

# **Performance Analysis of Public Health Center Employees with Organizational Commitment and Reward and Punishment Systems Through Organizational Culture**

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## **ABSTRACT**

This research was conducted at Public Health Centre (PHC) in Central Mamuju District. The sample used a purposive sampling method, namely sampling based on specific considerations or criteria. All models were 134 respondents at the health center in Central Mamuju Regency. The data collection method used is direct interviews with the parties involved with the problem being discussed and giving questionnaires to employees following the research. Data analysis was performed using multiple linear regression analysis and path analysis. The results of the study show that (1) organizational commitment affects organizational culture in PHC in Central Mamuju Regency (2) reward and punishment affects corporate culture at PHC in Central Mamuju Regency (3) organizational commitment affects employee performance in PHC in Central Mamuju Regency (4) compensation and discipline affect employee performance in PHC in Central Mamuju Regency (5) organizational commitment affects employee performance through a corporate culture in PHC in Central Mamuju Regency (6) reward and punishment affect employee performance through a corporate culture in PHC in Central Mamuju Regency (7) corporate culture affects the performance of employees at PHC in Central Mamuju District.

**Keywords:** Organizational Commitment, Rewards, and Punishments, Organizational Culture, Employee Performance

## **1. Introduction**

Human resources in the organization today are a means of production and a driving force and determinant of the organization's activities. Human resources (HR) have a significant role in determining the progress or development of an organization. Therefore, the organization's progress is also determined by the quality and capabilities of the human resources in it. The more quality the human resources the organization has, the better the performance produced by HR at work. Every organization needs to increase its human resources so that the resulting performance increases because a progressive organization is an organization that displays good performance.

Employee performance is one of the crucial keys for an organization because every organization cannot experience an increase from just one- or two-people's efforts but the organization's overall efforts. An organization that can produce good performance is indeed inseparable from the performance results achieved by its members. For this reason, the organization must be able to coordinate each of its members in achieving optimal performance.

Organizational commitment affects organizational culture. According to Allen and Meyer (2013), commitment is the relative strength of an individual in his identity and involvement in the organization. Three things can characterize this attitude: a firm belief about an organization that accommodates, is severe in the organization's interests, and a strong desire to maintain membership in the organization. The basic organizational philosophy contains shared beliefs, norms, and values which are the core characteristics of how to do things in the organization.

In addition to the organizational commitment factors that affect the corporate culture described above, the reward and reprimand/sanction system also affects the organizational culture. Luthans (2006) states that organizations reward employees for motivating their performance and encouraging loyalty. According to Mangkunegara (2011), punishment is a threat of punishment from organizations that aim to improve the performance of violating employees, maintain applicable regulations and provide lessons to violators.

Organizational commitment affects employee performance. According to Bernardin (in Robbins and Judge, 2013), the version can be good if employees have a work commitment, the level at which employees have work commitment to the agency, and employee responsibilities to the office. According to Handoko (2012), one factor that influences performance is a commitment to the organization.

In addition to the organizational commitment factors that affect employee performance, the reward and reprimand/sanction system also affects employee performance. According to Nugroho (2006), rewards are rewards, prizes, rewards, or rewards that aim to make someone more active in their efforts to improve or enhance the performance that has been achieved. According to Ivancevich et al. (2007), one of the reward program's main objectives is to motivate employees to achieve high-performance levels. According to (Mahmudi 2007), the reward is a positive assessment of employees. Every individual or group who has high performance needs to be rewarded. According to Mangkunegara (2011), punishment is a threat of punishment that aims to improve the offending employee's performance, maintain the applicable regulations, and provide lessons to the offender.

