



The Influence Of Work Culture And Job Competence On Medical Personnel Performance In Doctor Suyoto Hospital Emergency Department

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ABSTRACT

The author's aim in this research is to find out how much influence the work culture and job competence have on improving medical personnel performance both partially and simultaneously at Doctor Suyoto Hospital Emergency Department. The method used in this research is a quantitative research method with descriptive and verification methods. The sampling technique used in this research was the Slovin formula, and the data analysis technique used was the linear regression analysis technique using the SPSS version 2 7.0 application.

Based on the analysis carried out, it can be concluded that the work culture and job competence can significantly, either individually or collectively, have an influence on performance at Doctor Suyoto Hospital Emergency Department.

Based on respondents' perceptions, the work culture and job competence are in the good category. Likewise, the performance variable is included in the good category. Partially there is a strong and significant influence of the work culture in improving performance, likewise job culture has a large and significant influence on performance. Taken together there is a large and significant influence of the work culture and job competence on medical personnel performance at Doctor Suyoto Hospital Emergency Department.

Keywords: Work Culture; Job Competence; Emergency Department

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1. Introduction

One of the main functions of government is to organize public services as a manifestation of the general task of government to realize public welfare. Bureaucracy is a government instrument to realize efficient, effective, fair, transparent and accountable public services. This means that in order to be able to carry out government functions properly, bureaucratic organizations must be professional, responsive, and aspirational to the various demands of the community being served.

In the era of national development, the role of humans as state apparatus is increasingly felt. All outputs of organizations depend on human initiative and work, so that almost every employee problem as an apparatus is seen as a factor that determines the success of the program. Therefore, the human factor as an apparatus must be improved in terms of devotion, skills and abilities, and work discipline, all of which will increase the authority of the government. Health technology requires doctors and nurses as a profession to provide nursing services to patients not only regarding the patient's physical problems but also covering the patient's psychological problems. Doctors and nurses can provide psychiatric services in the form of hospitality, moral support and being kind to patients so that they have an impact on the patient's mentality. The role of nurses is very important, because as the spearhead of every hospital, nurses are the personnel who have the longest contact with patients and their families.

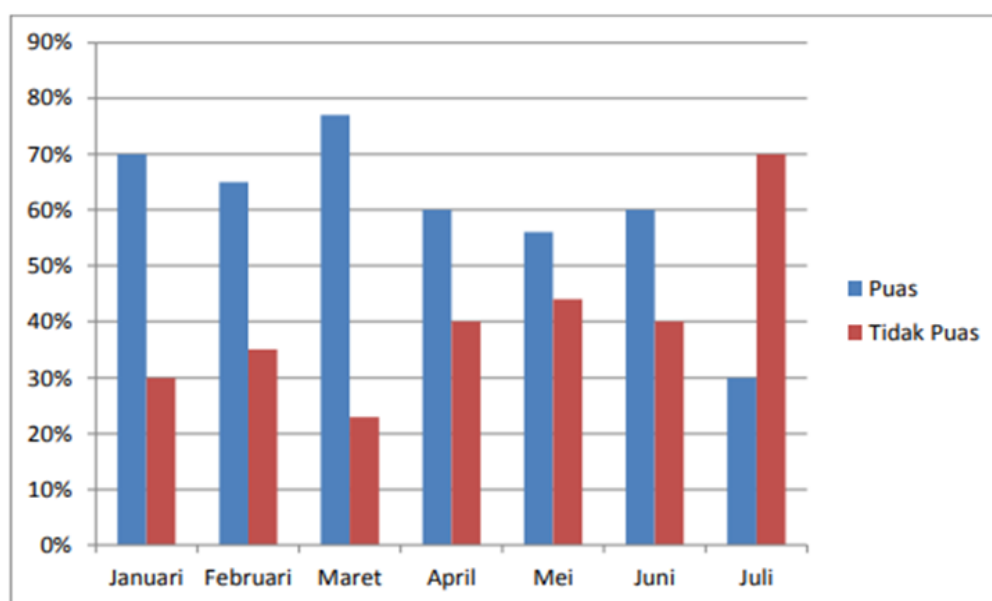
Hospitals as health facilities that have a referral function must provide quality services, including those with functional disorders by providing Emergency services. Emergency services are comprehensive, starting from promotive (improvement), preventive (prevention), curative (healing) and also rehabilitative (recovery). Dr. Suyoto Hospital, Ministry of Defense Rehabilitation Center is a class B state hospital, located on Jalan RC Veteran No. 178 Bintaro, South Jakarta. This hospital is able to provide specialist and limited subspecialist medical services. This hospital also accommodates referral services from district hospitals. There are 102 inpatient beds available here. The number of general practitioners in the Emergency Room of Dr. Suyoto Hospital is 27 people. The





graph of patient satisfaction levels towards the performance of Dr. Suyoto Hospital services is as follows:

Figure 1
Patient Satisfaction Level for the period January – July 2023



It can be seen that the patient satisfaction rate in the period January - July 2023 at Dr. Suyoto Hospital is still below 90%, in the Minimum Service Standards it is stated that the performance of emergency services is said to be good if the customer satisfaction rate reaches above 90% (Ministry of Health of the Republic of Indonesia, 2008). Factors that influence performance have not answered how much influence these factors have on performance. The number of malpractice incidents in Indonesia over the past 8 years has reached 193 cases, this is due to a decline in doctor performance which is influenced by several factors including length of service, job satisfaction, leadership and organizational culture, competence. These factors are very closely related to patient satisfaction with doctor performance.

Another important instrument of work organization is work culture. Work culture is a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and reflected in attitudes that become behavior, ideals, opinions, views and actions that are manifested as work (Supriyadi and Guno, 2015). To





form a good work culture takes years, so it is necessary to make improvements that start from the attitude and behavior of the leader then followed by his subordinates. The formation of a work culture begins with the level of awareness of the leader or appointed official, where the magnitude of the relationship between the leader and his subordinates will determine what method is carried out in the work unit or organization.

There is an awareness of employees to be willing to do the work assigned to them so that there is an impression that they are not serious in completing the work given to them. There is less than optimal service because the Doctor on duty in the Emergency Room at Dr. Suyoto Hospital, South Jakarta, in carrying out their duties, there are still many mistakes in determining the diagnosis so that there is a revision of medical actions which ultimately causes late service to patients.

There are still many general practitioners who do not understand how to take initial action to handle patients who come in an emergency according to the decision set by the Minister of Health of the Republic of Indonesia. Initial handling of emergency patients requires fast and precise handling according to applicable procedures. General practitioners must be ready to face these problems by increasing their knowledge, not panicking when dealing with patients, thinking calmly and logically.

Work culture is a group of basic thoughts or mental programs that can be utilized to improve work efficiency and human cooperation owned by a group of people. According to Moeljono (2012:2) work culture is generally a philosophical statement, can function as a binding demand on employees because it can be formulated formally in various company regulations and provisions.

According to Robbins (2015:721) work culture refers to the unity of a shared meaning system adopted by members of an organization that distinguishes the organization from other organizations. Work culture is the manifestation of life found in the workplace. More specifically, work culture is a system of meaning related to work, jobs and work interactions that are mutually agreed upon and used in everyday life. The work culture in an organization is a place to hone members of the organization to work in the organization.





Togetherness is the extent to which organizational members have core values that are shared together. The degree of togetherness is influenced by elements of orientation and rewards. Orientation is intended to provide guidance to members of the organization, especially new members, as well as through training programs. Through the orientation program, new members of the organization are given cultural values that need to be shared by members of the organization. Apart from the togetherness orientation, it is also influenced by rewards in the form of salary increases, promotions, prizes, and other actions that help strengthen commitment to the core values of work culture.

According to Robbins and Coulter (2016:38), competence is an ability or capacity of a person to perform various tasks in a job, where the ability is determined by intellectual and physical factors. Meanwhile, Mangkunegara's opinion (2015:113) states that competence is a combination of knowledge, skills, values and attitudes that are reflected in habits of thinking and acting.

According to Kasmir (2016:120) in simple terms, the definition of performance is the result of work and work behavior achieved in completing tasks and responsibilities given in a certain period. From the definition above, performance contains the meaning that performance is the result of a person's work and work behavior in a period, usually 1 year. Meanwhile, Edison et al. (2016:190) opinion, performance is the result of a process that refers to and is measured in a certain time based on previously determined provisions or agreements.

2. Research Methods

The location of this research activity was carried out in the Emergency Installation Room at Dr. Suyoto Hospital, South Jakarta. The research time was carried out from October 2023 to January 2024.

