

The Effect of Competence and Organizational Culture on Health Workers' Performance through Work Motivation at the Primary Clinic of Indonesian Medical Partners

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ABSTRACT :

This study aims to 1) analyze the influence of competence and organizational culture on the work motivation of the health worker team. 2) analyze the influence of competence and organizational culture on the performance of the health worker team. 3) analyze the effect of motivation on the performance of a team of health workers at the Primary Clinic of Mitra Medis Indonesia. 4) analyze the influence of competence on the performance of the health worker team through motivation. 5) analyzing the influence of organizational culture on the performance of the health worker team through motivation. The results showed that: 1) there is a positive and significant influence both partially and simultaneously between competence and organizational culture on the work motivation of the health worker team at the Pratama Mitra Medis Indonesia Clinic. 2) there is a positive and significant influence both partially and simultaneously between competence and organizational culture on the performance of the health worker team at the Pratama Clinic of Mitra Medis Indonesia. 3). there is a positive and significant influence between motivation on the performance of the health worker team at the Pratama Mitra Medis Indonesia Clinic. 4) there is an influence of competence on the performance of the health worker team through motivation at the Pratama Mitra Medis Indonesia Clinic. 5) there is an influence of organizational culture on the performance of the health worker team through motivation. This also states that the work motivation factor functions or acts as an intervening variable.

Key word : *competence, organizational culture, motivation and health worker team performance.*

INTRODUCTION

The health sector is vital for both the economy and people's survival, comprising hospitals, pharmaceuticals, laboratories, and other facilities that help maintain community health. In Indonesia, the economy remains stable, with a growth rate of 5.11% in early 2024, supported by low inflation and positive manufacturing activity. Indonesia aims for "Golden Indonesia 2045," focusing on better education and health, sustainable development, and strengthening infrastructure and technology.

Dental health is a significant issue in Indonesia, often neglected. It is affected by habits, environment, medical services, and genetics. Klinik Pratama Mitra Medis plays a vital role in offering preventive services and education about oral hygiene. Research highlights that only 2.8% of Indonesians practice proper tooth brushing, which is crucial for preventing dental caries. Tooth decay is a global concern, predominantly affecting children and impacting nearly half of the world's population.

An Indonesian Health Survey in 2023 indicated a 56.9% incidence of tooth decay,

with only 11. 2% seeking treatment. The National Action Plan for Oral Health aims to reduce caries by 25% by 2030, emphasizing the importance of good oral hygiene behavior. Factors affecting oral hygiene include behavior, environment, health services, and genetics. Creating healthy habits requires altering poor behaviors.

Klinik Pratama Mitra Medis is part of a health network that must have a competent team and measures performance using Key Performance Indicators (KPIs). KPIs, both financial and non-financial, help monitor and improve organizational performance. However, poorly defined KPIs can hinder progress, making team involvement crucial in setting effective KPIs to enhance performance.

Currently, the performance of the health worker team at the clinic falls short of expectations, with issues in work quality, time management, and team cooperation. Motivation is key to improving health worker performance, as it directly influences service delivery and productivity. High motivation among team members fosters better outcomes and enhances overall performance in addressing dental health challenges in Indonesia. As a comparison, from several previous studies that are relevant to the research conducted, there are several previous studies that have resulted in negative relationships such as research conducted by Sawitri and Dewanggi H.P. (2016) and Widana Putra (2017), while several other studies from previous studies have resulted in neutral relationships such as research conducted by Ridawan and Hamelinda (2017) and Wahyuni (2015).

Literature Review

Sustainability in health refers to efforts to ensure that health services and systems can survive in the long term, taking into account economic, social, and environmental aspects.

Some theories and concepts regarding sustainability in health:

a. Triple Bottom Line (TBL)

Developed by John Elkington (1997), this theory emphasizes that sustainability should include three main aspects, namely:

- 1) People (Social): Health should improve people's well-being, reduce inequalities, and ensure equitable access to health services.
- 2) Planet (Environment): Health systems should consider environmental impacts, such as medical waste management and efficient energy use.
- 3) Profit (Economy): Financial sustainability is necessary for the health system to continue operating without experiencing a financial crisis.

