

The Influence of Professionalism, Organizational Culture, Internal Control, and Commitment on Employee Performance at Baki Health Center, Sukoharjo Regency

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Abstract

This research aims to determine and explain the influence of professionalism, organizational culture, internal control, and commitment on employee performance at the Baki Community Health Center, Sukoharjo Regency. The population of this study was all 91 employees of the Baki Community Health Center, Sukoharjo Regency, using a saturated sampling technique. Data collection using questionnaires. The data analysis technique uses the Multiple Linear Analysis method. The research results show that professionalism, organizational culture, internal control, and organizational commitment positively and significantly affect performance. The variables Professionalism, Organizational Culture, Internal Control, and Organizational Commitment influence performance by 56.9%, while the remaining 43.1% is explained by other variables not proposed in this research. Suggestions from this research, employees of the Baki Community Health Center, Sukoharjo Regency can increase professionalism, organizational culture, and commitment to the organization with good internal supervision to achieve maximum performance results for the Baki Sukoharjo Community Health Center.

Keywords

Performance; Professionalism; Organizational Culture; Internal Control; Organizational Commitment; Community Health Center Employees

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1. INTRODUCTION

Community health centers, which are only called Puskesmas, are among Indonesia's most important public health service facilities. Puskesmas is a technical service unit of district/city services responsible for carrying out health development in a work area (Health, 2011). *Community Health Center* is an organizational unit that operates in the field of health services, which is at the forefront and has a mission as a center for health service development, which carries out comprehensive and integrated health guidance and services for the community in a certain work area which has been determined independently in determining activities. Services but does not include financing aspects. If we look at



the health service system in Indonesia, the role and position of community health centers as the spearhead of the public health service system, such as efforts to improve nutrition, eradicate and prevent infectious diseases, public health education, and so on. (Laia, 2023)

Along with the development of science and technology, quality human resources are in demand. Human resources currently have a very important role in various sectors. The important role of human resources requires organizations to pay serious and comprehensive attention to human resources in terms of employees to improve the quality of these human resources. Humans are the driving force for the running of an organization and the achievement of organizational goals, where organizational goals depend on employees' good and bad performance. (Pujilestari, 2021)

Community Health Centers have various professionals who work to provide the best service to the community. Professionals at community health centers include doctors, nurses, administrative staff, and others. Doctors are the main professionals in community health centers. They are responsible for providing appropriate medical services to patients. Doctors are also tasked with diagnosing diseases and providing patients with drug prescriptions and other treatment suggestions. Nurses are other professionals in community health centers. They assist doctors in providing medical services by carrying out medical procedures, controlling patient vital levels, and providing information about treatment to patients or their families. Administrative staff are also an important part of the community health center because they are tasked with ensuring that all operations run well at the community health center, including recording patient data, managing medical files, and assisting other staff in their administrative tasks.

These professions are vital to the daily operations of the community health center because they work together to provide the best service to the local community effectively and efficiently. Thus, these professionals play an important role in supporting daily operations at the health center so that they continue to run well and the community receives optimal services. The need for professional experts has emerged along with the development of Community Health Centers as modern basic and primary health facilities today. Doctors, nurses, administrative staff, and others are ready to provide the best service to the community. Doctors are the main profession, and they must be able to diagnose diseases and prescribe medicines and other treatment facilities. Nurses also take part; their job is to assist doctors in the medical process, control the patient's vital levels, and provide information about treatment. Administrative staff should also remember that their job is to record patient data and ensure operations run smoothly. Thus, having these professionals will make each service optimal for the local community's interests. They must also have a professional attitude towards patients to provide the best service for them. (Widyaningrum, 2024)

An organization or company, including a Community Health Center, is considered a large family, where management tries to develop its people by paying attention to and training them to achieve the organizational goals that have been set without forgetting the satisfaction needed by production employees in carrying out their work, which every organization certainly has a history of communication patterns and even myths that shape the culture of the organization. As time goes by, organizational culture begins to be recognized by the public, and it strives to be permanent because an organization tends to attract and retain people with the same values and beliefs as the organization. (Pujilestari, 2021)

Many factors influence employee performance, and one of them is supervision. Supervision plays an important role in improving good performance. Supervision in community health centers is done by detecting problems and taking necessary action before a problem occurs. In this supervision, the problem faced is measuring the implementation of activities repeatedly and continuously. Implementation must be measured using observation, oral and written reports, and testing by sampling. (Jumardi, 2023)

