operating software and managing patient documents tend to be more efficient at completing administrative tasks. Furthermore, technology-based training has been shown to improve operational efficiency in medical records units (Rastyardjo *et al.*, 2025)

Work Environment

Based on the results of a review of eight articles, six articles indicated that the work environment has a relationship and influence on the performance of healthcare workers. Research by Yunus et al. (2025) showed that the work environment significantly influences employee performance with a p-value of 0.000. A comfortable and conducive work environment can increase job satisfaction and productivity of healthcare workers. Murida et al. (2025) also found a relationship between the work environment and healthcare worker performance with a p-value of 0.002. A good work environment creates a sense of security and comfort for healthcare workers in carrying out their service duties. Damayanti et al. (2024) stated that the work environment has a positive and significant influence on workforce performance with a significance value of 0.000. A supportive work environment can increase work enthusiasm and service effectiveness. Research by Manual et al. (2022) showed that the work environment significantly influences performance with a significance level of 0.048. A good work environment helps healthcare workers perform optimally and reduces work stress.

Sulaiman et al. (2024) found an influence of the work environment on the performance of healthcare workers with a p-value of 0.000. This indicates that work facilities, relationships between employees, and the physical condition of the workplace can influence the quality of healthcare services. Magfirah and Risambessy (2023) also found that the work environment has a positive and significant influence on the performance of healthcare workers. A good work environment can improve healthcare workers' concentration, comfort, and motivation at work. Although most studies indicate the influence of the work environment on performance, two studies have shown conflicting results. Ramadhani et al.'s (2026) study found no significant relationship between the work environment and healthcare worker performance, with a p-value of 0.575. Similar results were found in Rastyardjo et al.'s (2025) study, which showed no significant partial effect on medical records staff performance, with a significance value of 0.179. This may be because healthcare workers are still able to work professionally despite suboptimal work conditions, or because other factors are more dominant in influencing performance.

Organizational work environment factors significantly support individuals in achieving work performance. These include clear job descriptions, adequate authority, challenging work targets, effective work communication patterns, harmonious work relationships, a respectful and dynamic work climate, career opportunities, and relatively adequate work facilities (Oktaviana & Wahyono, 2020). Respondents with a good work environment tended to have better health worker performance, while those with a less good work environment tended to have poorer performance. Despite a good work environment, some respondents reported poor health worker performance. This could be due to a lack of incentives, a high workload, and a lack of motivation (Murida *et al.*,

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