



## ANALYSIS THE INFLUENCE OF WORK CULTURE ON THE QUALITY OF SERVICE OF EMPLOYEES AT BUTON DISTRICT GENERAL HOSPITAL

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### Abstract

*The purpose of this study was to analyze the influence of work culture on the quality of employee services at the Buton Regency Regional Hospital. The problem contained in this study is the phenomenon that occurs at the Buton Regency Hospital that officers do not serve patients well, including favoritism in services, especially patients who are known to be handled quickly, the unfriendly attitude shown by the officers. The method uses the correlational method, which is to be able to see the magnitude of the influence of free variables on the bound variables. The free variable is organizational culture, while the bound variable is the quality of public services. The techniques used are survey and interview techniques, survey techniques by distributing questionnaires to 30 employees of Buton district hospital. Meanwhile, the interview was addressed to the Director of the Buton Regency Regional General Hospital and the Informant comparing 1 patient, and 1 patient family to compare the data on the quality of public services from the District Hospital as a servant and the Patient and his family as recipients of Public services in this case served. The results showed that based on the results of the analysis obtained  $t_{hitung} (4,602) > t_{tabel} (1,71)$  maka  $H_0$  rejected. This means that work culture has a real effect on the variable quality of service. So far, research related to work culture has only focused on government or village institutions, and measured by employee performance, even if it is at the hospital, it only focuses on measuring performance, not the quality of public services. Meanwhile, excellence in this study of work culture is measured by the quality of public services.*

**Keywords:** Work Culture, Quality of Service, Buton District General Hospital

### INTRODUCTION

The level of public service in the buton district general hospital or community satisfaction index is included in the middle category. Service Level is calculated by comparing the number of nurses with the number of doctors, the number of nurses with the number of inpatient beds, and the number of medical technicians with the number of doctors. The majority of Class III rooms Of the 59 inpatient beds in this hospital, 41 are included in class III rooms. Pasar Wajo Hospital has no beds in these classes: VIP Class and VVIP Class. This hospital is generally quiet Every year, 7,518 patients visit Pasar Wajo Hospital. Compared to the average hospital in the region, this is: 10,250 fewer than the typical hospital in Sulawesi. Based on the empirical reality that occurs at the Buton Regency.

Hospital in terms of public services, the Buton Regency Hospital has not been able to provide services that are in accordance with the expectations, desires and demands of the community as consumers. The phenomenon that occurs at the Buton Regency Hospital that the officers do not serve patients properly, there are complaints about the services provided by hospital staff seem slow to take service actions when the patient is already in the hospital, Especially for JAMKESMAS patients even though these patients need fast treatment, favoritism in services, especially patients who are known to be quickly handled, unfriendly attitudes shown by the officers, inappropriate doctor visit times so that patients have to wait for hours, services in administrative management that are unclear, convoluted confusing patients and patients' families so that they have to queue and wait for a long time.

By seeing the symptoms of work culture and services that are not yet qualified, several problem phenomena arise that occur at the Buton Regency Regional Hospital. Phenomena related to the work culture of some employees are still lacking initiative in working, wait to be told first and then want to work if they are not told not to do it. Even though there is already a vision and mission attached to the organization, only new employees still do not understand the meaning stated in the vision itself. Plus there is still a sense of seniority in work and does not prioritize cooperation at work. Phenomena related to service quality There is still a low response of employees in helping their communities who take care of administrative processes and insufficient employee insight, Indeed, there are many employees here, but the skills possessed by employees are lacking. In relation to this problem, Hardiansyah (2011:40), said Doctors and health service employees rarely try to find fault with themselves, and question the quality of biomedical health services in Indonesia. With the quality here is not only intended obsolescence of technology, the absence of state-of-the-art medical equipment, or the lack of medicines, but also the attitude of health care employees towards a population that may be less positively stimulating, as well as the bureaucracy of a sluggish health care system.

