


Model for Measuring Employee Performance on the Quality of Health Services at the North Aikmel Community Health Center, East Lombok Regency

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Article Info	ABSTRACT
<p>Keywords: health service quality, employee performance, work environment, Work motivation, and work commitment.</p>	<p>Puskesmas is a health service facility for the community that must pay attention to the quality of service. Accreditation is an acknowledgment of the quality of Puskesmas health services. North Aikmel Community Health Center is one of the Community Health Centers in East Lombok District that has not been accredited in 2022, with the number of staff is 94 people and ASN only 19 people. The research design utilized a quantitative cross-sectional approach, collecting data through a questionnaire measured on a Likert scale. Data analysis employed Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach through the smart-PLS4 application. The hypothesis test results show that the work environment has a positive but not significant influence on service quality (T-statistic 0.57), work motivation has a positive but not significant influence on service quality (T-statistic 0.89), work commitment has a positive and significant influence on service quality (T-statistic 2.75), and employee performance has a positive and significant influence on service quality (T-statistic 3.06). The magnitude of the influence of the environment, work motivation, work commitment, and employee performance on service quality is 67.8%. Conclusion: There is an influence of the work environment, work motivation, work commitment, and employee performance on the quality of health services at the Aikmel Utara Community Health Center in East Lombok District, with employee performance being the dominant factor affecting the quality of health services.</p>
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INTRODUCTION

A Community Health Center (Puskesmas) is a health service facility that carries out first-level public health efforts and individual health efforts, prioritizing promotive and preventive efforts in its working area. Community Health Centers have the task of implementing health policies to achieve health development goals in their working areas^[1]. The health development carried out at the Community Health Center aims to create a

healthy working area for the Community Health Center, with the community being able to access quality health services.^[2] The quality of health services is the level of perfection of health services that are carried out in accordance with the established code of ethics and service standards, resulting in satisfaction for each patient. Quality service is very necessary because it is the right of every customer, and can provide an opportunity to win competition with other health service providers. Service quality and value have a direct impact on customers. Customer satisfaction is influenced by perceived service quality^[3].

Accreditation is recognition of the quality of health services at a Community Health Center, after an assessment is carried out that the Community Health Center has met accreditation standards. In general, accreditation covers a complex set of programs and interventions considered holistically, linked to other quality interventions. Integration into a continuum of quality interventions that span multiple levels of the health system is essential for accreditation to play a role in quality improvement^[4]. The government, through the Ministry of Health, issued the Republic of Indonesia Minister of Health Regulation no. 43 of 2019 concerning Community Health Centers where in article 57 paragraph 1 states that in an effort to improve the quality of Community Health Center services, accreditation must be carried out periodically. In Minister of Health Regulation number 34 of 2022 concerning accreditation of Community Health Centers, Clinics, Health Laboratories, Blood Transfusion Units, Doctors' Independent Practice Places, and Dentist Independent Practice Places, it is also stated that every Community Health Center is regularly accredited every 5 (five) years (articles 3 and 4)^[5].

Implementation of Community Health Center accreditation began in 2015, however in 2020, 2021 and 2022 there will be no accreditation implementation due to the Covid-19 pandemic. Data on Community Health Center Accreditation for 2022 and 2021 is the same as 2020, where there are 9,153 Community Health Centers that have been accredited or around 89.69% of the 10,205 Community Health Centers in Indonesia^[6].

In West Nusa Tenggara Province, of the 171 Community Health Centers, 163 Community Health Centers (95%) have been accredited. There are 8 Community Health Centers that have not been accredited, of which 5 are Community Health Centers in East Lombok Regency.^[7] In East Lombok Regency, of the 35 Community Health Centers, 30 have been accredited and 5 have not yet been accredited, including the North Aikmel Community Health Center^[8].

Health services for both individuals and communities must be of high quality, guaranteed safety for recipients and providers, acceptable to the community, effective and appropriate, and able to face global and regional challenges. At the same time, advances in science and technology make society's demands for quality health services increasingly high. Apart from that, aspects of equity and expansion of coverage must also be fulfilled to realize quality health services. In order to ensure the quality and safety of patients, families, groups, communities and health workers in Community Health Centers, Clinics and Independent Practices, efforts are needed to improve service processes continuously and consistently. This is in line with the Government's accreditation program for Community Health Centers, Clinics and Independent Practices^[9].

