

## Organizational Culture and Employee Competence on Employee Performance to Improve Service Effectiveness in the North Sumedang Public Health Center

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Article History	Abstract
<b>Received:</b> Oct 20, 2021 <b>Revised:</b> Nov 3, 2021 <b>Accepted:</b> Dec 27, 2021	<p>This study aims to analyze the Influence of Organizational Culture And Competence Of Employees To Improve Employee Performance Effectiveness Environmental Health Center Services In North Sumedang Sumedang The method used is descriptive analysis, variables consisted of independent variables that Organisation Culture And Employee Competence, variable between the employee performance, the dependent variable is Effectiveness Service. The study population was Kaler City Employee Health Center and the Employee Health Center as 75orang Situ. The sampling is done using the Census, where the entire population of as many as 75 people were made respondents in the study. Data were collected with a documentary study and field study through observation, interviews and questionnaires and data analysis techniques using statistical analysis with path analysis model (path analysis). The results of the study hypothesis testing obtained evidence that Organizational Culture and Employee Competence real and positive impact on employee performance to Improve Effectiveness of Environmental Health Center Services In North Sumedang Sumedang that is equal to 84%. While the influence of outside variables Employee Performance and Effectiveness Service is at 16%, that other factors not examined or epsilon factor. For further advice given author to convey the presence of some of the findings in the study and because of the limited time in research, it is expected to come advisable to conduct further research on organizational culture, employee competency, employee performance and effectiveness of services and different perspectives through a disciplined approach good knowledge of Public Administration and other disciplines.</p> <p><b>Keywords:</b> Organizational Culture; Employee Competence; Employee Performance; Service Effectiveness. <b>JEL Classification:</b> L00, M00. <b>Type of paper:</b> Research Paper.</p>

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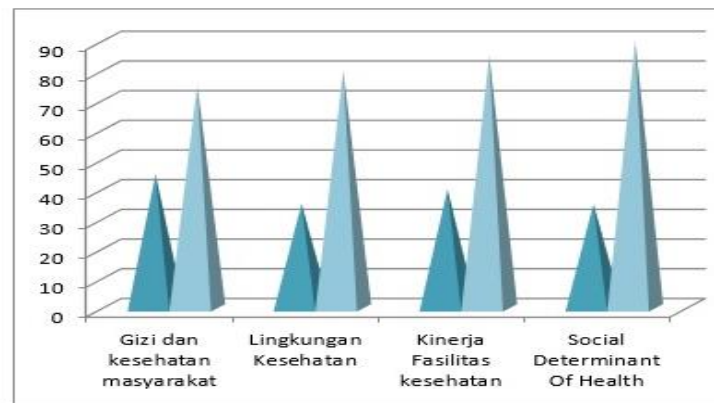
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## **I. Introduction**

Health development aims to increase public awareness, willingness, and ability to live a healthy life for everyone to realize the highest degree of public health. Health development is an effort of all the potentials of the Indonesian people, both the community, the private sector, and the government. The occurrence of interactions with the characteristics and the many interests that shape lifestyles, behavior patterns, and work ethics will characterize the condition of an organization. So that every individual in the organization cannot be separated from the essence of the cultural values he adheres to, which will ultimately synergize with organizational tools, technology, systems, strategies and leadership lifestyles so that the pattern of human resource interaction in the organization must be balanced and harmonized so that the organization can continue to exist.

Furthermore, Robbins (2010) that An organization is a consciously coordinated social unit with a relatively identifiable boundary, working continuously to achieve goals. In government agencies, it is known that there is a work culture of state apparatus. Following the Decree of the Minister for Empowerment of State Apparatus No. 25/KEP/M.PAN/04/2002 dated April 25, 2002, as a culture, the work culture of the state apparatus can be recognized in the form of the values contained therein, work institutions or systems, and attitudes and behaviour. The behaviour of the human resources of the apparatus that carries it out. So that the work culture of the state apparatus in the decision is defined as the attitudes and behaviour of individuals and groups of state apparatus based on values that are believed to be accurate and have become the nature and habits of carrying out daily tasks and work. It is hoped that the work culture of the state apparatus will be beneficial for the individual state apparatus and their work units, where personally it provides opportunities for role play, achievement and self-actualization, in groups that can improve the quality of joint performance.

