

The Impact of Social Capital, Work Motivation, and Job Satisfaction on Health Workers' Performance in Community Health Centers

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ABSTRACT

Background: Social capital, which includes relationships between individuals, social networks, as well as trust in organizations, is believed to affect the effectiveness of collaboration and communication, which in turn impacts performance. Work motivation plays an important role in encouraging individuals to achieve organizational goals. In addition, job satisfaction, which is influenced by certain factors, contributes to the improvement of individual performance in the workplace. This study aims to analyze the influence of social capital, work motivation and job satisfaction on the performance of health workers in health centers.

Subjects and Method: This study is a *cross-sectional* study conducted on health workers at the Subang Regency health center in November-January 2025. The research sample of 203 health workers was selected using random sampling. The dependent variable is performance. Independent variables are social capital, work motivation and job satisfaction. Data collection using questionnaires. The data were analyzed using Multiple Linear Regression on Stata 13.

Results: Social capital ($b = 0.08$; 95% CI = 0.02 to 0.14; $p = 0.006$), job satisfaction ($b = 0.60$; 95% CI = 0.36 to 0.84; $p < 0.001$), work motivation ($b = 0.21$; 95% CI = 0.04 to 0.37; $p = 0.013$) has the influence to improve performance and is statistically significant. Age ($b = 0.00$; 95% CI = -0.02 to 0.04; $p = 0.613$) there was an increase but statistically insignificant, of sex ($b = -0.23$; 95% CI = -0.76 to 0.29; $p = 0.385$) followed by a statistically insignificant decrease. Length of work 11-19 ($b = 0.01$; CI95% = -0.57 to 0.61; $p = 0.950$) followed by an increase but statistically insignificant. Working time >20 years ($b = -0.23$; 95% CI = -1.03 to 0.57; $p = 0.572$) followed by a statistically insignificant decrease, strata of puskesmas ($b = 0.36$; 95% CI = -0.17 to 0.89; $p = 0.184$) there is an increase but statistically insignificant.

Conclusion: The performance of health center health workers is influenced by social capital, work motivation and job satisfaction. Age, gender, length of work, strata of the health center are not factors that affect performance.

Keywords: social capital, work motivation, job satisfaction, age, length of work.

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BACKGROUND

In the current era of globalization, competition is getting tighter in every aspect of life, one of which is competition in the business world, especially in the service sector, namely health services, namely community health centers. Community health centers are a place to make efforts to improve health, prevent and cure diseases and restore health. Community health centers must be able to guarantee the quality of nursing services through suitability to patient needs. The importance of improving the quality of community health center services is to build friendships that encourage relationships with patients so that community health centers are not abandoned by their patients (Putra, 2022).

Quality of service is one of the important factors in the utilization of health services. Assessment of good service quality is not only on physical healing of diseases, but also on the attitudes, knowledge, and skills of officers in providing services, communication, information, politeness, punctuality, responsiveness and the availability of adequate facilities and tools. Quality health services have become a community need which is a determinant of the success of building a nation (Setiawan et al., 2022).

Health workers are health employees who are basically the most important element in health services, Law of the Republic of Indonesia Number 36 of 2014 concerning Health Workers states that health workers have an important role in improving the quality of maximum health services to the community so that the community is able to increase awareness, willingness, and ability to live healthily so that the highest level of health will be achieved (Nur et al., 2021).

Employees who are satisfied with their work have a higher level of attendance and sometimes have better performance than employees/health workers who are dissatisfied with their work. In addition,

employees who are satisfied tend to have good performance, have a low level of absenteeism and a low desire to change jobs. Employees who are dissatisfied with their work tend to daydream more often, have less enthusiasm for work, get tired quickly, get bored quickly, have unstable emotions and do activities that are unrelated to work (Putra, 2022).

The performance of health workers as an important aspect in the health service system, this is what will determine the progress or decline of the health service. If health workers perform poorly, what happens is a decrease in the quality provided by health workers which will result in a bad image of hospitals and health centers, and performance becomes a benchmark for the success of health services that shows the accountability of service institutions within the framework of good governance (Hermawati et al., 2022).

The human approach is supportive, and this approach helps to improve employee performance, so that they become more responsible people, and can create an atmosphere where they can contribute to the limits that must be accounted for, there are several factors that can encourage employee performance, including employee work motivation. Several previous researchers have said that using high work motivation can increase employee performance. Work motivation can encourage the formation of employee performance through satisfactory employee psychology (Suswati, 2022). Social capital needs to be considered in the work environment, considering that employee performance will be affected by social capital, some of the benefits felt by the organization because of social capital such as more developed employee knowledge, increased employee work enthusiasm, low turnover intention and organizational stability. Thus, social capital becomes an important element for the realization of organizational goals and becomes a factor that correlates with the

achievement motivation of health workers (Sari et al, 2023).