Health in All Policies (HiAP)

This approach emphasizes that health should be a consideration in all public policies, including those in the economic, environmental, and social spheres. This concept was introduced by the WHO and has been adopted by many countries.

One Health Approach

One Health is a concept that emphasizes the linkages between human health, animal health

and environmental health. This approach is relevant in addressing zoonotic diseases, antibiotic resistance and climate change.

Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) adopted by the UN include a health target in Goal 3: Good Health and Well-being, which aims to ensure healthy lives and promote well-being for all people at all ages.

Sustainability in health care focuses on how health systems can continue to provide high-quality services in the long term, taking into account social, economic, and environmental aspects. The principles of sustainability in healthcare emphasize the importance of efficiency, equitable access, system resilience, environmental friendliness, and community involvement. By applying these principles, health systems can continue to function optimally in the long term, face global challenges, and improve people's well-being.

Mangkunegara (2019) suggests that the term performance comes from the word job performance or actual performance, namely the quality and quantity of work achieved by a health worker in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Hasibuan (2014) suggests that performance (work performance) is a result of the work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and seriousness and time. The definition of performance according to Siswanto (2022) states that performance is the quality and quantity of work achieved by a person in carrying out the duties and work assigned to him.

Rivai (2016) says that performance is the real behavior that each person displays as an achievement. work produced by a team of health workers in accordance with their role in the clinic. The results of the work or activities of a health worker in quality and quantity in an organization to achieve goals in carrying out the tasks and work assigned to him.

Every team of health workers has an organizational commitment within themselves to work towards achieving their goals. Organizational commitment is an encouragement to carry out activities to obtain or achieve goals. Organizational commitment is formed from the attitude of a health worker in dealing with work situations that move him in a directed manner to achieve his work goals in the context of achieving organizational goals. The organizational commitment of a team of health workers to work is usually formed for certain reasons, for example, to obtain salaries, prizes, and so on.

Competence is a combination of various aspects, such as attitudes, behaviors, values, skills and knowledge, and character that a person has in doing work to achieve optimal success (Hermawan, 2016). Another aspect of HR competence that resides in a person is when he performs performances in the form of affection, psychomotor behavior and cognition performances supported by abilities and expertise (Sudarmanto 2019). The competence possessed by an individual is utilized to carry out a task or job, based on the skills or knowledge possessed, through professionalism or excellence in a particular field (Wibowo, 2014).

Competence can be interpreted as an ability in the form of a basic trait that an individual has by itself. This relates to how the individual executes on various jobs given in an effective way so that it is successful (and underlying characteristic: of an individual which is casually related to effective or superior performance in job), where each person has an advantage, behavior, and achievement that is different due to the background of competencies that are not the same. In the process of carrying out

tasks in achieving optimal performance, there is a level of adequacy or average called special competencies, essential competencies or threshold competencies. These boundary competencies are in a work structure or system that includes; performance appraisal, task transfer through planning (succession planning), HR development, and guidelines for selecting a team of health workers (personnel selection) (Alain, 2015).

Competence is a reflection contained in a person, such as expertise, experience, intuition or education that has been obtained. Where ownership of competencies in the form of labor skills, as well as personal knowledge and skills becomes a reference for competent individuals and can provide productivity or economic added value (Sheffrin, 2023). According to Khalique (2014) HR competence or also called human capital is the lifeblood of an organization, because it is a vital resource in the process of organizational development and innovation so that it becomes a very considered and crucial thing. In line with the theory defined by Stewart et al (2018) in Sawarjuwono (2023), namely HR competence or human capital acts as capital in the form of intellect that gives birth to improvement and innovation and is a component that is quite difficult to measure.

