

Effect Of Organizational Culture And Empowerment On Organizational Commitment To Improve Employee Performance In Puskesmas Ngeplak 1

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Abstract

This study examines the effect of Organizational Culture and Empowerment on Organizational Commitment to improve Employee Performance at Puskesmas Ngeplak 1. This research was conducted on all employees of Puskesmas Ngeplak 1, totalling 40 people. This research is quantitative. The sample of this study used a sampling technique with a questionnaire or questionnaire. The sample data collection was carried out by distributing questionnaires directly to each employee. The number of questionnaires distributed and processed was as many as 20 questionnaires. Data processing in this study uses multiple linear regression analysis techniques, assisted by the SPSS program version 20.0. The results of this study indicate that organisational culture has a positive and significant effect on organisational commitment. Organisational culture has a positive and significant impact on performance. The empowerment of members has a positive and significant impact on organisational commitment. Assignment of members has a positive and significant effect on performance, and organisational commitment also positively and significantly impacts performance. This proves that organisational culture and member empowerment on organisational commitment significantly affect the performance of the employees of Puskesmas Ngeplak 1.

Keywords: Organizational Culture, Empowerment, Commitment and Employee Performance.

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I. Introduction

The impact of the reforms requires various organisations, both private and government, to carry out many innovations to deal with the demands of change and policies in line with environmental changes. An organisation is required to formulate the proper procedures to cope with any changes that will occur. The success of policy formulation of concern is management concerning the empowerment of human resources (Tjahjono et al., 2006).

The existence of change has an impact on changes in organisational culture, so we are required to be able to deal with it in a way that is more respectful of diversity, which refers to different demographic attributes such as race, ethnicity, gender, age, physical status, religion, education, and so on. In addition to diversity (diversity), a pretty complex challenge is changing the modern organisational culture that is no longer by the values of the ancient organisational culture within all employees. Here, it is also clear that very few people are willing to leave the old ways. Now many leaders and state officials are challenging to change and often ignore the state apparatus organisation's moral values and culture (Tjahjono et al., 2006).

According to him, technological advances and globalisation encourage organisations to change the way they are managed. This condition will indirectly impact employee attitudes towards their work and the organisation that employs them. (Kreitner, 2003) emphasises that organisational commitment reflects how an individual identifies with the organisation to be bound by its goals.

The UPTD Puskesmas Ngemplak 1 has functions (objectives) and main tasks, including; provide direct health services to the public, cooperate with the sectors concerned in implementing the Pusekesmas program, stimulate the public, including the private sector, to carry out activities in the context of first aid for themselves, and provide assistance in the form of material-technical guidance and medical referrals as well as health referrals to the public provided that assistance does not create dependence. To achieve the main functions and tasks of the UPTD Puskesmas Ngemplak 1, it requires a harmonious organisational culture and empowerment to gain commitment and foster passion and enthusiasm for its members.

Employee commitment to the organisation is an implication of the various changes that occur, proving that the work attitude of employees that are experiencing rapid changes in the commitment of employees to the organisation where they work (Akuntansi et al., 2008). Employees' commitment to organisational values can be created by forming a culture by the people in the organisation. It will trigger employees to think, behave, and behave according to organisational values (Sutanto, 2002).

An essential factor besides organisational culture that can affect organisational commitment and performance is empowerment. According to Row Brown (2004), assignment is close to the professionalism, which individuals initially always own. Meanwhile (Nilmawati, 2003) argues that through empowerment, you will understand why and what is happening in the organisation because employees are more involved in making decisions and are given sufficient authority and responsibility in completing tasks within the organisation.

Empowerment is one way that organisations can make the changes needed to excel and survive in increasingly fierce competition. (Nilmawati, 2003) states that empowerment is the giving of responsibility and authority to employees, involvement

of employees in decision making, a condition of mutual trust between management and employees, sharing of information, knowledge and commitment from employees to take responsibility. at work. Furthermore (Nilmawati, 2003) argues that through empowerment, you will understand why and what is happening in the organisation because employees are more involved in making decisions and are given sufficient authority and responsibility in completing member tasks.

