Factors That Influence the Quality of Human Resources on Employee Performance at UPT Puskesmas Sitinjo Dairi Regency in 2023

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Keywords	Abstract.
Employee Performance, Intellectual Ability, Knowledge and Skills, Leadership	One way to improve how well a company or institution does its job is to improve its Human Resources (HR). So, high-competence human resources are needed because expertise or competence can help improve both the performance of the company and the performance of the employees themselves. The goal of this study was to find out how HR quality factors affect how well employees do their jobs. The research was carried out at UPT Puskesmas Sitinjo. There were 49 employees at UPT Puskesmas Sitinjo, and those 49 employees made up the group for this study. A questionnaire was used as a study tool to get the information needed, and multiple linear regression was used to look at the information. The study shows that a) intellectual abilities, knowledge, and skills, as well as leadership, have some effect on employee performance, and b) intellectual abilities, knowledge, and skills, as well as leadership, have an effect on employee performance at the same time. From the results of this study, it is hoped that the management of the Community Health Center will give all of the people who work there a chance to go to training or get a better education than what is currently available and put people in jobs that match their skills.

1. INTRODUCTION

Within the organizational scope, organizational performance is determined by all human resources within it, both at the leadership level and at the employee level. Likewise, within the scope of public sector organizations in Regional Government, organizational performance is always required to be oriented towards the public interest (Wibowo, 2017). Human resources are the main pillar of support and also the driving force of the organization in its efforts to realize its vision, mission and goals (Martoyo, 2015). This shows that the quality of human resources is one of the keys to achieving organizational goals. The quality of human resources concerns two aspects, namely physical aspects (physical quality) and non-physical aspects (non-physical quality). Improving physical quality can be achieved through health and nutrition improvement programs. Meanwhile, improving non-physical quality can be achieved by increasing education and training so that in the end the human resources needed have high knowledge and intellect to support their performance (Notoatmodjo, 2015).

According to the International Labor Organization Statistics (ILOSTAT) data on labor productivity in Indonesia with a growth rate in 2014 of 3.31%, in 2015 of 4.10%, in 2016 of 3.71%, in 2017 of 1.97%, in 2018 was 3.05%, and in 2019 it was 3.68%. From this data, it can be seen that progress in labor productivity in Indonesia tends to be low in percentage and fluctuates every year (Fadillah et al, 2020).

Based on the data above, the quality of Human Resources (HR) is one of the factors to improve the performance of an organization or agency. Therefore, human resources who have high competence are needed because expertise or competence will be able to support increased organizational performance and the performance of the employees themselves. So far, many government agencies do not have employees with adequate competence, this is proven by the low productivity of employees and the difficulty of measuring employee performance within government agencies. In the interaction between employees and the organization, employees contribute to the organization in the form of abilities, knowledge, have good intellectual qualities, have expertise and skills,

By looking at the above, it can be seen that the important meaning of the quality of human resources is the ability of each employee to complete their work, develop themselves and be able to

encourage the self-development of their colleagues (Matindas, 2002 in Sukma, 2019). To support this, every employee must have high intellectual qualities, have good knowledge and have good leadership values so that they are able to carry out all the tasks assigned to the employee.

Based on this, quality and competent health human resources (HRK) have superior performance and therefore must be maintained in order to be able to advance the agency in various kinds of societal demands and current developments (Jamaluddin et al, 2017). As mentioned earlier, HR, including HRK in fact, is the main driver in the life of an organization, especially in this case the Community Health Center. SDMK is a determinant of the success of a Community Health Center (Ramadhanu, 2018). Success can be measured by the way the Community Health Center is able to take advantage of existing opportunities and overcome external threats by utilizing its human resources. The performance of human resources plays a role in determining an organization's success in achieving its goals (Gustiawati, 2020).

