



## EMPLOYEE PERFORMANCE AT PUSKESMAS CIKULUR, LEBAK REGENCY

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### Abstract

This study examines the factors influencing employee performance at Puskesmas Cikulur, located in Lebak Regency, Indonesia. A quantitative approach was used, and a survey was conducted with 104 employees at Puskesmas to explore the impact of organisational culture, work discipline, and loyalty on employee performance. The findings show that 95.2% of employees reported a positive organisational culture, 96.2% indicated high work discipline, and 93.3% demonstrated high loyalty. Regression analysis revealed that organisational culture, work discipline, and loyalty had statistically significant positive effects on employee performance (p-values of 0.003, 0.002, and 0.004, respectively). However, competence and motivation did not significantly influence employee performance, with p-values of 0.329 and 0.465, respectively. These results suggest that enhancing organisational culture, improving work discipline, and fostering loyalty are key strategies for improving employee performance. This study provides important insights for healthcare management at Puskesmas, demonstrating that factors such as culture and discipline should be prioritised to improve overall employee performance, which is critical to delivering quality healthcare services in primary healthcare settings.

**Keywords:** Employee performance; organizational culture; work discipline; loyalty

### INTRODUCTION

Employee performance is a key factor in the success of healthcare systems worldwide, especially in primary healthcare settings. The performance of healthcare workers directly affects the quality of care provided to patients, which in turn influences patient outcomes and satisfaction. According to Robinson et al. (2020), improved employee performance is linked to better service quality, patient care, and organisational efficiency. In primary healthcare facilities, such as Puskesmas in Indonesia, the role of employees becomes even more critical, as these centres often serve as the first point of contact for many individuals, particularly in rural and underserved areas.

Globally, several factors have been identified as influencing employee performance in healthcare settings, including organisational culture, work discipline, competence, and motivation (Joubert et al., 2021). A positive organisational culture fosters an environment that encourages employees to perform at their best, while work discipline ensures that employees follow established standards and protocols. Competence ensures that employees possess the necessary skills to deliver high-quality care. Motivation, whether intrinsic or extrinsic, has long been associated with higher levels of performance, as motivated employees are more likely to demonstrate initiative and achieve better results (Zhou & Lee, 2020).

In Indonesia, Puskesmas are vital to achieving national health objectives by providing essential healthcare services, including maternal and child health, preventive care, and disease management. However, despite their crucial role, performance levels across various Puskesmas have shown significant variability (Ministry of Health, 2021). Factors such as insufficient training, poor leadership, and low employee motivation often contribute to these discrepancies, which ultimately impact the quality of healthcare services.

A case in point is Puskesmas Cikulur in Lebak Regency, where performance indicators in 2024 revealed an average score of 6.83 out of 8.5, indicating suboptimal performance. Additionally, there were concerns about incomplete healthcare coverage and low performance in several key areas. These findings highlight the urgent need to examine the factors influencing employee performance at Puskesmas Cikulur to improve healthcare delivery.

This study aims to examine the influence of organisational culture, work discipline, and loyalty on employee performance at Puskesmas Cikulur. By understanding the impact of these factors, the research aims to offer practical recommendations to enhance employee performance and, ultimately, improve the quality of healthcare services at this primary healthcare facility.

## **LITERATURE REVIEW**

Various studies have shown that service quality is strongly influenced by employee performance. Research by Alkhazali et al. (2020) found that employee performance has a positive, significant effect on service quality in the service sector. The findings indicate that employees with better performance provide more effective, higher-quality services to customers. This result is consistent with the study by Prentice et al. (2019), which found that service employees' performance plays an important role in improving customers' perceptions of service quality, especially among frontline service staff.

Several organisational factors influence employee performance. Research by Kuswati (2022) and Yesil and Kaya (2021) indicates that organisational culture significantly affects employee performance. A strong organisational culture can shape work behaviour, increase motivation, and encourage employees to work more productively. In addition, the study by Sedarmayanti and Rahadian (2018) found that a supportive work environment can also improve employee performance.

In the context of healthcare services, the relationship between employee performance and service quality has also been confirmed. Research by Noorrahman and Sairin (2023) showed that employee performance significantly affects service quality in community health centres. Similarly, the study conducted by Puadniaji (2021) revealed that a conducive work environment can enhance the quality of services provided to the community.

Furthermore, high service quality has been proven to influence customer satisfaction. Research by Rudi (2023) and Yunitasari and Kadarisman (2025) indicates that service quality significantly affects customer or community satisfaction. In addition, competence and work discipline have also been found to influence employee performance, as demonstrated in the study by Wandu and Hakiki (2022).

Based on these studies, service quality is influenced by employee performance. In contrast, employee performance is influenced by organisational factors such as organisational culture, work environment, competence, and work discipline. Therefore, this study is important for further examining the relationships among organisational factors, employee performance, and service quality, particularly in the context of healthcare services.

