



(REVIEW ARTICLE)



## The effect of work motivation, work discipline, organizational culture, and leadership on employee performance in reporting post-immunization adverse events (KIPI)

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### Abstract

The purpose of this study was to analyze the effect of work motivation, work discipline, organizational culture, and leadership on the performance of employees in reporting KIPI in Gorontalo Regency. The method in this study was a descriptive-analytic method with a cross-sectional study approach. The research sample consisted of 42 immunization officers and survey officers at Puskesmas in Gorontalo Regency. The data collection method used a questionnaire and the data analysis technique used was multiple linear regression analysis. The results showed that, partially, work motivation ( $X_1$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ) had a positive and significant effect on employee performance, while work discipline ( $X_2$ ) did not affect employee performance ( $Y$ ). The work motivation variable ( $X_1$ ) is the most dominant in its influence on officer performance with a regression coefficient of 0.354. Simultaneously, the variables of work motivation ( $X_1$ ), work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ) have a significant effect on officer performance ( $Y$ ) in reporting KIPI in Gorontalo District. The independent variables can explain employee performance variables by 62.1% (R-Square), while the other 37.1% is explained by other variables outside this model.

**Keywords:** Organizational Culture; Work Discipline; Leadership; Employee Performance; Work Motivation

### 1. Introduction

The introduction of new antigens in 2023 increased post-immunization adverse events (AEFIs). Health workers are responsible for receiving reports and conducting investigations. The results of the investigation must be immediately reported in stages to the Head of the Regency/City Health Office and the Head of the Provincial Health Office and then submit a report to the National Commission. Officer awareness and leadership follow-up are needed regarding this KIPI case so that the implementation of vaccination is maximized.

The results of the analysis of KIPI reports in Indonesia from 2015 to 2017 show that there is an increase in the number of cases each year. However, the reported cases of KIPI are not proportional (much smaller) to the percentage of basic immunization coverage (Sipahutar, 2020). In May 2021, the National Commission on KIPI recorded 229 reports of serious adverse events related to the COVID-19 vaccination program. Meanwhile, there were 10,627 non-serious KIPIs (Yulianto, 2021). It is estimated that the number of reports is higher than this number, but it is feared that it will not be reported by health workers. The problem of underreporting of non-serious (routine) KIPI cases in Indonesia is caused by KIPI survey officers who have concurrent duties with other programs. It is also because the recording and reporting of KIPI, both with manual forms and online, must go through a tiered flow from healthcare facilities in the regions to the center. Reporting from the District Health Office must report KIPI within 24 hours of case discovery. Meanwhile, the Provincial Health Office or PP KIPI Regional Commission must report within 24-72 hours of case finding, while the PP KIPI National Commission must report within 24 hours to 7 days.

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In carrying out their work obligations, namely serving the community's needs in the health sector, of course, every officer must have a determination of desire. The determination of the desire to work optimally can be seen from the presence of employees who have job satisfaction, organizational commitment, and organizational culture. This greatly affects the work results provided by employees in the form of employee performance in achieving organizational goals (Syardiansah et al, 2020).

Work performance is a description of the achievement of a program of strategic and operational planning activities of the organization (efforts) by a person or group of people in an organization (Nursalam, 2015). The performance of health workers is a very important issue to study to maintain and improve health development. The study of performance provides clarity on the factors that influence individual and organizational performance (Ilyas, 2012).

Several factors can affect human resources in carrying out their performance, both factors that come from within human resources and those that come from outside themselves. Factors that affect employee performance include work motivation, work discipline, organizational culture, and leadership. Several studies have been conducted to see how work motivation, work discipline, organizational culture, and leadership affect the performance of health workers. Research by Daniyanti et al (2018) on Kalibarukulon Banyuwangi Health Center employees, stated that 66.7% of employees have good work motivation, while 72.2% of employees have good performance. The results of the statistical test stated that there was a relationship between motivation and the performance of health workers. Research by Kumaladewi et al (2017) states that employee motivation and work discipline together affect employee performance at the Central Sulawesi Provincial Health Office.