Employee performance is the level of success of employees in carrying out their duties and responsibilities. Employee performance, in general, is influenced by two factors, namely internal and external factors (Ismail, 2008). Internal factors are factors that come from within employees, which include job satisfaction and organisational commitment. Meanwhile, external factors come from outside the employee, including leadership, safety and security, and organisational culture. One of the external factors that influence employee performance is organisational culture. Organisational culture is the values that develop in an organisation, where these values are used to direct the behaviour of organisational members (Soedjono, 2005). The commitment of an employee to the organisation can be an essential instrument to improve the employee's performance (Khan, 2010). Commitment organisational culture also has a relationship with organisational culture. Robbins and Judge (2008: 100-101) suggest that organisational commitment is the level to which an employee side with an organisation.

The key asset that is very important for developing and achieving the goals of an organisation or company is human resources. Successful organisations need employees who will do more than just their formal duties and deliver performance that exceeds expectations. Organisations want employees willing to perform tasks that are not listed in their job descriptions (Sutrisno, 2009).

An employee will have a high level of performance if there is a match between work and abilities. If this can be fulfilled, there will be a feeling of responsibility for their work and a willingness to achieve organisational goals through the full implementation of tasks. Therefore, organisations need to pay attention to managing human resources (employees) to produce a high performance to improve overall organisational performance. Three factors affect individual employee performance, namely: (1) the individual's ability to carry out the job; (2) level of effort; and (3) organisational support (Mathis, 2006). Employee performance can be improved if these three factors are present in the employee, and employee performance will decrease or decrease if one of these factors is not present.

II. Literature Review

2.1. Organisational Culture

Organisational culture is a critical characteristic that its members uphold so that it differentiates organisations from one another. Organisational culture is also a pattern of basic assumptions found and developed by a particular group. It studies and masters the problems of external adaptation and internal integration, which has worked well enough to be adequately considered and therefore taught to new members to perceive and think. And felt correct concerning the problem. Furthermore, Robbins (2006) states that organisational culture has the following characteristics:

1. Innovation and risk-return. The extent to which employees are supported to be innovative and dare to take risks.
2. Orientation to results. The extent to which management focuses on outcomes rather than the techniques and processes used to achieve those results.
3. Orientation to people. The extent to which management's decisions consider the impact of results on people in the organisation.
4. Team orientation. The extent to which work activities are organised on a team basis rather than on an individual basis.
5. Aggressiveness. The extent to which people are more aggressive and competitive than relaxed.

2.2. Empowerment

According to Robert and Greene, empowerment is a process of how people are getting more vigorous enough to participate in sharing control and influencing events and institutions that affect their lives (Damanik and Pattiasina, 2009). Employee empowerment is an individual encouragement in developing personal responsibility for carrying out their work which is linked to achieving company goals. Empowerment is significant in employee involvement. Empowerment or (empowerment) is the authority to make decisions in an area of specific operational activities without having to obtain approval from others (Luthans, 2006). In Spreitzer's (1995) research, it was found four general characteristics that empowered people to possess in the concept of Thomas and Velthouse (1990), namely:

1. Sense of meaning is the value of the work's purpose from its relationship to individual ideals or standards.
2. Sense of competence Competence or self-efficacy is more of an individual's belief in carrying out activities using their skills. This dimension uses the term competence rather than self-esteem because it focuses on efficacy, specifically in job roles.
3. Sense of self-determination If competence is a skill in behaviour, then self-determination is a feeling of choosing to make choices and do a job.
4. Sense of impact is the degree to which a person can influence work results both strategically, administratively and operationally.

2.3. Organisational Commitment

Meyer and Allen (1997) identified three different themes in defining commitment: commitment as an affective attachment to the organisation, commitment as a perceived cost associated with leaving the organisation, and commitment as an obligation to stay in the organisation. According to Allen and Meyer, these three forms of commitment are referred to as:

1. Affective commitment is the degree to which an individual is psychologically tied to the organisation that employs him through feelings such as loyalty and affection because he agrees to the organisational goals.
2. Continuous commitment is based on losses when leaving the organisation, which is often interpreted as calculative commitment. In other words, an employee has a solid continuous commitment because they feel they need it (need to), and there is a consideration of cost losses when leaving the organisation.
3. Normative commitment is employees' belief that they feel they have to stay or stay in the organisation because of personal loyalty. Employees with high

normative commitment will remain in the organisation because they think they have to do so.

