

## THE INFLUENCE OF EMPLOYEE COMPETENCE, WORK CULTURE AND WORK FACILITIES ON SERVICE QUALITY AT PUSKESMAS KECAMATAN TAMAN SARI KOTA ADMINISTRATION, WEST JAKARTA

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### Abstract

Public service is the responsibility of the government which is mandated by the 1945 Constitution and implemented by all central and regional government agencies. Public service is a form of embodiment of the function of the state apparatus in providing welfare and fulfilling community needs. Health development held at the Community Health Center echoed in Permenkes No. 43 of 2019. Adequate health services are the foundation of the community and are one of the basic needs besides food and education. The Taman Sari District Health Center as a working unit of the DKI Jakarta Provincial Health Office in general provides preventive, promotive, curative and rehabilitative health services. The purpose of this research is to analyze and evaluate the influence of employee competence, work culture and work facilities on the quality of service at the Taman Sari Health Center with a causality research method with a quantitative approach. The type of data used in this study uses primary data collection. The data received in the questionnaire is ordinal data. The population in this study were workers at the Taman Sari District Health Center, totaling 120 people. This study uses probability sampling technique in taking samples by random sampling. Determination of the sample size was carried out by the Slovin method. The standard error is 10%. The results of this study partially show that employee competence has an effect of 11.5%, work culture has an effect of 24.8% and work facilities has an effect of 46.

**Keywords:** Employee Competency, Work Facilities, Work Culture and Health Center

**INTRODUCTION**

Public service is the responsibility of the government which is mandated by the 1945 Constitution and implemented by all central and regional government agencies. Public services in the form of public goods services and services. Public service is a form of embodiment of the function of the state apparatus in providing welfare and fulfilling community needs. The frontliners in public services continue to improve themselves so that every community experiences convenience in administrative arrangements (Dini Rizki Fitriani, 2017).

Health is a basic right for citizens. To achieve health development, the government needs to drive development with a health perspective, encourage community independence to live healthy lives, maintain and improve health services for individuals, families and communities and their environment.

Health development held at the Community Health Center echoed in Permenkes No. 43 of 2019 concerning Community Health Centers aims to create a healthy Puskesmas work area, with a community that: 1. Has healthy behavior which includes awareness, willingness, and the ability to live a healthy life. 2. Able to reach quality health services. 3. Living in a healthy environment. 4. Having an optimal degree of health, both individuals, families, groups and communities (Ministry of Health Program Action Plan 2020-2024). As a provider of public services in the field of health services, the Puskesmas has service quality standards that must be obeyed and implemented by every employee to achieve public health status in accordance with the expectations and desires of the community.

Community health centers as providers of public health services still have many deficiencies in carrying out their functions. This can be seen, the quality of services provided is still low. Health services are said to be qualified or satisfactory if these services can meet the expectations of the community. If people are dissatisfied with a service they receive, then the service is said to be of low quality (Sri Irmawati et. al, 2017). Quality service can increase the loyalty of service users to take advantage of these services but on the other hand service user dissatisfaction with service quality will result in complaints/complaints from service users.

As a public service provider, the Puskesmas needs to consider the factors that influence the quality of good public services. One of these factors is the competence of employees. Competence is closer to the ability/capability that a person has to carry out certain tasks. Within the scope of the organization competence is a standard requirement that must be fulfilled by individuals to carry out their main tasks and functions appropriately, without fulfilling competency requirements employees cannot be considered to have adequate competence in completing their duties and functions.

Another factor of the low quality of service is that a work culture has not been created. This is because work culture is an understanding, mindset, attitude and behavior of employees that is applied in carrying out workers. The values, rules or norms adopted by an employee in carrying out their duties as a form of implementing a work culture can determine the quality of the work they do. By implementing a quality work culture, it will create the quality of service expected by the service users themselves. Another factor to improve service quality is the existence of adequate work facilities. Provision of good and complete facilities or facilities can encourage motivation in work, to achieve the goals/objectives that have been determined effectively and efficiently.

