

The Influence of Social Capital, Commitment, Justice, Employee Status, Age, Gender, and Community Health Center Strata on Performance at the Metro, Lampung, Indonesia

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ABSTRACT

Background: The performance of health workers is one of the biggest reasons for the good health services. Various factors affect employee performance such as commitment, employee status, justice and social capital. This study aims to see the influence of social capital along with other accompanying factors such as justice, organizational commitment, employee status, and strata of the Health Center on the performance of Health Center employees.

Subjects and Method: This study is an observational analytical study with a cross-sectional design. This research was conducted on 11 health centers in Metro City, Lampung, Indonesia in April - May 2024. A sample of 200 health center employees was selected by simple random sampling. The dependent variable in this study is the performance of health center employees. The independent variables in the study were social capital, fairness, organizational commitment, employee status, health center strata, age, and gender. Data collection was carried out using a questionnaire and analyzed by multiple linear regression.

Results: Social capital ($b = 0.07$; CI 95% = 0.06 to 0.14; $p = 0.048$), justice ($b = 0.13$; CI 95% = 0.06 to 0.20; $p < 0.001$), organizational commitment ($b = 0.10$; CI 95% = 0.02 to 0.17; $p = 0.012$), and the strata of the Health Center ($b = 1.01$; CI 95% = 0.62 to 1.41; $p < 0.001$) has an influence on improving performance and is statistically significant. Officer status ($b = -0.28$; CI 95% = -0.56 to -0.01; $p = 0.038$) had a degrading effect and was statistically significant. Age ($b = -0.13$; CI 95% = -0.39 to 0.11; $p = 0.284$) and gender ($b = 0.06$; CI 95% = -0.35 to 0.11; $p = 0.750$) has no significant effect on performance.

Conclusion: The performance of health center employees is influenced by social capital, justice, organizational commitment, strata, and employee status. Age and gender are not factors that affect performance.

Keywords: social capital, organizational commitment, health center

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BACKGROUND

The performance of health workers is one of the biggest reasons for the good health services. The management of health facilities must study how and what are the factors that affect employee performance, both intrinsic and extrinsic factors (Abdullah et al., 2021).

Various factors affect employee performance such as commitment, employee status, and fairness (Pandya et al., 2022). Among them is social capital (Sang et al., 2021). Indonesia has problems that affect performance, such as depression and psychological stress levels of 10% (Idaiani, 2022). This figure is higher than the figure set by the WHO of 6.1%. The high rate of depression has a relationship with the level of social capital because social capital causes employees to have the ability to communicate and discuss with their colleagues. Employees with high depression are caused by feelings of isolation due to isolation from social relationships (Amegbor et al., 2020).

Metro City has 11 health centers spread across various sub-districts consisting of 1 inpatient health center, 10 non-inpatient health centers, 11 mobile health centers, and 5 auxiliary health centers (Metro City Health Office, 2020). All health centers in Metro City have been accredited starting from basic accreditation to plenary. Metro City has just re-accredited health centers in 2023 and obtained the results that 5 health centers received plenary accreditation. The plenary accreditation is available at the Tejo Agung Health Center, Karang Rejo Health Center, Metro Health Center, Purwosari Health Center, and Ganjar Agung Health Center (Ministry of Health, 2023).

Looking at the Metro City RENSTRA for 2021-2026 in CHAPTER III about problems and strategic issues. It can be found that the problems of health workers in Metro City that are related to employee performance include a

lack of commitment from officers and poor communication, a lack of cooperation or collaboration between health workers, a lack of availability of education and training, and delays in officers in making decisions.

The issue of Metro City labor problems as shown in the table above has to do with employee performance. Organizational commitment has a relationship with employee performance, where organizational commitment will be influenced by social factors and management styles (Sungu et al., 2019). Officers' delays in making decisions will also affect performance. Social capital is related to decision-making. Studies say that the high level of reciprocal relationships will improve employees' ability to make decisions. Weak reciprocal relationships will also weaken employees in critical thinking, giving ideas, and views (Wang et al., 2019)

Based on the above problems, this research is important to be carried out in order to analyze the influence of social capital accompanied by other accompanying factors on the performance of Health Center employees.

SUBJECTS AND METHOD

1. Study Design

This was a cross-sectional study conducted in 11 community health centers in Metro, Lampung, Indonesia, in April - May 2024.

2. Population and Sample

The study population is 486 employees of health centers in Metro City. A sample of 200 employees was randomly selected.

3. Research Variables

The dependency variable is the work performance. The independent variables were age, gender, social capital, justice, organizational commitment, employee status, and Health Center strata.

4. Operational Definition

Age is the time that has passed since birth. Data was collected using questionnaires. The data scale used is categorical.

Gender is a term to describe the differences in shape, traits, and biological functions between men and women that determine the differences in their roles. Continuous data scale.