For an organization, HR competence also means sustainable revenue, namely the contribution of added value obtained in the future or the future (Rachmawati, 2014). This investment can be a benefit or profit for an organization or business unit through HR competencies with three essential things according to Nafukho (2019), namely: 1. Investment in an individual will provide reciprocity for the organization in the form of more profit (return), in accordance with the expenditure on the person's education costs. 2. Investment aims to increase individual productivity, both in terms of skills, knowledge, attitudes and motivation for social and economic development needs. Core investment is pursued through training or education provided formally or informally. 3. Return will be obtained by investment through organized education and training, in the form of personal and social return.

Drucker quoted by Tika (2015: 4) "the organizational culture is the body of solutions to external and internal problems that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about and feel in relation to those problems" (organizational culture is the main solution to external and internal problems whose implementation is carried out consistently by a group which then passes on to new members as the right way to understand, think about, and feel about related problems).

Meanwhile Wibowo (2016: 15), organizational culture as what workers perceive and how these perceptions create patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2015: 133) states that organizational culture is a set of assumptions or belief systems, values and norms developed in the organization which are used as guidelines for behavior for its members to overcome problems of external adaptation and internal integration. Armstrong (2015), organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can be unarticulated, but shape and determine the way people behave and get things done.

Robbins (2020), suggests that organizational culture is the dominant values disseminated in the organization that serve as a work philosophy for employees that guides the organization's policies in managing its team of health workers and consumers. According to Robbins (2021), a strong organizational culture is a culture where the core values of the organization are held intensively and shared widely by members of the organization.

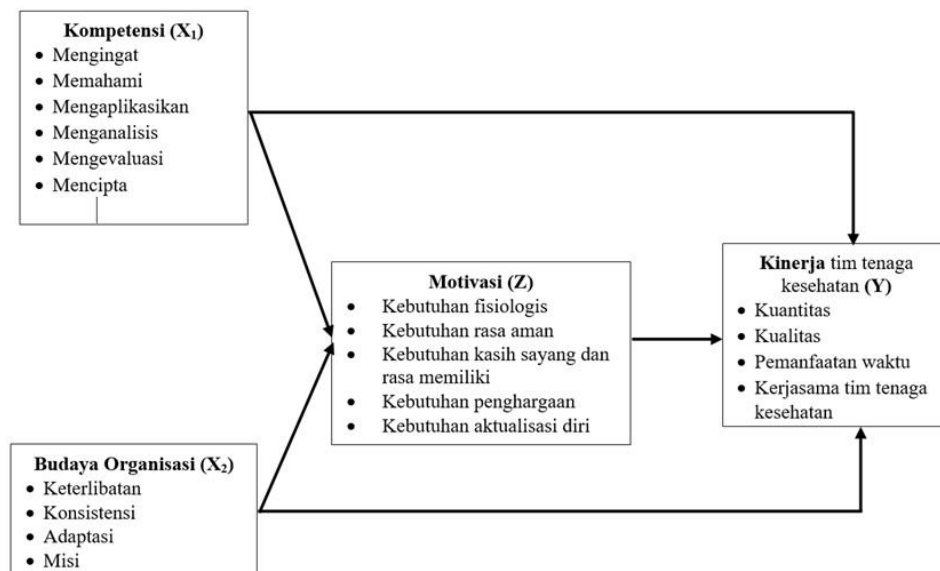
From the opinions of experts, it can be concluded that organizational culture is a system of values, norms, beliefs that are mutually agreed upon and used as a guide for a team of health workers in achieving organizational goals.

Motivation questions how to encourage the passion of subordinates, so that they want to work hard by giving all their abilities and skills to realize company goals. Meanwhile, motivation is the driving force that causes a member of the organization to be willing and willing to take the time to carry out various activities that are his responsibility and fulfill his obligations in achieving the goals and various objectives of the organization previously determined, (Sondang Siagian, 2022: 138).

Motivation is something we do to people to make them move in a certain direction, not by threat or force but by promise of reward. Motivation is the representation of unsatisfied needs that create a state of tension or imbalance, causing individuals to move in a goal-directed pattern to restore a state of balance by fulfilling needs, Hellriegel et al (2021).

