

IMPROVEMENT TO WORK PRODUCTIVITY AMONG EMPLOYEES AT TIGO BALEH COMMUNITY PUBLIC HEALTH CENTER BUKITTINGGI

Loly Novita Winas¹, Aidil Onasis², Cici Aprilliani¹, Abdi Iswahyudi Yasril¹, Putri Kulsyum¹

¹Public Health Study Program, Universitas Fort De Kock, Bukittinggi City, West Sumatra, Indonesia

²Department of Environmental, Health Ministry of Health Polytechnic of Health, Padang, West Sumatra, Indonesia

Abstract

Work productivity is an employee's ability to produce outcomes within an organization. Many factors can affect work productivity, including work stress experienced by employees due to excessive workloads, the working environment among colleagues and superiors, and the motivation of employees and management in their work. These factors can affect employee productivity in achieving set targets. This study aims to identify factors related to work productivity among employees Tigo Baleh Community Health Center, Bukittinggi in 2024. This research utilizes a descriptive-analytic method with a cross-sectional study design. The population comprises 46 employees, with total sampling employed as the sampling method. Data were collected using questionnaires and include both primary and secondary sources. Data analysis was conducted using the chi-square test. The results show that 22 respondents (52.4%) do not experience work-related stress, 24 respondents (57.1%) have positive work motivation, 22 respondents (52.4%) perceive a positive work climate, 31 respondents (73.8%) report good management, and 26 respondents (61.9%) are productive at work. Chi-square test results indicate a significant relationship between work stress and productivity ($p=0.014$; $OR=6.75$) and between work motivation and productivity ($p=0.003$; $OR=10$). There is no significant relationship between work climate ($p=0.231$) or management ($p=0.720$) and productivity. The study concludes that work stress and motivation are significantly related to work productivity. It is recommended that the health center implement effective stress management and provide motivation for employees.

Keywords: Work Productivity, Health Center Employees

Article Received : February 04, 2026

Article Revised : March 29, 2026

Article Published : March 31, 2026

Corresponding Author: Loly Novita Winas

Email: lolynovitawinas@fdk.ac.id

INTRODUCTION

Health development is part of national development that aims to increase awareness, willingness, and ability to live a healthy life for every community in order to realize the highest degree of Public Health. Health development involves empowering and encouraging community participation in all forms of health efforts (1). The National Health System (SKN) must support health development goals to be achieved. A community health center, also known as a "community health center", is a place where people in need can get medical care. This Puskesmas is expected to assist in the development and development of Public Health. To carry out the development and development of Health in its work area, puskesmas is a technical health institution of the district/city office (2).

UPTD Puskesmas Tigo Baleh is located in the District of Aur Birugo Tigo Baleh which is one of the districts in the city of Bukittinggi. The uptd work coverage area includes 8 villages with an area of 6,252 Km² which consists of : Belakang Balok village with an area of 0.504 Km², Birugo village with an area of 0.94 Km², Sapiran village with an area of 0.257 Km², Aur Kuning village with an area of 0.9 Km², Pakan Labuah village with an area of 1.18 Km²,

Parit Antang village with an area of 0.82 Km², and Kubu Tanjung village with an area of 0.911 km².

Lately, the existence of puskesmas has begun to lose some of its functions in providing health services because people's confidence in being able to get treatment is decreasing. Puskesmas should be able to provide maximum health services to the community, especially the poor, and should be able to provide maximum health services to the community. Especially when there are problems about poor health services, the availability of health workers, the speed of work, and regarding the results of work. This has led to a decline in work productivity. The interview results showed that workers experienced work stress due to their workload, but they did not show this stress to others. Work motivation was only provided once, during the morning assembly every Tuesday, but this was only a general overview and not specific. Regarding the work climate, the results showed that many workers experienced arguments between colleagues and superiors, which sometimes made work difficult because some workers brought personal issues into the workplace. Management was said to be in line with the Puskesmas (Community Health Center) targets, but needed to be improved. Work productivity is a mental attitude that is expected to be able to seek improvements to what has been there. A belief that someone is able to do a better job of today than yesterday (3) (4) (5) (6) (7) (8) (9).

Based on data from the Asian Productivity Organization (APO) published in the APO Productivity Data Book 2019, worker productivity in Indonesia is ranked 5 out of 10 ASEAN countries. The percentage of Indonesian labor productivity is at 74.4 percent. This level of productivity is below the average of the Association of Southeast Asian nations (ASEAN), which is 78.2 percent. Indonesia is still quite lagging behind compared to other countries whose productivity is already good in ASEAN, for example, Laos whose productivity reaches 76.7 percent and Malaysia 76.2 percent (10).