## **METODE**

This type of research is quantitative research with a caustic approach. According to Rangkuti (2006) quantitative research with a causative approach is research that aims to determine the relationship or relationship between one variable and another. This study uses a correlational method, which can see the magnitude of the influence of free variables on bound variables. The free variable in question is organizational culture while the bound variable is the quality of public services. The technique used is a survey, namely information from part of the population (a sample of respondents) collected directly at the scene empirically with the aim of knowing the opinions of part of the population on the object under study, as well as interview techniques. The sampling technique uses the total sampling method or is set intentionally. The instruments used in this study are questionnaires as the main instrument and interview guidelines as complementary instruments, as attached. The questionnaire is prepared based on an ordinal scale guided by the Likert Sumated Rating this scale contains a set of questions / questions where asked to provide one correct answer to a number of items related to variable indicators. Likert scale with 5 answer items that are

ordinal or cascading ranging from the highest to the lowest level.

Test data analysis in this study using linear regression analysis. Linear regression analysis is commonly used to measure the influence between free variables on bound variables (Sugiono: 2009). Data measurement techniques are measuring because they use standard instruments or have been standardized, and produce measurement data in the form of numbers. The type of measurement scale in this study is ordinal. An ordinal is a measurement scale that gives information about the relative number of different characteristics possessed by certain individual objects. This level of measurement has nominal scale information plus certain relative rating means that provide information on whether an object has more or less characteristics but not how many disadvantages and advantages it has (Sugiono: 2009). To facilitate data analysis, tabulation of the collected data is first carried out through a questionnaire. Furthermore, to determine the influence of variables X1 and X2 on Y, parametric analysis techniques are used, namely multiple linear regression analysis (Gujarati, 1999: 91). The model of the multiple linear regression equation to test the hypothesis is formulated the equation as follows:

$$Y = a + bX$$

Information:

X = Work culture variables

Y = Variables of public service quality

a = Constant

b = Coefficient of Determination

### **Validity Test**

An Instrument is said to be valid if it is able to measure what it wants to measure, able to express what it wants to express. The size of each statement item can be seen from the results of the SPSS analysis in the Corrected items total correlation column. The rule of tumb test criteria is based on a comparison between the r count and the r table in the product Moment table. If the correlation/r count is already greater than the r table, the question created is categorized as valid (Setiaji, 2004:59).

If the value of r counts > r table, then it says valid

If the value of r counts < r table, then it says invalid

### **Reliability Test**

This reliability test is only carried out on valid items, which are obtained through validation tests, furthermore to see the level of data reliability, SPSS provides facilities for measuring reliability, if Cronbach Alpha (G)>0.6 then the reliability of the question is acceptable (Setiadji, 2004:59).

If the value of r Alpha > r table, then it is said to be reliable

If the value of r Alpha < r table, then it says it is not reliable

### **Hypothesis Testing**

To test whether there is a significant influence of independent variables on dependent variables, it can be tested as follows:

1. Unison test (Test F)

This test is used to determine whether all its free variables (work culture and human resource ability) together have a significant influence on the bound variables (employee service quality) using a real level ( $\alpha = 0.05$ ).

2. Partial Test (t-test)

This test is used to partially test between free variables against bound variables using a real level of 5% ( $\alpha = 0.05$ ). In addition, based on the value of t, it can be known which variable has the most dominant influence on the bound variable.

**RESULTS AND DISCUSSIONS**

The work culture is thought to affect the quality of public services at the Buton District Hospital. If the work culture that occurs is not good, the work performance of employees that occurs will be low in this case it will reduce the quality of employee service, on the other hand, if the work culture of the Buton District Hospital is very good, the quality of employee service will be good. Another factor that can affect the quality of employee service is the ability of human resources. Employees who have high human resource capabilities will affect the quality of employee service.

**1. Analysis of Work Culture Variables (X1)**

Based on research that has been carried out, it was found that the picture of employee work culture at the Buton district hospital can be seen from several dimensions, namely: Employee attitudes towards work and employee behavior while working. The following data is displayed according to the results of research in the field.

**2. Dimensions of Employee Attitude towards Work**

An attitude towards work is a fondness for work compared to other activities, such as relaxing, or simply obtaining satisfaction from the busyness of one's own work, or feeling compelled to do something just for its survival. The results of the tabulation of data from the questionnaire answers given to 30 respondents obtained the distribution of respondents' answers to employee attitudes towards work in service delivery.