Social capital is a social connection between human resources in an organization based on norms, solidarity and cooperation to form a solid group in order to achieve mutually agreed goals, social capital indicators consist of structural, relational and cognitive. Structural social capital is a relationship with each other inside and outside the organization (Stepień and Guth, 2025).

Relational social capital can be considered as an intangible asset that comes from respect, trust, obligation, and hope, cognitive social capital comes from a shared vision, knowledge, and norms among members of the organization (Kim and Shim, 2018).

The Community Health Center (PUSKESMAS) as one of the health facilities that provides health services to the community has a very strategic role in accelerating the improvement of public health. Therefore, the Puskesmas is required to provide quality services that satisfy its patients. Some of the Performance of Health Centers in Subang, especially in the field of nutrition services, are still not in accordance with the wishes of the community in terms of examinations that are still lacking in attention by officers, also the performance of employees in providing services to patients is not optimal in this case is the determination of time (Natika, 2015). The purpose of this study was to analyze the influence of social capital on the performance of health workers at the Subang Regency Health Center, analyze the influence of work motivation on the performance of health workers at the Subang Regency Health Center, and analyze the influence of job satisfaction on the performance of health workers at the Subang Regency Health Center.

SUBJECTS AND METHOD

1. Study Design

The design of this study was observational analysis with a cross-sectional approach using multiple linear regression analysis. This research was carried out in health facilities in Subang Regency, namely taking Puskesmas. Puskesmas in Subang Regency consist of 40 puskesmas and 10 puskesmas are taken, namely Cibogo, Cikaum, West Pagade, Pagaden, Binong, Cikalapa, Tambakdahan, Cipunagara, Mariuk, and Jatireja. The research was conducted in November – January 2024.

2. Population and Sample

The population comes from 10 health centers in Subang Regency with a total of 480 health workers. The sample in this study is health workers who work at the Subang Regency Health Center. Sampling was carried out using the Simple Random Sampling method for 203 people, the recommended sample size is not less than 50 samples, and the recommended sample size is 100 or more. As a general rule, some researchers recommend a ratio of 10:1 or 20-1 cases for each variable. In this study, a sample of 203 research subjects was used with the consideration that the sample would be more representative.

3. Study Variables

The dependent variable in this study is the performance of health workers at the Subang Regency Health Center. The independent variables in this study were social capital, work motivation and job satisfaction.

4. Operational Definition

Variables Operational definitions are compiled with the aim of providing a description and making it easier to determine measurements for the variables being studied. The operational definition of variables used to minimize errors in the process of interpreting the variables to be used is described as follows: **Social capital**, a collection of informal values or norms that are spontaneously

divided among the members of a group that allows cooperation between them.

Work motivation, in general, can be described as a need that encourages behavior for a certain purpose so that work motivation can cause employee enthusiasm or encouragement to work better.

Job satisfaction, a positive feeling about the job caused by an evaluation of the characteristics or in other words the feeling of pleasure of a person after someone has done the job or is doing the job.

Employee performance is the result of the work achieved by a person in completing his responsibilities.

Length of work, length of work, is the length of time employees work at the health center, starting from the first day of work to the research is carried out.

Gender, a term that separates individuals physically or psychologically.

The Puskesmas strata, the puskesmas strata are the results of the accreditation assessment by the accreditation commission of the first level of health facilities owned by the puskesmas in the last year.

5. Study Instrument

This study uses an instrument in the form of a questionnaire developed by the researcher to measure and describe aspects of social capital, work motivation, job satisfaction, and performance of health workers. The instrument was arranged in the form of a Likert scale with three response categories, namely: Correct (score 2), Hesitant (score 1), and False (score 0).

6. Data Analysis

Univariate Analysis

Univariate analysis was carried out descriptively to determine the distribution of the characteristics of the research subjects and the homogeneity of the data by looking at the frequency and proportion distribution of each

group. Continuous data is described in frequency parameters (n), mean, SD, minimum and maximum while categorical data is described in frequency (n) and percentage (%) parameters.

Bivariate Analysis

Bivariate analysis uses simple linear regression analysis with STATA 13. Linear regression aims to explain the linear relationship between one dependent variable and an independent variable.

Multivariate Analysis

Multivariate analysis in this study used multiple linear regression analysis with STATA 13. Dual linear regression model to predict the influence between more than one independent variable.

7. Research Ethics

Research ethics include consent sheets, anonymity, confidentiality, and ethical feasibility. The ethical feasibility of this study comes from the Health Research Ethics Committee of Dr. Moewardi Surakarta with number: 2.751/XII/HREC/2024.