Research by Purwanto et al (2020) at the Pati Regency Health Center in Central Java states that transactional leadership and organizational culture have a positive and significant effect on employee performance, both directly and indirectly through the mediation of innovative work behavior. Research by Usman et al (2018) also states that transactional, transformational, and situational leadership styles help improve officer performance at the West Peureulak Health Center.

Research conducted by Nyaboga & Muathe (2022) on hospital health workers in Kenya showed that employee motivation affects the performance of health workers in government hospitals. This study recommends that the government ensure that health workers are compensated and promoted according to their work performance. Another study conducted by Baral et al (2018) on health workers in Nepal, that improving health service performance demands collective efforts from health workers. Increasing immunization coverage, the proportion of mothers who had antenatal check-ups, and the proportion of deliveries in health facilities were supported by a functional environment, leadership, and community involvement.

Based on this explanation, the researcher is interested in conducting a study with the title "The Effect of Work Motivation, Work Discipline, Organizational Culture, and Leadership on Employee Performance in Reporting Post-Immunization Adverse Events (KIPI)." This study aims to analyze the influence of each independent variable, namely work motivation, work discipline, organizational culture, and leadership on employee performance in reporting KIPI, especially in the Gorontalo Regency area, both individually and simultaneously.

## 2. Method

**Table 1** Likert Scale

Scale	Category
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

This is observational research with descriptive analytics and cross-sectional design. The research was conducted by involving independent variables in the form of work motivation ( $X_1$ ), work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ), and the dependent variable in the form of employee performance ( $Y$ ). Data collection was carried

out using instruments in the form of observations, interviews, and questionnaires. The results of the questionnaire were categorized based on the Likert scale as listed in Table 1. The research data were analyzed using multiple linear regression.

### 3. Results and discussion

#### 3.1. Data Quality Test

##### 3.1.1. Normality test

The normality test is carried out to determine whether the residuals in the regression model are normally distributed or not. In this study, the normality test was carried out using the Kolmogorov-Smirnov technique. The results of the normality test are presented in Table 2. Based on the results in Table 2, the p-value for each variable is greater than  $\alpha = 0.05$ . Thus, it can be concluded that the regression model is normally distributed.

**Table 2** Data Normality Test Results

No.	Variables	p-value
1	Work Motivation	0.827
2	Work Discipline	0.326
3	Organizational Culture	0.071
4	Leadership	0.202
5	Employee Performance	0.335

Source: Primary data, 2023

##### 3.1.2. Multicollinearity test

Determining the presence or absence of multicollinearity in the regression model can be done by looking at the Tolerance value and Variance Inflation Factor (VIF). A regression model is declared free from multicollinearity if the Tolerance value is lower than 1 or the VIF value is lower than 10. The multicollinearity test results are presented in Table 3. Based on the results in Table 3, the Tolerance value for each variable is smaller than 1 and the VIF value is smaller than 10. Thus, it can be concluded that there is no multicollinearity in each variable.

**Table 3** Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
X <sub>1</sub>	0.523	1.910
X <sub>2</sub>	0.285	3.506
X <sub>3</sub>	0.474	2.111
X <sub>4</sub>	0.284	3.515

Source: Primary data, 2023

##### 3.1.3. Heteroscedasticity test

The heteroscedasticity test in this study uses the Glejser test. The results of the heteroscedasticity test are presented in Table 4. Based on the results in Table 4, the p-value for each variable is greater than  $\alpha = 0.05$ . Thus, it can be concluded that the regression model is free from heteroscedasticity problems.

**Table 4** Heteroscedasticity Test Results

No.	Variables	p-value
1	Work Motivation	0.673
2	Work Discipline	0.825
3	Organizational Culture	0.574
4	Leadership	0.270

Source: Primary data, 2023

### 3.1.4. Autocorrelation test

The autocorrelation test is used to test the residual assumption that correlates in the  $t^{\text{th}}$  period with the previous period. The autocorrelation test in this study was carried out using the Durbin-Watson test. The autocorrelation test is said to be negative if the calculated Durbin-Watson value is greater than +2. The results of the autocorrelation test are presented in Table 5. From the results in Table 5, it is found that the d value is 2.345 and the dU value is 1.7202. The value of d is greater, so it is concluded that the model is free from autocorrelation symptoms.

