

THE EFFECT OF WORKLOAD ON EMPLOYEE PERFORMANCE AT THE PURWOASRI COMMUNITY HEALTH CENTER, KEDIRI REGENCY IN 2025

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Article info	ABSTRACT
Corresponding Author: M Lutvi Irvan A. luthfialanshori1704@gmail.com Stikes Pamenang	<i>Workload refers to the amount of work targets or outcomes that must be achieved within a specific unit of time, while performance denotes the results and behaviors exhibited in completing assigned tasks and responsibilities during a given period. Excessive workload among healthcare professionals, including nurses in Community Health Center, leads to difficulties in achieving optimal performance outcomes. Overlapping schedules between service delivery and health screening activities make task completion challenging, impacting performance reports and the achievement of Health Center program targets. This study aims to analyze the influence of workload on employee performance at Purwoasri Health Center, Kediri Regency in 2025. The research adopts a quantitative approach with a cross-sectional design. The population comprises all employees at Purwoasri Health Center, totaling 44 respondents. Non-probability sampling (Saturation Sampling) was used to include all population members as samples. Data collection employed questionnaires, and data analysis utilized simple linear regression with SPSS v.22 for Windows. Based on the results of simple linear regression, the obtained significance value of $0.00 < 0.05$ indicates a significant influence. In conclusion, workload has a positive and significant influence on employee performance. It is recommended that Health Center management conducts a reassessment of job descriptions to ensure tasks assigned align with each employee's capacities and skills.</i> Keywords: <i>Workload, Employee Performance, Health Center</i>
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INTRODUCTION

Health Human Resources (HRK) are a crucial subsystem for health development in Indonesia and are part of the National Health System (SKN). Their role is to implement health efforts, support the achievement of Universal Health Coverage (UHC), and are enshrined in the Sustainable Development Goals (SDGs) (Febrianti, 2020). Eighty percent of the success of health development in Indonesia is determined by human resources in

health. The shortage of human resources in health in Indonesia is due to uneven distribution and suboptimal management of human resources in health (Arman in Aprianto & Zuchri, 2021). With quality HRK, an organization will successfully achieve its targets and objectives. Therefore, the strength of an organization is determined by the people who support it, from the top, middle, and lower levels.

The performance of community health center employees is the ability of each employee to carry out specific tasks within an organization with specific expertise. They are expected to carry out their responsibilities to achieve goals. Community health center employees are required to complete their tasks effectively to maintain community satisfaction. Workers, such as those in community health centers, typically have a working time limit of approximately eight hours. In the current situation, this can put pressure on workers due to excessive workloads, resulting in suboptimal performance. Employee workload is one factor considered in determining employee performance. The impact of workload on employee performance is significant because, working in a company, employees must comply with company regulations and meet established standards. However, in practice, it is possible that the agency could also pay more attention to employee conditions and performance, thereby facilitating the achievement of company goals (Neksen et al., 2021).

Research conducted by (Surijadi & Musa, 2020) found that workload significantly impacts employee performance. This means that the higher the workload, the better the employee's performance. Despite the relatively high daily workload in the office, employee performance remains excellent. This is evidenced by their commitment to consistently completing the workload required on-site. This finding also indirectly indicates that the greater the workload, the better the employee's performance. Furthermore, research conducted by Phalis (2020) indicates that workload significantly influences employee performance, meaning that a decrease in an employee's workload significantly improves their performance. This can occur because the workload significantly impacts employee performance, depending on the extent of the workload, resulting in suboptimal performance. The performance indicators of the Health Center have an average value of Essential UKM (Community Health Efforts), Development UKM, UKP (Individual Health Efforts) and Quality, namely that the results of Health Service Performance are Good if the level of achievement of results: $\geq 91\%$, Sufficient if the level of achievement of results: 81 - 90%, Less if the level of achievement of results: $\leq 80\%$. The results of the recapitulation of the Performance Assessment of the Health Center (PKP) of the Purwoasri Health Center in 2023-2024 taken by researchers during the preliminary study on September 13, 2025, Semester 1 of 2023 the number of achievements (63.2%) Less, Semester 2 of 2023 the number of achievements (75.1%) Less, semester 1 of 2024 the number of achievements (59.3%) Less, semester 2 of 2024 the number of achievements (78.3%) Less. semester 1 of 2025 the number of achievements (69.2%) Less.

According to Jufrisen (in Sandi Irawan, 2022), there are several indicators of

employee performance, namely: Quality, Quantity, Work Reliability, and Employee Attitude. Furthermore, according to Putra (in Sri Utami Angrayni, 2021), there are several indicators of workload, namely: targets to be achieved, work conditions, and work standards. Based on these indicators, several issues with employee performance at the Purwoasri Community Health Center exist, namely working conditions, targets to be achieved, and standards. Based on interviews with several Civil Servants (PNS) and contract employees at the Purwoasri Community Health Center on September 13, 2023, a gap was found between workload and employee performance.