Organizational culture influences employee performance. Kotter and Heskett (2014) say that a strong culture can produce effects that significantly affect individuals and understanding; even in a competitive environment, this influence can be more significant than other factors such as organizational structure, financial analysis tools, leadership, and others. A corporate culture that is easy to adapt to changing times (adaptive) can improve performance. Puskesmas is a functional health organization unit that is a center for community health development which also fosters community participation and provides comprehensive and integrated services to the community in its working area in the form of primary activities (Kanto et al., 2020; Lionardo et al., 2020; Rachman et al., 2019). In other words, the Puskesmas has the authority and responsibility for maintaining public health in its working area.

The working area of the Puskesmas covers one sub-district or part of a sub-district. The factors of population density, area size, geographical conditions, and other infrastructure conditions are considered in determining the working area of the Puskesmas. The target population served by Puskesmas is an average of 30,000 residents. To expand the reach of health services, Puskesmas need to be supported by simpler health service units called Auxiliary Puskesmas and Mobile Puskesmas.

The phenomenon related to employees' performance at the Central Mamuju District Health Center is that work is still not running optimally. This can be seen in terms of quality. There are still many employees who do not have the ability that is by their field of work. The Central Mamuju District Health Center employees still need additional employees to add employees in each division. Coaching for the staff of the Central Mamuju District Health Center still needs to be improved.

## **2. Literature Review**

### **2.1. Organizational Commitment**

Organizational culture is a crucial set of values believed to be and an understanding of the characteristics that members impart to an organization. Culture becomes the basis of employees' orientation to pay attention to all employees'

interests (Randolph and Blackburn, 2009; Nuraini et al., 2019; Umanailo, 2020, 2019). Jennifer and Gareth stated about the concept of an organizational culture, which is the formalization of value units and norms as a control tool for the steps of employees and their groups within the organization to interact aggressively, quickly, and efficiently with others and with people outside the organization as customers and suppliers (Jennifer and Gareth, 2006).

## 2.2. Organizational culture

Luthans (2006) states that organizations reward employees for motivating their performance and encouraging loyalty. Organizational rewards take several different forms, including money (salary, bonus, incentive salary), tips, and benefits. According to Mahmudi (2007), a reward is a reward in the form of money given to those who can work beyond a predetermined standard. Furthermore, the prize is a positive assessment of employees. Every individual or group who has high performance needs to be rewarded. Arikunto (2006) also explains that a reward is given to someone because they have achieved the desired achievement.

## 2.3. Employee Performance

Job performance records results or outcomes resulting from a particular job function or activity within a certain period (Gomes, 2013; Mu'adi et al., 2020; Nawawi et al., 2020). According to Mangkunegara (2011), performance results from work in quality and quantity achieved by a person carrying out his duties by the responsibilities given to him efficiently and effectively with complete loyalty. According to Hasibuan (2011), performance results from a person's work in carrying out his duties on skills, effort, and opportunity. Based on the above explanation, performance results from a person carrying out tasks based on skills, experience, seriousness, and time according to predetermined standards and criteria.

## 3. Methods

This research was conducted in PHC in Central Mamuju Regency. Location selection is based on that in PHC in Central Mamuju Regency. It represents research on organizational commitment and appreciation and reprimand/songs to employees' performance through corporate culture. This research lasted approximately two months, starting from August to September 2019. The number of research population of 134 people, which will provide data and information about organizational commitments, awards and reprimands/disclaimers, corporate culture, and employee performance

## 4. Result

### 4.1. Path Analysis

Path analysis is used to analyse relationships between variables to know the direct or indirect influence of a set of free variables (exogenous) on bound variables (endogenous). Analysis of the pathways in this study using the Sobel Test. Test Sobel to test the strength from the indirect influence of an independent variable (X) to a dependent variable (Y2) through an intervening variable (Y1). Using calculation, multiply the indirect result of X to Y2 through Y1 by multiplying the path X - Y1 (a) with the path Y1 - Y2 (b) or ab.

