

The influence of work motivation and organizational culture on the productivity of health workers at Pagar Jati Deliserdang Health Center

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ABSTRACT

The purpose of this study was to determine the relationship between work motivation and organizational culture on the performance of the Pagarjati Health Center, Deliserdang Regency. To answer the research objectives, a study was conducted on all staff of the Pagarjati Health Center, totaling 112 people. The method used was descriptive analysis and structural equation model (SEM) analysis. Through the results of the study and analysis of work motivation and organizational culture, it was found that they had a significant effect on job satisfaction and had a significant effect. The implication of this study is to be able to improve the ability of a leader and the existing organizational culture, so that aspects of employee job satisfaction can be met, because in general high employee job satisfaction will be able to increase the work motivation of the Pagarjati Health Center staff, Deliserdang Regency.

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1. Introduction

Organizations, especially health centers, need to manage human resources because potential is an important aspect in the operational system in achieving goals. A person's work efficiency can be increased through adjustments and organizational culture. Employee work productivity is a result of employee willingness to work with enthusiasm (Bingkai Ekonomi et al., n.d.). Culture binds members who are surrounded by that culture to behave according to the existing culture without feeling forced. If the culture is directed to members of the organization to have good performance, then it is certain that members carry it out well (Dayani et al., 2020).

Motivation can direct and encourage employees to do high-performance work that meets company expectations. Work motivation is very important in a company because with work motivation can encourage employees to do more efficient and effective work in order to achieve certain goals. So the company must be able to provide and increase work motivation to employees so that employees can work optimally and achieve the goals set by the company. But also employees will not be able to work optimally if there is no great motivation from within the employee. Therefore, motivation is divided into two factors, namely extrinsic factors and intrinsic factors, in extrinsic factors come from the surrounding environment while in intrinsic factors come from within the employee. That organizational culture and motivation greatly influenced the performance of employees at the Public Works Office of Bina Marga, Musi Rawas Regency. It can be concluded that a good organizational culture and high motivation can produce performance in accordance with the expectations of the organization or leader (1345-Article Text-3255-1-10-20210814, n.d.).

The purpose of this study was to determine the significant influence of work motivation on employee job satisfaction at the Pagarjati Health Center and to determine the significant influence of organizational culture on employee job satisfaction at the Pagarjati Health Center alone. To determine the effect of work motivation, organizational culture, and work environment indirectly on employee performance through the work environment. This type of research is explanatory research and the approach in this study uses a quantitative research approach (Kerja et al., n.d.). Organizational culture strengthens the influence of motivation on employee performance at the Palopo Branch of the BPJS Health and Employment Office can be accepted (*JURNAL APRIYANTI_201620011*, n.d.). Health centers as the spearhead of health services are a supporter of the successful implementation of the national health program in Indonesia. Health centers are at the basic level in health organizations where health workers work together to achieve health development goals. The success of achieving the Strategic Plan of the Ministry of Health of the Republic of Indonesia will be greatly influenced by the arrangement and management of personnel in carrying out the main activities of health centers.

The performance of health workers including doctors, nurses, midwives, nutritionists, pharmacists, and other components in the health center environment is very important to realize quality services in accordance with the goals of the Ministry of Health of the Republic of Indonesia (*Document (9)*, n.d.). Working motivation also influences positively and significantly to the employee's performance. Based on the three linear regression analyses, the intervening variables path analysis can be tested and it shows that working motivation variable cannot be the intervening variable because the value calculation between the leadership, organizational culture and the compensation towards the employees' performance through working motivation is lower than the direct impact of the leadership and the employees' performance compensation (*1611760755journal*, n.d.). Work motivation, organizational culture at the school, and the school leadership significantly influence teacher job satisfaction and also indirectly effect to the job performance of teachers. Hence, there is need to improve and develop work motivation, organizational culture and leadership of school principals. By improving the existing work motivation, organizational culture and the leadership of the school principal, the teachers will have better performance (Tetuko, 2012).

The findings provide guidance for management to focus on enhancing interpersonal communication, improving the work environment, and increasing job satisfaction to increase employee loyalty. The implications of this study suggest that management needs to take a holistic and integrated approach in managing human resources, taking into account the various aspects that influence job loyalty. With 54.6% of the variability in work loyalty explained by other factors, future research needs to explore additional variables such as compensation, organizational climate, and training to get a more comprehensive picture of the factors that influence work loyalty (Naibaho & Naibaho, 2024). This study aims to determine the effect of work motivation, organizational culture and teamwork partially and simultaneously on employee performance. The location of this research at PT Go Berlibur Indonesia. The population uses employees of PT Go Berlibur Indonesia and a sample of 70 employees. The data analysis technique uses Validity Test, Reliability Test, Classical Assumption Test, Multiple Linear Regression Analysis, Multiple Correlation Test, Coefficient of Determination, F Test and t Test. From the research results obtained the results: (1) work motivation has a significant positive effect on employee performance. (2) organizational culture has a significant positive effect on employee performance. (3) teamwork has a significant positive effect on employee performance (Agung et al., 2022). Conditions of organizational culture, organizational commitment, work motivation, job satisfaction and employee performance at Asyiyah Bojonegoro Hospital are all in good condition. Organizational culture, Commitment and Work Motivation have an influence on employee job satisfaction. Organizational culture, Organizational commitment, and Work motivation and Job satisfaction have an influence on employee performance. Organizational culture Commitment and Motivation indirectly have a significant influence on employee performance through job satisfaction at Asyiyah Bojonegoro Hospital (KINERJA KARYAWAN AISYIYAH BOJONEGORO Hariyanto et al., 2021).