The survival of organizations, including Community Health Centers, also depends on organizational commitment. Commitment in the organization shows the employee's desire for the company to stay and work and dedicate themselves to the company. In the world of work, employee commitment to the organization is very important because they try to provide the best for the company, doing things beyond the limits required by the organization. (Pujilestari, 2021)

Puskesmas is a technical implementation unit of the district/city Health Service, responsible for health development in its working area. Community Health Centers play a role in organizing health efforts for the community to increase awareness, willingness, and ability to live healthily to achieve maximum health. Baki Health Center has four (4) subsidiary health centers: Gentan, Daleman, Mancasan, and Purbayan. Subsidiary health centers are open every Monday through Saturday. The Baki Community Health Center working area has 14 (fourteen) Village Health Posts, so all people in the Baki Community Health Center working area can access health service places easily. Baki Community Health Center has 14 Posbindu, 113 Posyandu for toddlers, and 99 Posyandu for the elderly; Mobile Community Health Center 3 activities are carried out according to the dates determined by each post.

2. METHODS

This research uses quantitative descriptive methods. The quantitative data for this research is in the form of respondents' opinions in a questionnaire. This research was conducted at the Baki Health Center, Sukoharjo Regency, located on Jalan Raya Muwardi Sukoharjo, Sukoharjo Regency, in November 2023 - March 2024. The object of the research was the 91 employees of the Baki Health Center,

Sukoharjo Regency. The samples taken in this research were all Baki Community Health Center employees, Sukoharjo Regency, totaling 91 employees. The research results were then processed using multiple linear regression analysis tools, which were processed using SPSS24 software.

3. FINDINGS AND DISCUSSION

3.1. Descriptive Statistical Analysis

Descriptive statistical analysis is intended to describe or describe research variables in terms of the amount of data, maximum value, minimum value, average value, and standard deviation.

Table 1
Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Performance	91	12.00	20.00	20.7979	1.70754
Professionalism	91	14.00	25.00	20.1277	1.79146
Organizational culture	91	12.00	25.00	20.2660	1.97933
Internal Control	91	16.00	25.00	20.1596	1.73083
Organizational Commitment	91	12.00	15.00	13.2234	2.21021

Source: Primary data will be processed in 2024

From Table 4 above, it can be concluded that the sample size is 91 employees at the Baki Community Health Center, Sukoharjo Regency, in 2024. The table above also shows the descriptive statistical values of each research variable. The explanation of each variable will be described as follows:

The performance variables that have been tabulated show an average of 20.79. The Performance variable has a maximum value of 20, and the lowest is 12. Meanwhile, the standard deviation value shows a nominal value of 1.707.

The Professionalism Culture variable shows an average of 20.12. The Professionalism variable has a maximum value of 25, and the lowest is 14.00. Meanwhile, the standard deviation value shows a nominal value of 1.791.

The organizational culture variables that have been tabulated show an average of 20.266. The Organizational Culture variable has a maximum value of 25.00, and the lowest is 12.00. Meanwhile, the standard deviation value shows a nominal value of 1.979.

The internal control variables that have been tabulated show an average of 20.1596. The Leadership variable has a maximum value of 25.00, and the lowest value is 16.00. Meanwhile, the standard deviation value shows a nominal value of 1.73083.

The tabulated work organizational commitment variable shows an average of 13.2234. The Work Organizational Commitment variable has a maximum value of 15.00, and the lowest is 12.00. Meanwhile, the standard deviation value shows a nominal value of 2.210.

Classic Assumption Test Results

Normality Test

Table 2
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		91
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.09688520
Most Extreme Differences	Absolute	,211
	Positive	,211
	Negative	-.095
Statistical Tests		,430
Asymp. Sig. (2-tailed)		,990c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Primary data processed in 2024

The results of this research show that the significance value of the Kolmogorov Smirnov test is 0.990 which is greater than 0.05 so it can be concluded that it has a normal distribution.

Multicollinearity Test

Table 3
Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Professionalism	0.560	1,787	Multicollinearity free
Organizational culture	0.412	2,426	Multicollinearity free
Internal Control	0.491	2,039	Multicollinearity free
Organizational Commitment	0.371	2,692	Multicollinearity free

Source: Primary data processed in 2024

From the calculation results, it is known that all independent variables have a tolerance value of > 0.1 and a VIF value of < 10, so that there are no symptoms of multicollinearity.