**Table 5** Autocorrelation Test Results

No.	Durbin-Watson Count (d)	Durbin-Watson Table (dU)
1	2.345	1.7202

Source: Primary data, 2023

## 3.2. Hypothesis Testing

### 3.2.1. Multiple linear regression analysis

The results of multiple linear regression calculations between work motivation ( $X_1$ ) work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ) on officer performance ( $Y$ ) with the help of the SPSS program are presented in Table 6.

**Table 6** Multiple Linear Regression Results

Model	Unstandardized Coefficients		t	Sig
	B	Std. Error		
Constant	4.778	4.559	1.039	0.306
Work Motivation ( $X_1$ )	0.354	0.127	2.795	0.008
Work Discipline ( $X_2$ )	-0.170	0.179	- 0.952	0.347
Organizational Culture ( $X_3$ )	0.278	0.133	2.084	0.044
Leadership ( $X_4$ )	0.344	0.155	2.226	0.032

Source: Primary data, 2023

Based on Table 6, the regression equation is as follows:

$$Y = 4,778 + 0,354 X_1 + -0,170 X_2 + 0,278 X_3 + 0,344 X_4$$

From the multiple regression equation, it can be interpreted as follows:

- The constant coefficient value of 4.778 means that if the work motivation ( $X_1$ ), work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ) are equal to zero, the estimated performance of reporting officers is 4.778.

- The regression coefficient of the work motivation variable ( $X_1$ ) is 0.354. This means that the work motivation variable influences employee performance so if other variables are considered constant, performance will increase by 0.354.
- The regression coefficient of the work discipline variable ( $X_2$ ) is -0.170. This means that the work discipline variable has a negative effect on employee performance so if other variables are considered constant, performance will decrease by 0.170.
- The regression coefficient of the organizational culture variable ( $X_3$ ) is 0.278. This means that the organizational culture variable influences employee performance, so if other variables are considered constant, performance will increase by 0.278.
- The regression coefficient of the leadership variable ( $X_4$ ) is 0.344. This means that the leadership variable has an influence on employee performance, so if other variables are considered constant, performance will increase by 0.344.

### 3.2.2. Partial significance test (*t*-test)

The *t*-test is used to analyze the effect of each independent variable partially on the dependent variable at a significance level of  $\alpha = 0.05$ . The *t*-test results are presented in Table 7.

**Table 7** Partial Test Results (*t*-Test)

Model	Unstandardized Coefficients		t	Sig
	B	Std. Error		
Constant	4.778	4.559	1.039	0.306
Work Motivation ( $X_1$ )	0.354	0.127	2.795	0.008
Work Discipline ( $X_2$ )	-0.170	0.179	- 0.952	0.347
Organizational Culture ( $X_3$ )	0.278	0.133	2.084	0.044
Leadership ( $X_4$ )	0.344	0.155	2.226	0.032

Source: Primary data, 2023

Based on the results in Table 7, it can be concluded as follows:

- The effect of work motivation on employee performance in KIPi Reporting in Gorontalo Regency obtained a significant value of 0.008, which is smaller than  $\alpha = 0.05$ . Thus, it is concluded that  $H_1$  is accepted. This means that work motivation has a positive effect on employee performance in reporting KIPi in Gorontalo Regency.
- The effect of work discipline on employee performance in KIPi Reporting in Gorontalo Regency obtained a significance value of 0.347, which is greater than  $\alpha = 0.05$ . Thus, it is concluded that  $H_0$  is accepted. That is, there is no influence of work discipline on employee performance in reporting KIPi in Gorontalo Regency.
- The effect of organizational culture on employee performance in KIPi reporting in Gorontalo Regency obtained a significance value of 0.044, which is smaller than  $\alpha = 0.05$ . Thus, it is concluded that  $H_1$  is accepted. This means that organizational culture has a positive effect on employee performance in reporting KIPi in Gorontalo Regency.
- The effect of leadership on employee performance in KIPi Reporting in Gorontalo Regency obtained a significant value of 0.032, which is smaller than  $\alpha = 0.05$ . Thus, it is concluded that  $H_1$  is accepted. This means that leadership has a positive effect on employee performance in reporting KIPi in Gorontalo Regency.