This research uses a quantitative approach, descriptive and associative. According to Sugiyono (2017:13), "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical in nature with the aim of





testing the established hypothesis". While the descriptive method according to Sugiyono (2016:93) is: "A formulation of the problem concerning the question of the existence of independent variables, either only in one variable or more (independent variables are variables that stand alone, not independent variables, because if the independent variable is always paired with a dependent variable)". Meanwhile, according to Sugiyono (2016:36) associative research is research that aims to determine the relationship between two or more variables. In this study, a theory will be built that can function to explain, predict, and control a symptom.

In this study, the sampling technique used was nonprobability sampling with the technique taken being saturated sampling (census). According to Sugiyono (2017:118), the saturated sampling technique is a sampling determination technique when all members of the population are used as samples. Therefore, the author chose a sample using the saturated sampling technique because the population is relatively small. So by using the saturated sampling technique (census), a sample of 60 respondents was taken in the Emergency Installation room at Dr. Suyoto Hospital.

a. Observation

According to Sugiyono (2017:203), Observation is a data collection technique used when the research is related to human behavior, work processes, natural phenomena and when the respondents to be observed are not too large. According to Narimawati (2012:23), "Observation is the collection of data on observations and recording by data collectors of symptoms or events studied on research objects by means of observation and recording by data collectors". All forms of research, both qualitative and quantitative, contain aspects of observation in them. This method is used to obtain the data the author needs. The aim is to determine the effect of Work Culture and Work Competence on the Performance of Medical Personnel in the Emergency Installation of Dr. Suyoto Hospital.

b. Questionnaire

Questionnaires are data collection techniques carried out by giving a set of written questions or statements to respondents to be answered or responded to





(Sugiyono, 2015:199). In this study, questionnaires function as a tool to find information based on personal experiences expressed in the form of questions or statements that are in accordance with the respondent's circumstances. There are several types of questionnaires, namely open questionnaires and closed questionnaires. Kriyantono (2012) states that an open questionnaire is when the questions are formulated in such a way that respondents have the freedom to answer without any alternative answers given by the researcher. While a closed questionnaire is a questionnaire where respondents have been given alternative answers by the researcher. Respondents only choose answers that they think are in accordance with the reality they experience, usually by giving a mark (X) or a mark (√).

3. Research Result

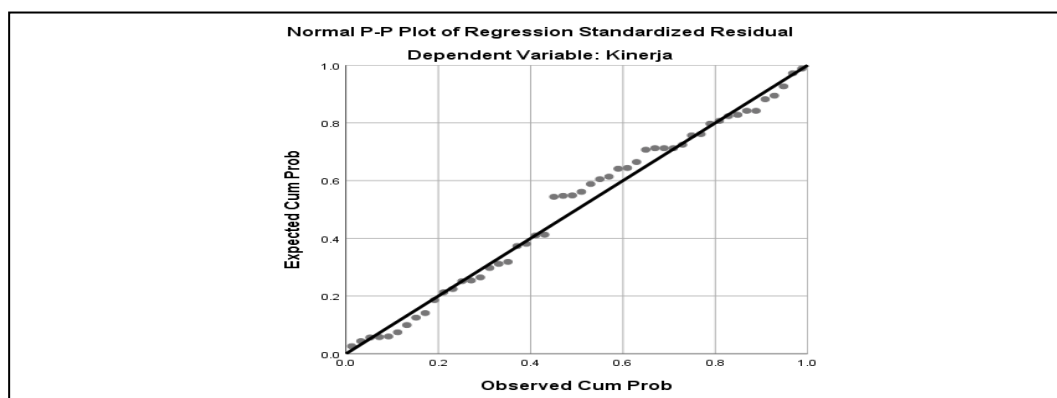
a. Results

The hypothesis requires a classical assumption test, because the analysis model used is multiple linear regression. The classical assumptions in question consist of:

1) Data Normality Test

Data normality testing is done to see whether in the regression model, the dependent and independent variables have a normal distribution or not (Juliandi, 2013). A good regression model is a normal or near-normal data distribution.

