

**THE EFFECT OF QUALITY OF WORK LIFE AND ORGANIZATIONAL  
COMMITMENT ON PERFORMANCE WITH MODERATION OF  
ORGANIZATIONAL CULTURE  
(STUDY ON PUBLIC HEALTH CENTER PUSKESMAS IN GABUS DISTRICT)**

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This study aims to determine the effect of the quality of work life and organizational commitment on performance by moderation of organizational culture of the study on health workers at the puskesmas in Gabus District, Pati Regency. This research was conducted on 108 employees at the Puskesmas Gabus District, Pati Regency . The sample takes the entire population to be used as a research sample. Data analysis using SPSS software tools. The results of the study found that the quality of work life has a positive effect on employee performance at the Gabus Health Center. Organizational commitment has a positive effect on performance of employees of the Gabus Health Center. Organizational culture moderates the effect of quality of work life on employee performance at the Gabus Health Center. Organizational culture moderates the effect of organizational commitment on employee performance at the Gabus Health Center.

Keywords: Quality of work life, organizational commitment, organizational culture and performance

## INTRODUCTION

Community Health Centers (Puskesmas) in providing services to the community are carried out by the State Civil Apparatus (ASN). State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work for government agencies. ASN has the task of planning, implementing, and supervising the implementation of general government tasks and national development through the implementation of policies and public services that are professional, free from political intervention, and free from practices of corruption, collusion, and nepotism (Law No. 5 of 2014). ASN in working and providing services to the community must have optimal performance, integrity, professionalism, neutral and free from political intervention, free from corrupt practices, collusion and nepotism, and able to provide public services for the community and be able to carry out the role as an element of unity. and national unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia (UU No. 5 of 2014).

There are still 8 program coverages in 2019 that have not met the minimum service standard target at the puskesmas. The achievements of the puskesmas program have not met the SPM target due to the less than optimal performance of the employees at the Puskesmas Gabus I and II . Program achievements at Puskesmas Gabus I and II must continue to be improved, in order to achieve the highest degree of public health. Puskesmas as a public sector service must apply a pattern and style of service delivery that is better, democratic, open, flexible, efficient and accountable. One of the concepts of managing government organizations including Puskesmas with the concept of " *good governance* " with efforts to improve human resources who are more professional and well behaved in serving the community (Titisari, 2104). The performance of ASN Public Health Centers in Gabus District needs to be

improved to achieve the targeted Minimum Service Standards . Achievement of SPM as a benchmark to determine the qualifications and competencies of state civil servants, a benchmark for service to the community and a benchmark for public trust (*public trust*) to the government. The development of the performance of ASN Puskesmas in Gabus District can be done by analyzing the influencing factors. Sudarmanto (2009) Factors that cause employees to have superior performance, namely competence, work motivation, job satisfaction, job design and characteristics, organizational commitment, leadership, employee participation/involvement, clarity of career direction, organizational culture and reward system provided by the organization.

Improving the performance of ASN Public Health Centers in Gabus District needs to be done by analyzing the influencing factors, namely the quality of work life and organizational commitment so that a research is carried out with the title "The Effect of Quality of Work Life and Organizational Commitment on Performance With Organizational Culture Moderation (Study on Health Center Health Workers in Gabus District, District of Gabus). Starch)". Less than optimal performance of ASN Public Health Centers in Gabus Pati District is that there are those who have not met the set targets, namely Active Alert Village Development, 50% target, 40% achievement. Health promotion for priority programs through community empowerment with a target of 100% achieving 80%. Health services for pregnant women (K1) target 100%, 98.9% achievement. Health services for pregnant women (K4) target 100%, 86% achievement. SEZ pregnant women get PMTP. Target recovery is 100%, 75% achievement. The target of finding suspected TB cases is 100%, an achievement of 60.3%. The larva-free rate (ABJ) is the target of 90%, an achievement of 62.4%. The use of zinc in toddlers with diarrhea has a target of 100%, achieving 60%. Individuals and their families from vulnerable families who receive community health nursing (*Home care*) target 100%, achieving 60%.