Developing the quality of an organization's human resources is therefore a must. By developing human resources, especially professionally, it will enable employees to work more productively and of course these employees will have high performance. The method is that the human resources in the organization must be equipped with the best possible education and training so that they are expected to have skills in self-development accompanied by mastery of technology in an effort to support the success of the organization.

One of the regional public organizations that carries out administrative services and health services is the UPTD Sitinjo Health Center. The Sitinjo Community Health Center UPTD is required to be able to carry out the duties and functions of administrative services and health services well so that the implementation of the role of the Sitinjo Community Health Center UPTD can be carried out in accordance with what is mandated in Regent Regulation Number: 7 of 2022 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Regional Apparatus. Dairi Regency. In carrying out its functions, the Community Health Center has the authority to provide basic health services in a comprehensive, continuous and high quality manner. Puskesmas prioritizes promotive and preventive efforts, oriented towards security and safety for patients, staff and visitors. Implementing the principles of cross-program and cross-sectoral coordination and cooperation, recording both medical records and activities, carrying out referral screening in accordance with medical indications and the referral system and continuously improving the competence of officers at the Community Health Center, especially health officers. Puskesmas also functions as a vehicle for education for health workers and other related administrative and functional staff.

Health efforts implemented at the Sitinjo Community Health Center include essential public health efforts and development community health efforts as well as pharmaceutical and laboratory individual health efforts. The essential public health efforts referred to are Puskesmas health service activities which are directed at helping people to live optimally in health through outreach activities (individuals, groups and communities) where these efforts consist of health promotion efforts, environmental health efforts, maternal and child health efforts. as well as family planning, efforts to improve community nutrition, efforts to prevent and eradicate infectious diseases. Meanwhile, the development public health efforts in question are public health efforts whose activities require efforts that are innovative in nature and/or extensification and intensification of services that are tailored to priority health problems, the specificity of the work area and the potential resources available at each Community Health Center. Meanwhile, individual health efforts are an activity and/or a series of health service activities aimed at improving, preventing, curing disease, reducing suffering due to disease and restoring individual health where these services include general examination services, dental and oral health, KIA/KB which are UKP in nature. , emergencies, UKP nutrition, childbirth, inpatient care as well as pharmaceutical and laboratory services.

The Sitinjo Community Health Center UPTD is currently supported by the availability of human resources of 49 people with various educational backgrounds and skills, namely 3 people with Strata 2 education, 5 people with Strata 1 education, 38 people with D-III education, 38 people with D-IV education. 1 person and there is 1 person with a high school education. From the composition of the educational level of employees at the UPT Health Center in Sitinjo, most of the employees have

Diploma 3 education, which of course has been competitively tested during the educational process to obtain D-III education, so it is hoped that this level of education and competency will be able to support the implementation of administrative and health service tasks to support carrying out the duties and functions of the Sitinjo Health Center UPT properly.

However, based on data obtained from the performance report of the UPT Puskesmas Sitinjo in 2022, it is known that the achievement of the Main Performance Indicators is not very satisfactory based on the main indicators in the 5 year period, namely 95%, where the achievement of service satisfaction in accordance with the SOP in its realization in 2018 only reached 66%. in 2019 it only reached 72%, in 2020 it only reached 68%, in 2021 it only reached 66% and in 2022 it only reached 71%. From this data, it can be seen that satisfaction with the services implemented by the UPT Puskesmas Sitinjo is still far from expectations and is clearly not satisfactory from 2018 to 2022. Training for health workers is not carried out every year from the Dairi District Health Service according to what health workers need. Data on training attended by UPT officers at the Sitinjo Health Center from 2018 to 2022 shows that in 2018 there were 2 people for APN training and 1 person for Puskesmas management training. In 2019 it is known that there were 5 people for APN training and 1 person for Puskesmas management training. person. Meanwhile in 2020 and 2021 only 3 people took part in Puskesmas management training, while in 2022 2 people took part in Puskesmas management training. Data on training attended by UPT officers at the Sitinjo Health Center from 2018 to 2022 shows that in 2018 there were 2 people for APN training and 1 person for Puskesmas management training. In 2019 it is known that there were 5 people for APN training and 1 person for Puskesmas management training. person. Meanwhile in 2020 and 2021 only 3 people took part in Puskesmas management training, while in 2022 2 people took part in Puskesmas management training. Data on training attended by UPT officers at the Sitinjo Health Center from 2018 to 2022 shows that in 2018 there were 2 people for APN training and 1 person for Puskesmas management training. In 2019 it is known that there were 5 people for APN training and 1 person for Puskesmas management training. person. Meanwhile in 2020 and 2021 only 3 people took part in Puskesmas management training, while in 2022 2 people took part in Puskesmas management training.