The factors that influence the quality of health services according to (Azwar, 1996) in Manurung et al (2021) are input, environment and process elements. Input elements include human resources, funds and facilities. If human resources and facilities do not meet standards and needs, then health services will be of poor quality. Efforts to improve the quality of community health centers require professional human resources (HR) and improved health facilities (Muninjaya, 2014 in Manurung et al, 2021). Professional human resources must have education and expertise and have good motivation, competence and work commitment^[3].

According to Tristanti (2019), human resource management (HR) is important in achieving goals. Generally, company or organization leaders expect good performance from each member or employee in carrying out the tasks assigned by the organization. An organization must realize that human resources are the basic capital in the development and development process as well as the progress of the organization, therefore the quality of human resources must always be developed and directed to achieve the goals set by the organization. Human Resources play a very important role in realizing an ideal organization. Improving the performance of human resources (HR) is very important in efforts to improve public health services^[10]. Tri Rini Lestari (2018) stated that the existence of a Community Health Center is very important in maintaining public health^[11]. However, so far the community health center has not been considered fully able to fulfill its function properly because the quality of service at the community health center is still often complained about by the public.^[11]

Various human resource problems in community health centers can affect the workload and ultimately the quality of community health services, including: problems with the availability of health workers, including the type of profession of health workers and their distribution, as well as competency problems, which include the knowledge, abilities or skills of health workers in carrying out their duties.^[11]. A. Syamsinar Asmi and Abdul Haris (2020), stated that not always people who have good facilities will be able to provide good health services to patients. Sometimes the facilities are not good but are actually able to provide optimal/good health services to patients. This can occur due to other factors that influence the respondent's ability to provide health services to patients. It can also be caused by the awareness and desire of the respondents/nurses themselves to provide optimal health services to patients^[12].

North Aikmel Health Center is one of 35 health centers in East Lombok Regency and one of 5 health centers that have not been accredited. Based on the results of the Puskesmas performance assessment in 2022, the performance of the North Aikmel Health Center is in the sufficient category, but the administration and management performance is in the poor category. The average number of staff in the East Lombok Regency Health Center is 130 people, with the 3 Health Centers with the least number of staff being the Belanting Health Center (68 people), Pringgasela (83 people) and North Aikmel (94 people). The North Aikmel Community Health Center is a new Community Health Center, which was inaugurated and began operating in mid-2019. The number of employees/staff at the North Aikmel Community Health Center is 94 people, consisting of 19 ASN people

and 75 non-ASN people.^[8]

Based on the description above, research was conducted with the aim of producing a model for measuring employee performance on the quality of health services at the North Aikmel Community Health Center, East Lombok Regency. It is hoped that the results of this research can provide input to local governments, especially the Health Service, to determine community health center quality program policies. as material for consideration in efforts to improve the quality of Puskesmas services

METHOD

The type of research used is explanatory research with a quantitative approach and cross sectional design, namely an observational research design carried out by collecting data on certain variables over a certain period of time.^[13] The main aim of this research design is to describe the relationship between these variables in a population at a certain time. Data collection was carried out using a questionnaire instrument, which was distributed to all respondents. Measurement using a Likert scale, where the respondent's answer is limited to the alternative answers that have been provided for answers given a score of 1-5 and the respondent's answer must support the statement that has been provided.^[14]

The types of data used are primary data which includes data obtained from respondents, namely employees of the North Aikmel Community Health Center, as well as secondary data which includes data on reports on the results of services or health efforts at the Community Health Center and data from the East Lombok District Health Service.

This research was carried out from September to December 2023 at the North Aikmel Health Center, East Lombok Regency. The research population was all employees of the North Aikmel Community Health Center, both ASN and non-ASN, with a total of 94 people. Because the population was less than 100, namely 94 people, the entire sample size was taken as respondents.

The sampling technique in this research uses a probability sampling technique, which provides equal opportunities for all populations to be selected as samples or respondents^[13], with the inclusion criteria, the samples taken were employees of the North Aikmel Health Center who were recorded in the North Aikmel Health Human Resources Information System (SI-SDMK) data, consisting of health workers and supporting staff, and were willing to be respondents. Meanwhile, the sample exclusion criteria are employees who are not willing to be respondents.

