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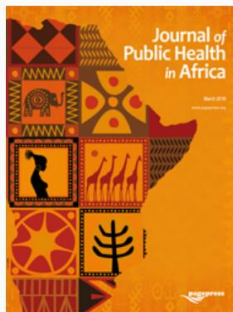
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### IMPACT OF ORGANIZATIONAL CLIMATE AND JOB INVOLVEMENT ON LEPROSY SURVEILLANCE PERFORMANCE IN SAMPANG DISTRICT, INDONESIA

Hafid Wabula, Thinni Nurul Rochmah, Djazuly Chalidyanto, Hanin Dhany Robby

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Surabaya, 10 April 2023

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Sasti Martini, dr., M.Kes.

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# Impact of organizational climate and job involvement performance in Sampang District, Indonesia

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## Abstract

Leprosy prevalence in Sampang District, one of the high endemic areas of leprosy in East Java Province, was detected to have higher case detection rate (51.0/100,000 people) than the target (<20/100,000). The present study aims to analyze the influence of job involvement and organizational climate on surveillance performance of leprosy in the Primary Healthcare of Sampang District. The research is observational analytic with a cross-sectional design. This study involved 21 teams of controlling and prevention of Leprosy from primary health care in Sampang District from April-June 2016. The sample was taken by proportional stratified random sampling which was divided into the treatment facility and non-treatment facility. The statistical analysis used regression linear test. The result showed a good category on organizational climate and high category of job involvement. Both organizational climate and job involvement significantly influenced the increase of staffs' performance in leprosy surveillance. It is concluded that case detection rate of leprosy in Sampang could achieve the target when the team has a supportive organizational climate and job involvement.

## Introduction

Leprosy is one of communicable disease caused by complex problem in medicine, society, and economy. Moreover, the disease affects the stigma of leprosy patients from the society even the healthcare staff. Nowadays, innovation from sophisticated technology for promotion, prevention, curative, and rehabilitation should tackle this problem.<sup>1</sup> Sampang

District is endemic area with high case detection rate (CDR) of Leprosy.<sup>2</sup> Sadly, the number of CDR was further from the established target.<sup>2</sup>

As implied, Sampang still could not decrease any leprosy cases in the endemic area, so there was issues related to the healthcare staffs' performance particularly the surveillance of leprosy. Surveillance performance on Leprosy in Sampang Healthcare was likely influenced by external environment and organizational climate in achieving the goal. Organizational climate was believed to be related to profitability, growth and development, and productivity.<sup>3</sup> Organizational climate also refers to correct social behavior and the way to manage challenges and conflict in healthcare and hospital organization.<sup>4</sup>

Job involvement might explain relative strengths to identify and to analyze active relationship between organization and individual.<sup>5</sup> It has been known that job involvement is one of the factors leading to positive results in the organization.<sup>6</sup> Moreover, job involvement may enhance organizational productivity by involving staffs toward their work and making work as a meaningful experience.<sup>7</sup>

In accordance to the report that the surveillance performance on Leprosy was under the target in Sampang, the study aims to analyze the influence of organizational climate and job involvement towards surveillance performance on Leprosy. The investigation focused on how leprosy case detection rate would be likely influenced by job involvement and organizational climate occurred in team of leprosy surveillance.

## Materials and Methods

The research was observational analytic with cross sectional design. This study involved team of controlling and prevention on Leprosy in 21 primary health care of Sampang District started from April until June 2016. The sample was taken by proportional stratified random sampling which was divided into treatment facility and non-treatment facility. The final samples were 16 primary healthcare providing treatment facility and 5 primary healthcare providing non-treatment facility.

The data was collected through questionnaire that has been validated and tested its reliability for the staffs in charge of controlling and preventing the Leprosy, health promotion, surveillance, involved physician, midwife, laboratory staffs, and head of primary healthcare. The data was analyzed using regression linier test through statisti-

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Contributions: HW, DC, data collecting, analyzing and references search; HDR, manuscript writing; TNR, data analyzing, manuscript reviewing and references search.

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Conference presentation: part of this paper was presented at the 3<sup>rd</sup> International Symposium of Public Health, 2018 October 31 - November 1, Universitas Airlangga, Surabaya, Indonesia.

Dedication: the article is dedicated to head of Primary Healthcare in Sampang District on the occasion of improving surveillance staffs' performance to increase organizational climate and job involvement.

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cal analysis. The dependent variable was leprosy case detection rate. The independent variables is job involvement including dimension of participation in job, performance as self-concept, and job as main priority, and organizational climate variable including dimension of structure, responsibility, reward, support, risk, harmony, conflict, standard, and identity.

## Results

Table 1 depicts that the highest mean was structure and the lowest was identity. Many primary health care belongs to good organizational climate category (Table 2). Meanwhile, the highest mean was performance as self-concept for job-involvement assessment (Table 3). In accordance to Table 4, the majority of primary healthcare was categorized in high organizational climate.

The statistic was significant for this analysis towards the performance of surveillance on leprosy. The correlation between organizational climate, job involvement, and performance was negative. It means that the increase of any organizational climates or job involvement will decrease the number of cases that had been under surveillance (Table 5).