The purpose of this study is to determine and analyze the effect of the quality of work life on the performance of ASN in the Public Health Center in Gabus District. Knowing and analyzing organizational culture moderates the effect of the quality of work life on the performance of ASN Puskesmas in Gabus District. Knowing and analyzing organizational culture moderates the effect of organizational commitment on the performance of ASN Puskesmas in Gabus District.

## **LITERATURE REVIEW**

### **Quality of Work Life**

Understanding the quality of work life according to Robbin (2006) organizations respond to employee needs by developing mechanisms to allow employees to provide full advice and participate in making decisions and managing their work life in a company. According to Hadari Nawawi (2008:23) that the quality of work life, namely the company must create a sense of security and satisfaction at work in order to realize the company's goals. According to Cascio (2006:24) there are two ways to explain the quality of work life, namely: First, the quality of work life is seen as a set of employee perceptions of security at work, job satisfaction, and conditions to be able to grow and develop as humans. Second, the quality of work life is seen as a set of goals to be achieved through organizational policies such as: safe working conditions, job involvement, career development policies, fair compensation and others. According to Bernardin and Russel (1993:520) states that Quality of work life is related to the level of satisfaction, motivation, involvement, and personal commitment experienced with regard to their lives at work. Quality of working life is the degree to which individuals (employees) meet their personal needs (a need for freedom) as long as they are employed. According to Luthans (2006: 569) says that Quality of work life is the impact of human and company effectiveness combined with an emphasis on

participation in problem solving and decision making. Quality of work life has an important role in the course of work activities, where leaders and subordinates must be able to determine and carry out activities with an agreement in carrying out work activities.

### **Organizational Commitment**

Organizational commitment is the embodiment of sense identification, involvement and loyalty shown by employees towards their organization or organizational unit. Organizational commitment is shown in an attitude of acceptance, a strong belief in the values and goals of an organization. A strong impetus to maintain membership in the organization in order to achieve organizational goals (Gibson, 1997). Spencer's in organizational commitment is the individual's ability and willingness to align his behavior with the needs, priorities and goals of the organization and act for the goals and needs of the organization (Sudarmanto, 2009).

### **Performance**

Performance is an activity carried out to carry out, complete tasks and responsibilities in accordance with the expectations and goals that have been set (Supardi, 2014). Performance comes from the word performance according to Ruky (2002) performance can be interpreted as an achievement that shows actions or activities in carrying out tasks that have been assigned (Supardi, 2014). Bernardin (2003) defines performance as a record of the results of production or those generated on certain job functions or activities over a certain period. Performance as a result is not a character or *trait* and behavior. Richard (2003) states performance as an outcome related to productivity and effectiveness. Miner (1988) productivity is the relationship between the number of goods or services produced with the amount of labor, capital and resources used in production. Performance is the result of a process that refers and is measured over a certain period of time based on standard provisions or agreed agreements. previously. Individual performance needs to be built and needs to be improved and built through performance management (Lubis et al, 2018). According to Campbell, 1993 in Ricard (2003) performance is something that people actually do and can observe. Performance includes actions and behaviors that are relevant to organizational goals. Performance is not a consequence of the result of action but is the action itself.

### **Organizational culture**

Understanding organizational culture according to Robbins and Judge (2015) is a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture within the Government of the Republic of Indonesia to foster the State Civil Apparatus (ASN) in serving and providing services to the community based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 39 of 2012 states that organizational culture is a shared value system in an organization that becomes a reference for how employees carry out activities to achieve organizational goals or ideals.