The dependent (dependent) variable of this research is the quality of health services, with indicators: effective, safe, patient-oriented, timely, efficient, fair and integrated. The independent (free) variables in this research consist of: Employee performance, with indicators: Work quantity, work quality, timeliness, effectiveness; Work environment, with indicators: Lighting and illumination, level of cleanliness and comfort of the workplace, completeness of work equipment facilities, safety of the work environment, employee relations with management, and employee relations with other employees; Work motivation, with indicators: Physiology, sense of security, social, esteem needs, and self-actualization needs; and Work Commitment, with indicators: Justice, Job Security,

Understanding and Involvement.

Data analysis is an effort/way to process data into information so that it has characteristics. This data can be understood and is useful for solving problems. The aim of the data analysis method is to interpret and draw conclusions from the amount of data collected (Sugiyono, 2018). Data processing in this research used the SPSS (Statistical Product and Service Solutions) program.

The data analysis in this research uses descriptive analysis techniques and verification techniques using Structural Equation Modeling (SEM), with a Partial Least Square (PLS) approach, namely the smart-PLS application. The model in PLS consists of a structural model and a measurement model. The structural model describes the interrelationship of influences/relationships between variables (service quality, employee performance, as well as work environment, work motivation and work commitment)^[15].

RESULTS AND DISCUSSION

Results

An overview of the characteristics of respondents in this study, including gender and status of respondents, can be seen in the following table:

Table 1. Frequency distribution according to characteristics of research respondents

Characteristics		Amount	Percent
Gender	Man	28	31.11
	Woman	62	68.89
Employment status	ASN	19	21.11
	Non ASN	71	78.89
Type of Employment	Health worker	80	88.89
	Non health worker	10	11,11

Based on data from table 1, it shows that the majority of respondents were female, 62 people (68.89%) respondents, and based on employment status, the majority of respondents had non-ASN status, 71 people (78.89%) respondents, and based on the type of employment, that Most of the respondents were health workers, 80 people (88.89%).

The results of the Chi Square test of respondents' characteristics regarding variations in answers to research variables can be seen in the following table

Table 2. Chi Square Test Results of Respondent Characteristics on Variations in Answers to Research Variables

Variable Study	Gender		Employment status		Type of Employment	
	P-value	Results	P-value	Results	P-value	Results
	Chi Square (α=5%)	(P-Value)	Chi Square (α=5%)	(P-Value)	Chi Square (α=5%)	(P-Value)
Work environment	0.561	> 0.05	0.313	> 0.05	0.837	> 0.05
Work motivation	0.394	> 0.05	0.457	> 0.05	0.447	> 0.05
Work commitment	0.625	> 0.05	0.614	> 0.05	0.836	> 0.05
Employee	0.637	> 0.05	0.428	> 0.05	0.360	> 0.05

performance						
Quality of service	0.505	> 0.05	0.695	> 0.05	0.925	> 0.05

Based on the results of the chi square test, it is known that the Pvalue $\alpha = 5\%$ (Asymp.Sig) for each respondent's characteristics is greater than 0.05. The test results prove that the characteristics of the respondents (gender, employment status, type of employment) have no relationship to variations in the answers to the research variables (work environment, work motivation, work commitment, employee performance, service quality).

The results of the outer model evaluation can be seen in the following image.