Figure 1
PP Plot



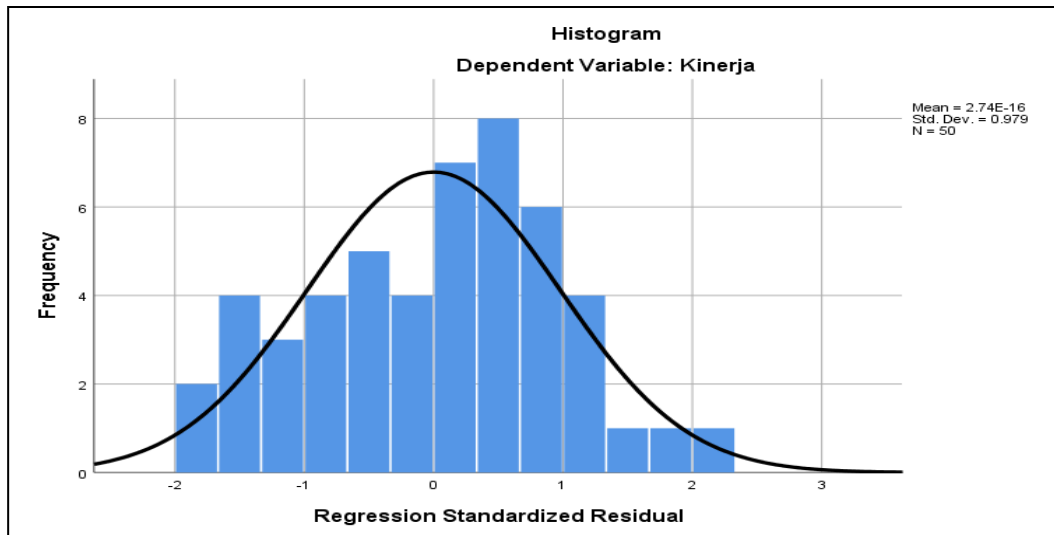
Source: Calculation results from SPSS 25.0 2023





The image above shows that the regression model has met the assumptions previously stated, so that the data in this regression model is close to normal.

Figure 2
Histogram Graph



The histogram approach to data is normally distributed if the data distribution does not skew to the left or skew to the right. In the graph and normal distribution approach, the points follow the data along a diagonal line.

Based on Figure 1, the Normal Curve P-Plot Figure above, it can be seen that the distribution of points around the line still follows a straight line and does not widen too far. So it can be concluded that the assumption model is in accordance with normality and the data is suitable for use.

The normality test is used to determine and show whether the residual value in this regression model is normally distributed or not. The normality test in this study uses the Kolmogorov-Smirnov method. A good regression model must have a normally distributed residual value, and can be declared normal if the asymp. sig value ≥ 0.05 .





Kolmogorov-Smirnov Normality Test One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.75835701
Most Extreme Differences	Absolute	.169
	Positive	.102
	Negative	-.169
Test Statistics		.169
Asymp. Sig. (2-tailed) ^c		,000

Source: Calculation results from SPSS 27.0 2024

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on Table 3, it can be seen that the results of the normality test using the one-sample Kolmogorov-Smirnov test method with a significance of 0.193 (Asymp. Sig. (2-tailed) which is greater than 0.05, it can be concluded that the residual values are normally distributed.

2) Multicollinearity Test

Multicollinearity test is used to test whether there is a strong correlation between independent variables in the regression model. The method used to assess it is by looking at the variance inflation factor (VIF) value which does not exceed 4 or 5 (Juliandi & Irfan 2013). If the independent variable has a VIF value within the specified tolerance limit (not exceeding 5), then there is no multicollinearity in the independent variable. A good regression model should not have a correlation between independent variables.

Table 4
Data Multicollinearity Test Results





Coefficientsa

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients		Coefficients			Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	61,550	4,841		12,716	,000		
	Work Culture	,370	,030	,900	12,228	,000	,892	1,121
	Job Competence	,089	,027	,243	3,307	,002	,892	1,121