From the data above, it can be seen that the quality of human resources at the UPTD of the Sitinjo Community Health Center is not yet optimal, which has an impact on the performance of its employees, which ultimately has an overall impact on the performance of the Sitinjo Community Health Center itself.

2. METHOD

The type of research used in this research is associative quantitative. Associative quantitative research methods have the aim of showing the influence between variables, testing theories, looking for generalizations that have predictive value. The research was conducted in the working area of the UPTD Sitinjo Health Center, Dairi Regency and is planned to be carried out from January to August 2023. The working area of the Sitinjo Health Center, Dairi Regency. The reason for choosing this location is because of the 18 community health centers in Dairi Regency, the SPM achievement of the Sitinjo Community Health Center is the lowest compared to other community health centers. Likewise with the achievements of Key Performance Indicators.

The population in this study were all 49 employees who worked at the UPTD Sitinjo Health Center, Dairi Regency. Sugiyono (2017) stated that the total population was less than 100, the entire population was used as the research sample. Based on this, because the population is less than 100, the sample size is the total population, namely 49 respondents.

Table 1. Operational Definition and Measurement Aspects

Variable concept 1	Variables 2	Dimensions 3	Indicators 4	Scale 5
Human resource quality factors				
Intellectual abilities	Intellectual ability (X2)	1. Intelligence 2. Understanding	● Employee intelligence in thinking and solving problems	Ordinal

		3. Reasoning 4. Memory	● Employee's ability to understand work mechanisms ● Employee's ability to identify problems and solve work problems ● The employee's ability to remember instructions or tasks to be carried out ●	
Knowledge namely, the abilities possessed by employees are oriented towards thinking power and mastery of broad knowledge owned by Mangkunegara(2011: 67)	Knowledge (X3)	1. Education 2. Work 3. Experience 4. Information	● Employee education level ● The scope of work currently carried out by employees ● Employee work experience ● Make it easy for employees to receive clear information regarding the implementation of their duties	Ordinal
Skills are skills related to tasks that a person has in a timely manner (Gibson, 1998:22)	Skills (X4)	1. Intelligence 2. Creativity 3. Discipline 4. Interact	● Employee's ability to think and understand work problems ● Employee's ability to find ideas for implementing work ● Employee's ability to comply with regulations ● Employee's ability to communicate with fellow colleagues	Ordinal
Leadership is the process of influencing in determining organizational goals, motivating follower behavior to achieve organizational goals (Rivai, 2005:2)	Leadership (X5)	1. Influence 2. Motivating 3. Providing information 4. Decision-making	● The employee's ability to influence colleagues to cooperate ● Ability to motivate co-workers to complete work ● Ability to provide information on task implementation ● Ability in decision making	Ordinal
Employee performance (performance) is the result of work achieved by a person	Employee performance (Y)	1. Working quantity	● The amount of work done is in accordance with the target ● The amount of work done is as given	Ordinal

based on job requirements (job requirements) Bangun (2012:231)	2. Work quality	● Carrying out work according to procedures ● Carrying out work in accordance with the tasks given
	3. Punctuality	● Completion of work according to time standards ● Ability to utilize working time
	4. Presence	● Arrive on time ● Carrying out work according to working hours
	5. Ability to collaborate	● Ability to provide suggestions to leadership to improve organizational performance ● Ability to respect colleagues ● Ability to work together with a work team