Good employee performance is a bridge in ensuring the quality of healthcare services provided to both sick and healthy patients. The key to improving the quality of healthcare services is high-performing employees. Therefore, the workload should be appropriate to each employee's abilities and distributed equally. For this reason, the community health center must have its own way of achieving the goals set by the Ministry of Health by further improving the welfare and performance of the employees within it so that a unity is created and they have the same goal, namely achieving the company's goals effectively and efficiently in accordance with the standards set by the government.

METHOD

This research is a quantitative descriptive study using a cross-sectional design with simple linear regression analysis to determine the influence of the dependent and independent variables. The study was conducted at the Purwoasri Community Health Center in Kediri Regency. The population was all 44 employees within the Purwoasri Community Health Center's work area. The sampling technique used was a non-probability sampling approach, which does not provide an equal opportunity for each member of the population to be selected. Therefore, with saturated sampling from a population of 44 people, a sample of 44 individuals was selected.

This study used two variables: the independent and dependent variables. The independent variable is the one that causes or has a theoretical possibility of impacting other variables. The independent variable in this study is the workload associated with the work carried out by a position or organizational unit, as indicated by work conditions, work time usage, targets to be achieved, and work standards. The dependent variable, on the other hand, is a variable that, in terms of scientific thinking, is a variable that is influenced by changes in other variables. The dependent variable in this study is employee performance, which is related to the results of employee work in carrying out assigned tasks, with a certain quantity and quality carried out within a certain period. The instrument used in this study was a questionnaire, with an interval measurement level, and answer categories consisting of five levels (Likert Scale).

Data collection was conducted using a questionnaire. The questionnaire provided closed-ended statements. Closed-ended statements are those for which alternative answers are provided, allowing respondents to simply select the one they deem appropriate. Data processing in this study involved three stages: editing, coding, and tabulation.

Validity in this study refers to whether a measuring instrument is valid or invalid. The measuring instrument in question is the questions in the questionnaire. If the correlation between each item or indicator and the total variable score shows a probability value of <0.01 or <0.05 , the probability value is significant. Reliability testing is performed by examining the Cronbach's Alpha for each variable. A variable is considered reliable if it has a reliability coefficient of 0.6 or greater. A Cronbach's α value >0.6 indicates reliability, and a Cronbach's α value <0.6 indicates unreliability.

Data analysis used in this study was simple linear regression analysis. This analysis is used to determine linearity or to test how each independent variable (X) influences the dependent variable (Y). This analysis aims to examine the influence between research variables and determine the extent of each independent variable's influence on the dependent variable. The researcher used the Statistical Product and Service Solution (SPSS) version 22 as a tool.

RESULT AND DISCUSSION

Finding

The Purwoasri Community Health Center (UPTD) is located in Purwoasri District, covering an area of 22.9 km². It is located on the provincial highway connecting Kediri Regency/City with Jombang Regency/Nganjuk Regency. The topography of the Purwoasri Community Health Center's work area consists of lowlands, crossed by the Batan River, which runs from south to north, and bordered by the Brantas River to the west. Most of the area consists of rice fields and residential areas. The Purwoasri Community Health Center (UPTD) is a regional work unit responsible for carrying out regional government affairs in the field of health services. The number of employees is 44.

Workload is the work performed by a person. Workload depends on how the person handles it. If someone works in a dissatisfied and unpleasant environment, the work will become a burden for them. The following table shows the frequency distribution of respondents based on the variable Employee Workload at the Purwoasri Community Health Center, Kediri Regency, in 2025.

Table 1 Frequency distribution of respondents based on the variable Employee Workload at the Purwoasri Community Health Center, Kediri Regency, in 2025.

No.	Workload	Frequency	Percentage (%)
1.	Sangat Tinggi	18	41%
2.	Tinggi	24	55%
3.	Sedang	2	5%
4.	Rendah	0	0%
5.	Sangat Rendah	0	0%
Jumlah		44	100%

Based on the results of Table 1, the frequency of respondents, of the 44

respondents (100%), it can be seen that the majority, 24 (55%) of whom had a high employee workload.

Performance is the work results achieved by an individual in carrying out their job duties in accordance with their authority and responsibilities to achieve organizational goals. The results of the employee performance variable in this study are explained as follows:

Table 2: Frequency Distribution of Respondents Based on the Employee Performance Variable at the Purwoasri Community Health Center, Kediri Regency, 2025.

No.	Employee Performance	Frequency	Percentage (%)
1.	Very High	21	48%
2.	High	23	52%
3.	Medium	0	0%
4.	Low	0	0%
5.	Very Low	0	0%
Total		44	100%

Based on the results of Table 2, the cross-tabulation above shows that very high workload results in very high performance for 18 (100%) respondents. High workloads resulted in very high performance for 1 (4.2%) respondent, and high performance for 23 (95%) respondents. Moderate workloads resulted in moderate performance for 2 (100%) respondents.