Source: Calculation results from SPSS 27.0 2024

a. Dependent Variable: Performance

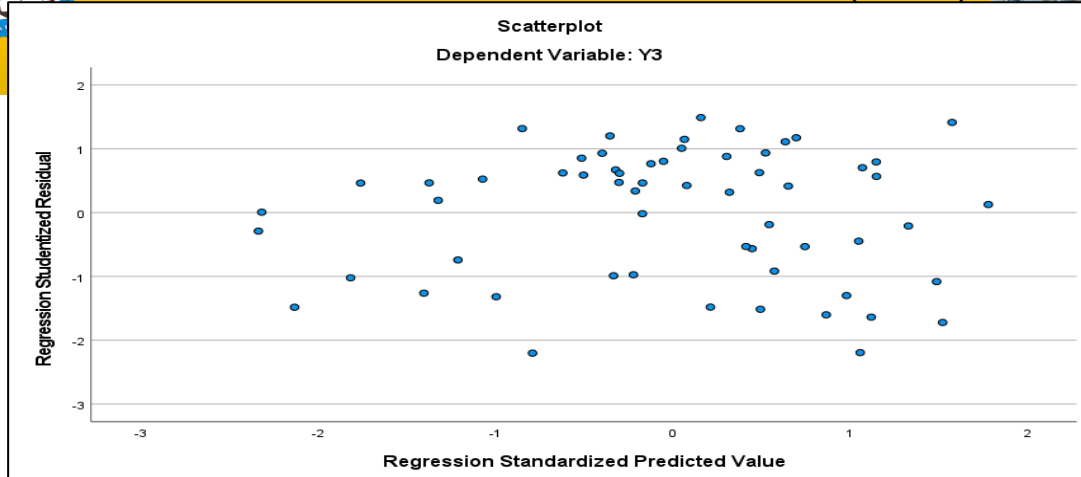
The results of the multicollinearity test in the table above show that the VIF and tolerance values indicate that there is no serious multicollinearity. None of the VIF values exceed 10 and none of the tolerance values are less than 0.10.

When viewed from the tolerance value, the tolerance value of the Work Culture variable is 0.892, and the tolerance value of the Work Competence variable is 0.892. So it can be concluded that there is no multicollinearity in the tolerance assessment because it has a tolerance value greater than 0.10.

3) Heteroscedasticity Test

This test aims to determine whether in the regression model there is inequality of variance from the residual of one observation to another. If the variance from the residual of one observation to another remains the same, then it is called homoscedasticity, otherwise if the variance is different then it is called heteroscedasticity. The presence or absence of heteroscedasticity can be determined by using the scatterplot graph between the predicted values of the independent variables and their residual values. If there is a certain pattern such as dots that form a certain regular pattern (wavy widening then narrowing), then heteroscedasticity has occurred. If there is no clear pattern such as dots spreading above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

Figure 5



Heteroscedasticity Results Based on Scatterplot Test

The image above shows the points spread randomly. It does not form a clear/regular pattern, spread well above and below the number 0 on the Y axis. Thus "there is no heteroscedasticity" in the regression model. The results of the heteroscedasticity test based on the Scatterplot graph can be concluded that there is no heteroscedasticity problem, so that a good and ideal regression model can be met.

However, in the heteroscedasticity test with the Scatterplot graph, it can be misleading if not careful, visually it looks normal, but statistically it can be the opposite. Therefore, in this study, the graph test is complemented by a statistical test. The test using Scatterplot is further clarified using the Glejser test, namely by conducting a regression between the independent variable and the absolute value of the unstandardized residual obtained from the results of the dependent and independent variable regression test. To see the results whether heteroscedasticity occurs, namely if the sig. value obtained is greater than $\alpha = 0.05$ (5%). If it is greater, then heteroscedasticity does not occur. The following are the results of the heteroscedasticity test.

Table 6
Glejser Heteroscedasticity Test Results

Coefficientsa





Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	61,550	4,841		12,716	,000
	Work Culture (X1)	,089	,027	,243	3,307	,002
	Work Competence (X2)	,370	,030	,900	12,228	,000

a. Dependent Variable: Performance

The results of the SPSS output display above can be seen that none of the independent variables are statistically significant in influencing the dependent variable of the Absolute value. This can be seen from the significance value above 0.05. So it can be concluded that the regression model does not contain Heteroscedasticity.

4) Hypothesis Testing

Multiple Linear Regression Test

Multiple linear regression is used to determine the magnitude of the influence of work culture and work competence on the performance of medical personnel at Dr. Sutoyo Hospital. The results can be calculated through SPSS 27.0 2024 calculations, the formulation of the regression analysis can be seen in the following table.