Primary data was obtained from questionnaires filled out by respondents in the form of employee performance data, intellectual abilities, knowledge and skills and leadership. Secondary data was obtained from searching documents/personnel data of the UPT Sitinjo Health Center, Main Performance Indicator Reports and SPM Reports of the UPT Sitinjo Health Center from 2017 to 2022, Dairi Regency. Tertiary data was obtained through literature studies, namely published journals, internet sources such as government regulations and laws. The questionnaire used in this research was adopted from research by Sukma (2019) which has been tested for validity and reliability, where the employee performance variable has a Cronbach's Alpha value = 0.852, knowledge and skills results obtained with a Cronbach's Alpha value = 0.817,

Research variable data is categorized using steps according to Arikunto (2012), namely:
1. The high group is all respondents who have a score equal to the average score plus 1 (+1) standard deviation ($X \geq Mi + 1\ SDi$)
2. The medium group is all respondents who have a score between the average score minus 1 standard deviation and the average score plus 1 standard deviation between ($Mi - 1SDi) \leq$
3. The poor group is all respondents who have a score lower than the average score minus 1 standard deviation ($X < Mi - 1\ SDi$)

Meanwhile, the ideal mean (Mi) and ideal standard deviation (SDi) values are obtained based on the following formula:
1. Ideal mean (Mi)= ½ (highest score+lowest score)
2. Ideal Standard Deviation (SDi) = 1/6 (highest score-lowest score)

Data analysis used in this research uses multiple linear regression analysis to answer the research hypothesis. Multiple linear regression analysis can be carried out if it meets the requirements or data quality described as follows, Normality test and Multicollinearity Test. To answer the research hypothesis, it is used in two ways, namely:t Test (Partial Test) and F Test (Simultaneous Test)

3. RESULTS AND DISCUSSION
Descriptive Statistics Test Results

Table 2. Descriptive Test Results

Variable	Minimum	Maximum	Mean	Std. Deviation
Employee Performance (Y)	20	42	31.86	5,755
Intellectual Ability (X1)	8	16	12.31	2,293
Knowledge & Skills (X2)	10	23	16.90	2,995
Leadership (X3)	7	16	11.73	2,168

Table 3. Frequency Distribution of Employee Performance

No	Score	Frequency f	%	Category
1.	X ≥ 38	6	12.2	Tall
2.	26 ≤ X < 38	35	71.4	Currently
3.	X < 26	8	16.4	Low
Total		**49**	**100**	

From the table above, it can be seen that the majority of employee performance is in the medium category, 35 respondents (71.4%) while high performance is only 6 respondents (12.2%) and there are 8 respondents with low performance (16.4%).

Table 4. Frequency Distribution of Intellectual Ability

No	Score	Frequency f	%	Category
1.	X ≥ 15	6	12.2	Tall
2.	10 ≤ X < 15	35	71.4	Currently
3.	X < 10	8	16.4	Low
Total		**49**	**100**	

From the table above, it can be seen that the majority of intellectual abilities were in the medium category as many as 35 respondents (71.4%) while high intellectual abilities were only 6 respondents (12.2%) and it was found that there were 8 respondents with low intellectual abilities (16, 4%).

Table 5. Frequency Distribution of Knowledge and Skills

No	Score	Frequency f	%	Category
1.	X ≥ 20	9	18.4	Tall
2.	14 ≤ X < 20	31	63.2	Currently
3.	X < 14	9	18.4	Low
Total		**49**	**100**	

From the table above, it can be seen that the majority of knowledge and skills were in the medium category as many as 31 respondents (63.2%) while knowledge and skills in the high category and medium category were obtained by 9 respondents (18.4%) respectively.