### 3.2.3. Simultaneous significance test (*F*-test)

The *F*-test was conducted to analyze the effect of the independent variables simultaneously on the dependent variable. The results of simultaneous significance testing are presented in Table 8. The results in Table 8 show an *F* value of 15.713 with a significance value of 0.000 at the significance level  $\alpha = 0.05$ . This means that the regression model used is significant. Thus, it can be said that the variables of work motivation ( $X_1$ ), work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ) have a simultaneous and significant effect on employee performance (*Y*) in reporting KIPi in Gorontalo Regency.

**Table 8** Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	472.453	4	118.113	15.713	0.000 <sup>b</sup>
Residual	278.119	37	7517		
Total	750.571	41			

Source: Primary data, 2023

### 3.2.4. The coefficient of determination

The coefficient of determination ( $R^2$ ) measures how far the model's ability to explain the dependent variation. The results of the coefficient of determination test are presented in Table 9. The results in Table 9 show that the  $R^2$  value is 0.629. That is, 62.9% of employee performance (Y) can be explained by work motivation ( $X_1$ ), work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ), while the other 37.1% is influenced by other factors not included in this study. The R-value of 0.793 or 79.3% means that the relationship between the independent variable and the dependent variable in this study can be said to have a close relationship because it is close to 100%.

**Table 9** Test Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.793 <sup>a</sup>	0.629	0.589	2.742

Source: Primary data, 2023

## 4. Discussion

### 4.1. The Effect of Work Motivation on Employee Performance in Reporting KIPI in Gorontalo District

Motivation is the most important aspect of improving performance. High work motivation will be reflected in a sense of responsibility and passion that creates a desire to work and give the best for one's work.

Based on the statistical test results, it is found that the partial significance value for the work motivation variable is 0.008, which is smaller than  $\alpha = 0.05$ . Thus, it is concluded that  $H_1$  is accepted. This means that work motivation has a positive effect on employee performance in reporting KIPI in Gorontalo District. When viewed from the regression equation, it is found that the regression coefficient value for the work motivation variable is 0.354. This means that if other variables are considered constant, then employee performance will increase by 0.354.

The results of this study are in line with the research of Wafi & Winarno (2022), where the results of their research show that, partially, motivation has a significant effect on employee performance. Work motivation ( $X_1$ ) makes the most dominant contribution to employee performance (Y) at the Salem Health Center Health Office. Other research conducted by Rachman and Istiqamah (2022) states that work motivation affects the performance of health workers at the Salo Health Center, Pinrang Regency. Indicators of motivation are seen from physiological needs and job security guarantees. The same results were also obtained in the research of Adilah & Firdaus (2023), where work motivation has a positive and significant effect on the performance of health workers at DKT Sidoarjo Hospital. Work motivation indicators include rewards, social relationships, life needs, and success at work.

Efforts are made to optimize the quality of performance and health services by increasing work motivation by giving awards to health workers who have more abilities, creating a conducive work environment, establishing good relations between colleagues, providing job security, establishing good relations between superiors and subordinates, and participating in seminars and training (Nurhalisa, 2021). This was felt by KIPI reporting officers in Gorontalo District. A conducive work environment and good relations between superiors and coworkers are the most dominant indicators of work motivation in improving performance. Indicators of physiological needs, such as income, are also quite dominant in increasing work motivation, even though most respondents strongly agree that the allowances received are increased to increase work motivation.

#### **4.2. The Effect of Work Discipline on Employee Performance in KIPi Reporting in Gorontalo District**

Discipline is an attitude and behavior that must be carried out by every employee who has been regulated in an organization or work agency. Employee work discipline in the organization is a function of human resource management because, with conditions that are full of discipline, employees are expected to become a strong basic pillar in an organization to achieve goals. Good discipline reflects a person's sense of responsibility for the tasks assigned to employees (Mbawo'o et al, 2020).