Social Capital is a tangible or intangible value or resource that connects individuals in order to seek benefits and progress. Data was collected using a questionnaire with a continuous data scale.

Justice is as an employee's perspective on the fairness of the distribution of resources in the workplace. Data was collected using questionnaire. Data capture uses continuous data scales.

Organizational Commitment is the employee's perception of the desire to survive in the organization. Data were collected using questionnaires with continuous data scales.

The Strata Health Center is the result of an accreditation assessment by the first-level health facility accreditation commission owned by the Health Center in the last year. Data collection using questionnaires. The data scale used is a categorical data scale.

Employee Status is a position that includes the rights, obligations, and protections that employees have. Scales used categorically.

5. Study Instrument

The research instruments used for data collection were questionnaires.

6. Data Analysis

Univariate analysis was used to see the frequency distribution of the characteristics of the subject of the research variables. Multivariate analysis using multiple linear regression analysis using Stata 13 program.

7. Research Ethics

Research ethics include consent sheets, anonymity, confidentiality, and ethical feasibility. The ethical feasibility of this study comes from the Health Research Ethics Committee of Dr. Moewardi Surakarta with number: 770/III/HREC/2024.

RESULTS

1. Univariate Analysis

Table 1 shows that the research subjects totaling 200 Health Center employees with performance characteristics have mean= 15.17 and SD= 0.95. The characteristics of social capital have mean= 18.67 and SD= 1.97. Keadilan has a mean value of 9.02 and SD= 1.56. Organizational commitment has mean= 9.06 and SD= 1.58. Age has mean= 34.92 and SD= 9.44.

Table 1. Univariate analysis of continuous data

Variabel	N	Mean	SD	Min.	Max.
Performance	200	15.17	0.95	13	16
Social Capital	200	18.67	1.97	3	20
Justice	200	9.02	1.56	1	10
Organizational Commitment	200	9.06	1.58	2	10
Age ≥35 years	200	34.92	9.44	19	60

Table 2 shows that there are 108 (91.5%) women and 17 (8.5%) men in the study. There was 131 (65.5%) study subjects work as public servants. A total of 108

(54.0%) research subjects were ≥35 years old and 92 (46.0%) research subjects were <35 years old.

Table 2. Univariate analysis of categorical data

Variable	n	%
Gender		
Female	183	91.5
Male	17	8.5
Employment Status		
Civil Servant	131	65.5
Non Civil Servant	69	34.5
Strata		
Paripurna	182	91.0
Main	18	9.0
Age		
≥35 years	108	54.0
<35 years	92	46.0

2. Multivariate Analysis

The results of multiple linear regression in the Table 3 show social capital ($b = 0.07$; CI 95% = 0.06 to 0.14; $p = 0.048$), justice ($b = 0.13$; CI 95% = 0.06 to 0.20; $p < 0.001$), organizational commitment ($b = 0.10$; CI 95% = 0.02 to 0.17; $p = 0.012$), Health Center strata ($b = 1.01$; CI 95% = 0.62 to 1.41; $p < 0.001$) has an influence

on improving performance and is statistically significant. Employee status ($b = -0.28$; CI 95% = -0.56 to -0.01; $p = 0.038$) decreased work performance. Age ≥ 35 years ($b = -0.13$; CI 95% = -0.39 to 0.11; $p = 0.284$) and gender ($b = 0.06$; CI 95% = -0.35 to 0.11; $p = 0.750$) has no significant effect on work performance.

Table 3. Results of Multivariate Analysis

Independent Variables	Coefficient (b)	CI (95%)		p
		Lower Limit	Upper Limit	
Social Capital	0.07	0.06	0.14	0.048
Justice	0.13	0.06	0.20	<0.001
Organizational commitment	0.10	0.02	0.17	0.012
Employment Status (Civil Servant)	-0.28	-0.56	-0.01	0.038
Gender	0.06	-0.35	0.11	0.750
Age	-0.13	-0.39	0.11	0.284
Strata	1.01	0.62	1.41	<0.001
N observation	200			
Adjusted R ²	30.39%			
P < 0.001				

DISCUSSION

1. The effect of social capital on the work performance

The results of the study showed that there was an influence of social capital on performance and was significantly related. Each increase in social capital was followed by an increase in performance by 0.07 units ($b = 0.07$; CI 95% = 0.06 to 0.14; $p = 0.048$). In line with this research, Vallina et al., (2020)

explained that social capital affects the work environment. The work environment will be more positive if there is a sense of respect, trust between employees and responsibility. This will establish the same understanding of the problems faced.

Research shows that organizations with high social capital are able to foster new ideas and strengthen creativity. Creativity will produce innovation in an organization

(Kalhor et al., 2020). Social capital theory focuses on how a person gets resources from relationships between fellow employees, and between employees and leaders. obstacles to providing experience or setting goals (Pedersen et al., 2023).