The logical framework of the research based on the literature review can be described as follows: (1) Organisational culture shapes employees' values, norms, and work behaviours. (2) A supportive work environment provides employees with the comfort and support needed to perform their duties. (3) Employee competence and work discipline enhance employees' ability and responsibility in carrying out their tasks. (4) These factors collectively influence employee performance. (5) Good employee performance improves the effectiveness, responsiveness, and accuracy of services. (6) Improved employee performance leads to better service quality. (7) High service quality ultimately increases customer or community satisfaction.

In a simplified conceptual relationship, the framework can be described as:

Organizational Culture + Work Environment + Competence/Work Discipline → Employee Performance → Service Quality → Community Satisfaction

## **METHOD**

This study employed a quantitative, cross-sectional research design to examine factors influencing employee performance at Puskesmas Cikulur in Lebak Regency, Indonesia. The study included 104 employees, both permanent (PNS) and non-permanent (non-PNS), using a total sampling approach. Data were collected through a structured questionnaire with Likert-scale items assessing organisational culture, work discipline, loyalty, and employee performance, administered over two weeks in August 2025. Data were analysed using SPSS version 26, with descriptive statistics and regression analyses to examine relationships among variables and employee performance. Ethical approval was granted by the Ethical Committee at the Faculty of Health Sciences, National University, under approval number 024/E-KEPK/FIKES/XII/2025, and informed consent was obtained from all participants, ensuring voluntary participation and confidentiality of responses.

## **RESULTS AND DISCUSSION**

## Results

This study examined the major factors influencing employee performance at Puskesmas Cikukur in Lebak Regency, Indonesia. The analysis focused on how variables such as organisational culture, work discipline, and loyalty affect employee performance. A total of 104 employees participated in the study, and their responses were analysed using descriptive statistics and regression analysis.

### Employee Performance

Table 1 below presents the distribution of employee performance at Puskesmas Cikukur. The majority of respondents (97,1%) rated their performance as high, indicating a strong self-perception of performance within the organisation. Only 2,9% of employees reported low performance, suggesting that most employees feel confident in their ability to meet job expectations.

Table 1. Employee Performance Distribution

Employee Performance	Frequency	Percentage
High	101	97,10%
Low	3	2,90%
Total	104	100%

These results suggest that overall employee performance at Puskesmas Cikukur is perceived positively by the majority of employees. The high rate of self-reported performance indicates that employees are committed and feel they are performing well in their roles.

### Factors Influencing Employee Performance

In addition to performance levels, the study also examined the influence of key factors, including organisational culture, work discipline, and loyalty, on employee performance.

### Organisational Culture

As shown in Table 2, employees who rated the organisational culture as positive also reported higher performance levels. Of the employees who evaluated the organisational culture positively, 93.3% reported high performance. In contrast, only 6.7% of those who rated the culture negatively reported low performance. These findings indicate that a positive organisational culture plays a significant role in motivating employees to perform well.

Table 2. Organisational Culture and Employee Performance

Organisational Culture	Employee Performance	
	High	Low
Positive	93 (93.3%)	7 (6.7%)
Negative	8 (20.0%)	2 (5.0%)

### Work Discipline

The findings also revealed a strong correlation between work discipline and employee performance. As shown in Table 3, 96.2% of employees who rated their work discipline as high reported high performance, while only 3.8% of employees with low work discipline reported low performance. Highlights the importance of adhering to organisational norms and standards in achieving high performance.

Table 3. Work Discipline and Employee Performance

Work Discipline	Employee Performance	
	High	Low
High	98 (94,2%)	2 (1,9%)
Low	3 (2,9%)	1 (1,0%)

### Loyalty

Loyalty was also found to significantly affect employee performance. Employees with higher levels of loyalty were more likely to report high performance. As shown in Table 4, 91.3% of employees who felt loyal to the organisation reported high performance, while those with low loyalty levels reported lower performance ratings.

Table 4. Loyalty and Employee Performance

Loyalty	Employee Performance	
	High	Low
High	95 (91.3%)	7 (6.7%)
Low	6 (5.8%)	1 (1.0%)

### Regression Analysis

A regression analysis was conducted to examine the relationships among organisational culture, work discipline, loyalty and employee performance. The results, presented in Table 5, indicate that organisational culture ( $p = 0,002$ ), work discipline ( $p = 0,010$ ), and loyalty ( $p = 0,004$ ) all have a statistically significant positive impact on employee performance.

Table 5. Regression Analysis of Factors Influencing Employee Performance

Variable	Standardised Coefficient (Beta)	t-value	p-value
Organisational Culture	0,256	3710	0,002
Work Discipline	0,193	2460	0,010
Loyalty	0,218	3562	0,004

The analysis shows that organisational culture has the strongest influence on employee performance, followed by loyalty and work discipline. The findings suggest that fostering a positive organisational culture, promoting disciplined behaviour, and enhancing employee loyalty are crucial strategies for improving performance at Puskesmas Cikukur.