METHOD

Research Framework



"Population is a generational area consisting of objects or subjects that have certain qualities and characteristics applied by researchers to be studied and then drawn conclusions." The population in this study consists of all healthcare workers at the Klinik Pratama Mitra Medis Indonesia, totaling 40. Whereas the determination of research subjects in this study uses the purposive sampling technique, which involves deliberately selecting research subjects. Meanwhile, the sample for this research also consists of 40 respondents. In other words, the

Path analysis is an extension of multiple linear regression, or path analysis is the use of regression analysis to estimate causal relationships (causal model) between variables that have been previously established based on theory (Ghozali, 2016:210). In order to address the formulation of the problem and prove the hypothesis in this research, the author uses the path analysis model in identifying the relationships between the variables that are the focus of the discussion.

Coefficient Value Regression of Competency Variables, Organizational Culture and Motivation Towards the Performance of Healthcare Teams
Coeficientes

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.208	.442		.641
	Kompetensi	.047	.162	.047	.000
	Budaya Organisasi	.019	.063	.022	.000
	Motivasi	.935	.174	.931	.000

a. Dependent Variable: Kinerja Tim

Table 2 Source: Processed from primary data, 2025

In the partial hypothesis testing of each independent variable against the dependent variable, it can be seen from the T-test (student's test) by comparing the probability sign value with the significance level of 0.05 or (Psig: 0.05). Based on the table above, the probability sign value for the competence factor, organizational culture, and work motivation is 0.000, and when compared to 0.05, the probability sign value of these three factors is smaller than 0.05 ($0.000 < 0.05$). Therefore, H_0 is rejected and H_a is accepted. In other words, the factors of competence, organizational culture, and work motivation partially have a significant influence on the performance of the healthcare team.

Sobel Test

To support the test results of proving whether the motivation variable functions or not as an intervening variable, it can be done using the Sobel test. The Sobel test can be expressed in the following formula.

$$t = \frac{a \cdot b}{\sqrt{(b^2 \cdot SEa^2) + (a^2 \cdot SEb^2)}}$$

The influence of competence on the performance of the employee health team through motivation

X1 → Y---Z

X1 terhadap Z	0,842 (a)	0,064 (sa)
Z terhadap Y	0,931 (b)	0,174 (sb)

$$t = \frac{a \cdot b}{\sqrt{(b^2 \cdot SEa^2) + (a^2 \cdot SEb^2)}}$$

$$t = \frac{(0,842)(0,931)}{\sqrt{(0,931^2 \cdot 0,064^2) + (0,842)^2 \cdot 0,174^2}} \quad t = 4,956 \quad t_{(0,05;36)} = 1,96$$

The calculated t-value obtained for proving the influence of competence on the performance of the healthcare team through motivation is 4.956. If this value is compared with a significance level of 0.05, it yields 1.96. Then the calculated t value is greater than the table t value, (4.956 > 1.96). Thus, it can be proven that the motivation variable can serve as an intervening variable between competence and the performance of the healthcare team.

The influence of organizational culture on employee health team performance through motivation

X2 → Y---Z

X2 terhadap Z	0,158 (a)	0,055 (sa)
Z terhadap Y	0,931 (b)	0,174 (sb)

Using the Sobel formula, namely:

$$t = \frac{a \cdot b}{\sqrt{(b^2 \cdot SEa^2) + (a^2 \cdot SEb^2)}}$$

It is suspected that there is an influence of the work environment on employee job satisfaction through organizational commitment.

$$t = \frac{(0,158)(0,931)}{\sqrt{(0,931^2 \cdot 0,055^2) + (0,158)^2 \cdot 0,174^2}}$$

t = 2,531 t (0,05;36) = 1,96

The calculated t-value obtained for proving the influence of organizational culture on the performance of the healthcare team through motivation is 2.531. If this value is compared with the significance level of 0.05, it yields 1.96. Then the calculated t value is greater than the table t value, (2.531 > 1.96). Thus, it can be proven that the motivation variable can serve as an intervening variable between organizational culture and the performance of the healthcare team.

Recapitulation of the calculations of direct, indirect, and total effects as well as other coefficient values is presented in the following table.