The success of health services at this '*puskesmas*' can be realized if it is supported by the quality of human resource factors or, in other words, the performance of its employees. Puskesmas, as an organization/ government agency in carrying out health services, feel how important the workforce factor or Human Resources (HR) factor is. In general, the data obtained shows that the percentage of national health services is still in the low category, as shown in the figure below:



**Figure 1.** Basic service health research statistics  
Source: Risekesdas Data, 2019

From the picture above, it shows that some research is prioritized on analysis related to the National Medium-Term Development Plan (RPJMN), Long-Term Development Plan (RPJP), Millennium Development Goals (MDGs), which are related to the Public Health Development Index (IPKM) indicator. The impact of various health efforts on nutrition and public health is still at the level of 40%. The health environment indicator is even lower at 30%. For the performance of health facilities reaching 35%, it is still far from the national target of 80%. The Social Determinant Of Health indicator is around 30 % of the achievement of the national target of 85%. This organizational culture needs to be known by leaders or managers to make it easier for them to determine attitudes, how they should act so that its members can be directed towards an attitude and behaviour that will be useful to achieve organizational goals. Organizational culture is at the Kotakaler Health Center, Sumedang Regency, in connection with the corporate culture. The problem that arises is Employee Discipline, which generally seems low, ultimately resulting in inferior performance. Based on the results of previous research on *puskesmas* employees in the city of Kaler and Situ, namely:

**Table 1.** Pre-Research Resource Persons Data

No	Name	Rank / Group	Education		Main Tasks
			Profession	Latter	
1	Hj. Juju Julaeha, S.Km	Superintendent / IIC	Midwife	Bachelor	Head of TU
2	Wardiman, S.Km	First Class Superintendent / IIC	Public Health	Bachelor	Head of Public Health

Source: Data on employees of Kaler and Situ City Public Health Centers

Mrs Hj. Juju Julaeha as the head of administration and Pa Wardiman as the Head of the Puskesmas stated that the organizational culture in the North Sumedang Environment, namely the Kotakaler and Situ Health Centers, tends to be still not optimal, as can be seen from the results of the summary of interviews with the following indicators:

1. Employee responsiveness is not yet optimal. Some employees are less responsive to organizational needs and the public interest, do not prioritise carrying out their duties, and do not have a clear plan.
2. There are still limited quality apparatus resources. With the limited ability of staff to carry out their respective duties and functions, the field of work is not in accordance with the expertise and disciplines possessed, so the organizational targets cannot be achieved optimally.
3. Lack of coordination between service units related to one another. As a result, there are often overlapping or conflicting policies between one service unit and other related service units.
4. Have not carried out the vision and strategic direction of the organization clearly and actually regarding the quality of service
5. Teamwork within the Kotakaler Health Center organizational environment, in general, has not been seen and has not been shown in real terms.
6. The discipline and regularity of the work of the apparatus are still low, and it is proven that many top-level officials are too busy attending coordination meetings in various places and work late into the night. In contrast, many lower-level employees work only on orders, so they are often unemployed without their superiors.
7. The dedication and loyalty of the state apparatus are still low, and there are even officials who are wrong in applying commitment only to their superiors but are not loyal to the agency's vision, mission, and duties.

