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# Relationship of Implementation Organizational Strategies and Reward Systems with Performance of Employees at Health Center in Konawe Selatan District

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### ABSTRACT

**Introduction:** Organizational functions that include organizational strategy and reward systems have not been fully carried out to the fullest. Based on the preliminary survey, information was obtained that the planning and functions of the organization were not yet fully operational. The purpose of this research is to analyze the relationship between organizational strategy and reward system with employee performance at the Health Center in Konawe Selatan Regency.

**Method:** Quantitative research with approach cross sectional study. The population is all Health Center employees in South Konawe Regency as many as 774 people. The sampling technique used is simple random sampling with a total sample of 86 respondents.

**Result:** The results of the statistical test of organizational strategy using the Chi Square test at  $\alpha = 5\%$  and  $df = 1$ , obtained the value of  $X^2$  arithmetic  $> X^2$  table ( $8.713 > 3.841$ ) and the value of  $\phi$  namely 0.318, meaning that there is a significant weak relationship between organizational strategy and employee performance. The reward system at  $\alpha = 5\%$  and  $df = 1$ , obtained the value of  $X^2$  count  $> X^2$  table ( $36.203 > 3.841$ ) and the value of  $\phi$  namely 0.649, there is a strong relationship between the reward system and employee performance.

**Conclusion:** There is a weak relationship between organizational strategy and a strong relationship with employee performance at the Health Center in Konawe Selatan District.

### Introduction

The main key that supports highly competitive organizations lies in the performance of existing human resources within the

organization concerned, which can be created based on the implementation of good management functions on human resource performance. This means whether the performance of human

resources can meet the demands of global competition or vice versa.<sup>[1]</sup> Community Health Center or Health Center is one of the organizations or health facilities that functions to organize activities to improve public health through promotive and preventive efforts so that public health will be maintained and improved. to support its function, the Health Center must be supported by health workers who meet the requirements and are competent in their respective fields. Health Center is the Technical Implementation Unit of the Regency or City Health Office, is a Health Service Facility that organizes public health efforts and first-level individual health efforts, with priority on promotive and preventive efforts, to achieve the highest public health degree in its working area. The Community Health Center was formed in order to provide comprehensive health services and be easily accessible by the community.<sup>[2]</sup>

Data from the Ministry of Health in December 2018, the number of Health Center throughout Indonesia was 9,993 units, consisting of Health Center that had 3,623 inpatient units, and 6,370 non-inpatient units. The number of Health Center in Southeast Sulawesi Province is 284 units consisting of 82 inpatient units and 202 non-inpatient units.<sup>[3]</sup>

Accreditation is one of the considerations related to the existence of a health organization, including in this case the Health Center accreditation is an acknowledgment that is given by an independent institution administering the accreditation determined by the Minister after meeting the accreditation standards. Determination of the accreditation status of the Health Center consists of: a) Not accredited; b) Accredited basis; c) Intermediate accreditation; d) Major accredited; e) Fully accredited. The number of Health Center in Konawe Selatan Regency in 2019 was 24 Health Center. Health centers that have gone through the accreditation process until 2019 are 23 health centers. Basic accredited health centers are 6 health centers (26.08%). Madya accredited health centers as many as 14 health centers (60.87%) and primary accredited health centers as many as 3 health centers (13.04) and 1 health center that has not been accredited.<sup>[4]</sup>

The concept of Health Center accreditation is principally measured by the performance of the Health Center, while the performance of the Health Center depends on the achievement of

indicators, all of which are related to the performance of the staff. The application of management functions greatly affects the performance of Health Center employees. Management functions consist of Planning, Organizing, Actuating, and Controlling. Management can be said to be successful if the four management functions can be carried out properly. Weaknesses in one of the management functions will affect the overall management and result in not achieving an effective and efficient process.<sup>[5]</sup>

Performance as one of the most important factors in an organization, can be used as a reference or benchmark to measure the level of success of the organization in a certain period. Performance measurement can also be used by management as a tool to evaluate the organization in the past period. A good performance system and in accordance with the organization is needed so that an organization can continue to develop and compete competitively.<sup>[6]</sup>

The scope of performance in the Non-Communicable Disease Control program in South Konawe Regency in 2020 is also still low, as Hypertension Patients Receive Health Services at 20.5%. Increased blood pressure that lasts for a long time can cause damage to the kidneys (kidney failure), heart (coronary heart disease) and brain (causing stroke) if not detected early and receive adequate treatment. Many hypertensive patients with uncontrolled blood pressure and the number continues to increase. Meanwhile, the coverage for people with diabetes mellitus (DM) getting health services according to standards is 7.3%. Diabetes Mellitus (DM) is a chronic metabolic disorder caused by the pancreas not producing enough insulin or the body cannot use the insulin it produces effectively.