2.4. Performance

According to Handoko (2000: 50), performance is defined as how an organisation assesses and evaluates the performance of employees or employees. According to Tika (2006: 121), performance is defined as something produced from one's work to achieve the goals of an organisation within a period. Certain. Employee Performance Indicators Bangun (2012) states that to facilitate employee performance appraisal. Work standards must be measured and understood. Here are five employee performance indicators:

1. The quantity of work is the amount of work produced by individuals or groups as a standard of work, by doing work by the output target that must be created per person per one hour of labour and doing work by the number of activity cycles completed.
2. The quality of work is a measure or requirement required in the company for its employees to meet targets and perfect results.
3. Timeliness of completing work by predetermined deadlines and using optimal processing time to produce the output expected by the company.
4. The consequences of doing work require the employee's attendance, namely by arriving on time and doing work following predetermined working hours.
5. Cooperation Not all work can be completed by one employee alone, for certain types of work may have to be completed by two or more employees. Employee performance can be judged by their ability to work with other colleagues.

III. Methodology

Based on the research, the population used were all employees of the Ngemplak 1 Public Health Center. Both structural employees and ordinary employees. The people observed there were 40 people. The method of determining the number of samples is done by using saturated sampling. The number of samples taken from Puskesmas Ngemplak 1 was 40 respondents. The technique or method for this research is through a questionnaire. The data analysis technique used in this research is descriptive analysis and multiple linear regression.

IV. Results and Discussion

4.1. Results

The validity test in this study used the Pearson Correlation Test (Product Moment Pearson Correlation) through the SPSS (Statistical Product and Service Solutions) program. The validity test results show that all items in each variable are declared valid because they have a calculated r value > 0.312 . So that all of these items can be used in further calculations for the hypothesis.

The reliability test in this study used Cronbach's Alpha. Based on the study results, it was obtained that the Cronbach's Alpha coefficient value of all variables had a Cronbach's Alpha coefficient value > 0.600 . This indicates that each research instrument has a good level of reliability.

Data analysis in this study includes descriptive statistics and regression tests. Descriptive statistics are used to provide an overview of each variable in the study. The descriptive statistics presented consist of minimum value, maximum value, average value, and standard deviation for each variable are shown in the following table.

Tabel 1. Descriptive Statistics

Variable	Minimum	Maximum	Mean	Std. Deviation
Organizational culture	3,00	5,00	4,2300	0,53694
Empowerment	3,20	5,00	4,1800	0,48738
Organizational Commitment	2,80	5,00	4,2650	0,57537
Performance	3,20	5,00	4,3100	0,47057

Source: Primary data processed, 2021

The descriptive results from table 1 above show that the organisational culture variable has a minimum value of 3.00 and a maximum value of 5.00 with an average value of 4.23 and a standard deviation of 0.54. Furthermore, the member empowerment variable has a minimum value of 3.20 and a maximum value of 5.00, with an average of 4.18 and a standard deviation of 0.49. The organisational commitment variable has a minimum value of 2.80 and a maximum value of 5.00, with an average of 4.27 and a standard deviation of 0.58. The performance variable has a minimum value of 3.20 and a maximum value of 5.00, with an average value of 4.31 and a standard deviation of 0.47. All variables in this study have an average value close to number 4, which means that most respondents respond to the statement of this variable item by providing an answer with a score of 4.

