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The Influence of Employee Workload on the Performance of HIV/AIDS Counseling Program Employees at the Kediri Regency Community Health Center

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ABSTRACT

Introduction: The Community Health Center is a health service provider that provides promotive public health efforts. One of the promotive programs implemented by the Community Health Center is the HIV/AIDS counseling program. In its implementation, problems were found that caused the HIV/AIDS counseling program not to meet the target, namely the lack of human resources. Not infrequently, officers in charge of the program have concurrent duties, so that the focus on the counseling program is divided and has an impact on the achievement of targets that are not optimal. This study aims to analyze the effect of the workload of community health center officers on the performance of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center in 2025.

Methods: The design of research is quantitative using a cross-sectional approach and the sample in this study were all population from employees of the HIV/AIDS counseling program at the Kediri Regency Community Health Center, totaling 35. Data collection in this study used an open questionnaire with measurements using a Likert scale and analyzed using ordinal logistic regression.

Results: The results of the regression model test showed a significant value of 0.05 so it was concluded that the workload can be significantly influenced by performance. The results of this study indicate a significant relationship between employee workload and the performance of community health center program employees.

Conclusion: Suggestions for community health center management include evaluating the work assigned to HIV/AIDS employees to ensure that the tasks assigned/assigned align with the capacity and expertise of HIV/AIDS employees.

Keywords: Community Health, Performance and Workload

INTRODUCTION

Community Health Centers (Puskesmas), as health service providers, promote public health. Community health promotion efforts are activities and/or a series of activities designed to empower communities to control and improve their health (Law No. 17 of 2023).

One type of promotion that can be implemented by Puskesmas is HIV/AIDS education programs (Samodra et al., 2023). These programs can be implemented to prevent the spread of HIV/AIDS among adolescents. Health promotion aims to empower communities to play an active role in supporting behavioral and environmental changes, as well as maintaining and improving health to prevent HIV/AIDS.

Based on data obtained during an internship at the Kediri Regency Health Office, several Puskesmas (Puskesmas A) have not achieved their targets. Puskesmas A has achieved 88% program achievement, Puskesmas B has achieved 90% program achievement, Puskesmas C has achieved 89% program achievement, Puskesmas D has achieved 23% program achievement, and Puskesmas E has achieved 83%. These Puskesmas have not yet achieved their targets. This data indicates that HIV/AIDS education programs in several community health centers have not yet reached 100% implementation.

The implementation of Human Resource Management for Health (HRM) is key to driving health development, which aims to increase awareness, willingness, and ability to live a healthy life. Eighty percent of the success of health development in Indonesia is determined by human resources for health. The shortage of human resources for health in Indonesia is caused by unequal distribution and suboptimal human resource management for health (Arman in Aprianto & Zuchri, 2021). Workload significantly impacts individual performance. A balanced workload motivates employees, while excessive workload can trigger fatigue, stress, and reduce productivity (Gunawan et al., 2026). Workload itself is commonly measured through indicators such as mental demand and frustration level (Iman et al., 2025).

From an HR management perspective, workload and work environment are important factors that influence employee performance. Workload relates not only to the number of tasks but also to the complexity of the work and mental demands, which impact the physical and psychological condition of employees. Workload can be categorized as under capacity, standard capacity, and over capacity, each of which has different implications for work motivation and productivity (Kobis et al. 2021).

Based on this description, the researcher was motivated to conduct a study entitled "The Effect of Workload on Employee Performance in the HIV/AIDS Counseling Program at the Kediri Regency Community Health Center."

METHOD

This research is quantitative in nature using a cross-sectional design (Abdullah, 2015). Cross-sectional research involves conducting surveys, observations, and direct data collection simultaneously, comparing workload and employee performance. The population in this study was all 35 employees responsible for HIV/AIDS programs within the Kediri

Regency Community Health Center (Puskesmas).

For sampling, the author used saturated sampling, using all members of the population as samples. Data collection involved distributing a questionnaire measured using a Likert scale, with respondents selecting one of the provided answers (Kurniawati & Judisseno, 2022). This questionnaire was distributed to all employees responsible for HIV/AIDS education programs within the Kediri Regency Community Health Center.

Data collection used a questionnaire, and data analysis was conducted through validity and reliability tests, as well as ordinal logistic regression using SPSS. Data analysis techniques used were univariate and bivariate data analysis. In this study, a bivariate analysis was conducted to determine the effect of workload on the performance of HIV/AIDS outreach program managers at the Kediri Regency Community Health Center. Crosstabs were generated using Statistical Product and Service Solution (SPSS) version 22. In this study, the researchers used tabular data presentation because tabular format is easier to read and understand.

RESULTS

Respondent General Data

Source: Primary Data (2025)

Based on table from 35 respondents there is part big namely 30 respondents (85.7%) are of the same type sex women and some small namely 5 respondents (14.3%) are of the same type sex man.