Table 6. Leadership Frequency Distribution

No	Score	Frequency f	%	Category
1.	X ≥ 14	6	12.2	Tall
2.	10 ≤ X < 14	32	65.3	Currently
3.	X < 10	11	22.5	Low
Total		**49**	**100**	

From the table above it can be seen that the majority of leadership in the medium category is 32 respondents (65.3%) while leadership in the high category is only 6 respondents (12.2%) and it was found that there were 11 respondents (22.5%) with leadership with low category.

Multiple Linear Regression Test Results

Data analysis used in this research uses multiple linear regression analysis to answer the research hypothesis. Simple linear regression analysis is "analysis to determine the influence of independent variables on the dependent variable using linear. The results of multiple regression analysis are described in the following steps:

Classic Assumption Test Results

Multiple linear regression analysis can be carried out if it meets the requirements or data quality described as follows:

Table 7. Normality Test Results

No	Variable	Asymp value. Sig. (2-tailed)
1.	Employee Performance (Y)	0.219
2.	Intellectual Ability (X1)	0.118
3.	Knowledge and Skills (X2)	0.420
4.	Leadership (X3)	0.454

Based on the table above, it can be seen that each variable with an asymp. Sig. (2-tailed) is greater than the value $\alpha = 0.05$ so that all variables can be stated with normally distributed data.

Table 8. Multicollinearity Test Results

No	Variable	Tolerance Value
1.	Intellectual Ability (X1)	0.780
2.	Knowledge and Skills (X2)	0.592
3.	Leadership (X3)	0.710

Based on the table above, it can be seen that each variable has a tolerance value greater than 0.10, so it can be stated that there are no symptoms of multicollinearity in the regression model.

Table 9. Heteroscedasticity Test Results

No	Variable	Significance Value
1.	Intellectual Ability (X1)	0.095
2.	Knowledge and Skills (X2)	0.083
3.	Leadership (X3)	0.673

Based on the table above, it can be seen that each variable with a significant value is greater than the value $\alpha = 0.05$, so it can be stated that there are no symptoms of heteroscedasticity in the regression model.

Hypothesis Test Results

Table 10. T Test Results (Partial Test)

No	Variable	Calculated t value	Significant Value
1.	Intellectual Ability (X1)	3,457	0.001
2.	Knowledge and Skills (X2)	2,577	0.013
3.	Leadership (X3)	2,769	0.008

Based on the table above, it can be seen that the intellectual ability variable with a calculated t value = 3.457, significance = 0.001, the knowledge and skills variable (X2) with a calculated t value = 2.577, significance = 0.013, the leadership variable with a calculated t value = 2.769, significance = 0.008, where the third These variables show that the calculated t value is greater than the t table value = 2.012 and the significance of each variable is smaller than the value $\alpha = 0.05$ so it can be stated that the intellectual ability variable, knowledge and skills variable and leadership variable have a partial effect on employee performance. .

The F test is used to test the significant level of the influence of the independent variable simultaneously on the dependent variable. If F count > F table and the value < 0.05 ($\alpha = 5\%$), then the independent variable simultaneously has a significant effect on the dependent variable. Based on the results of the F test, the calculated F value = 22,644 is greater than the F table value = 2.81. These results show that intellectual ability variables, knowledge and skills variables and leadership variables simultaneously influence employee performance.

Coefficient of Determination Test Results

From the results of the coefficient of determination test, the value of R Square (R2) = 0.602 is obtained, so from the calculation results using the following formula Kd = R2 x 100%, the coefficient of determination value is 60.2%. The results of the determination coefficient value obtained at 60.2% state that the intellectual ability variable, knowledge and skills variable and leadership variable have a simultaneous influence of 60.2% on employee performance and the remaining 39.8% is influenced by other factors that are not examined in this research.