## II. Literature Review

As previously stated, the effectiveness of service activities is determined by several things included in the dimensions mentioned above. These dimensions are closely related to service elements. So that the effectiveness of the service will depend on how the organizational culture and competence of the employee carry out their activities. Corporate culture and employee competence are essential strategies that are effective for management in encouraging employee performance and others, including the element of community participation itself. Thus it can be stated that organizational culture and employee competencies are very influential in improving service effectiveness. Corporate culture refers to the system of shared meanings adopted by members of the organization that distinguishes the organization from other organizations. Robbins, (2011). said that a cultural value system that grows strong can spur the organization towards better development, where the better the work culture, the higher the performance and vice versa. This means that any improvement in the work culture towards a more conducive direction will significantly contribute to employee competence and improve employee performance, and vice versa. The results of the research by Waridin and Masrukhin (2010) show that organizational culture which is

indicated by the culture of requiring employees to find ways that are more effective and willing to take the risk, careful in carrying out work, attention to employee welfare, demands concentration achieved, high enthusiasm at work as well as the obligation to realize the targets and duties of the agency have a positive influence on employee performance.

Kottler and Heskett (in Waridin, 2010) say that corporate culture can significantly impact long-term economic performance. And corporate culture will be an even more critical factor in determining the organisation's success. Supporting theory of Organizational Culture, namely Robbins Theory, SP (2010) The elements and dimensions of organizational culture are innovation and risk-taking; Attention to detail/detail, Leadership. People orientation, Team/group orientation, Aggressiveness, Stability. Meanwhile, the supporting criteria for Employee Competency Theory of Spenser & Spenser in Wibowo (2011) there are 5 (five) characteristics of competence and are the dimensions that are measured in the employee competence variable, namely as follows; Motives given by working hard, Traits are physical characteristics and consistent responses to situations or information, Self-concept, Knowledge, Dreaming skills Supporting theory of employee performance, namely Mitchel theory (in Sedarmayanti, 2011) also states that version includes several dimensions, namely: Communication, Initiative, Workability, Punctuality, Quality of work Service Effectiveness Theory Gibson et al. (2010:32) that the dimensions of effectiveness that are short and long term include: Efficiency, Satisfaction, Adaptation, Development Based on the description above, it can be concluded that there is a conceptual relationship between research variables, where organizational culture and employee competence on employee performance in service effectiveness is one of the compensations for optimal performance, of course, a service effectiveness will be realized and the more aspects that exist in the individual who in accordance with the culture of the organization where they work, the higher the competence of employees who are expected to improve employee performance in an effort to accelerate the improvement of service effectiveness.

### III. Methodology

The research method is a scientific way to obtain data with a specific purpose and use. The technique used in this research is a descriptive analysis using survey techniques. This method aims to get an overview of the symptoms studied in the current state and then find answers for solving existing problems or phenomena. Descriptive research, according to Iskandar (2012): "Research that has a relationship between two or more phenomena, and this method often uses survey techniques" The data that will be tested in this study is data taken from several samples that are considered representative to represent the population from the facts and phenomena of organizational culture variables in the North Sumedang Public Health Center, Employee Competence, employee performance in the North Sumedang Public Health Center and Effectiveness.

Services in the North Sumedang Public Health Center, Sumedang Regency. Paradigm has a function to solve a research problem Paradigm has a role in explaining a significant problem that is accurate and complex, and normative and notification of something that must be done without understanding its existence and epistemology. To clarify the substance of the research, the research variables to be measured are first compiled and described in a research paradigm. This research paradigm will be relatively easy to do and prove the truth so that the research results will be more accountable from a scientific point of view. To further clarify the relationship between the variables to be studied, therefore the research paradigm is as follows:

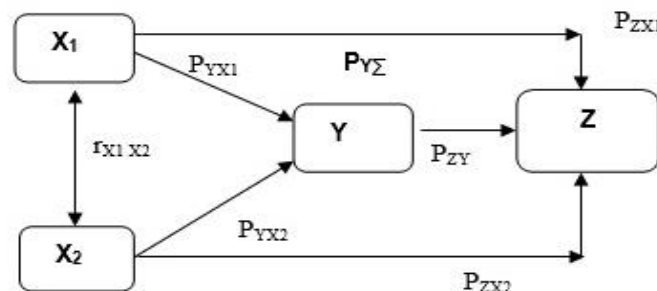


Figure 2. Research Paradigm

What is meant in this study is to test hypotheses and answer the formulation of the problem posed, then it is done through data analysis techniques. In connection with the data obtained on an ordinal scale, the scale is divided into interval scales with the "Sussive Interval" method. The steps for Data Analysis Techniques are as follows: 1. Create data analysis tables 2. It transfers data from the data processing table to the data analysis table 3. Re-checking the data transfer process 4. Entering data from tables into statistical formulas 5. Conclusion of data analysis/testing The data analysis used is path analysis with the following steps:

- Looking for the correlation between the independent variable itself and the correlation between the independent variable and the dependent variable

$$1. \quad r_{xy} = \frac{\sum XY \{1/n(\sum X)(\sum Y)\}}{\sqrt{[\sum X^2 - 1/n(\sum X)^2][\sum Y^2 - 1/n(\sum Y)^2]}}$$

$$2. \quad r_{xz} = \frac{\sum XZ \{1/n(\sum X)(\sum Z)\}}{\sqrt{[\sum X^2 - 1/n(\sum X)^2][\sum Z^2 - 1/n(\sum Z)^2]}}$$

$$3. \quad r_{yz} = \frac{\sum YZ \{1/n(\sum Y)(\sum Z)\}}{\sqrt{[\sum Y^2 - 1/n(\sum Y)^2][\sum Z^2 - 1/n(\sum Z)^2]}}$$

$$4. \quad r_{yz} = \frac{\sum YZ \{1/n(\sum Y)(\sum Z)\}}{\sqrt{[\sum Y^2 - 1/n(\sum Y)^2][\sum Z^2 - 1/n(\sum Z)^2]}}$$

- Looking for correlation matrix between variables X with Y and Z:

Code	X <sub>1</sub>	X <sub>2</sub>	Y	Z
X <sub>1</sub>	X <sub>1</sub> X <sub>1</sub>	rX <sub>2</sub> X <sub>1</sub>	rX <sub>1</sub> Y	rX <sub>1</sub> Z
X <sub>2</sub>	X <sub>1</sub> X <sub>2</sub>	rX <sub>2</sub> X <sub>2</sub>	rX <sub>2</sub> Y	rX <sub>2</sub> Z
Y	X <sub>1</sub> Y	rYX <sub>2</sub>	rYY	rYZ
Z	X <sub>1</sub> Z	rZX	rZY	rZZ

## IV. Results and Discussion

The results of data collection from respondents produced a description of the data. Then carried out data processing and analyzed using a statistical approach. Data processing is divided into four data based on four existing variables, namely Organizational Culture (X<sub>1</sub>) and Employee Competence (X<sub>2</sub>) as independent variables, Employee Performance (Y) as an intermediate variable, and Service Effectiveness (Z) as the dependent variable. According to the respondent, each question is accompanied by 5 possible answers that must be chosen and deemed appropriate. From these answers, the following assessment criteria are arranged: 1. The cumulative value is the sum of the scores for each question item which is the answer from 75 respondents. 2. Percentage is the cumulative value of the item divided by the frequency value multiplied by 100% 3. The number of respondents: 75 people, and the largest measurement scale value: 5, while the smallest measurement scale is 1, so that the largest cumulative number of values:  $75 \times 5 = 375$ , and the smallest cumulative value:  $75 \times 1 = 75$ . The largest percentage value are :  $(375/75) \times 100 \% = 100\%$  and the smallest percentage value :  $(75/375) \times 100 \% = 20\%$ , and the two percentage values are obtained from the range value:  $100\%-20\% = 80\%$  and if divided with 5 measurement scales, the percentage interval value is:  $(80\%)/5 = 16\%$ . The main hypothesis formulation of the Main Hypothesis proposed in this study is: "There is an Influence of Organizational Culture and Employee Competence on Employee Performance in Order to Improve Service Effectiveness in the North Sumedang Public Health Center Sumedang Regency". A test is carried out to answer the proposed hypothesis, namely by using path analysis testing. Based on the test results, the path coefficient value is 0.917.