Description respondents based on age is description in a way general related with the age of the HIV/AIDS program manager in Kediri Regency Based on table on can known from 35 respondents There were 5 respondents (14.3%) aged 20-30 years, 7 respondents (20.0%) aged 31-40 years, 13 respondents (37.1%) aged 41-50 years, and 10 respondents (28.6%) aged 51-60 years.

Table 1. Characteristic Respondent

Characteristic	n	(%)
Gender		
Man	5	14.3
Woman	30	85.7
Total	**35**	**100**
Age		
20-30 years	5	14.3
31-40 years	7	20.0
41-50 years	13	37.1
51-60 years	10	28.6
Total	**35**	**100**
Length of working		
1-10 years	7	20.0
11-20 years	13	37.1
21-30 years old	7	20.0
31-40 years	8	22.9
Total	**35**	**100**
Education		
Senior High School	0	0
Diploma	21	60.0
Strata	14	40.0
Total	**35**	**100**

Table 2. Distribution frequency respondents based on performance variables HIV/AIDS counseling program manager in Kediri Regency

Performance	n	(%)
Very Low	0	0
Low	0	0
Currently	6	17.1
Tall	24	68.6
Very high	5	14.3
Total	**35**	**100**

Length of working based on table known from 35 respondents There were 7

respondents (20.0%) who had a working period of 1-10 years, 13 respondents (37.1%) who had a working period of 11-20 years, 7 respondents (20.0%) who had a working period of 21-30 years, and 8 respondents (22.9%) who had a working period of 31-40 years.

Table 3. Distribution frequency respondents based on load variables Work HIV/AIDS counseling program manager in Kediri Regency

Workload	n	(%)
Low	0	0
Currently	0	0
Somewhat High	6	17.1
Tall	27	77.1
Very high	2	5.7
Total	**35**	**100**

Table 4. Results of the Model Goodness-of-Fit Test

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	11,286	3	.010
Deviance	5.121	3	.163

Table 5. Coefficient Results Model Determination

Pseudo R-Square	
Cox and Snell	.200
Nagelkerke	.246
McFadden	.133

Respondent data of education Based on table on can known from 35 respondents There were 0 respondents (0%) who had a high school education, 21 (60.0%) respondents have a diploma as their final education and a small part namely 14 respondents (40.0%) had a final education of a bachelor's degree.

Performance of HIV/AIDS Counseling Program Employees at the Kediri Regency Community Health Center

Employee performance is results work that can achieved by employees in something organization in accordance with authority and responsibility the answer given organization in effort reach vision, mission and goals organization concerned legally, no violate legal and appropriate with morals and ethics.

Workload of HIV/AIDS Counseling Program Employees at Kediri Regency Community Health Centers

Workload is atmosphere if employee faced with a pile mandatory work done and not own Enough time For finish burden the work given. For explain results from variables burden Work in this study are presented in Table 3.

The Effect of Workload on the Performance of HIV/AIDS Counseling Program Employees at the Kediri Regency Community Health Center

The model goodness of fit test was carried out For see what is the regression model ordinal logistic obtained worthy For used in study This.

Table 6. Results of Ordinal Logistic Regression Test

	Measurement Results			Odds Ratio
	Currently	Tall	Very high	
Workload	6	27	2	a B C
Performance	6	24	5	d/e/f
Total	**12**	**51**	**7**	

Hypothesis tested is Ha: The logit model is feasible For used if Ha > 0.05 and H0: The logit model does not worthy For used if H0 < 0.05. From table 4.10 the results of the goodness of fit test of the model above Deviance value is known that mark significance 0.0163> 0.05, then can concluded that obtained model values from survey data in accordance with regression model ordinal and feasible logistics For used.

Wald test used For know significance of parameters on variables From the results table 4.9 above explain that the load variable Work have influence significant to performance, with mark significant of 0.05.

The size mark Coefficient determination in the regression model Ordinal logistics is shown by the McFadden, Cox and Snell and Nagelkerke values as presented in Table 5.

From the table on show mark coefficient Nagelkerke's determination is 0.246 or by 24.6% means variables independent or load variable Work own influence amounted to 24.6% while 75.4% was influenced by the variable others who don't found in research This

Analysis This ordinal logistic regression aim For know variables free to variables bound. The results of the ordinal logistic regression analysis are shown in Table 6.

From table 6 we can known formula For equality ordinal logistic regression is as following:

$$\text{Odds Ratio} = \frac{\frac{6}{27}/2}{\frac{5}{24}/7} = \frac{0,1111}{0,0500} = 2,2222$$

Analysis results above, it is obtained mark of 2.22. The value of 2.22 indicates that opportunity increase of 1 unit burden Work will influence performance of 2.22 with assumptions that other variables do not investigated in study This.