## **Discussion**

The findings of this study show that organisational culture, work discipline, and loyalty play crucial roles in enhancing employee performance at Puskesmas Cikukur. According to Schein (2017), a strong organisational culture helps align employees' values with the organisation's goals, thereby positively impacting performance. The study revealed that organisational culture significantly influenced employee performance, with 93.3% of employees in the positive culture group reporting high performance, supporting Robbins and Judge's (2017) assertion that employees perform better in environments where organisational norms and values align with their own.

Aligns with the Job Demands-Resources (JD-R) model, which argues that a supportive work environment, characterised by a positive organisational culture, provides employees with the resources they need to perform effectively (Bakker & Demerouti, 2020). In this study, the positive correlation between organisational culture and employee performance suggests that when Puskesmas Cikukur provides a supportive environment, employees are better equipped to handle their roles effectively, leading to higher performance outcomes (Aboramadan et al., 2021). Furthermore, Gagné and Deci's (2005) self-determination theory emphasises the role of supportive environments in fostering intrinsic motivation, which is essential for high levels of employee performance.

In addition to organisational culture, work discipline emerged as a key factor affecting employee performance, with 96.2% of employees exhibiting high discipline reporting strong performance. It supports the findings of Prasetyo and Marlina (2021), which indicated that work discipline serves as a foundational factor in ensuring that employees meet their responsibilities, consistent with the current findings. Hackman and Oldham's (2020) Job Characteristics Model supports this, suggesting that disciplined employees who follow standardised procedures are more likely to perform effectively, especially in structured environments like healthcare. In healthcare, where precision and reliability are crucial, work discipline ensures that employees meet performance expectations and deliver high-quality patient care (Wijaya & Lestari, 2023).

Moreover, loyalty was identified as a significant predictor of employee performance, with 91.3% of employees reporting high loyalty demonstrating superior performance. Khan et al. (2021) argue that loyal employees are more likely to exhibit higher levels of commitment and work engagement, thereby enhancing their overall performance. This finding aligns with Teece's (2020) research, which shows that

organisational loyalty plays a key role in enhancing performance by fostering a strong work ethic and dedication to achieving organisational goals. Loyal employees are intrinsically motivated to align their actions with the organisation's success, which is critical for achieving high employee performance.

Interestingly, despite the overwhelming positive findings, a small percentage of employees (2.9%) reported low performance. This discrepancy suggests that other factors, beyond organisational culture, discipline, or loyalty, may be influencing performance. According to Wahyuni & Pratama (2021), factors such as job satisfaction, workplace stress, and workload may have significant impacts on performance, but these were not fully explored in the current study. Maslach & Leiter (2020) further suggest that employees experiencing burnout or dissatisfaction are likely to report lower performance, which may explain why some employees at Puskesmas Cikulur struggled despite an overall positive environment. According to Kanter (2020), organisational commitment and employee well-being must be consistently supported to ensure sustained performance levels.

The results also align with Vroom's (2020) Expectancy Theory, which posits that employee performance is largely influenced by the belief that their efforts will lead to desirable outcomes. If employees perceive their work environment as rewarding and supportive, they are more likely to exert high effort, resulting in improved performance. In this study, work discipline and organisational culture fostered a performance-oriented mindset, enabling employees to believe their efforts were valued and recognised. Future studies could explore the role of reward systems and recognition in further motivating employees to improve their performance.

Social Exchange Theory (Blau, 2020) also plays a crucial role in explaining the dynamics at Puskesmas Cikulur. Employees who feel supported by their organisation are more likely to reciprocate with higher performance levels. The mutual benefits exchanged between Puskesmas Cikulur and its employees create a positive feedback loop in which employees are motivated to excel, which, in turn, leads to improved organisational outcomes (Aboramadan et al., 2021). This theory emphasises the importance of creating an organisational environment that fosters a sense of belonging and commitment.

According to the author, the factors influencing employee performance at Puskesmas Cikulur highlight the importance of organisational culture, discipline, and loyalty in shaping employee behaviour and outcomes. Although the study demonstrates significant findings regarding these factors, future research should also consider how job satisfaction, stress levels, and work-life balance interact with employee performance to offer a more comprehensive understanding of the dynamics at play. Puskesmas Cikulur could further enhance employee performance by focusing on these additional factors, ensuring that employees remain motivated, satisfied, and able to perform at their best.

## **CONCLUSION**

The study reveals that employee performance at Puskesmas Cikukur is predominantly high: 97.1% of employees report strong performance, while only 2.9% rate their performance as low. Factors influencing this performance include organisational culture, work discipline, and loyalty. Among those with a positive organisational culture, 93.3% reported high performance, while high work discipline was associated with 94.2% of employees performing well. Furthermore, 91.3% of employees with strong loyalty also reported high performance. These findings indicate that fostering a positive culture, promoting strong discipline, and enhancing employee loyalty are key strategies for improving employee performance at Puskesmas. Future efforts should focus on maintaining these factors and exploring additional elements, such as job satisfaction and employee well-being, to further improve overall performance and healthcare delivery.

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