### **Hypothesis Development**

#### **Effect of quality of work life on performance**

Previous research by Daniel (2020), Chanana and Gupta (2016), Setiyadi and Wartini (2016) the research found that the quality of work life affects performance. Based on the opinion of Robbin (2006) and previous research by Daniel (2020), Chanana and Gupta (2016), Setiyadi and Wartini (2016) , hypothesis 1 can be formulated as follows:

*H1: the quality of work life has a positive effect on performance .*

#### **The effect of organizational commitment on performance.**

Previous research by Suharto et al (2019), Mardiyana and Riana (2019) and Djuwita (2018), the research found that organizational commitment has a positive effect on performance. Based on the opinion of Gibson (1997) and Sudarmanto (2009) and previous research by Suharto et al. (2019), Mardiyana and Riana (2019) and Djuwita (2018), hypothesis 2 is formulated as follows:

*H2: Organizational commitment has a positive effect on performance .*

**Organizational culture moderates the effect of quality of work life on performance .**

According to research conducted by Mitchell W Fields James W Thacker (1992) organizational culture moderates the effect of quality of work life on performance. According to research conducted by Mat Zin ( 2004 ) organizational culture moderates the effect of quality of work life on performance . According to research conducted by Bruce, Lau and Stephen K. Johnson (1999) that organizational culture moderates the effect of quality of work life on performance, there is a positive relationship between quality of work life and employee performance. Based on the description above, hypothesis 3 can be formulated as follows:

*H3: organizational culture moderates the effect of quality of work life on performance*

**Organizational culture moderates the effect of organizational commitment on performance .**

According to research conducted by Clifford P.McCue and Gerasimos A. Gianakis (1997) organizational culture moderates the effect of organizational commitment on performance, according to MM Petty, Gail W.McGee, Jerry W. Cavender (1984) organizational culture moderates the effect of organizational commitment on performance According to Cheri Ostroff (1992) organizational culture moderates the effect of organizational commitment on performance. Dean Elmuti (2003) organizational culture moderates the effect of organizational commitment on performance. Based on the description above, it can be formulated hypothesis 4 as follows:

*H4: Organizational culture moderates the effect of organizational commitment on performance*

**Graphical Model of Relationship Between Variables**

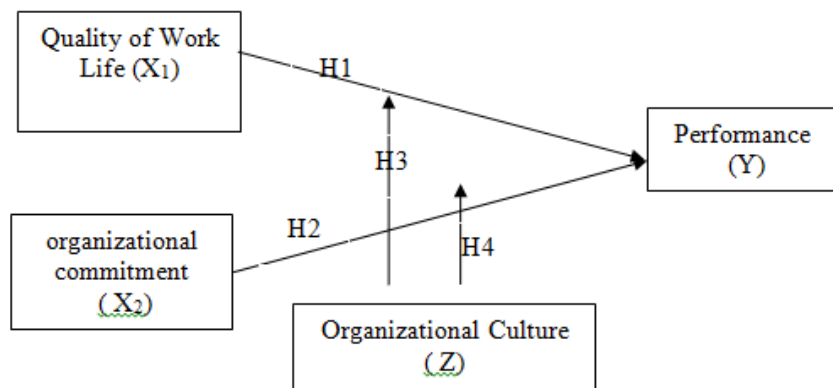


Figure 1. Graphic Design between Variables

## METHOD

This type of research is an explanatory research. The type of data used in this research is primary data obtained from the answers to the questionnaires of each respondent. The data obtained in the form of recapitulation data from questionnaires about job characteristics, psychological capital, organizational culture and performance at the Gabus Health Center. The population in this study were 107 health workers at the Gabus District Health Center, Pati Regency. The sampling technique in this study used the technique census sampling is taking all the population to be used as research samples (Ghozali, 2012). The sample in this study took the entire population, namely 107 health workers. The data in this study were collected by using a questionnaire to the employees of the Gabus District Health Center, Pati Regency . Identity data to be collected: Gender, Age of the employee, Period of service of the employee, Education level

### Validity test

The validity test was carried out to test the consistency of the questions so that they could describe the indicators studied. An instrument is said to be valid if it is able to measure what is desired and can reveal data from the variables studied appropriately. The test tool used to measure the level of intercorrelation between variables and whether or not factor analysis can be carried out is Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA ). The KMO value varies from 0 to 1. The desired value must be  $> 0.5$  for factor analysis to be carried out. If the value  $> 0.5$  then the adequacy of the sample is met. The value is said to be valid if it produces a *Loading factor*  $> 0.4$  and invalid items will be removed and not included in further analysis, while valid question items will be forwarded to the reliability testing stage.