Discussion

The Influence of Intellectual Ability on Employee Performance

From the results of statistical tests using multiple regression, it was obtained that the calculated t value was greater than the t table value, which shows that intellectual ability influences employee performance at the UPTD Sitinjo Health Center, Dairi Regency. These results are in accordance with the opinion of Mangkunegara (2017) who states that factors that influence employee performance include potential ability (IQ) and reality ability (knowledge skill), which means that employees who have an IQ above average with good education adequate for his position in carrying out daily work, it will be easier for him to achieve the expected performance and in fact organizations really need people who have an IQ above average. Therefore, employees need to be placed in jobs that suit their skills.

From the two opinions above, it can be seen that the ability to carry out various mental activities - thinking, reasoning and solving problems is related to an employee's adequate level of education for his position in carrying out his duties and responsibilities to produce high performance in accordance with the expectations of the organization. The intellectual abilities possessed by an employee can be obtained through higher education. Has a variety and quality of education by taking into account the dynamics of employment at local, national and international levels

The results of this research are in line with the research results of Saragih et al (2018) which stated that intellectual ability had a positive and significant effect on employee performance at Guest PT BPRS Amanah Bangsa Pematangsiantar. Overall, the intellectual abilities of employees at PT BPRS Amanah Bangsa Pematangsiantar still need to be improved, for this reason the company should provide opportunities for further education as well as provide scholarships for equalization programs, and provide regular training to explore the potential and abilities of employees so that employees have skills in complete each task.

Furthermore, based on the data obtained, it is known that the problem that arises in terms of intellectual abilities at the Sitinjo Community Health Center is intelligence in thinking and solving work problems among individual employees. If an employee has low intellectual abilities then he will not be able to solve a problem that arises at work so that it can have a negative impact on his performance, namely low performance. This is because there are differences in work demands for an employee when using their intellectual abilities. The more complex a job is in terms of information processing demands, the more general and verbal intelligence abilities are required to perform the job successfully. This is in accordance with the opinion of Kasmir (2016) who stated that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Therefore, in order to be able to solve problems that arise in a job at the Sitinjo Community Health Center, an employee is required to have good communication and relationships with fellow workers.

The Influence of Knowledge and Skills on Employee Performance

From the results of statistical tests using multiple regression, it was obtained that the calculated t value was greater than the t table value, which shows that knowledge and skills influence employee performance at the UPTD Sitinjo Health Center, Dairi Regency. These results are in accordance with the opinion of Armstrong and Baron in Wibowo (2017) who state that factors that influence performance include the job knowledge factor, namely the breadth of knowledge about work and work skills. Likewise, the results of this research are in line with the results of Setiawan's (2020) research conducted on micro businesses in Magelang Regency that knowledge and skills influence

employee performance. Employees who have a high level of knowledge and skills will be able to achieve better performance.

Based on this, the Puskesmas management who is responsible for this must pay attention to the quality of work of existing human resources. Matutina (2017) states that work quality refers to the quality of human resources, namely knowledge and skills, where knowledge is the ability possessed which is more oriented towards intelligence and thinking power as well as mastery of broad knowledge possessed by employees, while skills are the ability and mastery of operational techniques in specific field owned. If the Puskesmas management has good human resource management, it will certainly produce high employee performance.

Therefore, Djamarah (2017) stated that the components of HR data to improve and manage HR include knowledge about work, where knowledge about work must be possessed by a worker in order to be able to carry out work properly. This work experience is prior to placement and must be gained while working in the job. Mangkunegara (2011) stated that knowledge is the ability possessed by employees which is more oriented towards thinking power and mastery of extensive knowledge possessed by employees/employees where this knowledge can be influenced by the level of education, media and information received while Kadarisman (2011) stated that skills or an employee's attitude towards carrying out their duties, is a key factor in achieving success. Therefore, Skills development must be sought in employee development efforts. The existence of differences in development objects, namely employee knowledge, skills and attitudes, will have consequences for development methods.