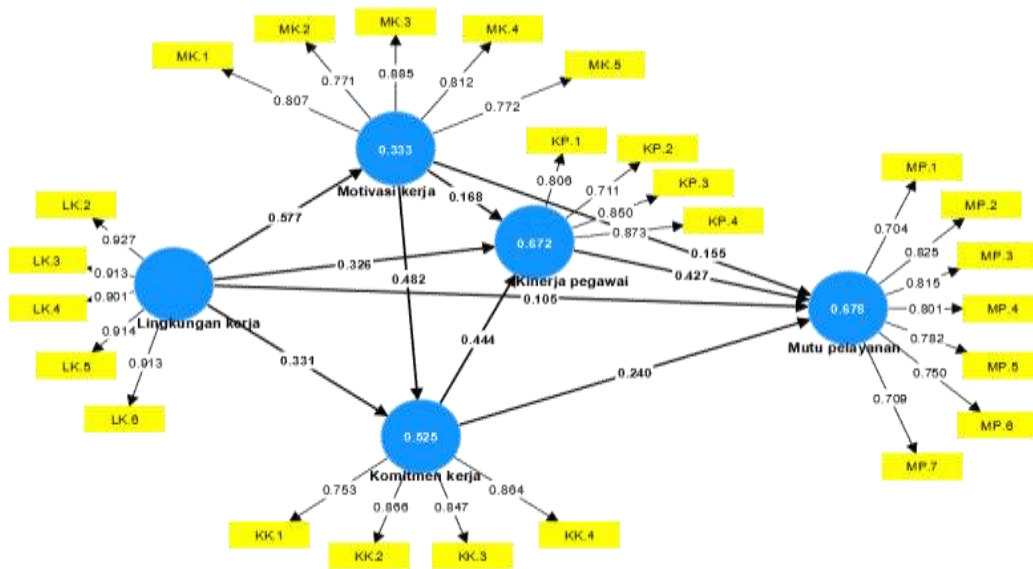


Figure 1 Algorithm Results

Based on Figure 1, it can be seen that all indicators have a loading factor value greater than 0.7, so it can be concluded that all indicators for each variable are declared valid. In the cross loading evaluation, it was found that all loading factor values were greater than the parallel loading factor values, so that the indicators were declared valid. For AVE, it has a value above 0.50, meaning it has good validity. The Cronbach's alpha value is greater than 0.70, and the composite reliability value for all variables is greater than 0.70, then all variables are declared reliable.

The results of the inner model evaluation by bootstrapping can be seen in the following image:

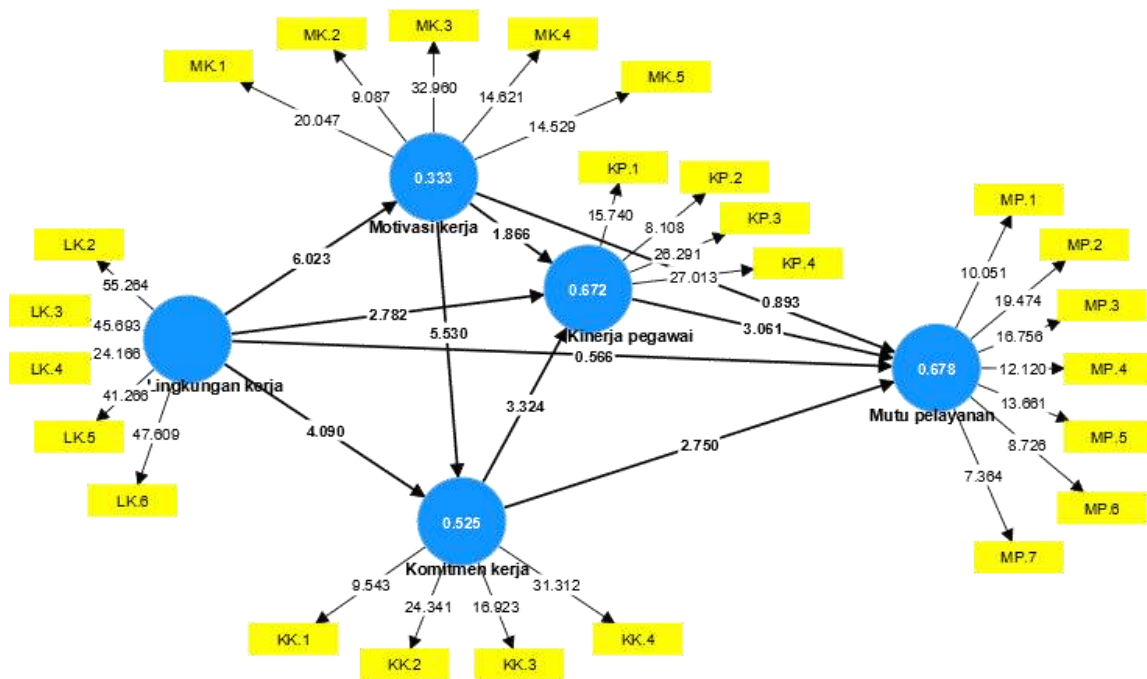


Figure 2 Bootstrapping results

Based on Figure 2, the results of measuring the statistical t value for each indicator for the variable are greater than 1.96 with a confidence level of 95% ($\alpha = 0.05$). This means that all indicators have a significant effect on the variables studied.

Based on R-Square analysis, variability work environment contributes to work motivation by 33.3% while 66.7% is explained by other variables not researched, work environment and work motivation contribute to work commitment by 52.5% while 47.5% is explained by other variables not researched, work environment, work motivation, and work commitment contribute to employee performance by 67.6% while 32.4% is explained by other variables not studied, and work environment, work motivation, work commitment, and employee performance contribute to service quality amounted to 67.8% while 32.2% was explained by other variables not studied.