**Table 1.**  
**Frequency Distribution of Respondents on the Dimensions of Employee Attitudes towards Work**

No.	Frequency	Score Value	Total Score	Percentage	Criterion
1.	0	1	0		Very Low
2.	0	2	0		Low
3.	10	3	30	27.27	Enough
4.	20	4	80	72.73	High
5.	0	5	0		Very High
	30		110	100	
Hope Score: $30 \times 5 \times 6 = 900$ Average score = $\frac{\sum FN}{N} = \frac{660}{900} \times 100\% = 73.33\%$ Criterion = Good					

Source: Questionnaire Results

Based on table 8, it shows that the average percentage of the employee's attitude level score towards the work of employees of the Buton district hospital is 73.33%. The level of employee attitude towards the work of employees of the Buton Regency Regional Hospital is related to being willing to accept the direction of the leadership, happy to accept work responsibilities, work as worship, carry out work according to duties, can overcome work constraints, can compile work reports. Of the 30 respondents, 27.27% stated that the level of

employee attitude towards work at the Buton Regency Regional Hospital was sufficient and 72.73% of them stated that it was high. Thus, according to the category of choice that has been determined in the research method, a good category is intended. The meaning is that the attitude of employees towards work at the Buton Regency Regional Hospital is good. This reality proves that officers in providing services always receive the direction and instruction of the leadership, accept work responsibilities, consider work as worship, carry out tasks as desired by the leadership, be able to overcome work obstacles and be able to compile work reports in order to provide the best service for the community or patients who come for treatment to the Buton Regency Hospital.

**3. Dimensions of Employee Behavior At Work**

Employee behavior at work, such as diligent, dedicated, responsible, careful, conscientious, meticulous, strong willingness to learn their duties and obligations, like to help fellow employees, or vice versa. Likewise, the behavior of employees while working at the Buton Regency Regional Hospital is shown in the following table:

**Table 2.**  
**Frequency Distribution of Respondents on the Dimensions of Employee Behavior at Work**

No	Frequency	Score Value	Total Score	Percentage	Criterion
1.	0	1	0		Very Low
2.	0	2	0		Low
3.	11	3	33	29.73	Enough
4.	17	4	68	61.26	High
5.	2	5	10	9.01	Very High
	30		111	100	
Hope Score: $30 \times 5 \times 5 = 750$ Average score = $\frac{\sum FN}{N} = \frac{Skor\ Max}{(555:750)} 100\% = 74.00\%$ Criterion = Good					

Source: Questionnaire Results

Referring to table 2, it shows that in terms of employee behavior while working at the Buton Regency Hospital is good, this condition is based on the results of calculating the percentage of the average score of the level of employee behavior while working at the Buton Regency Hospital of 74.00%. Of the 30 respondents, 9.01% of them stated that the behavior of employees while working at the Buton District Hospital was very good / very satisfactory. And 61.26% stated high, the remaining 29.73% stated quite well. Thus according to the category of choice that has been determined on the research method, including the good category. Its meaning is that employee behavior at work such as work discipline, honesty in work, work commitment, responsibility for work, cooperation with colleagues and evaluating work have been deeply instilled in the Buton Regency Regional Hospital. This will certainly provide positive value for the hospital, with the hope that it will increase the desire and willingness of patients to use the services of the Buton District Hospital.

The following table is a recapitulation of the description of each dimension of the general work culture conditions carried out by employees of the Buton district hospital.

**Table 3**  
**Recapitulation of Average Score Percentage Values for Work Culture Variables at Buton County General Hospital**

No	Dimension	Respondents Responses	Percentage
1.	Employee Attitude Towards Work	Good	73.33
2.	Employee Behavior At Work	Good	74.00

Source: Questionnaire Results

If the percentage of each dimension of the data shown in table 10 is averaged, then the average percentage score achieved is 73.67%. This value when consulted with the selected categories that have been determined in the research method, it can be explained in general that the level of work culture at the Buton Regency Regional General Hospital is in the good category.

**4. Variable Analysis of Human Resource Capabilities (X2)**

Technical Ability is the knowledge and mastery of activities related to the way of processes and procedures that concern work and work tools. Using a likert scale questionnaire, the following is shown in Table 9 about an overview of the level of technical ability of employees at the Buton District Hospital.