Hypothesis testing in this study using multiple linear regression test. Based on the multiple regression estimation with the SPSS program, the results are as follows:

Tabel 2. Descriptive Statistics

Dependent Variable: Organisational Commitment				
Variable	Unstandardized coefficient B	t count	Sig.	Conclusion
Organizational Culture	0,374	2,934	0,006	H1; supported
Empowerment	0,687	4,891	0,000	H3; supported
Constanta = -0,946				
R ² = 0,759				
F count = 58,373				
Significant = 0,000				
Dependent Variable : Performance				
Variable	Unstandardized coefficient B	t count	Sig.	Conclusion
Organizational Culture	0,339	4,132	0,000	H2; supported
Empowerment	0,285	2,721	0,010	H4; supported
Organizational	0,273	2,866	0,007	H5; supported

Commitment
Constanta = 2,601
R ² = 0,882
F count = 89,904
Significant = 0,000

Source: Primary data processed, 2021

4.2. Regression Equation

4.2.1. Model 1 (Dependent: Organisational commitment)

Based on table 2, it is known that the regression equation formed is as follows:

$$Z = -0.946 + 0.374 X1 + 0.687 X2 + e$$

Information:

Z = Organizational commitment

X1 = Organizational culture

X2 = Empowerment of members

The meaning of the regression coefficient is as follows:

- a. Constant (a) = - 0.946

The constant is a number without any variables. A constant value of -0.946 indicates that organisational commitment is without the influence of other variables. This means that the value of organisational commitment will increase without being influenced by organisational culture and member empowerment variables.

- b. The regression coefficient (β_1) = 0.374

This means that if the organisational culture increases, it is better by one unit, then there will be an increase in the organisational commitment by 0.374 units, assuming other variables remain. A positive direction means that the better the organisational culture, the higher the organisational commitment.

- c. Regression coefficient (β_2) = 0.687

The regression coefficient, which has a positive direction, means that the higher the empowerment of members, the higher the organisational commitment. The coefficient value of 0.687 indicates that if the assignment of members is better by one unit, there will be an increase in the organisational commitment by 0.687 teams with the assumption that other variables are constant.

4.2.2. Model 2 (Dependent: Performance)

Based on table 2 it can be seen that the regression equation formed is:

$$Y = 2.601 + 0.339 X1 + 0.285 X2 + 0.273 Z + e$$

Information:

Y = Performance

X1 = Organizational culture

X2 = Empowerment of members

Z = Organizational commitment

The meaning of the regression coefficient is as follows:

- a) Constant (a) = 2.601

Constants are numbers in the absence of a variable. A constant value of 2.601 indicates that the performance is without the influence of other variables. This means that the performance value will increase without being influenced by the variables of organisational culture, member empowerment, audit opinion, the size of the public accounting firm, and organisational commitment.

- b) Regression coefficient (β_1) = 0.339
This means that if the organisational culture increases, it is better by one unit, then there will be an increase in performance of 0.339 units, assuming other variables remain. Positive direction means that the higher the organisational culture, the higher the performance.
- c) Regression coefficient (β_2) = 0.285
The regression coefficient, which has a positive direction, means that the higher the empowerment of members, the higher the performance. The coefficient value of 0.285 indicates that if the assignment of members is better by one unit, there will be an increase in performance of 0.285 units, assuming other variables remain.
- d) Regression coefficient (β_3) = 0.273
The regression coefficient value means that if organisational commitment increases by one unit, there will be an increase in performance of 0.273 units, assuming other variables remain. The positive direction of the regression coefficient means that the higher the organisational commitment, the higher the performance.

4.3. Hypothesis Test Results (t-test)

The multiple linear regression test table above is used to answer the following hypothesis:

4.3.1. Hypothesis Test 1

Hypothesis 1 = Organisational culture has a direct and significant effect on the organisational commitment of employees of Puskesmas Ngemplak 1.

Based on the results of the hypothesis testing conducted, it can be seen that the results of empirical research support the first hypothesis in this study. This is indicated by the t value of 2.934, which is greater than the t table (2.021). The significance value of 0.006 is smaller than 0.05, and the regression coefficient value of 0.374 is positive. So it can be said that organisational culture has a direct and significant effect on organisational commitment.

4.3.2. Hypothesis Test 2

Hypothesis 2 = Organisational culture has a direct and significant effect on the performance of the employees of Puskesmas Ngemplak 1.