Based on the results of the statistical t test, that The work environment has a positive effect on work motivation, the test results show that there is a positive effect of 0.577, the T-statistic value is 6.023 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). The work environment has a positive effect on work commitment, the test results show that there is a positive effect of 0.331, the T-Statistics value is 4.090 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). The work environment has a positive effect on employee performance, test results show there is a positive effect of 0.326, the T-statistic value is 2.782 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). The work environment has a positive effect on service quality, test results show that there is a positive effect of 0.105, the T-statistic value is 0.566 But not significant at $\alpha=5\%$, the T-statistic value is below the critical value (1.96).

Work motivation has a positive effect on work commitment, test results show there is a positive effect of 0.482, the T-Statistics value is 5.530 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). Work motivation has a positive effect on employee performance, the test results show that there is a positive effect of 0.168, the T-statistic value is 1.866 but it is significant at $\alpha=5\%$, the T-statistic value is below the critical value (1.96). Work motivation has a positive effect on service quality, the test results show that there is a positive effect of 0.155, the T-statistic value is 0.893 but is significant at $\alpha=5\%$, the T-statistic value is below the critical value (1.96).

Work commitment has a positive effect on employee performance, test results show there is a positive effect of 0.444, the T-Statistics value is 3.324 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). Work commitment has a positive effect on service quality, test results show there is a positive effect of 0.240, the T-Statistics value is 2.750 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). Employee performance has a positive effect on service quality, test results show there is a positive effect of 0.427, the T-Statistics value is 3.061 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96).

After knowing the significance of the final model, measurements were then carried out to determine the magnitude of the direct and indirect influence between variables with the following results:

Table 3. Large percentage of influence between research variables

Effect of Variabwl	LV Correlation	Direct Path	Inderect Path	Total	Direct %	Indirect %	Total %
Work environment	0.637	0.105	0.531	0.636	6.69	0.403	7.09
Work motivation	0.656	0.155	0.279	0.434	10.17	1,813	11.98
Work commitment	0.731	0.240	0.189	0.429	17.54	11,208	28.75
Employee performance	0.782	0.427		0.427	33.39		33.39
	Total				67.79	13.42	81.21

Table in 3. states thatThe work environment has a direct and indirect effect on service quality. The results of the parameter coefficient test between the work environment and service quality showed a direct influence of 6.69%, while for the indirect influence between the work environment and service quality through work motivation, work commitment and employee performance, a value of 0.40% was obtained.

Work motivation has a direct and indirect effect on service quality. The results of the parameter coefficient test between work motivation and service quality showed a direct effect of 10.17%, while the indirect effect between work motivation on service quality through work commitment and employee performance was obtained with a value of 1.81%.

Work commitment has a direct and indirect effect on service quality. The results of the parameter coefficient test between work commitment and service quality showed a direct effect of 33.39%, while the indirect effect between work commitment and service

quality through employee performance was obtained with a value of 11.21%. Employee performance has a direct effect on service quality. The results of the parameter coefficient test between employee performance and service quality showed a direct effect of 33.39%.

So the value of each of the direct influences of these independent latent variables together shows conformity with the R Square value or in other words, this states that the variables of work environment, work motivation, work commitment and employee performance are able to explain the service quality variable of $(6.69\% + 10.17\% + 17.55\% + 33.39\%) = 67.79\%$. Meanwhile, the indirect influence of the work environment variables, work motivation and work commitment on the service quality variable is $(0.40\% + 1.81\% + 11.21\%) = 13.42\%$. So the total direct and indirect influence is 81.21%.

The research model's mathematical equation: Service quality = $0.105 \times$ Work environment + $0.155 \times$ Work motivation + $0.240 \times$ Work commitment + $0.427 \times$ Employee performance + 0.322. The quality of service at the North Aimel Community Health Center in 2023 is influenced by the work environment by 0.105, work motivation by 0.155, work commitment by 0.240, employee performance by 0.427, and influenced by other factors by 0.322, meaning there is a positive influence from the work environment, work motivation, commitment work, and employee performance regarding service quality, the better the work environment, the better the work motivation, the better the work commitment, and the better the employee performance, the better the quality of service at the North Aikmel Health Center, East Lombok Regency in 2023. Based on the calculation results *Q-Square* it can be concluded that the model is able to explain 96.69% of the data variability, while 3.31% is explained by other variables not studied in this study.