**Table 4.**  
**Frequency Distribution of Respondents' answers on Technical Capability Dimensions**

No	Frequency	Score Value	Total Score	Percentage	Criterion
1.	0	1	0		Very Low
2.	2	2	4	3.27	Low
3.	3	3	9	7.38	Enough
4.	16	4	64	52.46	High
5.	9	5	45	36.89	Very High
	30		122	100	
Hope Score: $30 \times 5 \times 4 = 600$ Average score = $\frac{\sum FN}{N} = \frac{488}{600} \times 100\% = 81.33\%$ Criterion = Good					

Source: Questionnaire Results

In accordance with the results of the calculation of the score value collected through the questionnaire, it was found that the ability of the officer in this case technical ability showed good qualifications. Table 4 shows that the average percentage of the officer's ability level score in terms of technical ability at the Buton District Hospital is 81.33%. Of the 30 respondents, 3.27% of them stated that the officer's ability in terms of technical ability was not capable. And 7.38% stated that they were quite capable, and 52.46% stated that the officer's ability in terms of technical ability was capable, and 36.89% stated that he was very capable. Thus, according to the category of choice that has been determined in the research method, a good category is intended. The meaning is that the ability of employees in terms of technical abilities is good / good, health workers have technical abilities such as level of education and type of education, the level of task implementation in accordance with the rules and time targets that have been set, the level of work implementation using equipment in accordance with

their field of duty and the level of solving problems is very good.

### 5. Dimensions of Human Ability

Human ability is the ability to work in a group atmosphere where the organization feels safe and free to raise problems. An overview of the qualifications of the level of ability is humane, which is given by the officers of the Muna Regency Regional Hospital as shown in the following table:

**Table 5.**  
**Frequency Distribution of Respondents' answers on the Human Ability Dimension**

No	Frequency	Score Value	Total Score	Percentage	Criterion
1.	0	1	0		Very Low
2.	0	2	0		Low
3.	7	3	21	17.07	Enough
4.	13	4	52	42.28	High
5.	10	5	50	40.65	Very High
	30		123	100	
Hope Score: $30 \times 5 \times 3 = 450$ Average score = $\sum FN = \text{Skor Max } (369:450)100\% = 82.00\%$ Criterion = Good					

Source: Questionnaire Results

Referring to table 12, it shows that in terms of humane ability of employees of Buton Regency Hospital is carried out well, this condition is based on the calculation of the percentage of the average score of humane ability levels of Buton Regency Hospital employees of 82.00%. Of the 30 respondents, 42.28% of them stated that the level of humane ability of Buton District Hospital employees was in the capable category. And 40.65% said they were very capable and the remaining 17.07% said they were quite capable. Thus, according to the category of choice that has been determined in the research method, a good category is intended. Its meaning is that a hospital employee must have humane abilities in order to provide good service.

### 6. Dimensions of Ability are Conceptual

Conceptual Ability is the ability to strategize, conceptualize and plan an organization as a whole. An overview of the qualifications of the level of ability is humane, which is given by the officers of the Muna Regency Regional Hospital as shown in the following table:

**Table 6.**  
**Frequency Distribution of Respondents' answers on the Conceptual Ability Dimension**

No	Frequency	Score Value	Total Score	Percentage	Criterion
1.	0	1	0		Very Low
2.	1	2	2	1.68	Low
3.	5	3	15	12.61	Enough
4.	18	4	72	60.50	High
5.	6	5	30	25.21	Very High
	30		119	100	

<p>Hope Score: <math>30 \times 5 \times 3 = 450</math>  Average score = <math>\frac{\sum FN}{N} = \frac{357}{450} \times 100\% = 79.33\%</math>  Criterion = Good</p>
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Source: Questionnaire Results

According to the view in table 13, it shows that the average percentage score achieved is 79.33%. This percentage implies that the qualifications of abilities are conceptually well categorized. This picture can be seen from the percentage of respondents' statements. Of the 30 respondents, 60.50% stated that the conceptual ability of employees of Buton District Hospital is capable, 25.21% stated they were very capable, 12.61% said they were capable enough and only 1.68% said they were incapable. Thus, according to the category of choice that has been determined in the research method, a good category is intended. The meaning is that every employee of the Buton Regency Regional Hospital must even have conceptual abilities such as the level of ability in strategizing, the level of ability to conceptualize and the level of ability to compile organizational planning.