Heteroscedasticity Test

Table 4
Heteroscedasticity Test Results

Variable	Sig.	Standard	Information
Professionalism	0.560	0.05	Heteroscedasticity Free
Organizational culture	0.412	0.05	Heteroscedasticity Free
Internal Control	0.491	0.05	Heteroscedasticity Free
Organizational Commitment	0.371	0.05	Heteroscedasticity Free

Source: Primary data processed in 2024

Based on the table above shows that the probability value (Sig.) of each independent variable is Professionalism with a value of 0.560, Organizational Culture with a value of 0.412, Internal Control with a value of 0.491, and Organizational Commitment with a value of 0.371, all of which are greater than 0.05. This regression model does not have heteroscedasticity.

Multiple Linear Regression

Table 5

No	Variable	Unstandardized B	Sig.	Information
1	(Constant)	4,980		
2	Professionalism	0.163	0.044	Ha Accepted
3	Organizational culture	0.151	0.002	Ha Accepted
4	Internal control	0.211	0.030	Ha Accepted
5	Organizational Commitment	0.258	0.004	Ha Accepted
	f-Count	0,000		
	Adjusted R-Square	0.569		

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 4.980 + 0.163 X_1 + 0.151 X_2 + 0.211 X_3 + 0.258 X_4$$

From this equation, it can be explained that:

a. Constant (a)

A constant value of 4.980 indicates that the variables Professionalism, Organizational Culture, Internal Control, and Organizational Commitment to Work, if the value is 0, then the employee performance at the Baki Community Health Center, Sukoharjo Regency, has a performance level of 4.980.

b. Professionalism Coefficient (b1)

The coefficient value of Professionalism or the Professionalism variable (β_1) is 0.163 with a positive value. This means that for every increase in professionalism, employee performance at the Baki Community Health Center, Sukoharjo Regency, will increase by 0.163, assuming the other variables are constant.

c. Organizational Culture Coefficient (b2)

The coefficient value of Organizational Culture or the Organizational Culture variable (β_2) is 0.151 with a positive value. This means that for every increase in Organizational Culture by one time, employee performance at the Baki Community Health Center, Sukoharjo Regency, will increase by 0.151, assuming the other variables are constant.

d. Internal Control Coefficient (b3)

The Internal Control value or Internal Control variable (β_3) is 0.211 with a positive value. This means that for every increase in Internal Control, employee performance at the Baki Health Center, Sukoharjo Regency, will increase by 0.211, assuming the other variables are constant.

e. Organizational Commitment Coefficient (b4)

The Internal Control value or Internal Control variable (β_3) is 0.211 with a positive value. This means that for every increase in Internal Control, employee performance at the Baki Health Center, Sukoharjo Regency, will increase by 0.211, assuming the other variables are constant.

3.2. The Influence of Professionalism on employee performance at the Baki Community Health Center, Sukoharjo Regency.

Based on the tests presented in Table 10, it shows. The Professionalism variable has a value $t_{count} > t_{table}(2,974 > 1,987)$ and significance $0.044 < 0.05$, then H_0 is rejected, and H_a is accepted. Professionalism positively and significantly influences employee performance at the Baki Community Health Center, Sukoharjo Regency.

Professionalism is crucial to stimulate a person's creativity and job ability. Professional employees tend to provide higher-quality health services because they work to a high standard and have adequate knowledge and skills. In addition, professionalism helps increase work efficiency and effectiveness.

Professional employees will work more organized, reduce errors, and complete tasks quickly and precisely.

The results of research on Professionalism have a positive and significant effect on employee performance by research conducted by (Sagita, 2023), (Widyaningrum, 2024), (Ferawati I. D., 2020), (Arianti, 2013), (Halawa, 2022), (Rahmadani, 2021), (Ilahude, 2015), and (Irawan, 2020) conducted research with the results that Professionalism has a partial and simultaneous effect on Employee performance.

Professionalism in the context of performance refers to employee compliance with professional standards and ethics that apply in the workplace. This study proves professionalism at the Baki Community Health Center through various important aspects, such as technical competence, work ethics, responsibility, and reliability. High professionalism positively impacts employee work efficiency because professional employees tend to have the skills to complete tasks on time and by established procedures.