Discussion

The work environment has a positive effect on work motivation, the test results show that there is a positive effect of 0.577, the T-statistic value is 6.023 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). The work environment has a positive effect on work commitment, the test results show that there is a positive effect of 0.331, the T-Statistics value is 4.090 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). The work environment has a positive effect on employee performance, test results show there is a positive effect of 0.326, the T-statistic value is 2.782 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). The work environment has a positive effect on service quality, test results show that there is a positive effect of 0.105, the T-statistic value is 0.566 But not significant at $\alpha=5\%$, the T-statistic value is below the critical value (1.96).

The work environment has a direct and indirect effect on service quality. The results of the parameter coefficient test between the work environment and service quality showed a direct influence of 6.69%, while for the indirect influence between the work environment and service quality through work motivation, work commitment and employee performance, a value of 0.41% was obtained.

According to Azwar (1996) in Jasmen Manurung et al (2021), the factors that influence the quality of health services are elements of input, environment and process.^[3]. The work environment is all physical and non-physical conditions that exist in the company,

whether directly or indirectly interacting with the employee's work, so that they have an influence on their performance. A good work environment can support work implementation so that employees are more enthusiastic in carrying out their work. And conversely, if employees feel they are not suited to the existing work environment, they will feel bored, uncomfortable, unmotivated at work, job dissatisfaction will arise and ultimately this can lead to a decline in the employee's performance.^[16]

This is in line with several previous studies showing that the work environment has a positive and significant effect on employee morale. The work environment, both physical and non-physical, has a very important role in encouraging employee morale. A physical work environment that is comfortable, safe and well organized will increase employee enthusiasm for work^[17]. This is also in line with the research results of Purnama, et al (2020) that the work environment has an influence on employee work motivation in the Lampung Province Highways and Construction Department by 52.7%. The higher the level of quality of the work environment, the more work motivation will increase^[18].

According to the research results of Apriliana S et al (2021), the work environment has a positive effect on the organizational commitment of PDAM Magelang City employees. A good and comfortable work environment and increases employee commitment to the organization^[19]. Hresearch results from Sari AAIK, et al (2021) show that the work environment has a positive and significant effect on employee performance. The better the work environment, the more motivation and work commitment will increase, and employee performance will increase^[20].

According to researchers' assumptions, the work environment influences the quality of service, a supportive, safe and positive work environment can create conditions that enable employees to provide better service. Several aspects/indicators of the work environment such as the level of cleanliness & comfort of the workplace, completeness of work equipment facilities, safety of the work environment, employee/employee relationships with management, as well as employee relationships with other employees has a direct and indirect impact on service quality. These factors or aspects/indicators can influence employee motivation and work commitment as well as employee performance, which in turn has an impact on service quality.

The work environment can be an effort to improve the quality of health services. A good and supportive work environment can increase employee motivation, can increase the level of employee commitment to the organization, which ultimately can increase employee performance productivity. An organization must be aware of the importance of creating a supportive work environment as a strategy to improve service quality.

Work motivation has a positive effect on work commitment, test results show there is a positive effect of 0.482, the T-Statistics value is 5.530 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). Work motivation has a positive effect on employee performance, the test results show that there is a positive effect of 0.168, the T-statistic value is 1.866 but it is significant at $\alpha=5\%$, the T-statistic value is below the critical value (1.96). Work motivation has a positive effect on service quality, the test results show

that there is a positive effect of 0.155, the T-statistic value is 0.893 but is significant at $\alpha=5\%$, the T-statistic value is below the critical value (1.96).

Work motivation has a direct and indirect effect on service quality. The results of the parameter coefficient test between work motivation and service quality showed a direct effect of 10.17%, while the indirect effect between work motivation on service quality through work commitment and employee performance was obtained with a value of 1.81%.

Luthans (2006: 270) in Pathorrahman (2023) defines motivation as a process that begins with physiological or psychological efficiency that drives behavior or encouragement aimed at goals or incentives. This will lead to the motivation process. Robbins, 2006: 270) in Pathorrahman (2023) defines the term motivation as a process that determines the intensity, direction and persistence of an individual in an effort to achieve targets. This means that motivation according to Robbins is motivation that is in the realm of the individual or a person to achieve their goals. Meanwhile, Gibson et al (1996:185) in Pathorrahman (2023) define motivation as a concept that we use to describe the impulses that arise in or within an individual that drives and directs behavior. This means the force that drives an employee that causes and directs behavior^[21].