Based on research conducted by Adhie (2019), proving that the provision of physical and non-physical work facilities has an effect of 67.8% on increasing employee work. And an increase in employee performance will have an impact on improving the health center as a whole. According to Rema Santy and Hartono (2019), the provision of employee work facilities has a relationship with the performance of puskesmas employees. Improving employee performance can have an impact on the quality of services provided. Therefore, it is recommended that every public service provider, such as a health center, be able to equip work facilities for employees so that they can provide better health services to the community.

**LITERATURE REVIEW****Competence**

Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job Wibowo (2016: 271).

**Competency Characteristics**

According to Spencer and Spencer in Wibowo (2017: 273):

1. Motive
2. Characteristic
3. Self concept
4. Knowledge
5. Skills

**The Importance of Competence**

According to Dessler (2017) states that:

1. To know how to think critical cause and effectqwws
2. To understand the principle of good measurement
3. Ensure causal link
4. To communicate HR strategic work results to superiors

**Competency Indicator**

According to Wibowo (2016), competency indicators are:

1. Skills
2. Knowledge
3. Self-concept/attitude
4. Traits
5. Motive

**Work Culture**

According to Triguno in Ruliyansa (2018: 83), work culture is something that needs to be considered in company or organizational activities in building employee performance and work productivity so that it directs the company to success which is carried out with the awareness of each individual, while awareness is a person's attitude. who voluntarily obeys all regulations and is aware of their duties and responsibilities.

**Formed a work culture**

A work culture that is formed positively will be beneficial because every member in an organization needs suggestions, opinions and even constructive criticism from the scope of work for the progress of the institution.

**Work culture elements**

The elements of work culture according to Taliziduhu Ndraha (2012: 209), namely:

1. Basic assumptions about work
2. Attitude towards work
3. Behavior at work
4. Work environment and work tools
5. Work ethic

**Working power indicator:**

According to Nurhadijah (2017), indicators of work culture are as follows:

1. Discipline

2. Openness
3. Mutual respect
4. Cooperation

#### work facilities

According to Husnan in Pangarso (2016: 120), work facilities are company services provided to employees to support employee work needs, so as to increase job satisfaction and employee productivity within them.

#### Various kinds of work facilities

According to Moenir (2015: 126) the types of work facilities are as follows:

1. Giving / rewards
  2. Obtain appropriate incentives
  3. Get a comfortable work environment
- 
- a) Work equipment facilities
  - b) Social facilities

#### Forms of provision of work facilities

According to Kadarisman (2016: 300) the forms of work facilities are as follows:

1. Mushalla / place of worship
2. Cafeteria/canteen
3. Medical services
4. Education/seminars
5. Paid leave
6. Cooperative/shop
7. Housing area
8. Employee transportation
9. Help with moving house
10. Child care
11. Low prices for employees
12. Financial and legal counseling

#### Work facility indicator

According to the theory of work facilities by Moekijat developed by Moenir (2015: 120):

1. Work equipment facilities
2. Work equipment facilities
3. Social facilities

#### Service quality

Sunyoto said (2018:11), quality is something that is decided by the customer. That is, quality is based on the customer's or consumer's actual experience of a product or service that is measured based on these requirements.

According to Kotler and Keller (2017: 35) services or services are all actions or results of work that can be offered by one party to another which are essentially intangible and do not result in any ownership, service production can be related to physical products or not.

#### Factors for improving service quality

According to Tjiptono (2020: 88), there are several dominant factors that need attention to improve service quality, including:

1. Identify the main determinants of service quality
2. Manage customer expectations
3. Manage evidence (evidence) of service quality
4. Educate consumers about services
5. Develop a service quality culture
6. Creating quality automation
7. Follow up services
8. Develop a service quality information system

#### Health service quality indicators

Service quality indicators based on theory Philip Kotler developed by Tjiptono (2020:286):