Overall Path Coefficient

Variabel	Koefisien Jalur	Pengaruh			R ²
		Langsung	Tidak Langsung	Total	
Kompetensi (X1)	0,842	0,047	$0,842 \times 0,931 = 0,784$	$0,842 + 0,931 = 1,773$	
Budaya Organisasi (X2)	0,158	0,022	$0,158 \times 0,931 = 0,147$	$0,158 + 0,931 = 1,089$	
Motivasi (Z)	0,931	0,931			
Koefisien e1	0,514				
Koefisien e1	0,468				
X1, X2, Z					0,736
X1, X2, Y					0,781

Table 3Source: processed from primary data, 2025

Based on the research and testing results conducted above, particularly in an effort to address the formulation of the problem and the proof of the proposed hypothesis regarding the influence of competence and organizational culture on the work motivation of the healthcare team at Klinik Pratama Mitra Medis Indonesia, both partial and simultaneous testing produced findings that the factors of competence and organizational culture have a positive and significant influence on the work motivation of the healthcare team.

The findings are in line with the research conducted by Atikah & Qomariah (2020), Andayani & Tirtayasa (2019), and Brury (2016). Whereas in the conducted research, although in general it has a positive and significant influence whether done partially or simultaneously, the contribution of the two variables is relatively different towards work motivation, including the findings obtained by the author. This is because the implementation of the policies set on the observation objects is different.

The difference in the contribution of competence factors to work motivation highly depends on many aspects, which is in line with what was stated by (Hermawan, 2016). Which states that competence is a combination of various aspects, such as attitude, behavior, values, skills, and knowledge, as well as the character possessed by an individual in performing tasks to achieve optimal success. And supported by Wibowo's (2014) opinion that the competencies possessed by an individual are utilized to carry out a task or job, based on the skills or knowledge they have, through professionalism or excellence in a particular field.

Similarly, the contribution of this variable to organizational culture greatly depends on its implementation within the institution or organization. If the established values are not consistently and massively implemented, the organizational culture becomes less contributive. This is in line with the opinion expressed by Drucker, as quoted by Tika (2015:4), who stated that organizational culture is the core of solving external and internal problems, implemented consistently by a group, and then passed on to new members as the right way to understand, think about, and feel related issues.

Both factors, namely competence and organizational culture, will greatly shape the work motivation of the healthcare team. With competencies that align with educational backgrounds, experiences, and training relevant to their fields of work, it will greatly help in building the confidence

and work motivation of the healthcare team. In addition, the positive values that are formed and become habits within the organizational environment as organizational culture will greatly assist the healthcare team in completing the tasks that are their responsibility. Moreover, in relation to Klinik Pratama Mitra Medis Indonesia, almost the entire healthcare team possesses adequate competence in health, especially dental health, which is the core business of Klinik Pratama Mitra Medis Indonesia. Additionally, the conducive environment due to the habitual values that have become the organizational culture will greatly support Klinik Pratama Mitra Medis Indonesia in achieving the organizational goals that have been set.

The findings from the research conducted by the author regarding the influence of competence and organizational culture factors on the performance of healthcare teams indicate a positive and significant impact of these two factors on the performance of healthcare teams at Klinik Pratama Mitra Medis Indonesia. This is in line with the research conducted by Atikah & Qomariah (2020), Andayani & Tirtayasa (2019), Priatna Kesumah (2018), Sawitri and Dewanggi H.P (2016), as well as Aditia and Yuniawan (2015) on their respective research subjects.

As discussed in the above discussion, the factors of competence and organizational culture have an influence on work motivation. This can also affect the performance of the healthcare team, because with good and high work motivation, all tasks can be completed well. The findings of this study reflect that Klinik Pratama Mitra Medis Indonesia is in line with sustainable health service programs, particularly those related to improving Resource Management, namely by reducing waste in the use of medicines, medical equipment, and healthcare teams. With the performance of a professional and competent healthcare team, the health system can operate efficiently (using resources optimally) and effectively, and can have a positive impact on public health.