Table 7
Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	61,550	4,841		12,716	,000
	Work Culture (X1)	,089	,027	,243	3,307	,002
	Work Competence (X2)	,370	,030	,900	12,228	,000

a. Dependent Variable: Performance

Research Results 2024 using SPSS Version 27.0





Based on the table above, the results of the process using SPSS software for calculations are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e \quad Y = 61.550 + 0.89 X_1 + 0.370 X_2 + e$$

The interpretation of the regression equation above is:

- The constant (α) has a regression of 61.550. This means that if the variables of Work Culture (X_1) and Work Competence (X_2) are considered zero, then there is an increase in Medical Personnel Performance (Y) of 61.550.
- Work Culture (X_1) has a regression coefficient of 0.089, meaning that for every 1% increase in the Work Culture variable (X_1), there will be an increase in Medical Personnel Performance of 8.9%.
- Work Competence (X_2) has a regression coefficient of 0.370, meaning that for every 1% increase in the Work Competence variable (X_2), there will be an increase in Medical Personnel Performance of 37.0%.

5) Hypothesis Testing

Significance Test of Individual Parameters (t -test)

Hypothesis testing in this study was carried out using multiple linear regression, namely through the t -test and F -test.

The t -test is conducted to test whether the independent variable (X) individually has a positive and significant influence or not on the dependent variable (Y). Partial hypothesis testing is intended to determine whether or not there is a partial influence of the independent variable on the dependent variable. If the significance value < 0.05 or $t_{\text{count}} > t_{\text{table}}$ then H_a is accepted. Likewise, if $\text{sig} > 0.05$ or $t_{\text{count}} < t_{\text{table}}$, then H_o is accepted.

To show how far the influence of one independent variable (Work Culture and Work Competence) individually in explaining the dependent variable (Medical Personnel Performance). The basis for decision making in the t -test can be seen from the significance column of the SPSS 27.0 2024 output results as follows:

Table 8
Partial t-Test Results





Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	61,550	4,841		12,716	,000
	Work Culture (X1)	,089	,027	,243	3,307	,002
	Work Competence (X2)	,370	,030	,900	12,228	,000

a. Dependent Variable: Performance

Research Results 2023 using SPSS Version 25.0

If the sig. value $< \alpha$ (0.05), then H_0 is rejected and H_a is accepted, so that the independent variable has a significant effect on the dependent variable. Meanwhile, if the sig. value $> \alpha$ (0.05) then H_0 is accepted and H_a is rejected, so that the independent variable does not have a significant effect on the dependent variable.

6) The Influence of Work Culture (X1) on the Performance of Medical Personnel (Y)

Table 9
Results of Regression Test X1 Against Y

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	61,550	4,841		12,716	,000
	Work Culture (X1)	,089	,027	,243	3,307	,002

a. Dependent Variable: Performance

From the results of the t -test in the table above, the influence of Work Culture (X1) on Medical Personnel Performance (Y) can be obtained as follows:

- Judging from the Beta Standard Coefficient of 0.243, it means that the influence is positive.
- Judging from the significance, the sig value = 0.02 $<$ 0.05, meaning the effect is significant.





3. Judging from the t_{count} value, the t_{table} is $3.307 > 2.002$, meaning the effect is significant.

Based on the results of the explanation above, it can be explained that there is a positive influence between the variables of Work Culture (X1) on the Performance of Medical Personnel (Y) with a positive coefficient value of 0.243 and a significant value of 0.02 where this value is below 0.05 so that H_0 is rejected and H_a is accepted. So the hypothesis states that the Work Culture factor (X1) has a positive effect on the Performance of Medical Personnel at Dr. Sutoyo Hospital.

7) The Influence of Work Competence (X2) on Medical Personnel Performance (Y)

Table 10
Results of Regression Test X2 Against Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
2	(Constant)	61,550	4,841		12,716	,000
	Work Competence (X2)	,370	,030	,900	12,228	,000

Research Results 2024 using SPSS Version 27.0

a. Dependent Variable: Performance

From the results of the t-test in the table 0.900, the influence of Work Competence (X2) on Medical Personnel Performance (Y) can be obtained as follows:

1. Judging from the Beta Standard Coefficient of 0.295, it means there is no positive influence.
2. Judging from the significance, the sig value = $0.00 < 0.05$, meaning there is a significant influence.
3. Judging from the t_{count} value, the t_{table} is $12.228 < 2.002$, meaning there is a significant influence.

Based on the results of the explanation above, it can be explained that there is no positive influence between the variables of Work Competence (X2) on the





Performance of Medical Personnel (Y) with a positive coefficient value of 0.295 and a significant value of 0.00 where this value is greater than 0.05 so that H_0 is rejected and H_a is accepted. So the hypothesis states that the Work Competence factor (X_2) has a positive influence on the Performance of Medical Personnel at Dr. Sutoyo Hospital.