### Reliability test

Reliability testing is done by using the alpha coefficient. The alpha calculation uses a critical limit for the alpha value to indicate a reliable questionnaire is 0.7 (Gozhali, 2012).

### Determination Test

If the adjusted  $R^2$  obtained from the calculation indicates the greater (closer to one), it can be said that the contribution of independent variables to variation depending on the greater. The larger the model used to explain the dependent variable. Conversely, if the adjusted  $R^2$  indicate the less, this means getting weaker models used to explain the variations of the dependent variables. In general, it is said that the magnitude of the coefficient of determination (Adjusted  $R^2$ ) is between 0 -1 or 0 Adjusted  $R^2$  1 (Gozali, 2012).

### F test

The F test was conducted to test the suitability of the model used for analysis. The model is declared fit if the value of sig F is less than 0.05. The independent variables included in the model have a simultaneous/simultaneous effect on the dependent variable (Ghozali, 2012).

### Hypothesis test

Hypothesis testing using t-test was carried out to determine whether there was an effect of the independent variable on the dependent variable partially. The criteria for testing the research hypothesis are as follows:

If  $\text{sig} < 0.05$ , then the hypothesis is accepted.

If  $\text{sig} > 0.05$ , then the hypothesis is rejected (Ghozali, 2012).

## RESULT AND DISCUSSION

### Characteristics of Respondents

Respondents in this study were mostly 31-40 years old as many as 33 people (30.6%) and at least > 50 years old only 18 people (16.7%). Based on table 4.2 it can be seen that most of the respondents in this study were female sex as many as 86 people (79.6%) and male sex 22 people (20.4%). Most of the respondents have D3 education as many as 54 people (50%) and at least have a high school education. Most of the respondents were civil servants as many as 93 people (86.1%) and non civil servants as many as 15 people (13.9%). The most respondents have a working period of 11-15 years as many as 47 people (43.5%) and the least have a service period of less than 5 years as many as 20 people (18.5%).

### Validity test

The value of **KMO and Bartlett's test** of the quality of work life variable is 0.730 with a significance value of 0.000 because this number already meets the sample adequacy criteria required in the validity test, namely KMO more than 0.5 and significance below 0.05 > 0.000, it can be stated that the existing sample is sufficient, so that the variable quality of work life can be carried out further validity analysis . The value of **KMO and Bartlett's test** for the organizational commitment variable is 0.923 with a significance value of 0.000. The number already meets the criteria required in the validity test, namely KMO is more than 0.5 and the significance is below 0.05 > 0.000, it can be stated that the organizational commitment variable can be further analysis was carried out . The results of the *component matrix* in table 4.10, all of the indicator items for organizational commitment are valid, because they have a *loading factor* of less than 0.4. The **KMO and Bartlett's test** scores for the organizational culture variable are 0.910 with a significance value of 0.000 because these numbers already meet the required sample adequacy criteria. In the validity test, ie KMO is more than 0.5 and the significance is below 0.05 > 0.000, it can be stated that the existing sample is sufficient, so that the organizational culture variable can be further analyzed . The **KMO and Bartlett's test value** of the performance variable is 0.908 with a significance value of 0.000 because this number already meets the sample adequacy criteria required in the validity test, namely the KMO is more than 0.5 and the significance is below 0.05 > 0.000, it can be stated that the sample used is sufficient, so that the performance variable can be further analyzed . The results of the *component matrix* in table 4.10, all of the performance indicator items are greater than 0.5, then the performance instrument is declared valid.