DISCUSSION

Workload of HIV/AIDS Counseling Program Employees at Kediri Regency Community Health Centers

Based on the workload of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center in 2025, 100% of 35 respondents reported a high workload. This finding aligns with research conducted by Annisa Putri Ana Phalis, Sudirman, and Rosnawati (2020) entitled "The Effect of Workload on Employee Performance at the Pantolan Community Health Center with Incentives as a Moderating Variable," which showed that workload affects employee performance at the Pantolan Community Health Center. Similar findings were also reported by Andika and Netra (2022) among health workers at Puskesmas Abiansemal I, Badung Regency, and by Safitri and Astutik (2021) among nurses, both of whom found that a high workload was associated with lower employee performance and job satisfaction. Excessive workload combined with inadequate compensation has likewise been linked to reduced job satisfaction

among employees (Hasyim, 2020). Program employees are currently adapting to their work environment. They may already be accustomed to the routine tasks of managing the program at the Community Health Center. Program employees are also undergoing a learning process to effectively manage their workload to prevent it from increasing and causing excessive stress and physical exhaustion. The lowest workload indicator is the Frustration Level indicator. This indicates that the majority of HIV/AIDS workers are able to manage their long-standing work frustration levels and find effective ways to prevent frustration from becoming excessive. Based on observations during the research, it was found that HIV/AIDS program staff at the Kediri Regency Community Health Center (Puskesmas) experienced excessive workloads, as each employee managed two to three programs, resulting in a high workload for program staff. This can be challenging for program staff, leading to physical and mental exhaustion. This, of course, negatively impacts program sustainability, resulting in the program failing to achieve its stated targets.

Performance of HIV/AIDS Counseling Program Employees at the Kediri Regency Community Health Center

The performance of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center (Puskesmas) in 2025 was considered high. According to Kiruja (2013) in Alfian & Randa Guswinta (2023), performance is the quality and quantity of work achieved by employees in carrying out their assigned duties and responsibilities, in order to achieve organizational goals. Effective performance management further requires that such goals be clearly planned, monitored, and evaluated within the organization (Fauzi & Hidayat Nugroho, 2020), and is shaped among Puskesmas employees by determinants such as competence, work environment, and organizational support (Arifin & Lastianum, 2023). The performance of HIV/AIDS program employees at the Kediri Regency Community Health Center was largely high, as evidenced by the respondents' highest educational attainment. The higher their education, the greater their knowledge, and thus, higher education can improve their performance. The indicator with the highest score was the number of schools receiving HIV/AIDS counseling.

Based on the results of a study on the performance of HIV/AIDS education program employees at the Kediri Regency Community Health Center, descriptive results of the performance variables indicate that the majority of respondents performed well. This is because the officers' duties and responsibilities were carried out effectively, enabling program employees to find effective ways to complete work on time, in accordance with established targets and deadlines. However, it is not uncommon for employees with long experience to still perform less than optimally.

Observations during the study revealed that high workloads and uneven task distribution can lead to decreased performance. When tasks are assigned unequally, this can lead to imbalanced employee performance. Community health centers are expected to ensure a fair and balanced division of labor among staff. This way, HIV/AIDS education program staff can work optimally without feeling

overwhelmed. If implemented, this could improve the performance of HIV/AIDS program staff at the Kediri Regency Community Health Center.

The Effect of Workload on the Performance of HIV/AIDS Counseling Program Employees at the Kediri Regency Community Health Center

Workload affects the performance of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center. Hypothesis testing using a regression model for the independent variable of workload on the performance of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center showed a significant value, indicating that workload significantly influences the performance of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center.

In addition to workload, performance is also influenced by other variables not included in this study, such as job complexity, incentives/wages, work environment, work motivation, and satisfaction (Abdullah, 2021; Ramadhanti, 2023; Rohman et al., 2023). A similar pattern has also been found in other work settings, where work stress together with workload jointly affects employee performance (Rachtawati et al., 2023), and where work discipline and motivation further contribute to performance outcomes (Wiyoto & Herminingsih, 2025). This means that the magnitude of the workload within a company or agency will affect employee performance. The higher the workload, the higher the employee's performance.

This research aligns with research conducted by Tarigan et al. (2023), which states that an imbalance in task distribution and inappropriate work targets can lead to a decline in overall performance at the community health center or other work units. This can negatively impact operational efficiency, customer satisfaction, and even the final results achieved.

Based on the research findings, the researchers found that workload has a positive and significant impact on the performance of employees in the HIV/AIDS outreach program at the Kediri Regency Community Health Center. In this regard, the researchers argue that a workload that is appropriate to employees' understanding and not excessive can provide deeper knowledge and challenge employees, thus enabling them to develop their work skills. This can increase motivation and interest in completing tasks effectively. A well-managed workload will allow employees to focus more on assigned tasks, thereby increasing organizational productivity and enabling programs designed by the community health center to achieve predetermined targets.

CONCLUSION

Based on the research findings on the effect of workload on the performance of HIV/AIDS counseling program employees at the Kediri Regency Community Health Center, and various descriptions outlined in the previous chapters, it can be concluded that: employees have a high workload due to the many programs they handle. Workload has a significant positive influence on employee performance. This means that a high workload actually

encourages employees to work more effectively and productively because job demands provide additional motivation. However, workload has a significant positive influence on job stress. This means that the greater the workload, the higher the level of stress felt, because job demands and targets increase (Agustin et al., 2025).

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