



PERFORMANCE REVIEWED FROM LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, WORKLOAD AND EMPLOYEE COMPETENCY OF GROGOL COMMUNITY HEALTH CENTER, SUKOHARJO REGENCY

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Abstract

Performance Reviewed From Leadership Style, Organizational Culture, Workload and Competence of Grogol Health Center Employees, Sukoharjo Regency. This study aims to determine and explain the influence of leadership style, organizational culture, workload and competence on the performance of Grogol Health Center employees, Sukoharjo Regency.. The population of this study is Grogol Health Center employees as many as 120 people and saturated samples. Data collection using questionnaires. Data analysis techniques using Multiple Linear Analysis method. The research results show that leadership style, organizational culture, workload and competence have a positive and significant influence on contributed to Performance by 77% while the remaining 23% was explained by other variables not submitted in this study. Suggestions from this study, Grogol Health Center Employees, Sukoharjo Regency can improve organizational culture and competence as well as the importance of leadership style that pays attention to the appropriate workload so as to improve performance in the office.

Keywords: Performance, leadership style, organizational culture, workload and competence, Employees

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INTRODUCTION

Community Health Center or Community Health Center or commonly is one of the most important public health service facilities in Indonesia. Community Health Center is a technical service unit of the district/city service that is responsible for organizing health development in a work area (Ministry of Health, 2011). Community Health Center is an organizational unit engaged in the field of health services that is at the forefront and has a mission as a center for health service development, which carries out comprehensive and integrated health guidance and services for the community in a certain work area that has been determined independently in determining service activities but does not include financing aspects. When viewed from the health service system in Indonesia, the role and position of the community health center is as the spearhead of the public health service system such as efforts to improve nutrition, eradicate and prevent infectious diseases, public health education and others.

Leadership style can affect performance. The leadership style of a leader certainly has a major influence on the situation and condition of subordinates. So that the leadership style of a leader can influence subordinates to take actions in accordance with organizational goals. A person's leadership style behavior can be seen from how he gives orders, how to give assignments, how to make decisions, and so on (Masyarah et.al, 2023). Performance cannot be separated from the influence of leadership,

because the better the institutional leadership, the smoother the performance of employees in carrying out their duties or work, so a leader must be able to pay attention to the needs and feelings of the people who work for him so that his performance is always maintained (Hartiwi, Kuslova & Masitoh, 2020).

In addition to leadership style, success in achieving the goals of health services to the community can be influenced by organizational culture. An organization or company including a Health Center is considered as a large family, where management tries to develop its people, by paying attention to and training them, to achieve the goals of the organization that have been set without forgetting the satisfaction needed by production employees in doing their jobs, where every organization must have a history of communication patterns and even myths that form a culture of the organization. Over time, organizational culture begins to be known by the community, which is attempted to be eternal because an organization tends to attract and retain people who have the same values and beliefs as the organization (Pujilestari, 2021). Employees in an organization with a strong culture are more committed to their organization than employees in an organization with a weak culture. Organizational culture becomes a behavioral guideline for its members which is unconsciously applied in carrying out its activities (Laia, 2023).

One way to see the development of the company is to look at the results of the performance assessment. Performance is the level of employee success in completing the workload,

which means that the lighter the workload given, the faster the completion, although this assumption is not always true. Light workloads sometimes cause employee performance to decline because employees feel that they can no longer be trusted or feel that they are not contributing enough to their work, resulting in laziness to work even though the workload given is quite light. (Damaiyanti & Hanifa, 2021). Equalizing the workload among employees is important to avoid tasks that are too heavy. Excessive workloads can cause fatigue, both physically and mentally, which in turn can have a negative impact on employees as a whole. Giving a workload according to individual abilities will encourage work activity, because employees do not feel burdened by the tasks given. By giving the right workload, the company can find out to what extent its employees can be given the maximum workload and to what extent it affects performance in the company (Sutarini, Yudarta & Wirantari, 2024)

Professional human resources must have competence in their fields, have broad insight and be able to see the future, have a competitive spirit and compete honestly and sportingly, and maintain professional ethics. The concept of competence is becoming increasingly popular and has been widely used by large companies for various reasons, namely clarifying work standards and expectations to be achieved, employee selection tools, maximizing productivity, the basis for developing a remuneration system, facilitating adaptation to change, and aligning work behavior with organizational values (Sihite, Nasution & Asnora, 2024). Competence shows knowledge

and skills that are characterized by professionalism in a particular field that is considered important or as a characteristic of that field (Sumarliana, Upe & Saksana, 2022).

The health center has various professionals who work to provide the best service to the community. Professionals in the health center include doctors, nurses, administrative staff, and others. Doctors are the main professionals in the health center. The health center is a technical implementing unit of the district/city health office that is responsible for health development in its working area. The health center plays a role in organizing health efforts for the community to increase awareness, willingness and ability to live healthily in order to obtain maximum health. The Grogol Health Center is located in a satellite city better known as Solo Baru, precisely on Jl. Raya Grogol No.47 Madegondo, Grogol, Sukoharjo and directly borders the city of Surakarta. The Grogol Health Center has a working area of 30 square kilometers spread across 14 villages.