So the coefficient  $ab = (c - c')$  where c is the influence of X on Y2 without connecting Y1, while c' is the coefficient of influence X against Y2 after joining Y1. Ghozali (2011) argues that hypothesis testing can be done with Sobel (*Sobel Test*) procedures. Sobel's test formula is as follows:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

With the caption:

- Sab: The magnitude of the standard indirect influence error
- a: Independent variable path (X) with intervening variable (Y1)
- b: Intervening irregular way (Y1) with the dependent variable (Y2)
- sa: Standard error coefficient a
- sb: Standard error coefficient b

To test the significance of indirect influence, then we need to calculate the t value of the coefficient with the following formula:

$$t \text{ value} = \frac{a \times b}{sab}$$

This calculated t value is compared to the tablet value; if the calculated t value is greater than the tablet value, it can be inferred that mediation influence occurs. The Sobel test assumption requires many samples; if the number of pieces is small, then the Sobel test is less conservative (Ghozali, 2011).

Path analysis is used to analyze relationships between variables to know the direct or indirect influence of a set of free variables (exogenous) on bound variables (endogenous).

#### 4.2. Direct Influence

To facilitate in analysing the functional relationship between variables then. The coefficient values are arranged in the form of Table 4.15 as shown in the table below,

**Table 1.** Direct Influence

Independent Variables	Dependent Variables	Symbol	Beta Cow	Sig	SE
Organizational commitment (X <sub>1</sub> )	Organizational culture (Y <sub>1</sub> )	X <sub>1</sub> --> Y <sub>1</sub>	0.496	0.000	0.089
Awards and reprimands/disclaimers (X <sub>2</sub> )		X <sub>2</sub> --> Y <sub>1</sub>	0.382	0.000	0.046
Organizational commitment (X <sub>1</sub> )	Employee performance (Y <sub>2</sub> )	X <sub>1</sub> --> Y <sub>2</sub>	0.442	0.000	0.056
Awards and reprimands/disclaimers (X <sub>2</sub> )		X <sub>2</sub> --> Y <sub>2</sub>	0.338	0.000	0.027
Organizational culture (Y <sub>1</sub> )		And <sub>1</sub> --> Y <sub>2</sub>	0.467	0.000	0.046

**Source:** Attachment Computing Results

Based on Table 1, the direct influence indicates that:

1. A direct result of the organization's commitment to the culture of the organization  
 The beta coefficient of the impact of organizational commitment (X<sub>1</sub>) on corporate culture (Y<sub>1</sub>) is 0.496, with a value of SE is 0.089 at the level of significance of 0.000. The coefficient shows that the organization's commitment (X<sub>1</sub>) positively affects its culture (Y<sub>1</sub>). This means that an increase in organizational commitment (X<sub>1</sub>) will be followed by the rise in corporate culture (Y<sub>1</sub>), assuming other factors that affect the size of the organizational culture (Y<sub>1</sub>) are considered constant. The beta statistical value of the coefficient of influence of organizational commitment (X<sub>1</sub>) on corporate culture (Y<sub>1</sub>) is 0.496 with a significance of 0.000 or below 0.05. This means that the organization's responsibility (X<sub>1</sub>) positively and significantly affects the organizational culture (Y<sub>1</sub>). Thus, *hypothesis* 1 states that the organization's commitment has a positive and significant influence on the PHC Central Mamuju Regency's corporate culture.
2. The direct influence of awards and reprimands/disclaimers on organizational culture beat the coefficient of power of commendations and reprimands/contradictions (X<sub>2</sub>) on corporate culture (Y<sub>1</sub>) of 0.382, a value of SE of 0.046 at a significance level of 0.000. The coefficient shows that awards and reprimands/disclaimers (X<sub>2</sub>) positively affect the organization's culture (Y<sub>1</sub>). This means that the increase in mentions and reprimands (X<sub>2</sub>) will be followed by an increase in organizational culture (Y<sub>1</sub>), assuming other factors that affect the size of the corporate culture (Y<sub>1</sub>) are considered constant. The beta statistical value. The coefficient of awards and strikes/awards (X<sub>1</sub>) on organizational culture (Y<sub>1</sub>) is 0.382. with a significance of 0.000 or below 0.05. This means that the prize and reprimand (X<sub>1</sub>) positively and significantly affect the organizational culture (Y<sub>1</sub>). Thus, *hypothesis* 2 which states the award and reprimand/punishment positively and significantly affect the corporate culture in PHC Central Mamuju Regency, proven.
3. The direct influence of the organization's commitment to performance  
 The beta coefficient of the impact of organizational commitment (X<sub>1</sub>) on account (Y<sub>2</sub>) is 0.442, with a value of SE is 0.056 at the level of significance of 0.000. The coefficient indicates that the organization's commitment (X<sub>1</sub>) positively affects performance (Y<sub>2</sub>). This means that an increase in organizational commitment (X<sub>2</sub>) will be followed by the improved version (Y<sub>2</sub>), assuming other factors that affect the magnitude of performance (Y<sub>2</sub>) are considered constant. The beta statistical value of the coefficient of influence of the organization's commitment (X<sub>1</sub>) to version (Y<sub>2</sub>) is 0.442 with a significance of 0.000 or below 0.05. This means that the organization's responsibility (X<sub>1</sub>) has a positive and significant effect on performance (Y<sub>2</sub>).

