

The Influence of Work Culture and Job Satisfaction on the Performance of Health Workers at the Bontomarannu Public Health Center, South Galesong District

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Abstract

This study aims to determine how the influence of work culture and job satisfaction on the performance of health workers at the Bontomarannu Community Health Center, South Galesong District. This study is a quantitative study. The data for this study were obtained through observation and questionnaires. The population in this study was 50 health workers using the Slovin formula. The data used the Multiple Linear Regression method, Normality Test, Multicollinearity Test, Heteroscedasticity Test, T Test, F Test, and Coefficient of Determination using SPSS 26 software. Based on the results of the study, work culture has a significant positive effect on performance, meaning that the better the work culture implemented, the better the performance of health workers will be. Likewise, job satisfaction has a significant positive effect on the performance of health workers, meaning that health workers who are satisfied with their work will have higher work enthusiasm, greater responsibility, and a strong commitment in carrying out their duties. And work culture and job satisfaction simultaneously have a significant positive effect on the performance of health workers, meaning that work culture and job satisfaction together have a significant effect on the performance of health workers at the Bontomarannu Community Health Center UPT, South Galesong District. Work culture and job satisfaction are important factors in improving employee performance, because both are able to shape the attitudes, motivation, and work behavior of health workers in carrying out their duties and responsibilities.

1. Introduction

Health plays an important role in human life and is fundamental to achieving a high standard of living. Therefore, health development is a key element of national development that aims to foster awareness, motivation, and the ability of the community to maintain a healthy lifestyle. Ensuring optimal public health requires an efficient, equitable, and accessible health care system for all communities. One of the important pillars of this system is the Community Health Center (Puskesmas), which acts as the main health service provider at the sub-district level or within a specific service area. (Ministry of Health of the Republic of Indonesia, 2018). As a technical implementation unit under the Ministry of Health, Community Health Centers (Puskesmas) are tasked with providing comprehensive and integrated health services. These services include promotive (health

improvement), preventive (disease prevention), curative (treatment), and rehabilitative (recovery) efforts. Puskesmas also plays a major role in implementing national health programs, such as immunization, family planning, community nutrition, environmental sanitation, and maternal and child health services. Thus, Puskesmas not only provides basic health services but also plays an important role in shaping healthy lifestyles in the community.

However, to carry out this strategic role effectively, Puskesmas is highly dependent on its health workers. Health workers are at the forefront of providing health services to the community, both in providing direct services to patients and in implementing public health programs. Therefore, the quality of Puskesmas services is largely determined by the performance of its health workers. The

professionalism, discipline, and high dedication of health workers will result in optimal services, which in turn will increase community satisfaction and trust. Job satisfaction is a feeling of happiness or joy, or a feeling of pleasure that a person experiences before and after doing a job. If employees feel happy or joyful or enjoy their work, then the results of their work will also be good. Similarly, if a person is not happy or joyful and does not enjoy their work, it will affect the results of their work. Thus, job satisfaction can affect performance (Kasmir, 2019). Good health worker performance is characterized by good quality work in completing every task assigned by the leader on time and achieving every target set by the agency. Health worker performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2017).

2. Literature Review

Work culture is a fundamental element in organizational life, including in public service institutions such as Community Health Centers (Puskesmas). In general, work culture refers to the patterns of behavior, values, beliefs, norms, and collective practices embraced by individuals in an organization (Pramudya, A. A., et al., 2023). Work culture serves as a frame of reference that shapes the way members of an organization act, think, and interact with one another in pursuit of common goals. Work culture also plays an important role in shaping the identity of an organization and acts as a point of reference that distinguishes it from other organizations.

According to Triguno as quoted by Ruliyansa (2018), work culture is very important for the operations of an organization or company because it directly affects employee achievement and productivity, which ultimately leads to success. This success is driven by individual awareness, which includes a willingness to obey rules and an awareness of one's role and responsibilities. Work culture is a high-quality daily work habit based on meaningful values, which become a source of

motivation and inspiration to continue providing better and more satisfying services to the community (Ruliyansa, 2018).

Sulaksono (2019) defines work culture as "the way we do things here," which refers to the attitudes and behaviors of employees in carrying out their duties. Meanwhile, Robbins, as quoted by Rizqina, Z. A., et al. (2020), views work culture as a system of shared meanings embraced by members of an organization that distinguishes them from others. Work culture reflects the reality experienced in the workplace. More specifically, work culture is a collectively agreed system of values related to work, job roles, and professional interactions that guide daily activities. In an organization, work culture provides space for members to grow and contribute. The strength and quality of this culture significantly influence individuals' willingness, enthusiasm, and motivation to realize and utilize their human potential for the overall performance of the organization (Hartanto, in Kaesang et al., 2021).

From the various definitions presented, it can be concluded that employee work culture plays an important role in helping organizations anticipate and adapt to environmental changes. Furthermore, work culture is closely related to the achievement of sustainable long-term performance.

3. Research Methods

This study uses an associative quantitative research design. Quantitative research is used to collect and analyze numerical or statistical data to describe, explain, or test relationships between variables objectively and measurably. In this context, quantitative methods are highly relevant because they aim to determine the influence of work culture and work loyalty on the performance of health workers through a systematic approach using statistical analysis tools. The reason for using associative quantitative research is to obtain accurate empirical evidence of the causal relationship between variables, which can be tested numerically. In addition, this approach allows statistical analysis of the results using a multiple

linear regression model, so that the conclusions are stronger, more valid, and can be generalized in similar contexts.