### Reliability Test

Alpha ( $\alpha$ ) on the quality of work life variable is 0.823, which means it is greater than *Cronbach's alpha* value of 0.7, then the quality of work life instrument is reliable and can then be used as a measuring tool in this study. Alpha ( $\alpha$ ) on organizational commitment is 0.965 means greater than the value of *cronbach alpha* of 0.7 then the variable organizational commitment is reliable and can further be used as a gauge in research ini. Alpha ( $\alpha$ ) in the organizational culture of 0.926 means greater than the value of *cronbach alpha* of 0.7 then the variable of organizational culture is reliable, and can then be used as a measuring tool in this study.

Alpha ( $\alpha$ ) on the performance of 0.949 means that it is greater than the value of *Cronbach's alpha* of 0.7 then the performance variable is reliable and can then be used as a measuring tool in this study.

**Model Test**

Test the model of the influence of the quality of work life on performance, as follows:

**F Uji test**

The results of the regression test of the effect of quality of work life and organizational commitment on performance show a significance level of 0.000 less than 0.05, so it can be concluded that the model used meets the requirements of Goodness of Fit.

**Determination Test**

The value of *Adjusted R Square* to test the determination of the effect of quality of work life and organizational commitment on performance is 0.587, meaning that 58.7% of changes in performance variables can be explained by the variables of quality of work life and organizational commitment in the model, while the remaining 41.3% is explained outside the model above, for example leadership, competence, compensation and so on

**Hypothesis Test (t Test)**

The results of the regression analysis are as follows:

Table 1. Regression Test Results

Model	Adjusted R Square	F Uji test		t test		Note:
		F	Sig	Beta	sig	
Quality of work life on performance	0.58	77,182	0.000	0.407	0.000	Hypothesis accepted
organizational commitment to performance				0.448	0.000	Hypothesis accepted

After doing a regression analysis based on table 1, the following hypothesis was tested:

**H1** : Quality of work life has a positive effect on performance

The regression results show that the beta value of the quality of work life on performance is 0.407 and the significance level is 0.000 less than 0.05, so it can be concluded that the hypothesis that the quality of work life has a positive effect on the performance of Puskesmas employees at the Gabus Health Center is accepted.

**H2:** organizational commitment has a positive effect on performance

The regression results show that the beta value of organizational commitment has an effect on performance of 0.448 and the significance level of 0.000 is less than 0.05, so it can be concluded that the hypothesis of organizational commitment has a positive effect on employee performance at the Gabus Health Center.

**Moderation Test**

Test Moderation is done to test whether the variable organizational culture can increase the influence of the quality of work life and organizational commitment to performance, as follows Value significance of organizational culture moderates the influence of the quality of work life of the performance, 0,000, this means that the culture of an organization is able to increase the influence of the quality of working life to performance. The significance value of organizational culture moderates the effect of organizational commitment on performance. 0.000 means that organizational culture is able to increase the influence of the quality of organizational commitment on performance.

## Discussion

### Effect of quality of work life on performance

The results of the analysis, concluded that the quality of work life has a positive effect on employee performance at the Gabus Health Center. Employees within the institution are able to provide a positive response to employees by providing an innovative reward system, the organization provides a conducive work environment, provides opportunities for employees to get challenging *jobs (job enrichment)* and wider opportunities for self-development, then, employee performance will increase. Work life is an organization's response to employee needs by developing a mechanism to allow employees to give full advice and participate in making decisions and managing their work life in a company (Robbin, 2006), previously by Daniel (2020), Chanana and Gupta (2016), Setiyadi and Wartini (2016) that the quality of work life affects performance.