1. Physical Evidence (Tangibility)
  - a) State-of-the-art or newest equipment
  - b) Attractive physical facilities
  - c) Well-groomed employees
  - d) Physical facilities in accordance with the type of service offered
2. Reliability
  - a) If you promise to do something at a predetermined time, it will be realized.
  - b) Be sympathetic and able to calm customers whenever there is a problem
  - c) Services are delivered correctly from the first time
  - d) Services are delivered in accordance with the time promised
  - e) Error-free accurate recording system
3. Responsiveness
  - a) The certainty of service delivery time is clearly informed to its customers
  - b) Immediate or fast service from company employees
  - c) Employees who are always willing to help their customers
  - d) Employees who are not too busy, so they can handle customer requests quickly
4. Guarantee
  - a) Trusted employees
  - b) Feelings of security when conducting transactions with service provider employees
  - c) Employees who are always polite to their customers
  - d) Knowledgeable employees so that they can answer all their customer's questions
5. Empathy
  - a) Individual attention from the company
  - b) Operating hours that are suitable/convenient for its customers
  - c) Employees who give personal attention
  - d) A company that genuinely cares about the interests of its customers
  - e) Employees who understand the specifics of their customers.

## RESEARCH METHODS

### Research approach

The researcher's research method is causality research with a quantitative approach. This study will examine the effect of employee competence, work culture and work facilities on service quality at the Taman Sari District Health Center in 2021. The research was conducted in March 2022.

### Data collection technique

The type of data used in this study uses primary data collection. The questionnaire in this study is a personal questionnaire (Personal Adminstrated Questionnares). The data received in the questionnaire is ordinal data.

### Sampling technique

The population in this study were workers at the Taman Sari District Health Center, totaling 120 people. This research uses probability sampling technique. Determination of the sample size was carried out by the Slovin method. Then the sample obtained is 55 people.

## RESULT AND DISCUSSION

### Simultaneous test results/Test F

ANOVA <sup>a</sup>						
s						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2,393,391	3	797,797	47,392	.000b
	residual	858,536	51	16,834		
	Total	3,251,927	54			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Work Facilities, Work Culture, Employee Competence

### Partial significance test results / t test

Coef scientia							
sts							
Model	Unstandard zed Coefficient s		Stan dard ized Coef icie nts	Q	Sig.	Collinearity Statistics	
	B	std. Erro r	Betas			Tole ranc e	VIF
(Constant)	19.9 30	6.16 2		3,234	002		

1	Competence Employee	.252	.073	.291	3,454	.001	.729	1,371
	Culture Work	.536	.079	.572	6,812	.000	.733	1,364
	Facility Work	.231	.083	.214	2,782	.008	.872	1.147

a. Dependent Variable: Service Quality

## Discussion

### 1. The Effect of Employee Competence (X1) on Service Quality (Y)

Based on multiple linear regression analysis, the independent variable Employee Competence on Service Quality when viewed from the magnitude of the regression coefficient is 0.156, it can be interpreted that Employee Competence has a positive effect on Service Quality so that every change in Employee Competence is one unit, the Service Quality variable will increase by 0.156 with the other independent variable records fixed. Then the results of the t test t value calculated Employee Competency ( $2.571 > t \text{ table } (0.05/2; 55-3-1) (2.008)$ ) and a significance value of  $0.013 < 0.05$  so that it can be concluded that Employee Competence partially has a significant effect on Quality Service.

Compared to the other variables, employee competence has the least influence on the quality of Puskesmas services, not because employees at the Taman Sari District Health Center are not competent but this is inseparable from various existing factors, first, increased employee competence does not reflect increased quality service significantly this is due to the limited equipment and infrastructure available at the puskesmas.

Based on the results of research on the influence of competence, work culture and work facilities on service quality at the Taman Sari District Health Center, West Jakarta Administrative City, the effective contribution value of employee competence was 0.115. This shows that employee competence has an effect of 11.5% on service quality at the District Health Center Taman Sari.

Effective and efficient service is largely determined by the role of human resources. Therefore, the development of human resources in improving employee competence is very important as an effort to create quality service to the community.

The statistical test results above show the influence of employee competence on service quality at the Taman Sari District Health Center. The results of this study are in line with research conducted by Tri Indarwati (2020) that competency has a positive effect on service quality. Thus the better the competence of employees will have an impact on the better the quality of health services.

According to Boyatzis in Donni Juni Priansa (2014: 253) argues that competence is a capacity that exists in someone who can make that person able to fulfill what is implied by work in an organization so that the organization is able to achieve the expected results. Which means that the higher the competency of the employee, the employee can improve the quality of service at the place of work.