Labor production in West Sumatra province (Million Rupiah) showed a downward trend. Decreased from 2013 to 2022 to reach 47.13%. The highest labor production reached 88.61 million rupiah per person in 2013 and the lowest reached 46.85 million rupiah per person in 2022. The biggest decline occurred in 2014 at 25.86%. This is very disappointing because it shows that the level of Labor performance of West Sumatra province is still relatively small in producing goods and services (11).

Many factors can affect the high and low productivity of work, which is the work stress experienced by workers about the workload that is too much, the work climate between colleagues and superiors, work motivation obtained by employees and management in the job so that this can affect employee productivity to be able to achieve the target set.

METHODS

This study is a quantitative research with cross-sectional research design and analytical descriptive approach that aims to be able to study the relationship between the independent variable (cause) with the dependent variable (effect), data collection in this study was carried out simultaneously simultaneously at the same time (12) (13). The time of this study was conducted on March 27 to April 30, 2024. This research was conducted at Puskesmas Tigo Baleh Kota Bukittinggi.

In this study the researchers used as many as 42 people samples, where the number of research samples is determined by the total sampling of the population in the Health Center that is as much as 46 population and less with employees who have been interviewed as an initial survey of 4 people sample. Inclusion criteria are: Willing to be a respondent, Working as an employee of the Tigo Baleh Health Center, Bukittinggi City, Present when the research is conducted, Respondents who are able to communicate well. Exclusion criteria: Not willing to be a respondent, Not an employee of the Tigo Baleh Health Center, Bukittinggi City. The analysis used was bivariate with the *chi square* test. This research has passed ethics at Fort De Kock University KEPK with number : 156/KEPK/III / 2024.

RESULTS

Tabel 1. Frequency Distribution Of Respondent Characteristics

Variables	Frequency	Percentage (%)
Gender		
Male	4	9.5
Female	38	90.5
Education		
D-III	33	78.6
S-1	8	19.0
S-2	1	2.4
Total	42	100

Table 1 shows that more than half of the respondents, namely 38 people with a percentage (90.5%) have female sex and the most education is D-III, namely 33 people with a percentage (78.6%).

Table 2. Determinant Work Productivity of Puskesmas Tigo Baleh Kota Bukittinggi

Variables	Work Productivity				Total	p Value	OR (CI 95%)	
	No Productivity		Productivity					
	N	%	n	%				
Work Stress								
Stress	12	60.0	8	40	20	100	0.014	6.750 (1.66-27.51)
No Stress	4	18.2	18	81.8	22	100		
Work Motivation								
Negative	12	66.7	6	33.3	18	100	0.003	10.000 (2.337-42.783)
Positive	4	16.7	20	83.3	24	100		
Work Climate								
Negative Impact	10	50.0	10	50.0	20	100	0.231	2.667 (0.738-9.629)
Positive Impact	6	27.3	16	72.7	22	100		
Management								
Not Good	5	45.5	6	54.5	11	100	0,720	1.515 (0.375-6.122)
Good	11	35.5	20	64.5	31	100		

Based on the research findings from the 16 unproductive respondents, 60% experienced stress and 18.2% did not experience stress. Regarding work motivation among the 16 unproductive respondents, 66.7% had negative motivation and 16.7% had positive motivation. Regarding work climate among the 16 unproductive respondents, 50% reported a negative impact, while 27.3% reported a positive impact. Regarding the management variable, 45.5% of the 16 unproductive respondents reported poor management, and 35.5% reported good management.

In the bivariate analysis, a relationship was found between work stress ($p = 0.014$) and work motivation ($p = 0.003$) and work productivity. Meanwhile, the work climate ($p = 0.231$) and management ($p = 0.720$) variables were not related to work productivity.

DISCUSSION

Relationship of work stress with work productivity in employees of Puskesmas Tigo Baleh Kota Bukittinggi

Based on the results of the study, it is known that more than half of the respondents, namely as many as 22 respondents with a percentage (52.4%) do not experience stress at work. The results of statistical tests showed a value of $p = 0.014 < 0.05$ which means H_0 is rejected, then there is a relationship between work stress and work productivity in employees of the Tigo Baleh Health Center in Bukittinggi City in 2024.

Furthermore, the odds ratio (OR) of 6.750 indicates that respondents experiencing work-related stress are approximately seven times more likely to be unproductive compared to those who do not experience stress. Stress is an imbalance between the physical and mental abilities to complete the tasks assigned by the company at work, which can affect the emotions, thoughts, behavior and other aspects of the employee's work. This imbalance will have a different impact on everyone (14). The results of the study entitled The relationship of work stress and work fatigue with work productivity in Courier workers PT. Sicepat Express Gerai Kotamatsum III Medan showed a significant relationship between work stress and work productivity, with a value of $p = 0.023$ (15).