The factor causing there are still some Health Center programs that have not reached the predetermined target is the condition of the management functions of Planning, Organizing, Actuating, and Controlling. A management can be said to be successful if the four functions above can be carried out properly.

Based on the description of the background above, it can be seen that there is still a problem, namely that the performance of the Health Center at the Konawe Selatan District Health Office is not optimal during 2020. The performance of this

Puskesmas is the output achieved by employees, which means that the performance of the Health Center is not yet optimal is a reflection of the employee's performance. Public health centers are not optimal and vice versa, so it is necessary to study through a research.

### Method

This study uses a quantitative research design with a approachcross sectional study.The research approach used in this study is to see the relationship between management functions which consist of planning, organizing, implementing and monitoring the performance of employees at the Health Center. The study was conducted in November 2021.The population is all employees at the Health Center in South Konawe Regency, which are 774 people. The sampling technique used is simple random sampling with a total sample of 86 respondents.

### Result

**Table 1** shows that of the 38 respondents who stated that the Health Center organization had a good strategy, there were 24 (63.2%) respondents whose employees had good performance and 14 respondents (36.8%) with underperforming employees. Meanwhile, of the 48 respondents who stated that the strategy at the Health Center was

still lacking, there were 15 respondents (31.2%) whose employees were performing well and 33 respondents (68.8%) with underperforming employees. Based on the results of statistical tests using the Chi Square test at = 5% and  $df = 1$ , it is obtained that the value of  $X^2$  count  $> X^2$  table ( $8.713 > 3.841$ ), meaning that there is a significant relationship between organizational strategy and employee performance. Furthermore, the results of the relationship closeness test were obtained that the value of ie 0.318 or shows a weak relationship. **Table 2** shows that of the 34 respondents who stated that the reward system at the Health Center was good, there were 29 (85.3%) respondents whose employees were performing well and 5 respondents (14.7%) with underperforming employees. Meanwhile, of the 52 respondents who stated that the reward system at the Health Center was still lacking, there were 10 respondents (19.2%) whose employees had good performance and 42 respondents (80.8%) whose employees did not perform well. Based on the results of statistical tests using the Chi Square test at = 5% and  $df = 1$ , it is obtained that the value of  $X^2$  count  $> X^2$  table ( $36.203 > 3.841$ ), meaning that there is a significant relationship between the reward system and employee performance. Furthermore, the results of the relationship closeness test were obtained that the value of which is 0.649 or shows a strong relationship.

**Table 1**  
**Organizational Strategy Relationship With the Performance of Public Health Center Employees in the South Konawe Regency**

Organizational strategy	Employee Performance				Amount		X2 count $\phi = 0.318$
	Well		Not enough		n	%	
	n	%	n	%			
Well	24	63.2	14	36.8	38	100	
Not enough	15	31.2	33	68.8	48	100	
Total	39	45.3	47	54.7	86	100	

**Table 2**  
**Relation of Reward System with Health Center Employee Performance in South Konawe Regency**

Reward system	Employee Performance				Amount		X2 count $\phi = 0.649$
	Well		Not enough		n	%	
	n	%	n	%			
Well	29	85.3	5	14.7	34	100	
Not enough	10	19.2	42	80.8	52	100	
Total	39	45.3	47	54.7	86	100	

## Discussion

### Connection Organizational Strategy With the Performance of Public Health Center Employees in South Konawe Regency

The organizing strategy in the Health Center is a series of management activities to collect all available resources and use them efficiently in achieving the goals of the Health Center.<sup>[7]</sup> The strategy will explain how authority and communication channels can be arranged between leaders and employees, as well as functional work units that will affect the organizational structure of the Health Center.

The results of this study indicate that from 38 respondents which stated that the Health Center organization had a good strategy, there were 24 respondents (63.2%) whose employees performed well. Where in this research, Health Center that implement an organizational structure that involves their employees tend to show good performance, because the puskesmas employees understand the main tasks and functions of the work they do. This matter reflected in the organizational structure of the Puskesmas which was made jointly, between the leadership and employees had considered many things so that they were placed in positions and jobs according to their abilities. So that later they will work together with others in the organization.

On the contrary 14 respondents (36.8%) with underperforming employees, this is because even though the organizational strategy has been implemented well, the respondents lack a sense of responsibility to work well. As well as the lack of supervision carried out by the leadership on the performance of their employees, especially for employees who show poor performance.