Thus *hypothesis 3*, which states the organization's commitment has a positive and significant influence on performance in the PHC Central Mamuju Regency, proven.

4. The direct effect of awards and reprimands/awards on performance

The beta coefficient of the impact of recognition and strikes/disclaimers (X2) on account (Y2). Of 0.338 with a value of SE of 0.027 at a significance level of 0.000. The coefficient indicates that awards and reprimands/punishments (X2) positively affect performance (Y2). This means that the increase in awards and reprimands (X2) will be followed by performance improvements (Y 2), assuming other factors that affect the size of the organizational culture (Y1) are considered constant. The statistical value of the beta coefficient of award and reprimand/punishment (X1). On performance (Y2) is 0.338 with a significance of 0.000 or below 0.05. This means that awards and reprimands /disclaimers (X1) positively and significantly affect performance (Y2). Thus, hypothesis 4 states that commendations and reprimands/disclaimers positively affect PHC Central Mamuju Regency's performance substantially.

5. The direct influence of organizational culture on performance

The beta coefficient of corporate cultural impact (Y1) on account (Y2) is 0.467 with a value of SE of 0.046 at a significance level of 0.000. The coefficient shows that organizational culture (Y1) positively affects performance (Y2). This means that the improvement of corporate culture (Y1) will be followed by the improved version (Y2), assuming other factors that affect the size of the organizational culture (Y1) are considered constant. The statistical value of the beta coefficient of corporate cultural influence (Y1) on performance (Y2) was 0.467 with a significance of 0.000 or below 0.05. This means that the organizational culture (Y1) has a positive and significant effect on performance (Y2). Thus *hypothesis 7*, which states the corporate culture has a positive and significant impact on performance in the PHC Central Mamuju Regency, is proven.

**4.3. Indirect Influence**

To find out the significance of indirect influence then used Sobel test.  $z\text{-value} = \frac{a*b}{\sqrt{b^2*s_a^2 + a^2*s_b^2}}$ . a =coefficient value x y. →

1. The indirect influence of the organization's commitment to performance through organizational culture. Sobel's test formula is as follows:

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$\text{Sat s } \sqrt{(0.467)^2(0.089)^2 + (0.496)^2 (0.046)^2 + (0.089)^2 (0.046)^2}$$

$$\text{Sat s } \sqrt{0.00173 + 0.00052 + 0.00002}$$

$$\text{Sat s } \sqrt{0.00226}$$

$$\text{Sat s } 0.04759$$

To test the significance of indirect influence, then we need to calculate the t value of the coefficient with the following formula:

$$t \text{ value} = \frac{a \times b}{sab}$$

$$t = \frac{0.496 \times 0.467}{0.04759}$$

$$t = \frac{0.23163}{0.04759}$$

$$t \text{ count} = 4,867$$

$$t \text{ table} = 1,656$$

According to Ghozali (2011), if the t value of this calculation is compared to the tablet value, if the calculated t value is greater than the tablet value, it can be concluded that there is a mediation influence.