According to the assumption of researchers, there is a relationship between work stress and work productivity of employees of the Puskesmas Kota Bukittinggi in 2024, this is related to the high and low of a work productivity in employees influenced by the state of the employees themselves, one of which is stress at work. This is because there is a demand or target that is high enough from superiors, feel difficulty in working, the work climate at work is not good, if there is a difference of opinion between colleagues and superiors it is difficult to control yourself, the position and position of the work given is not appropriate, so this can make an employee feel work stress so that it can reduce work productivity.

It can be inferred that the level of stress experienced was in the mild to moderate range and was thus still adaptive (eustress) based on the study's findings, which indicated that eight respondents experienced stress but were still able to function well. This state enables people to carry out their duties and responsibilities at their best. Additionally, both internal and external factors such as social support and a supportive work environment as well as effective coping strategies, work motivation, and individual resilience can have an impact on the capacity to maintain productivity under stress. Therefore, stress does not always result in lower performance in fact, it might sometimes spur better work performance.

Based on the results of the study, which showed that there were four respondents who did not experience stress but were unable to be productive at work, it can be assumed that work productivity is not solely influenced by psychological conditions such as stress. The inability to maintain productivity is likely influenced by other factors, such as low intrinsic motivation, lack of skills or work competencies, inappropriate workloads, and an unsupportive organizational environment. Furthermore, the absence of stress in this context may indicate low work pressure or challenges (understimulation), which can potentially reduce the drive to achieve. Thus, work productivity is the result of a multidimensional interaction between individual and environmental factors, not solely determined by the presence or absence of stress.

The relationship of work motivation with work productivity in employees of Puskesmas Tigo Baleh Kota Bukittinggi

Based on the results of the study it is known that more than half of the respondents as many as 24 respondents with a percentage (57.1%) have a positive work motivation. The results of statistical tests showed a value of $p = 0.003 < 0.05$ which means that H_0 was rejected, then there is a relationship between work motivation and work productivity in employees of the Tigo Baleh Health Center in Bukittinggi City in 2024.

Following that, checking the value of $OR = 10.000$ indicates that respondents with low work motivation are ten times more likely to be unproductive at work than respondents with high work motivation. Work motivation is an impulse capable of pushing a person to work, work well and integrate all his efforts to achieve satisfaction (16).

The results of a study entitled The relationship between work motivation and work productivity in freelance daily workers at the Environmental Management Agency found a probability value of 0.002 (p value < 0.05), which indicates that H_1 is accepted, which means there is a relationship between work motivation and work productivity in freelance daily workers at the Environmental Management Agency of North Minahasa regency (17).

According to the researcher's assumption, there is a relationship between work motivation and work productivity in employees of the Tigo Baleh Puskesmas Kota Bukittinggi in 2024, this can be seen from employees who have negative work motivation, one of which is that employees feel that the work that has been done is not appreciated, the supervision carried out by superiors is quite strict, the salaries or incentives given are quite low so that they are inadequate, the work done is quite boring (monotonous) and employees lack training for career advancement.

Six responders with low work motivation were nevertheless able to perform effectively, according to study results, suggesting that an individual's intrinsic motivation is not the only factor influencing workplace productivity. External factors like a strict monitoring system, organizational requirements, unambiguous operational standards, and rewards and penalties that motivate employees to continue carrying out their duties to the best of their abilities most certainly have an impact on this situation. Additionally, even in situations where internal motivation is low, performance can be maintained by established professional standards and work experience. Therefore, the combination of structural and motivating factors in the workplace results in job productivity.

This study found that there were four respondents with positive work motivation but who were unable to work productively, suggesting that high motivation does not always correlate directly with productivity. This condition may be influenced by limited competence, lack of experience, technical obstacles in performing tasks, or disproportionate workloads. In addition, environmental factors such as lack of managerial support, inadequate facilities and infrastructure, and ineffective work systems can also hinder the realization of motivation into actual performance. Thus, work productivity is not only determined by motivational aspects, but also by individual readiness and organizational system support.

Relationship of work climate with work productivity in employees of Puskesmas Tigo Baleh Kota Bukittinggi

Based on the results of the study, it is known that as many as 22 respondents with a percentage (52.4%) have a positive work climate. The results of statistical tests showed that the value of $p = 0.231 > 0.05$ which means that H_0 is accepted, then there is no relationship between work climate and work productivity in employees of Puskesmas Tigo Baleh Kota Bukittinggi.