**Data Linearity Test, Validity Test and Reliability Test**

Data linearity, Work Culture (X) to the quality of employee service (Y), is carried out through a regression coefficient. This test is to determine the form of the relationship between the free variable and the bound variable. The linearity test is carried out on the Work Culture on the quality of employee service, then a linearity test is used with linear regression analysis.

Validity Test, Based on the results of data processing that the distribution of categorized data is valid. Reliability Test, based on the results of reability testing, it can be concluded that the research instruments used to measure variables of work culture and service quality can be said to be reliable or reliable.

**Data Normality Test**

Based on the results of the normality test, the Work Culture Variable (X) data on the Quality of Employee Service (Y) can be said to follow the normal distribution. Thus, the distribution of data can be said to be normal or almost normal. Sudjana (1975) mentioned that if the points are in a straight or almost straight line, then it can be concluded in two ways, namely normal or almost normal.

**Hypothesis Test**

The following hypothesis testing includes, the influence of work culture (X) on the quality of employee service (Y), and how much influence work culture (X) has on the quality of employee service (Y). The hypothesis to be tested in this study is formulated in the form of an alternative hypothesis (Ha) which explains that work culture (X) simultaneously affects the quality of employee service (Y).

**ANOVA<sup>b</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	338.050	2	169.025	12.173	.000 <sup>a</sup>
	Residual	374.917	27	13.886		
	Total	712.967	29			

Based on the Anova (Analysis Of Variance) table above, it shows that the value of the sum of squares (Sum Of Square) for regression is 338,050 while for residuals it is 374,917 and the total is 712,967. The free degree value (df) for



regression is 2 while for residual it is 27 and the total is 29. The middle squared value (Mean Square) for regression is 169,025, while for residuals it is 13,886. The calculated value is 12,173 and the significance value (sig.) is 0.000.

Hypothesis:

$H_0 : \beta = 0$  (The ability of human resources has no real effect on the quality of service)

$H_1 : \text{Minimal there is one } \beta_k \neq 0$  (Human Resource Ability has a real effect on service quality)

Test criteria:

if  $F_{count} > F_{table}$  so  $H_0$  rejected

if  $F_{count} \leq F_{table}$  so  $H_0$  accepted

Level of trust:

The confidence level used is 95% with  $\alpha = 0.05$

Conclusion:

Based on the Anova (Analysis of Variance) table, the value of  $F_{count}$  (12,173) >  $F_{table}$  (3.40) was obtained, then  $H_0$  was rejected, Human Resource Ability has a real effect on service quality.

Coefficient test  $\beta$  (Human Resource Capabilities)

Hypothesis:

$H_0 : \beta_1 = 0$  (The ability of human resources has no real effect on the variables of service quality)

$H_1 : \beta_1 \neq 0$  (The ability of human resources has a real effect on the variables of service quality)

Test criteria:

if  $F_{count} > F_{table}$  so  $H_0$  rejected

if  $F_{count} \leq F_{table}$  so  $H_0$  accepted

Real Level:

The real rate used is 95% with  $\alpha = 0.05$

Conclusion:

Based on the results of the analysis,  $t_{count}$  (4,602) >  $t_{tabel}$  (1.71) was obtained, then  $H_0$  was rejected. This means that work culture has a real effect on service quality variables.

$H_0$  : Organizational Culture with Quality of Public Service has no relationship in the form of linear lines.

$H_a$  : Organizational Culture with Quality of Public Service has a relationship in the form of linear lines.

$\alpha = 0,05$

The significance of the F-count value is tested by comparing the F-table values. When  $F\text{-Count} > F\text{ table}$  then the value of F-count is significant, which means  $H_a$ . Accepted, it means that there is a significant influence between Organizational Culture and Quality of Public Service.