Based on the Sobel test, the t-count value of the indirect effect of the organization's commitment (X1) to performance (Y2) through organizational culture (Y1) is 4,867 and more excellent than tablet = 1,656. Thus, hypothesis 5 that states that the organization's commitment positively and significantly affects performance through organizational culture in PHC Central Mamuju Regency proven.

- The indirect influence of awards and reprimands/disclaimers on performance through organizational culture.

Sobel's test formula is as follows:

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sat s \sqrt{(0.467)^2 (0.046)^2 + (0.382)^2 (0.046)^2 + (0.046)^2 (0.046)^2}$$

$$Sat s \sqrt{0.00046 + 0.00031 + 0.00004}$$

$$Sat s \sqrt{0.00077}$$

$$Sat s 0.02783$$

To test the significance of indirect influence, then we need to calculate the t value of the coefficient with the following formula:

$$t \text{ value} = \frac{a \times b}{sab}$$

$$t = \frac{0.382 \times 0.467}{0.02783}$$

$$t = 0.17839$$

$$0.02783$$

$$t \text{ count} = 6,409$$

$$t \text{ table} = 1,656$$

According to Ghozali (2011), if the t value of this calculation is compared to the tablet value, if the calculated t value is greater than the tablet value, it can be concluded that there is a mediation influence.

Based on the Sobel test, the calculated t value of indirect appreciation and reprimand (X 2) against performance (Y 2) through organizational culture (Y1) is 6,409 and more excellent than tablet = 1,656. Thus, *hypothesis 6* that expressed appreciation and reprimand /sings positively and significantly affect performance through a corporate culture in PHC Central Mamuju Regency, proven.

#### 4.4. Total Influence

As presented in Figure 2, the scheme's results obtained total effect (total effect), independent variables, organizational commitments, awards, and reprimands/complaints against the employee's work. The show can be seen in the following table:

**Table 2.** Total Influence

Independent Variables	Dependent Variables	Coefficient
Organizational commitment (X <sub>1</sub> )	Performance (Y <sub>2</sub> )	5.309
Awards and reprimands/disclaimers (X <sub>2</sub> )		6.747
Organizational culture (Y <sub>1</sub> )		0.467

**Source:** Attachment Computing Results

Based on Table 2, the total influence can be interpreted as follows:

- The actual influence of organizational commitment(X1) on performance (Y2) is direct influence plus indirect influence, i.e., 0.442 + 4.867= 5.309. This indicates that the organization's commitment can improve performance by incorporating direct or indirect influence by 5,309.
- The actual influence of awards and reprimands/awards(X2) on performance (Y2) is the amount of direct power plus indirect influence, i.e., 0.338 + 6.409= 6.747. This indicates that honours and strikes/awards can improve performance by incorporating direct or indirect impact by 6,747.
- The actual influence of organizational culture(Y1) on performance (Y2) was 0.467. This indicates that corporate culture can improve performance through the incorporation of direct or indirect influence by 0.467.

## 5. Discussion

### 5.1. The Effect of Organizational Commitment on Organizational Culture

The influence of the variable organizational commitment on organizational culture is positive. This means that an increase in organizational commitment will be followed by an improvement in corporate culture, assuming other factors that affect organizational commitment are considered constant. This study shows that there is a positive and significant effect of organizational commitment on corporate culture. This can be seen from the direct influence path analysis; it is found that organizational commitment has a positive and significant effect on organizational culture.

This study's results align with Allen and Meyer's (2013) statement, defining commitment as a relative strength of an individual in his identity and involvement in the organization. Three things can characterize this attitude: a firm belief about an organization that accommodates, is severe in the organization's interests, and a strong desire to maintain membership in the organization.