## Discussion

Healthcare climate has an impact for its effectiveness to achieve the goals. The staffs expected to get a fair and equitable reward system.<sup>8</sup> The reward would be effective for their attitude and behavior related to surveillance performance on leprosy. There was a positive influence between intrinsic and extrinsic reward on job performance.<sup>9</sup> The peer could be their supporter in obtaining achievement from their job as social support to obtain the feeling of respect, attention, and helping each other.<sup>10</sup>

Risk as a challenge in an organization must be counted during working a program or project safe. High risk assessment might limit staff's innovation during work.<sup>11</sup> Therefore, the perception about risk in work determined the achievement of surveillance performance. Identity is staff's assessment on an organization as a part of an organization.<sup>12</sup> The loyalty form the staff might cause responsibility and high motivation in work.<sup>13</sup>

Job involvement is defined as the level of staff contributing in surveillance program both physically and mentally. Higher job involvement in an organization affects the effectiveness of surveillance program on leprosy. Job involvement can increase the productivity and performance of organization.<sup>14</sup> Otherwise, low job involvement may cause the employees to leave their position.<sup>15</sup> Job involvement also affects the work result including performance.<sup>16</sup> The keys of good job involvement are from the interactional justice and work control.<sup>17</sup>

Good organizational climate affects the result of performance.<sup>18</sup> Organizational climate is proven to affect the organizational

commitment through the job involvement.<sup>19</sup> Moreover, good organizational climate in controlling leprosy in primary health care affects its productivity to achieve established goal of the program. The more efficient organizational climate, the more dynamic communication among the members, so it gives result to members' willingness to accept more responsibilities in order to achieve the goals.<sup>20</sup>

Organizational climate also has significant influence to profitability.<sup>21</sup> In other words, organizational performance can be increased by increasing the staffs' perform-

ance and organizational commitment.<sup>22</sup> Job involvement also had important strength for the organizational performance. Therefore, high job involvement is able to improve the surveillance performance. It will be better for the managers of primary healthcare to understand the organizational climate and its effect on staffs' job involvement in achieving the goals.<sup>19</sup>

Despite the organization having good organizational climate and high job involvement, the surveillance performance remained poor. This study limited the variable without examining the mediating vari-

**Table 1. The assessment of organizational climate in primary healthcare of Sampang District.**

Dimension	Min.	Max.	Mean	SD
Structure	11	14.86	12.98	0.84
Responsibility	10.29	13.86	12.32	0.86
Reward	6.86	10.29	8.21	0.88
Support	9.57	13.86	11.83	1.37
Risk	4.57	7	5.73	0.59
Harmony	8.43	11.57	9.94	0.86
Conflict	11.43	14	12.62	0.86
Standard	10.86	13.71	12.24	0.79
Identity	4.29	7	5.67	0.77

**Table 2. Organizational climate in primary healthcare of Sampang District.**

Organizational Climate Category	Frequency (n)	Percentage (%)
Very Good	4	20
Good	16	80

**Table 3. The assessment of job involvement in primary healthcare of Sampang District.**

Dimension	Min.	Max.	Mean	SD
Participation to the job	7.57	10.71	9.17	0.92
Performance as self-concept	9.57	14.43	12.03	1.18
Job as the main priority	9.29	13.43	11.24	1.1

**Table 4. Job Involvement in Primary Healthcare of Sampang District.**

Job Involvement Category	Frequency (n)	Percentage (%)
Very high	3	15
High	16	80
Low	1	5

**Table 5. Regression Linear Test of the Influence of Organizational Climate and Job Involvement towards Leprosy Case Detection Rate in Primary Healthcare of Sampang District.**

Variable	B	Sig (p)
Organizational climate	-0.501	0.024
Job involvement	-0.569	0.009



able between independent and dependent variable. The most potential mediating variable is innovative work behavior within the individual of employees.<sup>3</sup> According to the meta-analysis study conducted by Parker et al, the relationship of organizational climate to performance is mediated by employee's work attitude.<sup>23</sup> Another finding also proved statistically that innovative work behavior is fully mediating the relationship between organizational climate and organizational performance.<sup>3</sup> That explains how the organization obtained good organizational climate but the performance was poor, as the individual employee's attitude was not assessed during the study. Specifically, the employees were probably lack of skill and knowledge to do surveillance performance. There is another view that when the employees' thought and actions are less getting appreciated, it affects the attaining organizational profitability, growth, and market value.<sup>24</sup> Therefore, employee's attitude is crucial and likely to affect the organization's operating performance and sustainable organizational success.<sup>3</sup>

Innovative work behavior plays important role to link to organizational climate dimension including autonomy and challenging work.<sup>25</sup> In addition, the employees who exhibit innovative work behavior contribute their role in enhancing performance and linking to organizational effectiveness.<sup>3,26</sup> If employee's innovative efforts are valued and his/her ideas are accepted in the work place, he/she will be more willing to achieve the goals.<sup>27</sup> In order to enhance the employees' innovativeness, the organization should focus on organizational climate for innovation.<sup>3</sup> In addition, it is necessary for the leaders to be a person who always listen and are being supportive in order to support new ideas and implement innovative programs from the employee.<sup>3</sup>

There is much attention nowadays among organizations to build organizational climate for innovation. Organizational climate for innovation might leverage employees' innovativeness in order to improve performance.<sup>28</sup> The leaders who understand how to positively impact organizational climate for innovation and innovative work behavior will enhance the performance the organization including healthcare.<sup>3</sup> Moreover, the organization will likely obtain result in higher levels of motivation, commitment, and employee engagement, if the employees are perceived positive about organizational climate.<sup>3</sup>

This study examined the relationship of organizational climate and job involvement on surveillance performance. However, its relationship did not imply clearly how the

organization had poor performance despite good organizational climate and high job involvement. The suggestion we give for the future studies is to assess mediate effect in the relationship in order to obtain richer data for analysis. Finally, this study remains interesting as it has Indonesian healthcare setting specifically in rural area.

## Conclusions

The study concluded organizational climate and job involvement to have significant influence to surveillance performance in primary health care. High job involvement and good organizational climate in Sampang primary health care were likely to be the influence of good surveillance program on Leprosy.

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