Based on the results of the hypothesis testing conducted, it can be seen that organisational culture has a direct and significant effect on employee performance. This is indicated by the t value of 4.132, which is greater than the t table (2.021), the significance value of 0.000, more significant than 0.05 and the regression coefficient value of 0.339. So it can be said that the second hypothesis in this study is supported by empirical research.

4.3.3. Hypothesis Test 3

Hypothesis 3 = Empowerment of members has a direct and significant effect on the organisational commitment of Puskesmas Ngemplak1.

The third hypothesis in this study states that member empowerment affects the results of empirical research that support organisational commitment. This is indicated by the t value of 4.891, which is greater than the t table (2.021) and the significance value of 0.000, which is smaller than 0.05 and the significance value of 0.687 in a positive

direction. This means that member empowerment has a direct and significant effect on organisational commitment.

4.3.4. Hypothesis Test 4

Hypothesis 4 = Empowerment of members has a direct and significant effect on the performance of the employees of Puskesmas Ngemplak 1.

Table 2 above shows that the member empowerment variable has a t-value of 2.721, more significant than the t table (2.021), a significance value of 0.010, more diminutive than 0.05 and a significance value of 0.285 in a positive direction. This means that the fourth hypothesis, which states that member empowerment has a direct and significant effect on performance, is supported by the results of empirical research.

4.3.5. Hypothesis Test 5

Hypothesis 5 = Organisational commitment has a direct and significant effect on the performance of the employees of Puskesmas Ngemplak 1.

The fifth hypothesis in this study which states that organisational commitment has a direct and significant effect on performance is supported by empirical research. This is indicated by the t value of 2.866, more significant than the t table (2.021) and the significance value of 0.007, which is smaller than 0.05 and the regression coefficient value of 0.273 in a positive direction.

4.4. F Test Results

Based on the results of statistical testing in the first model with the dependent variable being organisational commitment, the significance of the F test (probability) is 0.000 ($p < 0.05$), and the calculated F value of 58.373 is greater than the F table (3.25), meaning that there is a significant influence. Together between organisational culture and empowerment of members to organisational commitment. Then in the second model with the performance dependent variable, the calculated F value is $89.904 > F$ table (2.87), and the significance value is 0.000, which is smaller than 0.05. So it can be concluded that the organisational culture, empowerment of members and organisational commitment to the employees of Puskesmas Ngemplak 1.

4.5. Coefficient of Determination (R Square)

Based on table 2 above in the first model with the dependent variable organisational commitment, it can be seen that the coefficient of determination (R Square) multiple regression is 0.759. This shows that organisational culture and member empowerment jointly affect organisational commitment by 75.9%, and the remaining 24.1% of organisational commitment is influenced by other factors not examined in this study. Furthermore, in the second model with the performance dependent variable, it is known that the coefficient of determination (R Square) is 0.882. This shows that organisational culture, member empowerment, and organisational commitment jointly affect the performance of Puskesmas Ngemplak 1 employees by 88.2% and the remaining 11.8% of performance is influenced by other factors not examined in this study.

4.6. Path Analysis

Path analysis is a different part of regression analysis. In general, regression is used to test whether the independent variable directly affects the dependent variable. Meanwhile, path analysis tries the direct effect and explains the indirect impact of the

independent variable through the intervening variable on the dependent variable. The path analysis image is presented as follows:

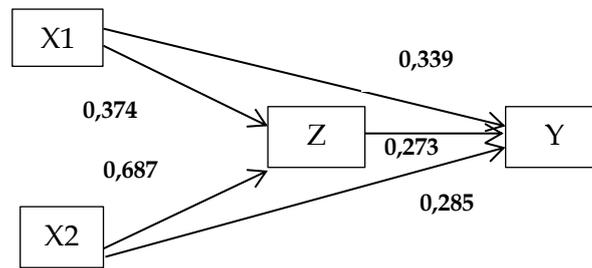


Figure 1. Path Analysis Model

Based on the picture above, it can be seen that the direct and indirect effects are as follows:

Table 3. Result of Path Analysis

Variable	Live	Indirect	Total
Organizational Culture	0,339	$0,374 \times 0,273 = 0,102$	$0,339 + 0,102 = 0,441$
Empowerment	0,285	$0,687 \times 0,273 = 0,188$	$0,285 + 0,273 = 0,558$
Organizational Commitment	0,273		

Source: Primary data processed, 2021

4.6. Discussion

4.6.1. The influence of organisational culture on organisational commitment of employees of Puskesmas Ngemplak 1

The first hypothesis in this study which states that organisational culture affects organisational commitment, is supported statistically by empirical results. This is evidenced by a significant value that is smaller than 0.05. Organisational culture is a critical characteristic that its members uphold so that it differentiates organisations from one another. The cultural archetype is a significant factor in determining organisational effectiveness. In addition, for example, the culture of an institution will also affect the shape of the institution, and the most important thing is that culture is closely related to quality.

The results of this study support previous research conducted by Othman Hussein Al-Bataineh, Rashidah Binti Mohammad Ibrahim, Ahmad Firdause Md Fadzil, (2019), which shows that organisational culture affects organisational commitment. Employees at Puskesmas Ngemplak 1 have functions and tasks that must be carried out. To carry out these main functions and functions requires a supportive organisational culture because organisations can be created by forming a culture according to the people in the organisation. This is in line with the research of Khuzaini and Kaihatu (2008), which proves that the work attitude of employees that are experiencing rapid changes in the commitment of employees to the organisation they work for. According to him, technological advances and globalisation encourage organisations to change the way they are managed. This condition will indirectly impact employee attitudes towards their work and the organisation that employs them.

4.6.2. The influence of organisational culture on the performance of employees of Puskesmas Ngemplak 1

The second hypothesis, which states that organisational culture affects the performance of Puskesmas Ngemplak 1 employees, is supported statistically by empirical results. This is evidenced by the significance value of 0.000, which is smaller than 0.05. Organisational culture has an essential function. The function of organisational culture is as a boundary for individual behaviour within it. Organisational culture also has tasks in line with what has been described, namely: giving organisational identity to its members. It eases collective commitment, promotes social system stability, and shapes behaviours managers perceive their presence.

The results of this study support previous research conducted by Soedjono (2005) with the results of his study, which states that organisational culture has a significant and positive effect on organisational performance. A conducive organisational culture indicates that the work atmosphere created is harmonious both concerning fellow employees and with the leadership. The existence of a pleasant work atmosphere can directly foster confidence in employees to provide optimal performance results. In addition, a conducive organisational culture can result in every employee feeling comfortable carrying out each employee's primary duties daily.

4.6.3. The effect of empowerment of members on the performance of employees of Puskesmas Ngemplak 1.

The third hypothesis in this study which states that member empowerment affects organisational commitment, is supported statistically by empirical research. This is evidenced by the significance value of 0.000, which is greater than 0.05. Empowerment is one way that organisations can make the changes needed to excel and survive in increasingly fierce competition. Nilmawati (2003) states that empowerment is the giving of responsibility and authority to employees, involvement of employees in decision making, conditions of mutual trust between management and employees, sharing of information, knowledge and commitment from employees to take responsibility for work. Furthermore, Nilmawati (2003) argues that through empowerment, you will understand why and what is happening in the organisation because employees are more involved in making decisions and are given sufficient authority and responsibility in completing member tasks.

The results of this study are in line with the opinion of Row Brown (2004), which states that empowerment has a close relationship with professionalism which is initially always owned by individuals. Meanwhile, Nilmawati (2003) argues that through empowerment, you will understand why and what is happening in the organisation because employees are more involved in making decisions and are given sufficient authority and responsibility in completing tasks within the organisation. Empowerment is one way that organisations can make the changes needed to excel and survive in increasingly fierce competition.