### **5.2. The Effect of Organizational Commitment on Organizational Culture**

The influence of the variable organizational commitment on organizational culture is positive. This means that an increase in organizational commitment will be followed by an improvement in corporate culture, assuming other factors that affect organizational commitment are considered constant. This study shows that there is a positive and significant effect of organizational commitment on organizational culture. This can be seen from the direct influence path analysis; it is found that organizational commitment has a positive and significant effect on corporate culture. This study's results align with Allen and Meyer's (2013) statement, defining commitment as a relative strength of an individual in his identity and involvement in the organization. Three things can characterize this attitude: a firm belief about an organization that accommodates, is severe in the organization's interests, and a strong desire to maintain membership in the organization. The basic organizational philosophy contains shared beliefs, norms, and values which are the core characteristics of how to do things in the organization.

### **5.3. The Influence of Appreciation and reprimands/sanctions on Organizational Culture**

The influence of reward and reprimand/sanction variables on organizational culture is positive. This means that an increase in respect and reprimand/sanction will be followed by an improvement in the corporate culture, assuming that other factors affect the reward's size. The reprimands/sanctions are considered constant. This research shows a positive and significant effect of appreciation and reprimand/sanction on organizational culture. This can be seen from the results of the analysis of the direct influence path; it is found that the results of rewards and admonitions/sanctions have a positive and significant effect on organizational culture.

This study's results are in line with Luthans's (2006) statement, which states that organizations reward employees for motivating their performance and encouraging loyalty. According to Mangkunegara (2011), punishment is a threat of punishment from organizations that aim to improve offender employees' performance, maintain applicable regulations, and provide lessons to offenders".

### **5.4. The Effect of Organizational Commitment on Employee Performance**

The influence of the organizational commitment variable on employee performance is positive. This means that an increase in organizational commitment will be followed by an improvement in employee performance, assuming other factors that affect the size of organizational commitment are considered constant. This study shows that there is a positive and significant effect of organizational commitment on employee performance. This can be seen from the results of the direct influence path analysis; it is found that the results of organizational commitment have a positive and significant effect on employee performance. This study's products are also by the research of Abdullah Adri (2017); the conclusion obtained is that organizational commitment has a positive and significant effect on employee performance. Then a study conducted by Arina Nurandini (2014), the judgment obtained is that organizational commitment has a positive and significant impact on employee performance.

The results of this study are in line with Bernardin's statement (in Robbins and Judge, 2013), the performance can be said to be good if the employee has work commitment, the level at which the employee has a work commitment to the agency, and the employee's responsibility to the office. According to Handoko (2012), one factor that influences performance is a commitment to the organization.

## **6. Conclusion**

Organizational commitment influences organizational culture in PHC in Central Mamuju District. Thus, it can be concluded that organizational commitment will affect corporate culture. Appreciation and reprimand/sanction influence the organizational culture at the PHC in Central Mamuju Regency. Thus, it can be concluded that appreciation and reprimand/sanction will affect the corporate culture. Organizational commitment affects the performance of employees at the PHC in the Central Mamuju District. Thus, it can be concluded that organizational commitment will affect employee performance. Rewards and reprimands/sanctions affect the performance of employees at the PHC in the Middle Mamuju District. Thus, it can be concluded that rewards and reprimands/sanctions will affect employee performance. Organizational commitment affects employee performance through organizational

culture at the PHC in Central Mamuju District. Thus, it can be concluded that organizational commitment will affect employee performance through corporate culture. Appreciation and reprimand/sanction influence employee performance through organizational culture in PHC in Central Mamuju Regency. Thus, it can be concluded that rewards and reprimands/sanctions will affect employee performance through corporate culture. Organizational culture influences the performance of employees at PHC in Central Mamuju Regency. Thus, it can be concluded that corporate culture will affect employee performance.

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