According to Hasibuan (2001) in Chairunnisah et al (2021), motivation is a driving force that can trigger a person's passion for work so that they are willing to collaborate, work effectively and integrate with all their efforts to achieve satisfaction.^[22] According to Mangkunegara (2006) in Novia Ruth et al (2021), differences in individual levels in an organization greatly influence work results and performance in the organization.^[22] Gibson et al (2012) in Chairunnisah et al (2021), stated that "... motivation and ability to work interact to determine performance ...". So, motivation and ability to work interact with each other to influence performance^[22].

This is in line with several research results, according to Supiati (2022), that motivation variables have a positive effect on organizational commitment, which means that the better the motivation given to employees, the greater the employee's organizational commitment. Employees who work happily without any element of coercion will develop commitment to the organization or institution where they work^[23]. Stanford (2011) in Sari AAIK, et al (2021) states that employee performance is related to the motivation obtained by employees^[20]. This is in line with the research results of Rifhaldy M et al (2018) concluding that there is a moderate relationship between work motivation and the performance of health workers at the Nambo Community Health Center, Kendari City. The better the employee's work motivation, the more their performance results will increase, so that community health center employees are expected to increase the employee's work motivation to encourage officers to achieve better performance.^[24]

The research results of Vera Sianturi et al (2021) concluded that there is a relationship between nurse motivation and the quality of health services at the Long Ikis Community Health Center^[25]. This is also in line with the research results of Syaifudin et al (2020) concluding that there is a relationship between work motivation and the quality of nursing services at the Bangetayu Semarang Community Health Center. The better the

employee's work motivation, the better the quality of work will be. Work motivation is encouragement or enthusiasm for work to obtain quality work results^[26].

According to researchers' assumptions, work motivation can influence the quality of service, high work motivation will encourage employees to make extra efforts in carrying out their duties. High motivation can increase employee effort and dedication to improve employee performance in an effort to provide better service. Motivated employees tend to be more dedicated to achieving set goals and performance standards, which can have a positive impact on service quality.

So, attention to employee work motivation can be a factor in efforts to improve service quality. High work motivation can increase employee commitment to the organization and their work. Committed employees have a tendency to care more about the quality of services provided. Employee Motivated people have a desire to achieve and maintain high standards of quality in their work. This motivation can be reflected in quality service.

Work commitment has a positive effect on employee performance, test results show there is a positive effect of 0.444, the T-Statistics value is 3.324 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). Work commitment has a positive effect on service quality, test results show there is a positive effect of 0.240, the T-Statistics value is 2.750 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96).

Work commitment has a direct and indirect effect on service quality. The results of the parameter coefficient test between work commitment and service quality showed a direct effect of 33.39%, while the indirect effect between work commitment and service quality through employee performance was obtained with a value of 11.21%.

According to Tohardi (2012:200) in Norawati S et al (2020), commitment is a management concept that places employees as central figures for the organization. Without commitment, it will be difficult to expect active participation from employees. Therefore, commitment must always be maintained so that it continues to grow and exist in the hearts of employees with key principles in building commitment by leaders such as maintaining or increasing self-esteem, which means leaders must be smart in ensuring that employees' self-esteem is not damaged, responding with empathy, asking for help. and encouraging involvement, which means that employees not only need to be respected, but also want to be involved in decision making, expressing thoughts, feelings and rationale within the organization^[27].

Doni (2016:234) in Norawati S et al (2020), organizational commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving organizational goals. Employee loyalty is reflected through the employee's willingness and desire to always try to be part of the organization as well as their strong desire to stay in the organization. Commitment must always be maintained so that it continues to grow and exist in the hearts of employees with key principles in improving better work results^[27].

Meyer and Allen (1997) in Yusuf RM (2017), organizational commitment is a psychological construct which is a characteristic of organizational members' relationship

with their organization and has implications for individual decisions to continue their membership in the organization. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who do not have a commitment to the organization^[28]. According to Newstrom (2007) in Yusuf RM (2017), high commitment will have an influence on the efforts made by employees and will again influence employee performance.^[28]

This is in accordance with the results of previous research, research by Norawati S et al (2020) shows that commitment influences employee performance, this means that high or low commitment possessed by employees is proven to have an impact on the level of employee performance achievement at PDAM Tirta Kampar. This means that employees who have a strong commitment to work will be able to carry out their work according to their duties and responsibilities so that this will have an impact on their level of achievement within the organization. Employees who are committed to achieving organizational goals will provide their best performance so that this commitment will determine how much employee performance in the organization^[27].