Based on the statistical test results, it is found that the partial significance value for the work discipline variable is 0.347, which is greater than  $\alpha = 0.05$ . Thus, it is concluded that  $H_0$  is accepted. That is, there is no effect of work discipline on the performance of officers in reporting KIPi in Gorontalo District. When viewed from the regression equation, it is found that the regression coefficient value for the work motivation variable is -0.170. This means that if other variables are considered constant, then employee performance will decrease by 0.170.

The discipline factor is another thing that also affects performance. Disciplined people have better performance than those who are not disciplined. If undisciplined, performance will decrease and of course, have a direct impact on the ultimate goal of the organization. However, in this study, it was found that the work discipline factor did not affect the performance of officers in reporting KIPi in Gorontalo District. The interview results stated that some respondents (19.0%) chose a neutral (undecided) attitude towards the discipline indicator for arriving on time to the workplace. This means that there are still officers who think that coming to work late is normal. In addition, 28.6% of respondents chose a neutral statement and 7.1% of respondents chose to disagree with the indicator of receiving punishment for violating agency rules. As many as 23.8% of respondents chose neutral and 2.4% of respondents disagreed with the indicator that the punishment given could improve self-quality. With this statement, it can be interpreted that the provision or application of punishment to employees when they violate the rules is still in the insufficient category. This indicator of discipline for entry time and punishment can support employee work discipline so that it affects employee performance.

The results of this study are in line with the research of Lengkong et al (2018), where, based on the results of the test of the relationship between work discipline and employee performance at the Kakaskasen Health Center in Tomohon City, the p-value = 0.976 was obtained. This value is greater than  $\alpha = 0.05$ , so  $H_0$  is accepted, or it is said that there is no relationship between work discipline and employee performance at the Kakaskasen Health Center in Tomohon City.

#### **4.3. The Effect of Organizational Culture on Employee Performance in KIPi Reporting in Gorontalo District**

Organizational culture is a value that is believed in and is a system in an organization that supports the implementation of activities in an organization that has certain characteristics to achieve mutually agreed goals (Lousyiana & Harlen, 2015). Organizational culture is important for companies because organizational culture is a characteristic that distinguishes a company from other companies.

Based on the statistical test results, it is found that the partial significance value for the organizational culture variable is 0.044, which is smaller than  $\alpha = 0.05$ . Thus, it is concluded that  $H_1$  is accepted. This means that organizational culture has a positive influence on employee performance in reporting KIPi in Gorontalo District. When viewed from the regression equation, it is found that the regression coefficient value for the organizational culture variable is 0.278. This means that if other variables are considered constant, then employee performance will increase by 0.278.

The results of this study are in line with Yudyando's research (2022), where the results of multiple linear regression analysis show that there is a significant effect of organizational culture on nurse performance at Harapan Magelang Hospital. A good organizational culture will encourage nurses' performance in a better direction. Other research was also conducted by Kusumawati et al. (2022) on employees of the Sumbawa Regency Regional Finance and Assets Agency, where the results of his research showed the influence of work culture on employee performance in the New Normal era during the COVID-19 pandemic. This means that the better the work culture, the more employee performance will increase.

According to Robbins and Judge (2015), organizational culture refers to a system of shared meanings carried out by members that distinguish the organization from other organizations. Organizational culture is formed from the processes and patterns of communication that occur in an organization that takes place as a means used in coordination. Organizational culture on the internal side of employees will provide suggestions for all behaviors proposed by the organization to be done, solve problems properly, and the impact will benefit the performance of the employees themselves.

#### **4.4. The Effect of Leadership on Employee Performance in KIPI Reporting in Gorontalo District**

Leadership in an organization is the most important factor in determining the success or failure of an organization in achieving the goals that have been set. Leadership can touch various aspects of human life such as the way of life, work opportunities, society, and even the state. The success of an organization is highly dependent on the quality of leadership, so it is fair to say that the quality of leadership in the organization plays a very dominant role in the success of the organization.

Based on the statistical test results, it is found that the partial significance value for the leadership variable is 0.032, which is smaller than  $\alpha = 0.05$ . Thus, it is concluded that  $H_1$  is accepted. This means that the leadership variable has a positive influence on employee performance in reporting KIPI in Gorontalo District. When viewed from the regression equation, it is found that the regression coefficient value for the leadership variable is 0.344. This means that if other variables are considered constant, then employee performance will increase by 0.344.