4.6.4. The effect of empowerment of members on the performance of employees of Puskesmas Ngemplak 1.

The fourth hypothesis, which states that empowerment of members affects performance, is supported statistically by empirical research. This is evidenced by the significance value of 0.000, which is smaller than 0.05. One of the indicators that affect the performance of employees in a company is the empowerment of the employees

themselves. According to Robert and Greene, empowerment is a process of how people are getting more potent enough to participate in sharing control and influencing events and institutions that affect their lives (Damanik and Pattiasina, 2009: 93). Employee empowerment is an individual encouragement in developing personal responsibility for carrying out their work which is linked to achieving company goals. Therefore, the path taken by companies to improve employee performance is through employee empowerment (Clutterluck, 2008: 54).

The results of this study support previous research conducted by Jaclyen Tielung, (2013), which shows that Employee Empowerment influences employee performance where with high empowerment, employees can improve performance at PT PLN (Persero) Region VII Manado. There is an effort to empower employees to suit employees' desires with tasks and jobs directly to improve the employee's performance. Furthermore, it is conveyed that empowerment is an excellent program or tool because of changes in the organisation and the participation of members. In addition, there is good empowerment felt by employees where management provides more opportunities for employees to develop creativity, flexibility and autonomy for their work.

4.6.5. The effect of organisational commitment on the performance of employees of Puskesmas Ngemplak 1.

The fifth hypothesis, which states that organisational commitment affects performance, is supported statistically by empirical results. These results are indicated by a significant value that is smaller than 0.05. Schatz and Schatz 1995, as quoted by Hasan, (2007: 21), said that commitment is the most essential thing for everyone in their work. Without a commitment, the tasks given to him are difficult to carry out properly. High commitment to the job can motivate someone to do something sincerely.

The results of this study support previous research conducted by Jaclyen Tielung (2013), which states that Organizational Commitment influences Employee Performance of PT PLN (Persero) Region VII Manado and Motivation is the most dominant variable affecting employee performance. Commitment leads to several specific behavioural outcomes. First, employees who are highly committed must have a strong desire to stay in the organisation and optimise their performance to remain in the organisation. Employees who are highly committed to the goals of an organisation and have a positive attitude have a strong desire to come to work and contribute to the achievement of goals. According to management, who have high performance are members of old employees who are committed to the organisation regardless of whether they are happy with their work or not, and new employee members who can adjust quickly to their work. This indicates that the level of performance affects the level of commitment to the achievement of organisational goals.

V. Conclusion and Recommendation

5.1. Conclusion

Based on the previous chapter's discussion, this study aims to determine the effect of organisational culture and member empowerment on organisational commitment and performance. Based on the research results that have been obtained, it can be concluded as follows.

1. Organisational culture has a unidirectional and significant effect on the organisational commitment of employees of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t-test of 0.000, which is less than 0.05 and the regression coefficient in a positive direction.
2. Organisational culture has a unidirectional and significant effect on the performance of the employees of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t-test of 0.000, which is less than 0.05 and the regression coefficient in a positive direction.
3. The empowerment of members has a direct and significant effect on the organisational commitment of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t-test of 0.000, more significant than 0.05 and the regression coefficient in a positive direction.
4. Empowerment of members has a unidirectional and significant effect on the employee performance of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t-test of 0.000, which is less than 0.05 and the regression coefficient in a positive direction.
5. Organisational commitment has a unidirectional and significant effect on the performance of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t-test of 0.007, which is smaller than 0.05 and the regression coefficient in a positive direction.

5.2. Recommendation

Based on the research results, the researcher can give several recommendations, including:

- It is suggested that the puskesmas pay more attention and efforts to improve the quality of the organisational culture at the puskesmas. Improving organisational culture can be done by holding outbound to reduce gaps and training to reduce stress.
- Puskesmas Ngemplak 1 is advised to further empower employees' abilities and potentials by providing opportunities to better contribute to mutual progress and giving guidance programs to develop human resources.
- We recommend that you increase the number of samples to become more significant and cover all elements of the population in a balanced manner so that the research results obtained can better reflect the actual situation and the results can be generalised more broadly.
- It is recommended that further research be able to develop and use other variables that are also thought to affect performance and the variables that have been studied, including workers compensation, discipline, work motivation, and other factors.

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