From the results of the data search, it is known that the problem in terms of knowledge and skills among Sitinjo Community Health Center employees is the level of employee education and the employee's ability to find ideas for implementing work. From the data obtained, the majority of Sitinjo Community Health Center employees have a D3 education. If we refer to the era of sophisticated technology, it is natural that all Sitinjo Community Health Center employees have a Bachelor's degree level of education. This is because the mindset of individuals with a Bachelor's degree will be better than individuals with only a D3 education. This problem is in accordance with the opinion of Mubarak (2007) who states that factors that influence a person's knowledge include the level of education. Education is guidance given to someone or others regarding something so that they can understand that thing. The higher a person's education, the easier it will be for him to receive information, and ultimately the more knowledge he will have. On the other hand, if a person has a low level of education, this will directly hinder the development of a person's attitude towards receiving information and new values being introduced to him. Therefore, in order to produce even higher employee performance, the Puskesmas management provides the opportunity for all employees with less than a Bachelor's degree to upgrade their education to a bachelor's degree so that existing knowledge and skills can also be improved so as to improve employee performance.

The Influence of Leadership on Employee Performance

From the results of statistical tests using multiple regression, it was obtained that the calculated t value was greater than the t table value, which shows that leadership influences employee performance at the UPTD Sitinjo Health Center, Dairi Regency. This result is in accordance with the research results of Zahratul Farhah et al (2020) which states that leadership influences employee performance.

According to Muizu (2014), in his research, leadership is an important factor in the success or failure of employee performance. Likewise, Hasibuan (2012) also stated that leadership is very important in management because the management process runs well and employees are enthusiastic about their work. Meanwhile, through Tead's opinion in Sugandha (2005), it is known that leadership is the activity of influencing other people to work together to achieve desired goals.

From this opinion, it can be understood that leadership in question is an ability that each individual employee has to be able to influence each other to be able to work together to achieve high performance in accordance with the expected goals. The characteristics of an employee who has a leadership spirit are having high integrity, inspiration, being able to communicate well, having high responsibility for their duties, self-confidence and optimism, and having good emotional intelligence. This is in accordance with the opinion of Djamarah (2017) who states that the components of HR data

for improving and managing HR include initiative and creativity. Someone will be said to be creative if he is able to make or create something, whether it is the result of thoughts or assumptions from people who have never seen the things they have made, but creative people are not necessarily initiative, whereas someone will be said to have initiative if they are able to do something without other people around them realizing it, perhaps they always rely on themselves in doing so. do anything, but people who have initiative are not necessarily creative.

Collaboration with other parties is very necessary in work, because cooperation will help smooth work and the running of a job which will ultimately result in high performance. Maybe he always relies on himself to do anything, but people who have initiative are not necessarily creative. Collaboration with other parties is very necessary in work, because cooperation will help smooth work and the running of a job which will ultimately result in high performance. Maybe he always relies on himself to do anything, but people who have initiative are not necessarily creative. Collaboration with other parties is very necessary in work, because cooperation will help smooth work and the running of a job which will ultimately result in high performance.

However, in reality, at the UPT Puskesmas Sitinjo there is often a change in the leadership of the puskesmas which ultimately has an impact on the work situation and the implementation of the continuation of programs. Different types of leadership and character mean that the human resources at the Sitinjo Health Center UPT repeatedly have to adapt to new leaders, which has an impact on the implementation of services. This of course must be a concern for the authorities, in this case the Dairi Regency Government through the Dairi Regency Health Service, not to change the leadership of the head of the community health center for the sake of smooth service and achievement of optimal MSS to create a healthy and dignified Superior Dairi.

4. CONCLUSION

The results of the t test (partial test) state that the variables of intellectual ability, knowledge and skills as well as the leadership variable partially influence employee performance. The results of the f test (Simultaneous Test) state that the variables of intellectual ability, knowledge and skills and leadership variables simultaneously influence employee performance. The results of the coefficient of determination obtained at 60.2% stated that the intellectual ability variable, knowledge and skills variable and leadership variable had a simultaneous influence and the remaining 39.8% was influenced by other factors not examined in this research. Human resource quality factors influence the performance of UPT Puskesmas Sitinjo employees

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