Basically, the issue of working climate is a complicated and most important thing for employees in the workplace. This is because the success of an organization or agency in achieving goals is a measure or reflection of the value of employee work. The working climate is a state and working atmosphere in which people feel comfortable, calm and free to do their work without fear (18).

The results of a study entitled The relationship of work climate with the performance of nurses at Ibnu Sina Hospital Makassar showed that of the 60 nurses surveyed, 47 (78.3%) stated that their work climate was good, while 13 (21.7%) stated that their work climate was not good (19).

According to the researchers' assumption, the absence of a significant relationship between work climate and work productivity may be explained by the relatively stable and conducive organizational environment at Puskesmas Tigo Baleh Kota Bukittinggi. Employees have demonstrated effective communication patterns, both horizontally among colleagues and vertically with superiors, which fosters mutual understanding and minimizes potential conflict in task implementation. The established culture of cooperation and coordination enables employees to carry out their respective responsibilities efficiently.

Furthermore, the strong sense of teamwork and shared commitment to achieving organizational targets indicates that employees possess collective responsibility toward institutional goals. The presence of a familial atmosphere within the organization also contributes to emotional comfort and interpersonal trust, which may function as a buffering factor against potential negative aspects of the work climate. As a result, variations in perceived work climate may not substantially influence productivity levels, since employees have already adapted to and internalized a collaborative and supportive working culture.

Management relationship with work productivity in employees of Puskesmas Tigo Baleh Kota Bukittinggi

This study shows that more than half of the respondents (31 respondents; 73.8%) demonstrated good management at work. The results of statistical tests showed the value of p

= 0.720 > 0.05 which means H_0 is accepted, then there is no relationship between management and work productivity in employees of Puskesmas Tigo Baleh Kota Bukittinggi.

Management is the process of managing resources to achieve specific goals and plays an important role in improving work productivity. Management can be defined as the management and utilization of resources available to individuals. This management and utilization can be optimally developed in the workplace to achieve organizational goals and the individual development of employees.

The results of the study entitled *The Relationship Of Time Management with the work productivity of implementing nurses in Irina a RSUP Prof. Dr. R. D. Kandou Manado* showed a significant relationship between management and work productivity of implementing nurses. The results of the chi-square test, with $p\text{-value} = 0.004 < 0.05$, showed that there was a significant relationship between management and work productivity of the implementing nurse. The number of management included in the good category is 31 (68.8%), while 14 management included in the bad category (31.2%) (20).

The researchers hypothesized that the lack of a correlation between management and job productivity could be explained by the organization's management procedures already operating efficiently and consistently. At the individual level, workers exhibit sufficient managerial skills, especially when it comes to time management, task prioritizing, and following set work schedules. A systematic workflow that facilitates the completion of tasks in compliance with organizational norms is reflected in such discipline in performing duties.

Additionally, meeting pre-established work goals shows that managerial processes like organizing, leading, controlling, and planning are working well. Employees are more likely to feel satisfied with their jobs when performance standards are clear and achievable, which maintains their level of productivity. Therefore, variances in management techniques may not have a major impact on variations in employee productivity because management systems are already well-established and consistently followed.

CONCLUSION AND RECOMMENDATION

The scope of this study focuses on the work productivity of health center employees in relation to service delivery, as productivity is important for improving the efficiency and effectiveness of health services, ensuring high-quality services, achieving health development targets, and maximizing the use of resources for optimal results. The variables studied focus on the work environment and atmosphere, namely work stress, work motivation, work climate, and management. Statistical test results show a significant relationship between work stress and productivity ($p=0.014$; $OR=6.750$) and work motivation and productivity ($p=0.003$; $OR=10.000$). However, there was no relationship between work climate ($p=0.231$) and management ($p=0.720$) with work productivity. Health center leaders need to optimize workload management and proportional task distribution to minimize work stress, accompanied by the provision of psychosocial support and constructive supervision mechanisms. Work motivation can be increased through performance-based rewards, opportunities for competency development, and strengthening participatory internal communication. In addition, a conducive work climate needs to be created through harmonious interpersonal relationships, a collaborative work culture, and a supportive physical environment. From a managerial perspective, the effective implementation of management

functions including planning, organizing, executing, and supervising must be carried out consistently and transparently to create accountable governance. With the synergy of these four aspects, it is hoped that the productivity of health center employees can be optimally and sustainably improved.