In 2023, Grogol Sukoharjo Health Center passed accreditation with a Full predicate by LAPKLIN (Indonesian Health Center Clinic and Laboratory Accreditation Institute), with No. YM/02.01D/15261/2023, dated October 10, 2023. Grogol Health Center has social media where several public complaints were found regarding services ranging from attitudes or culture which were suspected to be due to excessive workload and employee competencies that were not in accordance with the type of work or services provided, as well as leadership styles that were not suitable for institutional conditions.

Based on the background that has been stated above, the performance of the Grogol Health Center, Sukoharjo Regency is very closely related to leadership style, organizational culture, workload and competence. So the researcher raised the research title Performance Reviewed from Leadership Style, Organizational Culture, Workload and Competence of Employees of Grogol Health Center, Sukoharjo Regency.

METHODS

This study uses a quantitative descriptive method. The quantitative data of this study are in the form of respondents' opinions in the

questionnaire. This study was conducted at the Grogol Health Center, Sukoharjo Regency, located on Jalan Raya Grogol, Sukoharjo Regency in December 2024 - April 2025 with the consideration that the end of the year to the beginning of the year is the employee evaluation period by superiors so that it is expected to be a consideration in preparing managerial programs. The population of this study was 120 employees of the Grogol Health Center, Sukoharjo Regency. The sample taken in this study was all employees of the Grogol Health Center, Sukoharjo Regency, totaling 120 employees (Total sampling). The researcher chose the sample using a saturated sampling technique because the population was relatively small, so the sample used in this study was 120 people. All data on each variable was then processed using multiple linear regression.

RESULTS AND DISCUSSION

Bergnda Linear Regression Test

Table 1 Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	3,300	Positive
2	Leadership Style	.325	Positive
3	Organizational culture	.198	Positive
4	Workload	.210	Positive
5	Competence	.135	Positive

Source: Primary data processed in 2025

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

$$Y = 3,300 + 0.325 X_1 + 0.198 X_2 + 0.010 X_3 + 0.135$$

From this equation it can be explained that:

1. Constant (a)

The constant value of 3.300 indicates that the variables of Leadership Style, Organizational Culture, Workload and Competence if the value is 0 then the Performance of Employees of Grogol Health Center, Sukoharjo Regency has a Performance level

of 3.300.

2. Leadership Style Coefficient (b1)

The coefficient value of Leadership Style or Leadership Style variable (β_1) is 0.325 with a positive value. This means that every 1-fold increase in Leadership Style, the Performance of Grogol Health Center Employees, Sukoharjo Regency will increase by 0.325 assuming other variables are constant.

3. Organizational Culture Coefficient (b2)

The coefficient value of Organizational Culture or Organizational Culture variable (β_2) is 0.198 with a positive value. This

means that every increase in Organizational Culture by 1 time, the Performance of Grogol Health Center Employees, Sukoharjo Regency will increase by 0.298 assuming other variables are constant.

4. Workload Coefficient (b3)

The Workload Value or Workload variable (β_3) is 0.010 with a positive value. This means that for every 1-fold increase in Workload, the Performance of Grogol Health Center Employees, Sukoharjo Regency will increase by 0.210 assuming other variables

are constant.

5. Competency Coefficient (b4)

The Competency Value or Competency variable (β_3) is 0.135 with a positive value. This means that every 1-fold increase in Competency, the Performance of Grogol Health Center Employees, Sukoharjo Regency will increase by 0.135 assuming other variables are constant.

Model Feasibility Test

Table 2 Model Testing Results

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	40,381	2.45	0,000	0.05	Eligible Model

Source: Primary data processed in

2025

From the results of the feasibility test of the model obtained $F_{count} > F_{table}$ of $40.381 > 2.45$ with a significance of 0.000 meaning that this analysis is significant with a significance level of less than 0.05 then H_0 is rejected and H_a is

accepted. In other words, there is an influence between Leadership Style, Compensation, Workload and Competence simultaneously and significantly on the Performance of Employees of the Grogol Health Center, Sukoharjo Regency and meets the feasibility test of the model.

