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Implementation of the Quality of The Health Center Management Information System and Work Culture in Improving Employee Performance at The Simolawang Surabaya Health Center

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ABSTRACT

This study is motivated by the non-optimal utilization of the Puskesmas Management Information System (SIMPUS) and work culture at Puskesmas Simolawang Surabaya which has an impact on employee performance. Several problems such as manual reports that are still carried out, network disruptions, low employee understanding of SIMPUS, and uneven application of the 3S work culture (Smile, Salam, Sapa) indicate the need for in-depth evaluation. This study aims to analyze the implementation of SIMPUS system quality and work culture in improving employee performance at Puskesmas Simolawang. The method used is descriptive quantitative approach with data collection techniques through questionnaires and observation of 45 respondents using total sampling technique. The results showed that SIMPUS system quality was in the good category, employee work culture was quite good, and employee performance was also in the good category. Based on validity and reliability tests, most questionnaire items were declared valid and reliable. The findings show that system quality and work culture contribute positively to improving employee performance. In conclusion, strengthening the implementation of information systems and internalizing a more effective work culture are needed to support optimal health services.

INTRODUCTION

The era of globalization demands that organizations, including public service institutions such as Community Health Centers (*Puskesmas*), continuously innovate to enhance competitiveness and service quality. In the context of primary healthcare services, *Puskesmas* are required to deliver efficient and high-quality services, one of which involves the implementation of the Health Center Management Information System (SIMPUS). SIMPUS is designed to accelerate data processing and support decision-making based on accurate health information (Thenu et al., 2016). However, although SIMPUS has been implemented in various health centers, including Simolawang Health Center in Surabaya since 2018, its utilization remains suboptimal, particularly in the preparation of statistical and graphical reports, which are still performed manually.

Observations indicate a lack of understanding among staff in operating SIMPUS, accompanied by technical issues such as unstable network connections and redundant manual and electronic reporting. These challenges highlight the need for evaluating system quality and its impact on employee performance. Adrianti & Hosizah (2018) emphasized that the ease of system use significantly affects healthcare workers' performance. Likewise, timeliness in system output is essential for accelerating decision-making processes (Sevtiyani & Fatikasari, 2020).

Beyond technological aspects, work culture also plays a crucial role in enhancing employee performance. A positive work culture is believed to

foster enthusiasm and improve staff productivity (Tobari et al., 2024). Although Simolawang Health Center has adopted a "3S" work culture (Smile, Greet, and Salute), many employees still fail to understand and implement it effectively. Previous research by Prawitasari et al. (2022) confirmed that organizational culture significantly influences employee performance, reinforcing the importance of integrating both work culture and information system quality in improving public healthcare services.

This study differs from previous research by combining two key factors the quality of SIMPUS and work culture into a single analytical framework to examine their impact on employee performance. For instance, Zulkarina & Fannya (2022) only addressed user satisfaction with SIMPUS regarding *accuracy* and *content*; Gita et al. (2023) focused on satisfaction with system efficiency and privacy; while Azizah et al. (2024) explored the influence of workload and intrinsic motivation on performance. None of these studies examined the combined influence of work culture and information system quality on performance in a *Puskesmas* setting.

Therefore, this research offers both theoretical and practical contributions by presenting a more comprehensive approach to improving staff performance through two interrelated variables. By connecting field findings and initial observations at Simolawang Health Center with previous studies, this research not only provides strong justification for the topic and approach, but also addresses an existing research gap that has been largely overlooked in the study of information systems in primary healthcare services.

LITERATURE REVIEW

System Quality

System quality is a crucial aspect in the evaluation of information system performance, which includes the internal characteristics of the system itself such as ease of use, ease of learning, and intuitive feature design. System quality not only assesses software, but also includes the hardware, policies, and procedures that come with it. According to experts such as Urbach & Mueller (2021) and Chopra et al. (2019), the quality of the system reflects how well the system is able to meet the needs of the user. If the system is easy to use and responsive, then users will feel satisfied and tend to reuse it consistently. This evaluation is important because the quality of information systems greatly affects the efficiency, reliability of data, and the productivity of users in carrying out their tasks.