In data analysis with SPSS, the significant value of F-count is determined based on the significant value obtained from the calculation (Sig.) smaller than the specified signification level ( $\alpha$ ), then the value of F-count obtained is significant, which means that  $H_a$  is accepted. Thus from the following table of Anovab:

It turns out that the value of Sig. = 0.000 < from  $\alpha = 0.05$ , so it can be

concluded that there is a significant influence between Organizational Culture and Public Service Quality

To find out the magnitude of the contribution of Organizational Culture with the Quality of Public Services, you can see the following summary model table:

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.789 <sup>a</sup>	.664	.635	3.726	.474

a. Predictors: (Constant), Work Culture

b. Dependent Variable: Quality of Service

From the above results, it can be seen that the calculation results that the price  $R = 0.789$ . This shows that there is a strong relationship (close relationship) and mutual strengthening of Organizational Culture with Public Service Quality because the significance level of the correlation coefficient is at a confidence level of 95% ( $\alpha = 0.05$ ), so the influence of Organizational Culture with Public Service Quality is very significant. This means that the better the Organizational Culture, the higher the Quality of Public Services, on the contrary, the less good the Organizational Culture, the Lower the Quality of Public Services.

The coefficient analysis of determination (R Square) is used to explain the magnitude of the influence or magnitude of the contribution of the Organizational Culture variable (X) to the Public Service Quality variable (Y). The determination coefficient is the square of the correlation coefficient. Since the magnitude of the correlation coefficient (rs) is 0.789, the coefficient of determination is 0.664 or 66.4%.

Thus, it can be concluded that the magnitude of the influence of Organizational Culture on the Quality of Public Services at the Buton Regency Regional Hospital is 66.4%. While the remaining 43.60 was influenced by other factors that were not included in this study. This other factor has less influence when compared to the Organizational Culture variable.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.650	7.757		3.307	.003
	Budaya Kerja	.679	.165	.596	4.112	.000

R Square value of 0.664 shows a positive influence between Organizational Culture (X) on the variable Quality of Public Service (Y). This means that the Organizational Culture at Buton Regency Hospital has a strong and significant influence on the Quality of Employee Service. With the linear equation obtained from the calculation it is written as follows:  $\hat{y} = 0.679X$ . Quantitatively, this regression equation means that if the work culture variable (X), is valued at 0 then the value of the Quality of service variable (Y) is 25,650. Thus, the higher the value of X, the higher the value of Y, and vice versa, the lower the value of X,

the lower the value of Y. From the regression equation, it is also known that every addition of one unit to the work culture, the quality of service increases by 25,650.

Based on the results of research on the work culture of employees of the Buton district hospital, the percentage score achieved was 74.04%. This value when consulted with the selected categories that have been determined in the research method, it can be explained in general that the level of work culture at the Buton Regency Regional General Hospital is in the good category. This means that work culture affects the quality of employee service.

This is in accordance with the opinion of Tika (2008: 120) saying that one of the factors that affect the quality of employee service in an organization is work culture, where these factors are closely related to improving the quality of employee service, because by creating a good work culture and supported by cooperation with fellow employees, results will be achieved that can improve the quality of employee work services.

The results of the research on the quality of service of employees of the Buton district hospital the percentage score achieved was 76.15%. This value when consulted with the selected categories that have been determined in the research method, it can be explained in general that the level of work culture at the Buton Regency Regional General Hospital is in the good category.

The definition of service quality or service is centered on efforts to fulfill customer needs and desires and the provisions of delivery to meet customer expectations. The quality of service is simple, which is a measure of how well the level of service provided is able to match customer expectations. This means that the quality of service is determined by the ability of a particular company or institution to meet the needs that match what is expected or desired based on the needs of customers / visitors. In other words, the main factors that affect the quality of service are the service that customers / visitors expect and the perception of the public towards the service. The value of service quality depends on the ability of the company and its staff to meet customer expectations consistently.

## CONCLUSION

1. The work culture of employees at the Buton Regency Regional Hospital is in the good category, this is seen from the indicators of employee attitudes towards work and employee behavior while working
2. The ability of human resources at the Buton Regency Hospital in the good category is seen from the indicators of technical ability, humane ability and conceptual ability
3. The Buton Regency Regional General Hospital should always make continuous improvements to work culture such as punctuality, employee attitudes towards work and employee behavior while working
4. The buton regency general hospital, especially the buton regency government, should improve the quality of human resource capabilities, especially at the level of education, training and experience at the hospital which has a better level at the Buton Regency Hospital in Indonesia

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