2. The effect of justice on the work performance

The results of the study showed that there was an influence of fairness on performance and was significantly related. Each increase in fairness was followed by an increase in performance of $b = 0.13$ ($b = 0.13$; CI 95% = 0.06 to 0.20; $p < 0.001$).

Good performance is produced through employees who are able to perform their duties according to their standards and knowledge. This is influenced by how the organizational environment is able to provide justice for its employees (Faeq, 2022). This research is supported by other results such as those conducted by Zeb et al., (2019) suggesting that fairness has a positive effect on performance.

Employees who get justice have better performance, because they feel that they are treated fairly according to what has been done (Jameel, 2020). Environment, norms, morals, and culture are fundamental to an organization. A leader must treat his employees without discrimination. Treating employees fairly and communicating well can bring a sense of justice in employees (Sembiring et al., 2020). Research conducted by Pakpahan et al., (2020) stated that justice increased performance $b = 0.44$. This shows that the more employees are treated fairly, the more enthusiastic they are at work. So that fairness is a factor that needs to be considered in influencing performance.

3. The effect of organizational commitment on the work performance

The results of this study show that organizational commitment has a positive effect on performance and is statistically significant.

The results of this study are supported by other studies. Research conducted by Loan (2020) states that organizational commitment has a positive and statistically significant influence ($b = 0.20$ $p < 0.001$). Organizational commitment is mediated by job satisfaction to influence performance. Research conducted by Nguyen (2020) said that organizational commitment affects performance $b = 0.06$.

An organization whose employees are met with immediate needs such as salaries, opportunities, and promotions will lead to increased commitment to work. Employees with high commitment have high expectations in their jobs and tend to be able to manage their workload. This is because they also think about the state of the organization.

4. The effect of employee status on the work performance

The results of the study show that employee status has a negative and statistically significant influence on work performance. In line with this study, Ola (2019) states that one of the factors that affect performance is employee status. Employees who do not have ASN status have better performance influenced by motivational factors. Employees who are motivated are more likely to keep their jobs to achieve their goals.

Motivation causes employees to have responsibility, dare to take risks, have realistic goals, and look for opportunities to develop themselves (Manalu, 2021). Honorary employees or those who do not have ASN status do not have a problem with their job status. This is because employees feel comfortable with their jobs judging from the difficulty of employment and attachment to workers. Organizational values that are in accordance with the individual are also the cause of good performance of an employee regardless of job status. Non-ASN employees also have more opportunities to increase

their employee status so they need to prove themselves at work (Julindrastuti, 2021).

5. The effect of age on the work performance

The results of this study show that age does not have a significant influence on performance. As we age, we will naturally experience a decline in body functions, especially physical functions. Health workers work directly with patients where it requires energy, both physical and psychological. The decline in function from this of course affects performance (Rodríguez-Cifuentes et al., 2018).

In this study, age was not related to performance. This is supported by other studies (Karanika-Murray et al., 2024). Handayani et al, (2018) said that sometimes in old age a person will reject technological advances or be less adaptable. Age is not a performance-related factor.

In fact, age may only be a subjective thing. It could be someone with a young age but he has the view that he cannot do something well. On the other hand, it may be that a person is old but still has the spirit so that his performance remains good (Anser et al., 2020). Increasing age will also accelerate problem solving (Zuliyanti, 2021)

6. The effect of gender on the work performance

The results of this study showed that there was no significant influence of gender on performance. These results showed a small and insignificant effect between sex and performance. Other research reveals that employees with the female gender are better able to perform their job duties (Kamaruddin et al., 2021). Mackey et al, (2019) stated that there is no relationship between sex and performance.

Both women and men tend to have the same performance. Gender is not a factor that affects performance (Casu et al., 2021). Other studies also could not prove that gender is related to performance (Medina-

Garrido et al., 2021). There is no difference between men and women in terms of problem-solving, motivation, or learning ability. Because performance is a commitment chosen by employees, not an innate characteristic (Awalia et al., 2021).

7. The effect of strata of community health center on the work performance

The results of this study stated that the strata of the Health Center had a positive influence on performance and was statistically significant. Other research states that strata affects employee performance, provides a safe environment, and is efficient in getting work done (Hussein et al., 2021). Other research says that an organization's strata relate to performance indicators such as efficiency, management, and accessibility. Strata is one of the factors that most affects performance when compared to other factors (Tabrizi et al., 2023). Individual performance will also affect the strata of the Health Center (Kusumawardhani et al., 2021).

High strata in health centers has an impact on efficiency, patient safety, effectiveness, and punctuality (Araujo et al., 2020). Strata is also associated with employee trust and job satisfaction. High strata make employees more careful in handling patients according to procedures (Alshamsi et al., 2020).

AUTHOR CONTRIBUTION

All authors contributed equally to all stages of the research, including problem formulation, data collection and analysis, interpretation of results, and manuscript writing and revision.

CONFLICT OF INTEREST

There is no conflict of interest in this study.

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