Meanwhile, out of 48 respondents which stated that the organizational strategy at the Health Center was still lacking, there were 15 respondents (31.2%) whose employees performed well. This can be caused by the respondent having good work experience in accordance with the duties assigned to him, and the respondent always getting offers to take part in various trainings that can support their competence.

Based on the results of statistical tests carried out using the Chi Square test at  $\alpha = 5\%$  and  $df = 1$ , it is obtained that the value of  $X^2$  count =  $8.713 > X^2$  table =  $3.841$ , this indicates that there is a significant relationship between organizational strategy and the performance of Health Center employees in Konawe Regency. South.

This research is in line with research conducted by <sup>[8]</sup>, regarding the relationship between organizational culture and employee performance at the Mukomuko Hospital where the results show that of the four organizational cultures, namely involvement, adjustment, consistency and mission, it was found that most employees rated weak on the involvement dimension (80%), consistency (68.9%) and mission (63.3%). The results of the analysis showed that there was a relationship between organizational culture and the performance of Mukomuko Hospital employees ( $p=0.001$ ).

However, the organizational strategy variable from the results of the study shows that there are still weak loading factors (indicators) namely readiness in carrying out tasks according to the main tasks and functions, even though there are those that are considered good, namely the existence of adequate work facilities.

Thus, alternative solutions that must be improved so that the performance of Health Center employees increase are: Readiness in carrying out tasks, placement according to ability, willingness to replace team members who are unable to attend, receive services on time, know the main tasks and facilities and availability of adequate facilities.

### **Connection Reward System With the Performance of Public Health Center Employees in South Konawe Regency**

Rewards is one of the tools to increase the motivation of employees so that they can work not only to achieve organizational goals. But also to improve or improve the achievements that have been achieved. The implementation of a reward and punishment system is an important thing used by companies to motivate employees for good and improve employee performance.<sup>[9]</sup>

The results of this study indicate that of the 34 respondents who stated that the reward system at the Health Center was good, there were 28 (82,4%) respondents whose employees performed well. Where the researcher argues that with the application of the reward system, the Health Center employees will be motivated and try to show better performance and achievements. Respondents revealed that the rewards given were in accordance with what was done, as well as the existence of several types of allowances that could improve employee performance.

On the other hand, the Health Center reward system is good, there are 6 respondents (17,6%), with employees who perform less. This is because respondents cannot work well, due to lack of adequate facilities and lack of planning implementation so that employees cannot determine which work will be a priority. Meanwhile, of the 52 respondents who stated that the reward system at the Health Center was still lacking, there were 11 respondents (21.2%) whose employees performed well. This is because even though there are no rewards given to employees, respondents feel that they are sufficient and appropriate between the incentives and the workload provided. Based on the results of statistical tests using the Chi Square test at  $\alpha = 5\%$  and  $df = 1$ , it is obtained that the value of  $X^2_{count} > X^2_{table}$  ( $31.068 > 3.841$ ),

Changes in better rewards, can have an effect of 58.7% on the performance of nurses. This

identifies that the reward system must be properly regulated, because if it is not organized it will have a bad effect. As with other studies conducted on nurses in Brazil about the imbalance of rewards received, it can trigger psychological stress so that it can have an impact on the results of the work done.<sup>[9]</sup>

This research is relevant to the research conducted by <sup>[10]</sup>, related to the relationship of reward with nurse performance at Dr. Hospital. Sitanala. This study aims to determine the relationship of reward to the performance of nurses at Dr.Sitanala Hospital. The research method used is a Systematic Literature Review research using a cross sectional approach, where the independent and dependent variables are observed at the same time and the sample used is 30 nurses at Dr.Sitanala Hospital. The results of the study using the Chi Square Test which showed a p-Value of 0.020 which means that there is a relationship between reward and the performance of nurses at Dr. Hospital. Sitanala 2020.

However, the reward system variable from the results of the study shows that there are still weak loading factors (indicators), the type of allowances given for K3 and Hari Raya. However, there are already those that are considered good, namely the allowances given as expected.

Thus, alternative solutions that must be improved so that the performance of Health Center employees increases are: Types of allowances provided for Occupational Health and Safety Holidays, allowances provided increase motivation, rewards according to standards, rewards can provide motivation. Rewards are according to what is done, benefits can improve performance, benefits are given as expected.

### **Conclusion**

It is hoped that employees will get used to implementing management functions, especially planning before starting their work program, understanding the duties and main functions of their work which are expected to be in line with their competencies, besides that employees get motivation from the leadership where they work, they can also motivate themselves to be more responsible. Responsible for carrying out the assigned tasks in accordance with the standards and time that have been set.

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