

Research Article

The Influence of Organizational Mechanism on Employee Commitments during Health Center Accreditation Period in Enrekang Regency

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Abstract: Puskesmas (Community Health Centers) accreditation requires strong organizational commitment from all employees to be able to actively participate in preparing all documents with the implementation of activities based on accreditation standards. This study aims to determine the effect of organizational mechanisms that consist of organizational structure and organizational culture on employee commitment in facing re-accreditation of Puskesmas (Community Health Centers) in Enrekang Regency. A quantitative study with a cross sectional study design. Determination of the sample is done by purposive sampling as many as 243 people in four selected Puskesmas, namely Maiwa, Kabere, Kota and Sudu. Data were collected using a questionnaire. Data analysis using multivariate analysis, namely multiple linear regression. The results showed that the organizational structure affected organizational commitment with a regression coefficient of 0.394 and a significance of 0,000, while Organizational culture affected the organizational commitment with a regression coefficient of 0.477 and a significance of 0,000. Simultaneously testing is obtained by an F value of 91.228 with a significance of 0.000. While the influence of all independent variables on the dependent variable is 43.2%. The conclusion of this study is that the stronger the organizational structure and organizational culture of a health center will have an impact on the higher commitment and lottery of its employees.

Keywords: Organizational structure, organizational culture, organizational commitment, Community Health Centers accreditation.

INTRODUCTION

Puskesmas (Community Health Centers) accreditation aims to provide assurance in improving the quality of health services to all levels of society continuously and continuously. To ensure that these objectives can be achieved, a Puskesmas accreditation assessment is conducted periodically at least every three years by an external party in the form of a First Level Health Facility Accreditation Commission established by the Minister of Health (Ministry of Health Republic of Indonesia, 2015).

Commitment becomes an important part in the accreditation stage, it can be seen by the inclusion of raising commitments as an element of assessment in Puskemas accreditation standards. The commitment of the Head of the Puskesmas and all of its staff to improve the performance and quality of services in a

consistent and continuous manner must be proven by the existence of documentation (Ministry of Health Republic of Indonesia, 2015). Even though the implementation of the commitment is only limited to documentation, it turns out that not all Puskesmas employees have a commitment to actively participate in preparing the supporting documents and the implementation of policies based on accreditation standards (Farzana *et al.*, 2016).

Steers 1988 in Yusuf *et al.*, (2018) suggested that the commitment-forming factors consisted of three elements, namely identification, involvement, and loyalty. Identification relates to acceptance of organizational goals and policies, involvement is related to seriousness in carrying out the roles and responsibilities given by the organization, while loyalty is related to the existence of emotional ties and loyalty

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to the organization. High or low organizational commitment can be influenced by several factors, one of which is an organizational mechanism consisting of organizational structure and organizational culture. (Colquitt *et al.*, 2015)

Every organization also needs a strong organizational culture to increase members' commitment to their organizations and work groups. (Sumanto & Herminingsih, 2016). Characteristics of organizational culture include innovation and dare to take risks, attention to details, team-oriented, human-oriented, results-oriented, aggressiveness and stability. (Robbins *et al.*, 2017)

Besides that, in achieving organizational goals, each member of the organization with different characteristics and specialties requires structured arrangements, so that they can work regularly for the achievement of organizational goals. For this reason, the existence of an organizational structure is needed in unifying all resources in an organized manner and organizing each member in a pattern, so that they can carry out activities that are in line with the objectives (Sunandar, 2012). There are five important elements in assessing organizational structure, including work specialization, chain of command, span of control, centralization and formalization (Colquitt *et al.*, 2015).

Based on a preliminary survey conducted on 30 Puskesmas staff in Enrekang Regency, results were obtained that the raising of employee commitment in facing Puskesmas re-accreditation had been running, but there were 50% of employees who showed low commitment in facing Puskesmas re-accreditation.

RESULTS

Table 1. Correlation Coefficient and Double Determination Coefficient Test Results

Double Correlation Coefficients (R)	Double Determination Coefficient (R Square)
0,657	0,427

Source: SPSS Output

Table 1 shows that the multiple correlation coefficient (R) is 0.657 which means that the relationship between the independent variable and the dependent variable is strong. While the double determination coefficient (R Square) is 0, 427 which means that 42.7% of organizational commitment variables can be explained by organizational structure variables and organizational culture, while the remaining 57.3% is explained by other variables not included in this study.