To find out more about the influence of Organizational Culture (X<sub>1</sub>) and Employee Competence (X<sub>2</sub>) variables on Employee Performance (Y) in Service Effectiveness (Z), a test was conducted, namely by looking at the comparison between F-count and F-table. Based on the test, the value of the F-count is greater than the value of the F-table, namely  $F\text{-count} = 12,681 > F\text{table} = 2,730$ , the decision  $H_0$  is rejected.

**Table 1.** F test

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	960,551	3	320,184	12,681	,000 <sup>b</sup>
	Residual	182,329	71	2,568		
	Total	1142,880	74			
a. Dependent Variable: Efektivitas						
b. Predictors: (Constant), Kinerja, Budaya, Kompetensi						

From this value, it was obtained that Ho's decision was rejected, so that the Organizational Culture (X1) and Employee Competence (X2) variables had a significant and positive effect on Employee Performance (Y) in Service Effectiveness (Z).

**Table 2.** R Square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,917 <sup>a</sup>	,840	,834	1,603
a. Predictors: (Constant), Kinerja, Budaya, Kompetensi				
b. Dependent Variable: Efektivitas				

The significance of the value of the test results above is also supported by the Coefficient of Determination (R<sup>2</sup>YZX) of = 0.840. This value indicates that Organizational Culture (X1) and Employee Competence (X2) affect Employee Performance (Y) in Service Effectiveness (Z), amounting to 84.0%. In comparison, the rest (PYZ€)2 of 16.0% is influenced by the variable other variables outside of Employee Performance (Y) in Service Effectiveness (Z), which are not included in the model.

## V. Conclusion and Recommendation

### 5.1. Conclusion

Based on the results of research and discussion in Chapter IV, the authors can draw the following conclusions:

1. Respondents' opinion on the cumulative Organizational Culture variable is quite reasonable on average, and this means that Organizational Culture has been understood and understood as expected,
2. Respondents' opinions regarding the Employee Competence variable cumulatively the average number is quite good, this means that the Employee Competence has been understood and understood as expected,



3. Respondents' opinions regarding the cumulative employee performance variable are pretty good on average, and this means that employee performance has been understood and understood as expected,
4. Respondents' opinion regarding the Service Effectiveness variable cumulatively the average number is quite good, this means that the Service Effectiveness has been understood and understood as expected

Based on the things that have been stated above, the results of this study have implications for Organizational Culture and Employee Competence which have been going quite well. Still, some problems and findings need to be reviewed about the existing problems, especially in socialization. In addition, the implications for employee performance are also quite good. Still, with some finding problems, essential things can be determined to improve employee performance in realizing the effectiveness of health services in the Puskesmas area, North Sumedang District, Sumedang Regency. Improvement of Service Effectiveness in the North Sumedang District, Sumedang Regency which is the goal of Employee Competence and Organizational Culture carried out by Employee Performance which in general based on research has been carried out quite well, but based on research it turns out that there are still obstacles found so that the implications for the community Of course, part of it is still not fully realized Health Services. It is hoped that the things mentioned above can be used as material for improvement, both in Organizational Culture and Employee Competence, Employee Performance and in increasing the Effectiveness of Health Center Services in the North Sumedang District, Sumedang Regency so that the implications for the community can be appropriately achieved, namely the creation of Health Services at the Puskesmas.

## 5.2. Recommendation

As a further suggestion, the author conveys considering several findings in the research. Due to the limited time in the study, it is hoped that it is advisable to conduct further research on Organizational Culture, Employee Competence, Employee Performance and Service Effectiveness as well as different perspectives both through a disciplinary approach. Science, namely State Administration and other disciplines.

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