Hypothesis Testing

Table 3 Hypothesis Testing Results

Hypothesis	count	table	Sig.	Standard	Information
H1	4,551	>1,657	.000	0.05	Ha Accepted
H2	2,627	>1,657	.010	0.05	Ha Accepted
H3	3.232	>1,657	.001	0.05	Ha Accepted
H4	2.180	>1,657	.031	0.05	Ha Accepted

Source: Primary data processed in 2025

Based on the results of the t-test in the table above, it can be explained in a hypothesis in the following form:

- The Influence of Leadership Style on the Performance of Employees of Grogol Health Center, Sukoharjo Regency
Leadership Style has a calculated t value > t table ($4.551 > 1.657$) and a significance of

0.000 < 0.50, so H_0 is rejected and H_a is accepted so that Leadership Style has a positive and significant effect on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

b. The Influence of Organizational Culture on the Performance of Employees of the Grogol Health Center, Sukoharjo Regency
Organizational Culture has a calculated t value > t table (2.627 > 1.657) and a significance of 0.010 < 0.50, so H_0 is rejected and H_a is accepted so that Organizational Culture has a positive and significant effect on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

c. The Influence of Workload on the Performance of Employees of the Grogol Health Center, Sukoharjo Regency
Workload has a calculated t value > t table (3.232 > 1.657) and a significance of 0.001 > 0.05, so H_0 is rejected and H_a is accepted so that Workload has a positive and significant effect on the Performance of Grogol Health Center Employees, Sukoharjo Regency.

d. The Influence of Competence on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency
Competence has a calculated t value > t table (2.180 > 1.657) and a significance of 0.031 > 0.05, so H_0 is rejected and H_a is accepted so that Competence has a positive and significant effect on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

Coefficient of Determination Test (R^2)

Table 3
Determination Coefficient Results

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Information</i>
1	.764 a	.784	.770	Eligible Model

Source: Primary data

processed in 2025

Based on the calculation results, the adjusted R square value is 0.770. This means that the variables of Leadership Style, Organizational Culture, Workload and Competence contribute to the Performance of Grogol Health Center Employees, Sukoharjo Regency by 77.0%, while the remaining 23% is explained by other variables not proposed in this study.

Discussion

1. The Influence of Leadership Style on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency

Based on the test presented in Table IV.10, it shows that Leadership Style has a calculated t value $> t$ table ($4.551 > 1.657$) and a significance of $0.000 < 0.50$, so Leadership Style has a positive and significant effect on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

The results of this study are in line with the research of Masyarah, Nurman & Haerudin (2023); Hartiwi, Kozlova & Masitoh (2020) which shows that leadership has a positive effect on performance.

2. The Influence of Organizational Culture on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency

Based on the tests presented in Table IV.10, it shows that Organizational Culture has a calculated t value $> t$ table ($2.627 > 1.657$) and a significance of $0.010 < 0.50$, so Organizational Culture has a positive and significant effect on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

The results of this study are in line with the research of Laila (2023) and Pujilestari (2021) which concluded that there was a significant positive influence of Organizational Culture on Performance.

3. The Influence of Workload on the Performance of the Sukoharjo District Health Office.

Based on the tests presented in Table IV.10, it shows that Workload has a calculated t value $> t$ table ($3.232 > 1.657$) and a significance of $0.001 > 0.05$, so Workload has a positive and significant effect on the

Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

This research is in line with research by Sutarini, Yudartha & Wirantari (2024) and Damaiyanti & Hanifa (2021) which also showed a significant influence of Workload on Performance.

3. The Influence of Competence on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency

Based on the tests presented in Table IV.10, it shows Competence has valuecount>table($2,180 > 1,657$) and significance $0.031 > 0.05$ then Competence has a positive and significant influence on the Performance of Employees at the Grogol Health Center, Sukoharjo Regency.

This result is in line with the research of Sihite, Nasution & Asnora (2024); Sumarliyan, Upe and Saksana, 2022) stated in hThe results of the study show that competence has a significant influence on employee performance.

Employees of the Sukoharjo Regency Health Center who have adequate work competencies tend to have good abilities in carrying out their work and have the skills to be able to complete work based on work targets given by the company. This can provide work enthusiasm within the employees of the Sukoharjo Regency Health Center to continue to advance in carrying out work that can improve performance within the company. Employees who do not have high competence tend not to have the ability to work. Where employees do not fully have the skills to

complete the work, so that they provide poor performance in the office, even though employees have knowledge about the work but are not balanced with the skills they have, the work will be difficult to achieve the specified work targets so that the results achieved will be less than optimal.

CONCLUSION AND SUGGESTIONS

Based on the results of the study on Performance Reviewed from Leadership Style, Organizational Culture, Workload and Competence of Grogol Health Center Employees, Sukoharjo Regency, it can be concluded that Leadership Style, Organizational Culture, Workload and Competence have a positive and significant effect on the performance of Grogol Health Center employees, Sukoharjo Regency. Based on the calculation results, the adjusted R square value is 0.770. This means that the variables of Leadership Style, Organizational Culture, Workload and Competence contribute to the Performance of Grogol Health Center Employees, Sukoharjo Regency by 77.0% while the remaining 23% is explained by other variables not proposed in this study.

From the results of the analysis that has been carried out, the suggestions that can be put forward are that all employees of the Grogol Health Center, Sukoharjo Regency, in order to achieve optimal performance, need to consider work culture, competence and workload.

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