### The influence of the quality of the work environment on organizational commitment

The results of the analysis show that organizational commitment has a positive effect on the performance of the employees of the Gabus Health Center. Employees have a positive organizational commitment, namely knowing the goals of the organization, are always active and involved in organizational activities and have loyalty to the organization, so that employees carry out their duties optimally without the need for supervision that wastes time and money, so their performance will increase. The results agree with Gibson (1997) that a person's commitment to the organization involves three attitudes, namely identification with organizational goals, feelings of involvement in organizational tasks and feelings of loyalty to the organization. The research results show that there is no organizational commitment that can reduce organizational effectiveness. An employee who has low commitment is likely to quit his job or propose to move to another organizational unit. But if an employee has a high commitment and is skilled, he will be able to carry out his duties optimally without the need for supervision that wastes time and money.

Organizational commitment in principle is a competence in binding itself to the values and goals of the organization. Individual attachment to organizational values will encourage individuals to always adjust and align with the goals and interests of the organization. Individual attachment to the values and goals of the organization will have a strong loyalty to the organization, making members of the organization want to stay or work in the organization. Organizational leaders will want individuals to have a strong commitment to the organization (Sudarmanto, 2009). Strong individual organizational commitment to the organization will make it easier for organizational leaders to mobilize existing human resources in achieving organizational goals. Strong organizational commitment individuals will avoid the *turn over* of employees of the organization. The organization will not lose valuable resources, both potential human resources and budget for conducting recruitment. Organizational commitment has a very important urgency in moving individuals to work and improve performance. The strategy of strengthening commitment to linkages with the organization must continue to be carried out to improve and encourage performance (Sudarmanto, 2009). The results of the study agree with previous research by Suharto et al (2019), Mardiana and Riana (2019) and Djuwita (2018), the study found that organizational commitment had a positive effect on performance.

### Organizational culture moderates the effect of quality of work life on performance .

The results of the study indicate that organizational culture moderates the effect of quality of work life on employee performance at the Gabus Health Center. Institutions in which there is a positive organizational culture that is able to provide a positive response to employees by providing an innovative reward system, the organization provides a conducive work environment, provides opportunities for employees to get challenging *jobs (job enrichment)* and wider opportunities for Employee self-development and supported by a positive organizational culture will improve employee performance. The



results of this study agree with Sudarmanto (2009) that organizational culture is an attitude, a value that has been believed by employees to be adopted into behavior, so that it has a contribution in shaping employee behavior. Organizational culture will influence organizational members to achieve organizational goals.

### **Organizational culture moderates the effect of organizational commitment on performance .**

The results showed that organizational culture moderated the effect of organizational commitment on employee performance at the Gabus Health Center. A positive organizational culture is able to foster a strong individual organizational commitment to the organization which will improve employee performance so that organizational goals can be achieved. The results of this study agree with Robbins and Judge (2015) that a strong organizational culture will provide employees with an understanding of how to solve business and problems, will provide stability to the organization and can have a significant influence on the behavior and attitudes of members of the organization.

## **CONCLUSION**

Based on the results of research and data analysis, it can be concluded as follows: Quality of work life has a positive effect on employee performance at the Gabus Health Center. Organizational commitment has a positive effect on the performance of the employees of the Gabus Health Center. Organizational culture moderates the effect of quality of work life on employee performance at the Gabus Health Center. Organizational culture moderates the effect of organizational commitment on employee performance at the Gabus Health Center. This research was only conducted at a limited research location , namely employees at the Gabus Health Center, so the results of this study cannot be generalized and must be presented carefully, so for those who wish to use the findings of this study, they need to be careful in generalizing. or the analogy of research results, because the results of the research are not necessarily the same if conducted on different research objects. Filling out the questionnaire is voluntary, not binding rules so that respondents can give inaccurate answers and answer well even though their performance is not good. The leaders of the Gabus Health Center in the Gabus sub-district must create good quality of work life conditions because they are proven to be able to support performance improvement. which can affect performance so that the model explanation is higher.

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