REFERENCES

1. Republik Indonesia. Undang-Undang Republik Indonesia Nomor 36 Tahun 2009 Tentang Kesehatan. 2009.
2. Kementerian Kesehatan Republik Indonesia. (2019). *Peraturan Menteri Kesehatan Republik Indonesia Nomor 43 Tahun 2019 tentang Pusat Kesehatan Masyarakat*. Jakarta: Kementerian Kesehatan RI.
3. Anggraini LN, Setiawati I, Meiriyanti R. Faktor-Faktor Yang Mempengaruhi Produktivitas Kerja Karyawan Pada PT. Scancom Indonesia di Semarang. *JURMA J Ris Manaj.* 2023;1(1):107–26.
4. Aminudin, A., & Hadian, D. E. (2022). *Hubungan Motivasi Kerja Dan Disiplin Kerja Dengan Produktivitas Kerja Pegawai Pada Kantor Satuan Polisi Pamong Praja Kota Serang.* 4(2), 92–103.
5. Maipiana, D. R., & Utami, T. N. (2023). Hubungan Stress Kerja dan Kelelahan Kerja dengan Produktivitas Kerja pada Pekerja Kurir PT. Sicepat Express Gerai Kotamatsum III Kota Medan. *Jurnal Ners,* 7(2), 1380–1385.
6. Prawoto, A., & Hasyim, W. (2022). Pengaruh Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Produktivitas Kerja Pada Pt Manufaktur Cikarang. *Ikraith-Ekonomika,* 5(3), 276–286.
7. Putri Adhistry, S., Fauzi, A., Simorangkir, A., Dwiyantri, F., Caroline Patricia, H., & Khumairah Madani, V. (2023). Faktor-Faktor yang Mempengaruhi Kinerja Karyawan: Stress Kerja, Beban Kerja dan Lingkungan Kerja (Literature Review MSDM). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial,* 4(1), 134–148.
8. Suriyani, Lusiana, E., & Mulyani, S. H. (2021). Hubungan Iklim Kerja dengan Kinerja Perawat di Rumah Sakit Ibnu Sina Makassar. *Khatulistiwa Nursing Journal,* 3(1), 1–7.
9. Zakaria, A. I. (2020). *Pengaruh Iklim Kerja dan Kompetensi Terhadap Produktivitas Kerja Pegawai KPRI Sejahtera Kabupaten Brebes.* 1(1), 1–112.
10. APO. APO Productivity Databook 2020. Tokyo; 2020.
11. Badan Pusat Statistik Sumatera Barat. Produktivitas Tenaga Kerja Sumatera Barat. 2022.
12. Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D.* Bandung: Alfabeta.
13. Notoatmodjo, S. (2018). *Metodologi Penelitian Kesehatan.* Jakarta: Rineka Cipta.
14. Safitri AE, Gilang A. Pengaruh Stres Kerja terhadap Produktivitas Kerja Karyawan pada PT. Telkom Witel Bekasi. *JIMEA J Ilm MEA (Manajemen, Ekon dan Akuntansi).* 2020;4(1):216–26.
15. Maipiana DR, Utami Tn. Hubungan Stress Kerja Dan Kelelahan Kerja Dengan Produktivitas Kerja Pada Pekerja Kurir Pt. Sicepat Express Gerai Kotamatsum Iii Kota Medan. *J Ners.* 2023;7(2):1380–5.
16. Nurjaya, Mukhtar A, Ua Ana. Gaya Kepemimpinan Dan Motivasi, Pengaruhnya

- Terhadap Kinerja Pegawai. *Balanc J Ekon dan Bisnis Islam*. 2020;2(1):35–43.
17. Rondonuwu L, Kawatu PAT, Malonda Nsh. Hubungan Antara Motivasi Kerja Dengan Produktivitas Kerja Pada Tenaga Harian Lepas Di Badan Pengelolaan Lingkungan Hidup. *Pharmacon J Ilm Farm*. 2016;5(2):304–12.
 18. Sari SS. Pengaruh Iklim Kerja Terhadap Produktivitas Kerja Pegawai PT. Sumsel Energi Gemilang Sumatera Selatan. *J Aktual*. 2021;19(2):91–104.
 19. Suriyani, Lusiana E, Mulyani SH. Hubungan Iklim Kerja Dengan Kinerja Perawat Di Rumah Sakit Ibnu Sina Makassar. *Khatulistiwa Nurs J*. 2021;3(1):1–7.
 20. Pangemanan EJ, Robot FJM, Hamel RS. Hubungan Manajemen Waktu Dengan Produktivitas Kerja Perawat Pelaksana Di Irina A RSUP Prof. Dr. R. D. Kandou Manado. 2014;1–7.