Furthermore, professionalism also influences job satisfaction because employees who carry out their duties professionally receive recognition and appreciation from colleagues and superiors, increasing their satisfaction and work motivation. The Baki Community Health Center case study shows that increased employee professionalism significantly improves performance. For example, implementing training and professional development programs has improved health services, patient satisfaction, and operational efficiency in the health unit. In conclusion, professionalism is an important factor in individual employee performance and crucial in achieving overall organizational goals, as proven by real examples at the Baki Community Health Center.

Professionalism in the work context of the Baki Community Health Center, Sukoharjo Regency, plays a very important role in improving employee performance and significantly influences the health services they provide. Professionalism is work behavior and attitudes that reflect individual reliability and responsibility for the tasks. In the Baki Community Health Center, professionalism can be seen in increasing the motivation and work efficiency of medical and non-medical staff, which contributes to improving the quality of health services. When employees demonstrate a high level of professionalism, patients are more likely to feel satisfied with the services they receive, which is triggered by trust and a sense of security in professional medical personnel.

This impact is visible in the quality of health services and patient satisfaction, which is an important indicator in assessing the success of health services at the Community Health Center. A case study at the Baki Community Health Center shows that implementing a professional training program can improve employees' skills and knowledge, which directly positively affects the services they provide. Empirical data also shows that the level of patient satisfaction increases significantly after increasing

professionalism among employees. In conclusion, professionalism improves employee performance and efficiency and is important in ensuring optimal quality of health services and high patient satisfaction at the Baki Community Health Center.

3.3. The influence of organizational culture on employee performance at the Baki Community Health Center, Sukoharjo Regency.

Based on the tests presented in Table IV.10, the Organizational Culture variable has a value count $> t_{table}$ ($2,953 > 1,987$) and significance $0.002 < 0.05$. Then H_0 is rejected, and H_a is accepted. The organizational culture positively and significantly influences employee performance at the Baki Community Health Center, Sukoharjo Regency.

Organizational culture has various goals, namely the spirit of achievement to achieve work targets. A positive organizational culture can improve employee performance. A strong organizational culture helps shape employee identity and loyalty toward the Community Health Center. Employees feel part of something bigger, which increases their sense of belonging and pride. An organizational culture that encourages collaboration and teamwork can also increase work effectiveness. Employees learn to work together, share knowledge, and support each other, which speeds up task completion and improves service quality.

The results of research on Organizational Culture have a positive and significant effect on employee performance research by (Setiawan, 2019), (Laia, 2023), (Maksum, 2022), (Chegini, 2019), (Cahyani, 2020), (Ranty, 2016), (Respatiningsih, 2015), (Edy, 2015), (Imran, 2022), (Isvandiari, 2014), (Kosasih, 2014), (Sutrisno, 2010), (Aranki, 2019) who both stated that Organizational Culture has a positive and significant effect on employee performance.

Organizational culture at the Baki Community Health Center positively and significantly influences employee performance, as proven by various empirical studies and statistical data. *Organizational culture* at the Baki Community Health Center can be defined as a series of values, norms, and beliefs shared by all employees, which form a conducive and productive work environment. One aspect of organizational culture supporting employee performance is a commitment to quality service and integrity in carrying out duties. Apart from that, openness in communication and collaboration between employees is also an important element that encourages increased productivity.

The positive impact of this organizational culture has been proven through increased work productivity and more effective and efficient task completion. Organizational culture's influence is visible in improving performance, employee motivation, and job satisfaction. A case study at the Baki Community Health Center shows that employees who feel appreciated and supported in their work tend to be more motivated and satisfied, which leads to better performance. Based on the empirical data collected, it can be concluded that developing and maintaining a positive organizational culture is the

main key to improving the performance and welfare of employees at the Baki Community Health Center.

3.4. The Influence of Internal Control on employee performance at the Baki Community Health Center, Sukoharjo Regency

Based on the tests presented in Table IV.10, internal Control variables have $t_{count} > t_{table}$ ($2,204 > 1,987$) and significance $0.030 < 0.05$, then H_0 is rejected, and H_a is accepted. There Internal Control on employee performance at the Baki Community Health Center, Sukoharjo Regency, has a positive and significant influence.