The research results of Faizal et al (2019) concluded that there is a relationship between work commitment and service quality at the Lelilef Community Health Center, Weda Tengah District. Work commitment is a very important factor that must be developed in health service providers. This is also in line with the research results. Work commitment has a relationship with service quality, this result was obtained because work commitment is one of the most important factors that must be developed in health service providers.^[29]

The research results of Asmi AS (2020) show that not always people who have good facilities will be able to provide good health services to patients. Sometimes the facilities are not good but are actually able to provide optimal/good health services to patients. This can occur due to other factors that influence the respondent's ability to provide health services to patients. It can also be caused by the awareness and desire of the respondents/nurses themselves to provide optimal health services to patients^[12].

According to researchers' assumptions, managing and developing employee commitment is an important strategy in creating a work environment that is productive and oriented towards quality service. Commitment can have a significant impact on individual and team performance, as well as on the quality of services provided. Employees who have high commitment tend to feel tied to the goals and values of the organization, which can improve employee performance in an effort to improve service quality. Employee commitment can be an important factor in shaping their behavior and performance, which can ultimately influence the quality of service provided. Therefore, management strategies that pay attention to and increase employee commitment can be part of efforts to improve service quality.

Employee performance has a positive effect on service quality, test results show there is a positive effect of 0.427, the T-Statistics value is 3.061 and significant at $\alpha=5\%$, the T-statistic value is above the critical value (1.96). Employee performance has a direct effect

on service quality. The results of the parameter coefficient test between employee performance and service quality showed a direct effect of 33.39%.

According to Sedarmayanti (2011) in Sari AAIK, et al (2021) performance is evidence of motivation and ability to complete a task or job, someone must have a certain level of willingness and ability. A person's will and skills are not effective enough to do it if the person does not have a clear understanding of what must be done and how to do the job. Performance is the real behavior that a person does or shows when they do their work which will then produce something that can provide benefits to a company/organization^[20]. Sendhi Trisanti (2019), concluded that performance is an employee's ability to carry out their work as well as the work results or level of success obtained by employees by comparing the standards determined by the company in an organization in a certain period which will later be measured through work quality.^[10]

The research results of Hasmah et al (2022) concluded that there was an influence of administrative employee performance on the quality of administrative services by 64.8%. This means that the stronger the performance of administrative employees, the higher the level of service quality^[30]. This is in line with the research results of Rahmah et al (2022) that employee performance influences the quality of patient service at the Citta Community Health Center, Soppeng Regency. Service quality will be maximum if it is supported by maximum employee performance because employees provide services and interact directly with the community^[31]. This is in accordance with WHO (2018) in Delivering Quality Health Services; a global imperative for universal health coverage that the five main elements of providing quality health services, one of which is health workers. To ensure the quality of the service system, the government, policy makers, leaders of health service facilities, service providers must work together to ensure employees (health workforce) are of high quality or performance^[32].

According to the researchers' assumptions, there is a positive relationship between the level of employee performance and service quality, a high level of performance from employees in the organization has a positive impact on the quality of services provided. Employees who show high performance results tend to provide services more effectively and efficiently, which can improve service quality. Improving service quality through improving employee performance is an important strategy for organizations that want to provide better service to customers or service users. Good performance management helps employees identify areas for development, set realistic goals, and improve their capabilities, all of which contribute to improved service quality

CONCLUSION

Based on the research results and findings, it is concluded that there is an influence of the work environment, work motivation, work commitment, and employee performance on the quality of service at the North Aikmel Community Health Center, East Lombok Regency in 2023. Employee performance is the dominant factor that influences the quality of health services. If employees have good performance, it is hoped that the quality of service will increase. In improving the quality of health services at Puskesmas, for Puskesmas,

especially North Aikmel Health Center, East Lombok Regency, it is hoped that they will strive to create a conducive work environment, encourage work motivation and strengthen employee work commitment, as well as continue to make efforts to improve employee performance on an ongoing basis. The East Lombok District Health Service is expected to carry out periodic monitoring and evaluation of the performance of the Community Health Centers and facilitate the Community Health Centers in efforts to improve the performance of the Community Health Centers. It is hoped that future researchers will conduct research on a narrower scope by analyzing more deeply and examining other variables besides those in this research, such as management and leadership factors. Conclusions can be written in paragraph.

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