8) Simultaneous Significance Testing (F -test)

According to Ghozali (2016) the f-statistic test basically shows whether all independent variables or free variables entered into the model have a joint influence on the dependent variable or dependent variable. Simultaneous hypothesis testing aims to measure the magnitude of the influence of independent variables together on the dependent variable. If the significance value <0.05 or $f_{\text{count}} > f_{\text{table}}$ then H_a is accepted. Likewise, conversely if $\text{sig } t > 0.05$ or $f_{\text{count}} < f_{\text{table}}$, then H_0 is accepted. $F_{\text{table}} = F(k; nk) = F(2; 62-2) = F(2; 60) = F_{\text{table}} (3.150)$.

The F test can be done by looking at the significance column of the SPSS output results (Anova table). The model can be said to be significant or feasible if the significance column is $<\alpha (0.05)$, so that H_0 is rejected and H_a is accepted. Conversely, the model can be said to be insignificant or not feasible if the significance column is $>\alpha (0.05)$ so that H_0 is accepted and H_a is rejected. The results of the SPSS version 27.0 2024 test can be seen in the following table:

Table 11
ANOVA table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	654,390	2	327,195	75,047	,000b
	Residual	248,513	57	4,360		
	Total	902,903	59			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Culture, Work Competence						

Research Results 2024 using SPSS Version 27.0

Based on the table above, the ANOVAa section shows that the p-value sig. 0.00 <0.05 means that the calculated significance level is 0.00 $<5\%$ significance level. Based





on the table above, the calculated F value obtained is 75.047 while the F table value is 3.150. So it can be seen that the calculated F_{value} is $75.047 > F_{\text{table}} 3.150$ with a significance level of $0.00 < 0.05$, then H_0 is rejected and H_3 is accepted, it can be concluded that the variables Work Culture (X1) and Work Competence (X2) together have a significant effect on the Performance of Medical Personnel (Y) at Dr. Sutoyo Hospital.

This $F_{\text{-test}}$ model can be used for the variable of Medical Personnel Performance at Dr. Sutoyo Hospital. In other words, it can be said that the variables of work culture and work competence together (simultaneously) have a significant effect on the variable of Medical Personnel Performance.

9) Determination Coefficient Test (R2 Test)

Coefficient of Determination Test The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

The purpose of calculating the coefficient of determination (R^2) is to measure how far the model's ability to explain the variation of the dependent variable. The results of the Determination Coefficient of this study include the following:

Table 12
Results of Determination Coefficient Test

Model Summaryb





Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Selection Criteria				Durbin - Watson
					Akaike Information Criterion	Amemiya Prediction Criterion	Mallows' Prediction Criterion	Schwarz Bayesian Criterion	
1	,851a	,725	,715	2.08803	155,293	0.122	3,000	162,123	1,087
a. Predictors: (Constant), Work Culture, Work Competence									
b. Dependent Variable: Performance									

Research Results 2024 using SPSS Version 27.0

Based on the table above. Results of the Determinant Coefficient Test In the table above, the results of the SPSS calculation can be seen in the R Square column, which is 0.725 or 73%. This shows that 73% of the Employee Performance variable is influenced by the Work Culture and Work Competence variables, the rest (100% - 73%) which is 27% of the performance of medical personnel is influenced by other variables not mentioned in this study.

4. Conclusion

The conclusion based on the results of the study regarding the Influence of Work Culture and Work Competence on the Performance of Medical Personnel at Dr. Sutoyo Hospital with 60 respondents can be concluded that:

- The Work Culture variable has a partial positive effect on the Performance of Medical Personnel at Dr. Sutoyo Hospital because the value of the t-test (0.02) is smaller than alpha (α) 0.05, meaning that H1 is accepted.
- The Work Competency variable has a partial positive effect on the Performance of Medical Personnel at Dr. Sutoyo Hospital because the value of the t-test (0.00) is smaller than alpha (α) 0.05, meaning that H1 is accepted.
- Work Culture and Work Competence Simultaneously Influence the Performance of Medical Personnel at Dr. Sutoyo Hospital with a simultaneous test (f test) by looking





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at the calculated F value of (75.047) > F table (3.150) with a significance value of 0.00 < 0.05, it can be said that the variables of Work Culture and Work Competence together can provide a positive and significant influence on the Performance of Medical Personnel.

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