The results of the frequency distribution of respondents' answers to the employee competency variable obtained the dimensions of personal character with the highest mean. This shows that

employees at the Taman Sari District Health Center are aware that the personal character of employees contributes positively to their competence so that the better the employee's competency, the better the performance in improving service quality.

Employee competence in terms of reliability or ability of employees to provide services appropriately and based on their knowledge, skills, work motivation can generate trust and confidence from service users for the services provided.

As a provider of public services in the health sector, the Taman Sari District Health Center is required to provide services in accordance with the expectations of the community in its working area.

One effort that must be done is to maximize the productivity of its employees. Efforts to increase employee competency must be carried out in a directed manner to cover employee competency gaps so that employees can provide the best service.

## 2. The Influence of Work Culture (X2) on Service Quality (Y)

Work culture focuses more on the values that are adhered to and binds members of the organization which influence the behavior of members of the organization and is important because it is the hallmark of the organization and a differentiator between one organization and another.

Based on multiple linear regression analysis, the independent variable Work Culture on Service Quality when viewed from the magnitude of the regression coefficient of 0.298, it can be interpreted that Work Culture has a positive effect on Service Quality so that every change in the Work Culture variable is one unit, the Service Quality variable will increase by 0.298 with other independent variable records remain. Then the t value of Work Culture (X2) (3.955) > t table (0.05; 60-2) (2.008) and a significance value of 0.000 < 0.05 so that it can be concluded that Work Culture partially has a significant effect on Service Quality.

Based on the results of partial determinant coefficients in research on the influence of competence, work culture and work facilities on service quality at the Taman Sari District Health Center, West Jakarta Administrative City, the effective contribution value of work culture was 0.248. This shows that work culture influences service quality at the Taman District Health Center. Sari by 24.8%.

Based on the results of research on the influence of competence, work culture and work facilities on service quality at the Taman Sari District Health Center, West Jakarta Administrative City, it shows that there is a positive and significant influence of work culture on service quality. The results obtained by the author are in line with research conducted by Rosmeri Siregar (2019), which states that work culture affects patient satisfaction. An organization that has a good work culture will be able to influence patient satisfaction where increasing patient satisfaction indicates the better quality of services provided.

A work culture that is formed positively will be beneficial because every member in an organization needs suggestions, opinions and even constructive criticism from the scope of work for the progress of the institution. Which means that the more positive the work culture in the organization, the image of the institution will improve, which means the quality of service will follow this.

Work culture aims to change the attitudes and behavior of human resources in order to increase



work productivity to face organizational challenges in the future (Wahyuningsih, 2018). Work culture has a very important role for the Taman Sari District Health Center in order to improve service quality as expected by service users, in this case the community or patients.

### 3. Effect of Work Facilities (X3) on Service Quality (Y)

Based on the analysis of multiple linear regression equations, the independent variable Work Facilities on Service Quality when viewed from the magnitude of the regression coefficient of 1.449, it can be interpreted that Work Facilities have a positive effect on Service Quality so that every change in the Work Facilities variable is one unit, so the Service Quality variable will increase by 1.449 with the record that the other independent variables remain the same.

Then the calculated t value of Work Facilities (X3) ( $6.448 > t_{\text{table}}(0.05; 60-2) (2.008)$ ) and a significance value of  $0.000 < 0.05$  so that it can be concluded that Work Facilities have a partial and significant positive influence on Service Quality .

The results of the partial determinant coefficient show that work culture variables have the highest influence on service quality compared to employee competence and work facilities variables with an effective contribution value of 0.469. This shows that work facilities affect service quality at Taman Sari District Health Center of 46.9%. .

The results of this study are in line with research conducted by Adelia Ovi Inzaghi and Brilliant Rosy (2022), which states that work facilities have an influence on improving service quality. Thus good service quality is influenced by the completeness of available work facilities.

According to Husnan in Pangarso (2016: 120), work facilities are company services provided to employees to support employee work needs, so as to increase job satisfaction and employee productivity within them. Which means work facilities are work supporting infrastructure for employees to carry out / complete the work given, work facilities will have a positive impact on the work process of a company if the facilities provided are adequate it will improve service quality.