RESULTS

1. Univariate Analysis

Table 1 shows the results of univariate analysis based on continuous data, namely the research subjects totaling 203 health workers of the Health Center with age characteristics have a mean value = 38.36 and SD = 9.48 with a minimum value of 21 and a maximum value of 57. Performance Characteristics have a mean value = 19.05 and SD = 1.60 with a minimum value of 10 and a maximum value of 20. The Job Satisfaction Characteristic has a mean value of 9.65 and SD = 0.87 with a minimum value of 5 and a maximum value of 10. Social capital has a mean value = 11.15 and SD = 3.61 with a minimum value of 0 and a maximum value of 14. Work motivation has a mean value = 9.16 and SD = 1.23.

Table 1. Univariate analysis of continuous data

Variable	N	Mean	SD	Min.	Max.
Age (Years)	203	38.36	9.48	21	57
Performance	203	19.05	1.60	10	20
Job Satisfaction	203	9.65	0.87	5	10
Social Capital	203	11.15	3.61	0	14
Work Motivation	203	9.16	1.23	4	10

Table 2 shows the results of univariate analysis based on categorical data, namely the characteristics of research subjects based on length of work are categorized into <10 years, 11-19 years and >20 years. There were 85 (41.8%) working time <10 years, there were 56 (27.5%) 11-19 years and there were 62 (30.5%) >20

years.

The characteristics of the research subjects based on gender were categorized into male and female. There are 35 (17.2%) male genders, there are 168 (82.7%) female genders.

Table 2. Univariate analysis of categorical data

Variable	n	%
Working period		
<10 years	85	41.8
11-19 years	56	27.5
>20 years	62	30.5
Gender		
Male	35	17.2
Female	168	82.7
Strata of Health Center		
Paripurna	168	82.7
Utama	35	17.2

2. Bivariate Analysis

Table 3 shows the results of a bivariate analysis of the relationship between social capital and performance (b= 0.68; 95% CI= 0.38 to 0.97; p <0.001). Work motivation was

positively associated with work performance (b= 0.16; 95% CI= 0.06 to 0.27; p= 0.002). Job satisfaction was positively and significantly associated with work performance (b= 0.22; 95% CI= 0.15 to 0.29; p<0.001).

Table 3. The relationship between social capital, work motivation, job satisfaction, and work performance

Independent Variables	b	95% CI		P
		Lower Limit	Upper Limit	
Social Capital	0.68	0.38	0.97	0.001
Work Motivation	0.16	0.06	0.27	0.002
Job Satisfaction	0.22	0.15	0.29	0.001

3. Multivariate analysis

Table 4 shows that there is a positive and significant relationship between the social capital (b= 0.08; 95% CI= 0.02 to 0.14; p= 0.006), motivation (b= 0.21; 95% CI= 0.04 to 0.37; p= 0.013), and job satisfaction (b= 0.60;

95% CI= 0.36 to 0.84; p <0.001) on work performance in health workers.

Age (b= 0.01; 95% CI= -0.02 to 0.04; p= 0.613), female sex (b= -0.23; 95% CI= -0.76 to 0.29; p= 0.385), tenure 11-19 years (b= 0.01; 95% CI= -0.57 to 0.61; p= 0.950), tenure >20

years (b= -0.23; 95% CI= -1.03 to 0.57; p= 0.572), and strata off health center (b= 0.36; 95% CI= -0.17 to 0.89; p= 0.184) had non

significant relationships with work performance.

Table 4. Multiple linear regression of the influence of social capital, work motivation and job satisfaction on the performance of health workers at the Subang Regency Health Center

Independent variables	b	95% CI		p
		Lower Limit	Upper Limit	
Social capital	0.08	0.02	0.14	0.006
Work motivation	0.21	0.04	0.37	0.013
Work satisfaction	0.60	0.36	0.84	0.001
Age (years old)	0.01	-0.02	0.04	0.613
Sex (female)	-0.23	-0.76	0.29	0.385
Tenure (11-19 years)	0.18	-0.57	0.61	0.950
Tenure >20 years	-0.23	-1.03	0.57	0.572
Strata of health center	0.36	-0.17	0.89	0.184

DISCUSSION

1. The Influence of Social Capital on Performance

The results of the study showed that there was an influence of social capital on performance and a significant relationship. High social capital in an organization will affect performance. Social capital includes employee-to-employee relationships to employees and leaders. The establishment of trust and a desire to share knowledge will bring positive feelings to employees.

This social capital, as stated in the study, will ultimately affect the nature and quality of employee job performance (Bharati et al, 2015). Problem-solving ability in organizations with high levels of relational social capital increases due to open communication and more effective information sharing by employees (Wang et al., 2016).

Employees' trust in each other is a belief in their abilities, virtues, and integrity that leads to risk-taking in relationships, working together, or sharing information. All of this leads to positive outcomes, such as increased job performance (Ali-Hassan et al, 2015).