4. Results and Discussion

4.1. Research Results

4.1.1. Data Description

a) Respondent Characteristics

Respondent characteristics obtained through questionnaires from 50 health workers were used to determine general respondent data. Respondent characteristics were classified based on gender, age, highest level of education, and length of service in this study. The following are the respondent characteristics.

1) Respondent characteristics based on gender

The characteristics of respondents based on gender at the Bontomarannu Community Health Center in South Galesong District can be seen in the following table:

Table 4.1 Characteristics based on Gender

Gender	Respondents	Percentage (%)
Male	10	20%
Female	40	80%
Total	50	100%

Source: Primary data, processed, 2026

Based on Table 4.1, which describes the characteristics of respondents based on gender, there were 50 health workers surveyed, 10 of whom were male (20%) and 40 of whom were female (80%). This means that female health workers were dominant compared to male health workers. This means that female health workers are dominant compared to male health workers.

2) Respondent characteristics based on age

The characteristics of respondents based on age at the Bontomarannu Community Health Center in South Galesong District can be seen in the following table:

Table 4.2 Characteristics based on Age

Age	Respondent	Percentage (%)
20-30	18	36%
31-40	15	30%
41-50	10	20%
51-60	7	14%
Total	50	100%

Source: Primary data, processed, 2026

Based on Table 4.2, which describes the characteristics of respondents based on age, respondents aged 20-30 years old were the highest or the most numerous, consisting of 18 people (36%), followed by 15 people (30%) aged 31-40 years old, and 10 people (20%) aged 41-50 years old. while those aged 51-60 years old are the fewest, namely 7 people (14%). Therefore, the age of a health worker is very decisive in terms of overall performance. Health workers who are relatively young will have relatively better physical abilities than health workers who are relatively older.

4.2. Discussion

The discussion in this study will be described through research hypotheses in accordance with the analysis that has been carried out previously. For further clarification, it can be described as follows:

a) The Effect of Work Culture (X1) on the Performance of Health Workers (Y)

Work culture is a set of values, attitudes, and behaviors that guide health workers in carrying out their duties and responsibilities. A good work culture can encourage health workers to work in a disciplined and responsible manner and to be able to work together in providing optimal health services to the community.

Based on the results of testing the research hypothesis on the influence of work culture on the performance of health workers, the Work Culture (X1) variable showed a t-value $> t\text{-table}$ ($5.049 > 2.011$) with a significance level of $0.000 < 0.05$, so H_0 was rejected and H_1 was accepted. This indicates that there is a positive and significant influence between work culture and the performance of health workers

at the Bontomarannu Community Health Center in South Galesong District. The results of this study show that the better the work culture implemented, the better the performance of health workers will be. A work culture that reflects discipline, teamwork, and compliance with standard operating procedures (SOPs) can improve the quality and effectiveness of health workers' work in providing services to patients. The results of this study are in line with the research conducted by Hutabarat (2020), which states that work culture has a positive and significant effect on the performance of health workers. A strong work culture can shape professional work behavior and increase individual productivity in organizations, especially in the public service sector such as health.

b) The Effect of Job Satisfaction (X2) on the Performance of Health Workers (Y)

Job satisfaction is a feeling of pleasure or displeasure that healthcare workers feel towards their work. Job satisfaction can be influenced by various factors such as the work environment, relationships with colleagues, support from leaders, and the reward system received.

Based on the results of testing the research hypothesis on the effect of job satisfaction on the performance of health workers, the Job Satisfaction (X2) variable showed a t-value > t-table ($2.352 > 2.011$) with a significance level of $0.023 < 0.05$, so H_0 was rejected and H_2 was accepted. This indicates that there is a positive and significant influence between job satisfaction and the performance of health workers at the Bontomarannu Community Health Center in South Galesong District. The results of this study show that health workers who are satisfied with their jobs will have higher work enthusiasm, greater responsibility, and strong commitment in carrying out their duties. Job satisfaction encourages health workers to work optimally and provide quality health services to the community.

5. Conclusion and Recommendations

5.1. Conclusion

Based on the analysis and discussion, it can be concluded that

- Work culture has a significant positive effect on the performance of health workers
- Job satisfaction has a significant positive effect on the performance of health workers.
- Work culture and job satisfaction simultaneously have a significant positive effect on the performance of health workers.

5.2. Recommendations

Based on the conclusions and results of this study, the following recommendations are proposed:

a. For the Bontomarannu Community Health Center

The Bontomarannu Community Health Center in South Galesong Subdistrict has implemented a good work culture as a reference in its work. It is hoped that in the future, the implementation of work culture can be maintained so that health workers truly understand the meaning of the work culture within the institution and gain job satisfaction for themselves.

b. For researchers

For those who wish to conduct research on the influence of work culture and job satisfaction on the performance of health workers at the Bontomarannu Community Health Center in South Galesong District, it is hoped that they can conduct research with variables other than those that have been studied in order to obtain more varied results.

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