The work environment, organizational fairness, and organizational culture influence employee job satisfaction scores. The survey was assisted with the aim of understanding the role of working environment, organizational fairness, and organizational culture in shaping employee satisfaction. This study was orderly at a company in Jombang City, East Java. The sampling method was carried out by the census method, namely all of the company's employees, totaling 120 employees. The data obtained were processed using SPSS with multiple linear regression analysis. The results showed that the work environment had a compelling impact on employee job satisfaction. There are organizational justice plays a role in job satisfaction. Organizational culture has a compelling influence on job satisfaction. The three variables,

namely the work environment, organizational justice, and organizational culture have a significant role in job satisfaction simultaneously (Irfan, 2022).

This study aims to determine the effect of Leadership (X1), Organizational Culture (X2) and Work Motivation (X3) on Employee Performance (Y) at PT. The Univenus Serang. The sampling technique in this study is simple random sampling, the sample in this study amounted to 68 respondents. The method of collecting data is using a questionnaire and the measuring instrument used is the scale Likert. By using software IBM SPSS Statistics 25. The results of the partial study (t test) state that the leadership variable has a $t_{count} > t_{table}$ that is $2,991 > 1,998$ and a significance level of $0,004 < 0,05$ meaning leadership has a positive and significant influence on employee performance, organizational culture variable has a $t_{valuecount} > t_{table}$ that is $2,367 > 1,998$ and a significance level of $0,021 < 0,05$ means that organizational culture has a positive and significant influence on employee performance, and the work motivation variable has a value of $t_{count} > t_{table}$ that is $2,525 > 1,998$ and the level of significance of $0,014 < 0,05$ means that work motivation has a positive and significant influence on employee performance (*1485-Article Text-3808-1-10-20220429*, n.d.).

Organizational culture is the values, beliefs, and norms shared by members of an organization. This culture influences the way employees think, act, and interact with each other. In the context of the Pagarjati Health Center, a strong and positive organizational culture can be the key to improving employee performance. The Pagarjati Health Center, as part of a public health facility, has unique characteristics compared to other health organizations, such as hospitals or private clinics. Some of the main differences include: Service Focus: Health centers focus more on primary health care and disease prevention, while private hospitals and clinics tend to focus on treatment and care. Patients Target: Health centers serve the general public, including vulnerable groups, while private hospitals and clinics may have more specific market segments. Resources: Health centers generally have more limited resources compared to private hospitals and clinics. Organizational Structure: The organizational structure of health centers is usually simpler and hierarchical compared to more complex hospitals and private clinics. The Role of Organizational Culture at Pagarjati Health Center In this context, a strong organizational culture at Pagarjati Health Center can play an important role in: Increasing Work Motivation: A culture that values performance, provides positive feedback, and provides opportunities for self-development can increase employee work motivation. Improving Team Cooperation: A culture that emphasizes cooperation, open communication, and mutual trust can strengthen teamwork among employees.

Improving Service Quality: A culture that focuses on patients, prioritizes mutually beneficial services, and encourages innovation can improve the quality of services provided to the community. Creating a Positive Work Environment: A culture that is inclusive, values differences, and supports employee welfare can create a positive and conducive work environment. Challenges and Opportunities However, Pagarjati Health Center also faces challenges in building a strong organizational culture. Some challenges include: Limited Resources: Limited resources can hinder efforts to develop an ideal organizational culture. Environmental Change: Changes in health policies and community demands can affect existing organizational culture. Employee Diversity: The diversity of employee backgrounds and values can be a challenge in building a homogeneous organizational culture. External factors such as government policies and the COVID-19 pandemic have complex influences on organizational culture and work motivation in Puskesmas. These influences can vary depending on the local context, organizational characteristics, and individual staff. Therefore, it is important for Puskesmas managers to understand these dynamics and take appropriate steps to strengthen a positive organizational culture and improve staff work motivation.

2. Research Method

Type and Scope of Research

This research is an explanatory research that will prove the causal relationship between independent variables, namely work motivation variables, and organizational culture variables, intervening variables, namely employee job satisfaction variables, and dependent variables, namely company performance.

Research Variables

Identification of Constructs/Variables, the independent variable (independent variable) is a variable that is not influenced by other variables. In this study, the independent variables studied are work motivation (X1) and organizational culture (X3). The intervening variable is a variable that theoretically influences the relationship between the independent variable and the dependent variable, thus creating an indirect

relationship and cannot be measured directly. This variable functions as a barrier between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or emergence of the dependent variable. In this study, the intervening variable used is employee job satisfaction. The dependent variable (dependent variable) is a variable that is influenced by the independent variable. In the context of this study, the dependent variable analyzed is the performance of the Pagarjati health center staff.