Internal Control is something that Baki Health Center, Sukoharjo Regency employees already have. Good internal controls help ensure that all operational processes run efficiently and effectively. This includes monitoring resource usage so that tasks are completed on time and in the most productive manner. A strong internal control system ensures employees comply with all applicable regulations and policies. This compliance reduces the risk of violations that could harm the Community Health Center. The results of research on Internal Control have a significant effect on employee performance research by (Zendrato, 2022) and (Jumardi, 2023).

Internal control is an important variable that positively and significantly influences employee performance at the Baki Community Health Center. In particular, implementing effective internal control can increase employee work efficiency by providing a clear structure and standardized procedures. With internal control, the accuracy and correctness of task implementation are more guaranteed, thereby reducing the possibility of errors that can hamper the service process. Furthermore, internal control increases compliance with established procedures, ensuring that every employee follows the appropriate steps so that operations run smoothly.

Other positive influences include increased employee confidence and morale, where employees feel more valued and motivated to work within a transparent and fair system. This directly impacts improving performance assessments and achieving organizational targets because each team member can make maximum contributions in an organized work environment. Thus, the long-term benefits of implementing internal control are felt by employees and the entire organization in achieving its strategic goals.

3.5. The influence of organizational commitment on employee performance at the Baki Community Health Center, Sukoharjo Regency

Based on the tests presented in Table IV.10, the work Organizational Commitment variable has a value $> t_{table}$ ($2,991 > 1,987$) and significance $0.004 < 0.05$ then. H_0 is rejected, and H_a is accepted. There is a positive and significant influence on work organizational commitment and commitment to employee performance at the Baki Community Health Center, Sukoharjo Regency.

Employees who are highly committed to the organization tend to work harder and be more productive. They feel responsible for achieving organizational goals and give their best. Strong commitment to the organization increases employee loyalty, reducing employee turnover rates. Loyal employees are more likely to stay with an organization long-term, reducing the costs and disruption associated with recruiting and training new employees.

The research results of Organizational Commitment have a positive and significant effect on employee performance by research. (Maysarah, 2023), (Pujiwisata, 2023), (Sumarni, 2019) found that organizational commitment has an effect on performance. Organizational commitment has been proven to positively and significantly influence employee performance at the Baki Community Health Center. Organizational commitment, the employee's psychological attachment to the organization, reflects how much they want to stay in the organization and work hard to achieve common goals. Conversely, performance refers to employees completing tasks effectively and efficiently according to established standards.

The relationship between organizational commitment and improved performance is clear; Employees with high commitment tend to show higher productivity, are more motivated, and contribute positively to achieving organizational goals. Empirical data shows that employees with a high level of commitment at the Baki Community Health Center have lower absenteeism, high loyalty, and better service quality. As a concrete example, the initiative to increase commitment through regular training programs and career development at the Baki Community Health Center has improved the quality of health services to the surrounding community. Therefore, strategies to increase organizational commitment, such as improving internal communication, providing rewards for work performance, and providing opportunities for personal development, are very important to implement consistently to ensure overall employee performance increases.

4. CONCLUSION

Based on the findings of the study on the influence of professionalism, organizational culture, internal control, and organizational commitment on the performance of employees at the Baki Community Health Center in Sukoharjo Regency, it can be concluded that all four variables have a positive and significant impact on employee performance. Firstly, professionalism is shown to positively and significantly contribute to enhancing employee performance. This indicates that the level of expertise, competence, and professional conduct exhibited by the Baki Community Health Center employees plays a crucial role in achieving optimal work outcomes.

Secondly, organizational culture is also found to positively and significantly affect employee performance. This suggests that the values, norms, and work practices implemented within the Baki

Community Health Center foster a supportive work environment, encouraging employees to work more effectively and efficiently. Additionally, internal control is demonstrated to positively and significantly impact employee performance. This underscores the importance of robust supervisory and control systems in ensuring that all operational activities are carried out by established procedures, thus improving the quality of work outcomes.

Lastly, organizational commitment has a positive and significant influence on employee performance. This finding indicates that employees' loyalty and dedication to the organization are pivotal in enhancing their performance. Employees with high organizational commitment are more likely to work with a strong sense of responsibility and are highly motivated to achieve the organization's goals. In conclusion, professionalism, organizational culture, internal control, and organizational commitment collectively and significantly contribute to improving employee performance at the Baki Community Health Center in Sukoharjo Regency.

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