The results of the research conducted indicate that there is a positive and significant influence of motivational factors on the performance of the healthcare team at the Pratama Mitra Medis Indonesia Clinic. This is in line with previous research mentioned above, conducted by Atikah & Qomariah (2020), Andayani & Tirtayasa (2019), Priatna Kesumah (2018), Sawitri and Dewanggi H.P (2016), as well as Aditia and Yuniawan (2015). This is because the research states that the performance of the healthcare team is the dependent variable, while the motivation factor is stated as the mediating variable.

As Sondang Siagian (2014:138) stated, motivation concerns how to drive the work enthusiasm of subordinates, so that they are willing to work hard by giving all their abilities and skills to achieve the organization's goals. Meanwhile, that motivation is the driving force that causes an organizational member to be willing and ready to dedicate their time to carry out various activities that are their responsibility and fulfill their obligations in achieving the organization's predetermined goals and various targets. This will be achieved if the internal and external factors within an organization's environment support it. Where the needs of the healthcare team are met and the work environment is conducive, the work motivation of the healthcare team also relatively increases, allowing the organization to expect that the healthcare workers can perform better and more professionally.

In principle, every organization always strives to utilize all of its resources optimally and as best as possible. Because organizations today are trying to survive by minimizing expenses and optimizing revenue, as the economy is currently unstable. The most important factor in human resources is determining the success of an organization. To optimize human resources, organizations need to encourage healthcare teams to work with more enthusiasm so they can achieve good performance and results in their work.

This finding also reflects that the healthcare team within the Pratama Mitra Medis Indonesia Clinic has high motivation and good, professional performance. With the healthcare team currently at Klinik Pratama Mitra Medis Indonesia, the management can expect that the services and health systems

implemented by the clinic can be sustained in the long term, considering economic, social, and environmental aspects. In turn, Klinik Pratama Mitra Medis Indonesia can contribute more to the Sustainable Development Goals (SDGs), particularly in achieving the health target of Goal 3, which is Good Health and Well-being, aimed at ensuring healthy lives and promoting well-being for all people of all ages.

If we look at the results of the research that has been conducted, it is found that both competence factors and organizational culture will greatly influence the performance of the healthcare team if mediated by motivation. This is evidenced by the motivation factor, which acts as an intervening variable. This research is very much in line with the study conducted by Andayani & Tirtayasa (2019). In that study, it clearly states that both variables partially influence the performance of the healthcare team through motivation. Other studies align with this, and some research findings indicate that one of the independent variables mentioned states that motivation acts as an intervening variable.

As discussed in the above discussion, the factors of competence and organizational culture have an impact on the performance of the healthcare team. Both factors will contribute more significantly if supported by the work motivation of the healthcare team themselves. With the research results conducted by the company, efforts can be made to improve the work motivation of the healthcare team through constructive improvements to motivational factors by fulfilling the needs of the healthcare team, whether it be physiological needs, the need for security, the need for love and belonging, the need for esteem, and the need for self-actualization. Thus, in turn, the organization can expect a lot from the performance that will be achieved by the healthcare team.

CONCLUSION

The conclusion that can be drawn after conducting research, testing, and interpreting the results of statistical computations is as follows: Based on the research and discussion that have been conducted, it can be stated that there is a positive and significant influence, both partially and simultaneously, between competence and organizational culture on the work motivation of the healthcare team at Klinik Pratama Mitra Medis Indonesia.

Based on the research and discussion that have been conducted, it can be stated that there is a positive and significant influence both partially and simultaneously between competence and organizational culture on the performance of the healthcare team at Klinik Pratama Mitra Medis Indonesia.

The results of the research and discussion indicate that there is a positive and significant influence of motivation on the performance of the healthcare team at Klinik Pratama Mitra Medis Indonesia. The results of the research and discussion also state that both competence factors and organizational culture influence the performance of the healthcare team through motivation at Klinik Pratama Mitra Medis Indonesia. This also indicates that the factor of work motivation functions or plays a role as an intervening variable.

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