Supported by previous research showing a positive and significant impact of

structural social capital, relational social capital, and cognitive social capital on work performance (Ghorbanzadeh et al., 2021).

2. The Influence of Job Satisfaction on Performance

The results of the study showed that there was an influence of job satisfaction on performance and a significant relationship. Everyone wants satisfaction in their work. Satisfaction in work will create a positive feeling towards work which is caused by an evaluation of characteristics or in other words a person's feeling of pleasure after someone completes a job or is doing the job itself, of course it will increase more disciplined responsibility and the desire to always be present at work, An organization's attention to employee job satisfaction affects employee perceptions in perceiving job satisfaction. If employees feel satisfied with their work, they will tend to work well (Suong et al, 2019). Job satisfaction reflects a person's attitude towards their work, this can be seen in the employee's positive attitude towards work and everything they face in their work environment. A person with a high level of job satisfaction shows a positive attitude towards their performance, a person who is dissatisfied with their work shows a

negative attitude towards their performance (Yakup, 2017), So that employees will love their jobs, this finding is consistent with research conducted by Tu et al., (2024) Given the large influence of satisfaction on performance, an organization needs to pay attention to employee satisfaction in improving performance.

3. The Effect of Motivation on Performance

The results of this study indicate that motivation has a positive effect on performance. Work motivation is a condition that drives an individual's desire to carry out certain activities in order to achieve their desires.

This is in accordance with research conducted by (Rismayadi and Maemunah, 2016) which states that work motivation has a significant effect on employee performance. In line with research by Pundati et al., (2018) which proves that there is a positive relationship between motivation and performance, that the better the motivation of health workers, the better their performance.

The results of this study are supported by Pancasila et al, (2020) who state that providing motivation to organizations aims to encourage employee work enthusiasm so that they are willing to work hard by deploying all their abilities. If employees feel motivated, then they will get satisfaction in working, and they work more enthusiastically, which will ultimately improve their performance..

4. The Effect of Age on Performance

The results of this study indicate that there is a positive relationship between age and performance but it is not statistically significant. Previous studies have produced mixed results, however, regarding the exact relationship between age and performance.

In the 2 most widely cited quantitative reviews of this literature, one found a positive relationship between age and performance and one found that age was largely unrelated to performance. In addition, there may be

differences in results depending on the data collected (Beier et al., 2022).

Many studies have found support for age being negatively related to cognitive function. Avolio and Waldman in their study (Singh et al, 2024) found that age was negatively related to several types of aptitude, including general intelligence, verbal aptitude, numerical aptitude, spatial aptitude, form perception, clerical perception, motor coordination, finger dexterity, and manual dexterity. Thus, for jobs where general cognitive abilities decline with age.

5. The influence of gender on performance

The results of this study indicate that there is a negative relationship between gender and performance. Female health workers have an average performance scale of -0.23 units lower than men and the relationship is statistically insignificant. In line with previous research, it proves that there is no relationship between gender and performance because Soeprodjo et al, (2019) stated that a person's performance is not an individual characteristic, but a manifestation of a person's talents and abilities. According to Agyemang-Mintah and Schadewit, (2019) the presence of women will improve company performance, but gender diversity encourages better decision making and improves performance (Tania and Hesniati, 2022).

6. The Effect of Length of Service on Performance

The results of this study indicate that length of service does not have a significant effect on performance. The results of this study are in line with Irawati's research, (2018) which shows that the variable length of service weakens the relationship between work stress and employee performance, employees who have worked for a long time are unable to reduce the burden/pressure they face because there are factors that cause work stress. The stress faced by employees who have worked

for a long time can affect psychological conditions and interfere with work.

However, the length of service of a person is expected to have higher performance compared to those who have not worked for a long time. This is because employees with a relatively new length of service still need time to adjust to their environment and field of work (Widjaja, 2015).

7. The Influence of Health Center Strata on Performance

The results of this study state that the strata of the Health Center has a positive influence on performance but is not statistically significant. The Health Center itself is distinguished based on strata. The stratification of the Health Center is divided into strata one health centers with very good achievements (full), strata two health centers with average or standard achievements (main), and strata three health centers with below average achievements (middle and main). This study is in line with previous studies which state that strata has a positive influence on performance, seen from something that has been achieved, High strata in the Health Center has an impact on efficiency, patient safety, effectiveness, and timeliness (Araujo et al. 2020). However, in this study it was not statistically significant.

AUTHOR CONTRIBUTION

Muhammad Raihan Alfani played the role of the first author, collecting data and processing data. Sumardiyono and Bhisma Murti as supervisors and supervisors.

CONFLICT OF INTEREST

There were no conflicts of interest in this study.

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