Work facilities are tools or supporting facilities used by employees to help and facilitate them in carrying out their duties or work, both work equipment facilities, work tool facilities and social facilities. The social facilities provided by the Taman Sari District Health Center are still inadequate, prayer rooms are not yet available on every floor, parking facilities for employees are also not available.

Work tool facilities are tools that are used directly in carrying out work (Sambali, 2015). Work equipment facilities at the Taman Sari District Health Center have not been maximally fulfilled. There are medical devices that are inadequate both in terms of quantity and function of these medical devices. In addition, other work tools such as computers and printers provided by the Puskesmas are also lacking.

As a health service facility, the Taman Sari District Health Center is required to complete work facilities or facilities, both work completeness facilities, work tool facilities and social facilities as an effort to maximize service to patients. Adequate work facilities can encourage employees to provide maximum and quality services so that in the end they can satisfy the public or patients who use services. On the contrary, inadequate work facilities will affect the quality of services provided to patients. Thus the better complete and adequate work facilities both in

quality and quantity is a condition that must be realized so that the services provided to patients are able to achieve high quality.

#### 4. The Effect of Employee Competence (X1), Work Culture (X2), and Work Facilities (X3) to Service Quality (Y)

Based on multiple linear regression analysis, the value (R-square) is 0.832 indicating that service quality is influenced by employee competence, work culture and work facilities simultaneously by 83.2%. and the remaining 16.8% is influenced by other variables outside the research. Then the calculated F value (84,484) > F table (3,179) with a significant value of  $0.000 < 0.05$  so that it can be concluded that Employee Competence, Work Culture and Work Facilities simultaneously have a positive and significant effect on the Quality of Service at the Taman Sari District Health Center.

This means that the higher the competence of employees and implementing a good work culture with the support of adequate work infrastructure in providing health services to patients, the higher the quality of the services produced.

## CONCLUSION

Employee competence has a positive and significant effect on the quality of service at the Taman Sari District Health Center according to the results of the partial test (t test) where the value of  $t_{countX1} > t_{table}(2.571 > 2.008)$  and a significance value of  $0.013 < 0.05$ . Magnitude of influence (SE) of 0.115 this shows that employee competence has an influence on the quality of service at the Taman Sari District Health Center by 11.5%. In other words, the better the competence of employees, the better the quality of service at the Taman Sari District Health Center, West Jakarta Administrative City.

Work culture has a positive and significant effect on the quality of service at the Taman Sari District Health Center according to the results of the partial test (t test) where the value of  $t_{countX2} > t_{table}(3.955 > 2.008)$  with a significance value of  $0.000 < 0.05$ . The magnitude of influence (SE) is 0.248, this shows that work culture has an influence on the quality of service at the Taman Sari District Health Center by 24.8%. In other words, the better the work culture, the better the quality of service at the Taman Sari District Health Center, West Jakarta Administrative City.

Work facilities have a positive and significant effect on the quality of service at the Taman Sari District Health Center according to the results of the partial test (t test) where the value of  $t_{countX3} > t_{table}(6.448 > 2.008)$  with a significance value of  $0.000 < 0.05$ . Magnitude of influence (SE) of 0.469 this shows that work facilities have an influence on the quality of service at the Taman Sari District Health Center of 46.9%. Thus, the more complete the work facilities provided, the better the quality of service at the Taman Sari District Health Center, West Jakarta Administrative City.

Employee competence, work culture and work facilities simultaneously have a positive and significant effect on the quality of service at the Taman Sari District Health Center according to the results (F test) where the value of  $F_{count} > F_{table}(84.484 > 3.179)$  and significance value  $0.000 < 0.05$ . The amount of simultaneous influence is 0.832, this shows that Employee Competence, Work Culture and Work Facilities simultaneously have an influence on the Quality of Service at the Taman Sari District Health Center by 83.2%. In other words, the better the competence of employees and implementing a work culture in carrying out their duties and the support of adequate work facilities, the better the quality of service at the Taman Sari District Health Center, West Jakarta Administrative City.

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