Table 2. Results of Multiple Linear Regression Tests

Variable	B	t-value	Significance
Constant	8,172	3,504	0,001
Organizational Structure	0,394	6,546	0,000
Organizational Culture	0,477	5,824	0,000

Source: SPSS Output

These results are enough to illustrate that the problem of low employee commitment is still high enough to reduce the optimal work and effort in dealing with the reaccreditation of Puskesmas in Enrekang Regency. By paying attention to the problem description and previous research studies, this study aims to analyze the influence of organizational mechanisms consisting of organizational structure and organizational culture on employee organizational commitment in the face of Puskesmas re-accreditation in Enrekang Regency.

METHODOLOGY

Research Design

This type of research is quantitative, with a cross sectional study approach. This research was conducted from April to August 2019 in 4 selected Puskesmas in Enrekang Regency, namely Maiwa Puskesmas, Kabere Puskesmas, Kota Puskesmas and Sudu Puskesmas.

Population and Sample

The population in this study were all accredited Puskesmas staff in Enrekang Regency. The research sample of 243 people were selected by purposive sampling

Data Collection

Data obtained by interview using a research instrument in the form of a questionnaire.

Data Analysis

Analysis to test the effect of independent variables on the dependent variable used multivariate analysis, namely multiple linear regression using SPSS version 17.

Table 2 is the result of multiple linear regression test which shows the regression coefficients of the independent variable along with the value of t and its significance. For organizational structure variables obtained a regression coefficient of 0.394 with a t value of 6.546. Whereas for organizational culture variables obtained a regression coefficient of 0.477 with a t value of 5.824. Based on the results of the test also obtained a significance value of each variable of 0,000 <0,05 so that it can be concluded that partially the organizational structure and organizational culture influence organizational commitment.

Table 3. Test Results for Significance of Multiple Correlations

F	df1	df2	Significance
Constant	2	240	0,000

Source: SPSS Output

Table 3 shows the results of the test for the significance of multiple correlations, with an F value of 91.228 with a significance level of $0.000 < 0.05$, which means that the organizational structure and organizational culture simultaneously influence employee organizational commitment.

DISCUSSION

The results of this study indicate that the organizational mechanism consisting of organizational structure and organizational culture has a positive and significant effect on organizational commitment of employees. In this study it was shown that the stronger the organizational structure of a Puskesmas will also increase the organizational commitment of its employees. The results of this study support previous research (Tambunan & Prasetyo, 2014; Khairiah, 2017) which states that to increase organizational commitment it needs to be followed by an increase in organizational structure. Puskesmas accreditation requires collaboration and involvement from all parties, making the Head of the Puskesmas always involve all employees in the accreditation policy through various meetings and meetings. This condition is a factor driving organizational commitment as Steers *et al.*, (1983) in Yusuf *et al.*, (2018) said that if the leadership of an organization is able to channel the aspirations of every employee in decision making and maintain a harmonious relationship with their subordinates, it will make each subordinate become more loyal and committed to the organization, work groups and superiors. Another study conducted by Mugizi *et al.*, (2019) states that the organizational structure dimension, namely formalization, is quite influential in increasing employee organizational commitment.

This research also shows that the stronger organizational culture of the Puskesmas will also increase the organizational commitment of its employees. The results of this study support previous studies conducted by (Alvi *et al.*, 2014; Mitic *et al.*, 2016; Azizollah *et al.*, 2016; Nooren & Haider, 2016; Inanlou & Ahn, 2017) which state that organizational culture has a significant effect on organizational commitment. Based on the respondent's answers it is known that the Puskesmas staff prefer to complete the work as a team rather than working individually and there is a sense of pride of employees towards the Puskesmas where they work. This condition is a supporting factor for the formation of employee organizational commitment as the opinion of Steers in Yusuf *et al.*, (2018) which states that one form of organizational commitment is the similarity of personal values and organizational values and the pride of an individual to be part of the organization they live in now. Whereas in other studies using organizational culture parameters that differ from the culture parameters in this study also found results that showed the positive influence of organizational culture on commitment, as conducted by Alvi *et al.*, (2014) stated

that supportive culture and bureaucracy had a significant effect on commitment and work employee satisfaction, while innovative culture has a significant influence on employee commitment and job satisfaction.

CONCLUSION

It is recommended to the Head of the Puskesmas to pay attention to the placement of employees in the accreditation working group based on competence and expertise, and to always encourage the active participation of every employee in making decisions related to the implementation and activities of the Puskesmas accreditation stage. Then it is suggested to the Head of the Puskesmas and the head of the accreditation working group to always encourage employees to be able to work as a unit in the team, and try to maintain friendship by giving attention and appreciation to each employee. Besides that, in Puskesmas an organizational culture is needed that embodies the common perception of all employees, especially in the common understanding and commitment to the vision and mission of the Puskesmas in providing optimal health services to the community. Therefore, every Puskesmas employee is expected to be able to accept and understand their identity as public servants.

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