The results of this study are in line with Wahyuni's research (2019) at one of the Health Centers in Rokan Hilir Regency. The results of hypothesis testing show that leadership variables partially and significantly affect the performance of paramedics at the Puskesmas of Kubu Babussalam District, Rokan Hilir Regency. Other similar research was also conducted by Nilalowati et al. (2018) on Nurses in the Inpatient Room of Ibnu Sina YW UMI Makassar Hospital. The regression test results show that leadership has a positive influence on nurse performance so any increase in leadership variables will influence nurse performance variables.

One of the factors that can improve employee performance is the leadership factor (Mose, 2020). Leaders can influence their groups so that they act according to time and cooperatively to achieve goals. The success of a leader depends on his ability to operationalize every rule in a group and direct it to maximally achieve organizational goals (Pratama, 2017).

#### **4.5. The Effect of Work Motivation, Work Discipline, Organizational Culture, and Leadership on Employee Performance in KIPI Reporting in Gorontalo District**

Employee performance is the output of performance in terms of quantity and quality achieved by employees when carrying out their obligations based on the responsibilities that are accountable to them (Mangkunegara, 2016). Performance in the organization is the answer to the success or failure of the organizational goals that have been set. A successful and effective organization is an organization that is supported by good human resource performance. Organizational performance and human resources or employee/individual performance are compatible. The higher the employee performance, the higher the organizational performance, and vice versa.

Based on the statistical test results, it is found that the F value is 15.713 with a p-value or significance value of 0.000. This significance value is smaller than  $\alpha = 0.05$ . Thus, it is concluded that the variables of work motivation ( $X_1$ ), work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ) simultaneously and significantly affect employee performance ( $Y$ ) in reporting KIPI in Gorontalo District. The coefficient of determination test results shows the  $R^2$  value of 0.629. This means that 62.9% of officer performance ( $Y$ ) can be explained by the variables of work motivation ( $X_1$ ) work discipline ( $X_2$ ), organizational culture ( $X_3$ ), and leadership ( $X_4$ ), while the other 37.1% is influenced by other factors not included in this study.

Previous research that supports the results of this study includes research by Kusumawati et al (2022) on the Sumbawa Regency Regional Finance and Asset Agency, where the results of their research show that there is a simultaneous influence of work motivation, work culture, and work discipline on employee performance in the new normal era during the COVID-19 pandemic. This means that the better or higher the work motivation, work culture, and work discipline, the more employee performance will increase. Another study was conducted by Tewal et al (2017) on Nurses at Maria Walanda Maramis Hospital, North Minahasa, where the regression test results stated that simultaneously, organizational culture, leadership, and motivation had a significant effect on nurse performance. Motivation has the most dominant influence on nurses' performance.

The success of performance improvement efforts has a direct relationship with effective human resource management at the individual level, organizational level, and workgroup. The factors that affect performance itself are abilities and skills, knowledge, and work design. personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016). According to Afandi (2021), several factors affect performance, namely ability, personality and work interest, clarity and acceptance of a worker, level of worker motivation, competence, work facilities, work culture, leadership, and work discipline.



## 5. Conclusion

Based on the research results that have been presented, the following conclusions can be drawn:

- The work motivation variable has a positive and significant effect of 0.354 on employee performance in reporting KIPi in Gorontalo District.
- The work discipline variable does not influence the performance of employees in reporting KIPi in Gorontalo District.
- The organizational culture variable has a positive and significant effect of 0.278 on employee performance in reporting KIPi in Gorontalo District.
- The leadership variable has a positive and significant effect of 0.344 on employee performance in reporting KIPi in Gorontalo District.
- The variables of work motivation, work discipline, organizational culture, and leadership simultaneously and significantly affect the performance of employees in reporting KIPi in Gorontalo Regency. The effect given is 62.9%, while the other 37.1% is influenced by other variables not studied in this study.

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## Compliance with ethical standards

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

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