A simple linear regression analysis was used to predict the extent of the positive influence of workload on employee performance and to predict employee performance scores if the workload score increases or decreases. This analysis used data from distributed questionnaires. The calculations were performed using SPSS Statistics Version 22. The results of the simple linear regression analysis are shown in the following table.

Table 3 Results of Simple Linear Regression Analysis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,081	4,033		4,235	,000
	Beban Kerja	,666	,164	,531	4,056	,000

From table 3 above, it shows that the significance value obtained from the table above is $0.000 < 0.05$ so it can be concluded that there is an influence between the workload variable (X) and the employee performance variable (Y).

Discussion

Based on the results of the workload study at the Purwoasri Community Health Center in Kediri Regency, the frequency distribution of respondents for the workload variable in Table 1.1 above, of the 44 respondents with a high workload (55%) is in the target sub-indicator that must be achieved. Employees have work targets set by the community health center properly. The existence of work targets greatly helps employees to be more productive. This is because the community health center provides work targets so that employees can determine work priorities and can manage their time to do them, so that work is more effective and efficient. The results of processing the length of service data show that 22 of the 44 employees (50%) have worked between 1 and 10 years at the community health center. This indicates that employees are currently in the phase of building initial experience in the work environment. Employees have become accustomed to routine tasks and may be familiar with applicable standard operating procedures. Employees are also undergoing a learning process in managing the workload that increases along with their experience at the community health center. This research is in line with research conducted by Irawati & Carrollina, in Hijriah (2021) that the workload must be in accordance with the ability and sufficient time so that employees do not feel stressed or burdened, this will certainly enable employees to produce better work results, but if the workload is good but the results are less than satisfactory, this can be triggered by factors such as age, health conditions, body size and so on.

Mathis and Jackson in Sanika and Herbayu (2022) stated that performance is a critical link between strategy and organizational results. Many factors can influence individual employee performance, including their abilities, motivation, support received, the work they do, and their relationship with the organization. Based on the results of a study of employee performance at the Purwoasri Community Health Center in Kediri Regency, based on the descriptive results of the performance variables in Table 1.2, out of 44 respondents, high employee performance (52%) was in the work reliability sub-indicator. Although most employees demonstrated high work reliability, some employees faced obstacles related to technological developments. Several employees who had worked for a long time at the Purwoasri Community Health Center showed deficiencies in computer knowledge and skills. This indicates that although work experience can increase efficiency in completing tasks, a lack of adaptation to new technology can negatively impact overall performance. Therefore, it is important for the Community Health Center management to provide ongoing training and support in the use of technology to all employees. Meanwhile, the lowest employee performance was in the work quantity sub-indicator. This is because employees are encouraged to increase work quantity (number of jobs, units, and activities) in line with good performance. However, the uneven distribution of tasks means that employee performance in each area does not always meet the targets and work results set by the community health center, thus leading to a decline in performance. This research aligns with research conducted by Darwin Navis et al. (2023),

who stated that an imbalance in task distribution and mismatched work targets can lead to a decline in overall performance at the community health center or other work units. This can negatively impact operational efficiency, customer satisfaction, or the final results achieved.

The effect of workload on employee performance at the Purwoasri Community Health Center. Based on the test results, it is known that workload has a positive effect on employee performance. The results of the simple linear regression test show that the significance value obtained from the table above is $0.00 < 0.05$, the effect of workload on employee performance is significant at the Purwoasri Community Health Center. According to Fajri & Terza Rahman (2021), workload in an organizational context is a pressure that causes employee emotional disturbances, thus impacting decreased work enthusiasm, work productivity, and employee performance. Based on the research results obtained by researchers, workload has a positive and significant effect on employee performance. In this case, researchers argue that an appropriate workload can provide intellectual stimulation and challenges that encourage employees to develop their skills. This can increase motivation and interest in completing tasks well. When the workload is well managed, employees tend to be more focused and efficient in carrying out their tasks and can result in increased overall productivity within the organization, so that the targets of the community health center programs are achieved.

CONCLUSION

Based on the results of the study on the effect of Workload on Employee Performance at the Purwoasri Community Health Center, it can be concluded that there is a significant influence between the workload variable and the employee performance variable. Based on the discussion of the research results, the suggestion in the study is that the management of the Purwoasri Community Health Center should re-evaluate the job descriptions to ensure that the assigned tasks are in accordance with the capacity and expertise of each employee. With re-evaluation, it is hoped that it can help avoid the accumulation of tasks on some employees and can adjust the workload to existing capabilities. Because when the division of work is given well and appropriately, there will be a good increase in performance at the Purwoasri Community Health Center.

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