Data Collection Procedure

In this study, the types of data used include quantitative and qualitative data. For data analysis, a number of supporting data are needed from within and outside the field. The researcher utilized two types of data sources, namely primary data obtained through observation and interviews, and secondary data collected from existing sources, including textbooks, papers, and relevant seminar materials. The population that is the focus of this study is all staff of the Pagarjati Health Center in Delisedang Regency, which currently numbers 112 people. Data collection methods are carried out through observation, questionnaires, and interviews.

Research Instruments

In this study, measurements were made on independent variables, intermediate variables, and dependent variables using the Likert scale. The Likert scale is a measuring instrument consisting of five response categories, ranging from "strongly disagree" to "strongly agree", which requires respondents to assess their level of agreement with various statements related to the object being studied. To test the validity of the instrument, this study first calculated the correlation value between the components of the measuring instrument as a whole. This was done by correlating each item of the research instrument with the total score, using the Pearson Product Moment correlation method with a 5 percent error rate ($\alpha = 0.05$). The validity of the instrument was determined based on the critical limit, namely $r = 0.361$.

Furthermore, the correlation coefficient of each item was compared with the critical value of r contained in the critical table of r product moment, according to the degrees of freedom and level of significance. Measurement of the validity of the measuring instrument items was carried out with the help of the Statistical Package for Social Science (SPSS) version 16.0. For reliability testing, Cronbach's Alpha is used, which is declared reliable if the alpha value reaches 0.6 (Salimun, 2000).

If the calculated alpha value is greater than the standard alpha, then all factors tested are considered reliable. The indicators used in job satisfaction measurement are very important to understand how employees feel about their jobs. Key factors such as recovery, work environment, and employee relations. Purposive sampling can be an effective method to ensure that the sample taken represents the entire population of Puskesmas Pagarjati employees, provided that researchers carefully consider and establish criteria that are relevant to the research objectives. It is important to remember that this method is more suitable for research with specific objectives and is not intended for statistical generalization.

Data Analysis Method

The analysis method used in this study is descriptive analysis and structural equation modeling (Structural Equation Modeling/SEM).

3. Result and Discussion

Tabel 1. Respondent characteristics by gender

| Gender | Performance of Pagarjati Health Center | | | | | |
|--------|--|-------|-----|-------|-------|-------|
| | High | % | Low | % | Total | % |
| Male | 30 | 26.80 | 10 | 8.90 | 40 | 35.70 |
| Female | 53 | 47.30 | 19 | 17.00 | 72 | 64.30 |
| Total | 83 | 74.10 | 29 | 25.90 | 112 | 100 |

Based on the table, it can be explained that as many as 29 respondents (male and female) said their company's performance was low (25.9 percent), and as many as 83 respondents (male and female) said their company's performance was high. When viewed from the gender composition, female employees are more than male, this does not mean that Puskesmas Pagarjati Kabubpaten Deliserdang more female employees than male, this is just a coincidence factor. However, both male and female workers, what is needed is prime, fast and responsive workers.

Tabel 2. Respondent characteristics by age

| Age | Performance Of Pagarjati Health Center | | | | Total | % |
|-------|--|------------|-----|------------|-------|------------|
| | High | % | Low | % | | |
| 31-40 | 63 | 56.25 | 29 | 25.8928571 | 62 | 82.1428571 |
| 41-50 | 20 | 17.8571429 | 0 | 0 | 50 | 17.8571429 |
| Total | 83 | 74.1071429 | 29 | 25.8928571 | 112 | 100 |

The distribution of respondents by age shows that the largest number of respondents is between 31-40 years old, namely 62 people (82.14 percent). The smallest number of respondents is in the 41-50 age group, namely 20 people (17.85 percent). With the largest number of productive ages, the staff of the Pagarjati Health Center, Deliserdang Regency, are expected to continue to improve and improve the quality of service to support user satisfaction, considering that the productive age is the best age cycle.

4. Conclusion

Work motivation and Organizational Culture have a positive and significant effect on the performance of Pagarjati Health Center staff for the development and improvement of potential and employee promotion processes by looking at employee performance. Organizational culture can also enforce the provision of certificates as an expression of gratitude for the extraordinary performance of health staff. By implementing talent retention in the organization for high-achieving employees, employees will strive to improve their performance to be better. The implication of this study is to be able to improve the ability of a leader and the existing organizational culture, so that aspects of employee job satisfaction can be met, because in general high employee job satisfaction will be able to increase the work motivation of the Pagarjati Health Center staff, Deliserdang Regency. The conclusion of this study has great potential to be widely applied in other healthcare organizations. Improving employee performance and satisfaction is a universal goal, and the findings of this study can be a valuable guide for other organizations in achieving these goals and with the implementation of effective organizational culture, Puskesmas can create a positive work environment, increase employee engagement, develop professionalism, provide recognition and rewards, and create a work-life balance. All of these factors contribute to consistently increasing job satisfaction, which ultimately has a positive impact on the quality of health services provided to the community.

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