In this study, the quality of the SIMPUS system was measured based on the DeLone and McLean models through six main indicators. First, ease of use which shows the extent to which the system makes it easier for employees to complete tasks efficiently. Second, system integration between work units to ensure smooth data flow. Third, the flexibility of the system in adapting to user needs. Fourth, the speed of access that affects work efficiency. Fifth, system security, which relates to the protection of user data from unauthorized access. And sixth, system reliability, which is the ability of the system to operate stably without interruption. These six indicators collectively describe the quality of the system that is good and affects employee performance, especially in the context of public services such as at the Simolawang Health Center. Therefore, improving the quality of the system is a strategic step to support the effectiveness of work and public health services.

Work Culture

Work culture is a set of assumptions, values, beliefs, and norms that develop and are used as guidelines by members of the organization in acting and facing challenges, both internal and external. This culture is the foundation of individual behavior in the work environment and helps determine the identity and direction of organizational policies. Robbins (2016) states that work culture is a system of shared meaning that distinguishes one organization from another, while Prawitasari et al. (2022) and Jahan et al. (2022) affirm that work culture serves as a guideline for employee behavior. This culture is not only formed from formal policies, but also through the process of inheriting values that have become daily work habits. When employees have an understanding and awareness of work culture, they will be more motivated to work effectively and efficiently. Thus, the stronger the work culture embedded in the organization, the higher the motivation to excel and improve overall performance.

In this study, work culture was measured using four main dimensions according to Moeljono (2013). First, integrity, which is the consistency of employees in acting according to organizational values and professional code of ethics. Second, professionalism,

which reflects the ability of employees to complete tasks effectively and efficiently based on qualifications and training. Third, satisfaction, which is the organization's ability to provide the best service that is friendly, responsive, and technology-based. Finally, exemplarship, which includes exemplary behaviors such as hard work, fairness, and assertiveness. These four dimensions are not only indicators of work culture, but also reflect the extent to which organizational values are internalized by employees. With a strong work culture, organizations can create a harmonious work environment, increase motivation, and strengthen employee commitment to achieving common goals.

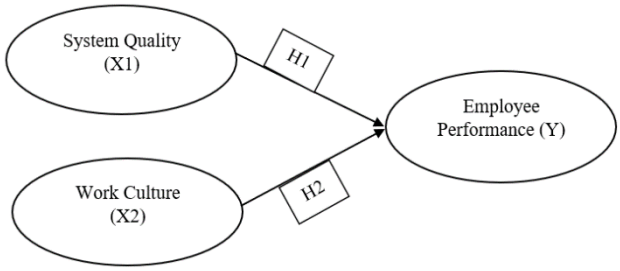
Employee Performance

Employee performance is a crucial component in achieving the goals of an organization or agency. Good performance reflects the success and survival of the organization because it describes how optimally employees carry out their duties according to their roles and responsibilities. According to various experts, employee performance is the result of work achieved within a certain period of time based on established standards. Khaeruman et al. (2021) stated that performance is a work achievement that is in accordance with the duties and functions of each individual, while Nuryadin et al. (2019) emphasized that these achievements can occur both individually and in groups. In addition, Silaen et al. (2021) view performance as the result of work based on mutually agreed quality and quantity. Employee performance is also assessed from the extent to which their work meets quality standards and overall organizational goals.

In this study, employee performance was measured through five main dimensions according to Robbins in Silaen et al. (2021). The first is the quality of work, which refers to the perfection of work results based on the skills and abilities of employees. Second, the quantity of work, which is the amount of work that can be completed in a certain period. Third, punctuality, namely the ability to complete work according to the set deadline. The fourth is effectiveness, which reflects the efficiency of the organization's use of resources to produce maximum output. Fifth, commitment, namely the level of dedication and responsibility of employees to their work. These five indicators are not only a measure of individual performance, but also reflect the employee's contribution to the overall success of the organization. Proper performance evaluation will help management in making strategic decisions, increasing productivity, and creating a professional and competent work environment.

Framework

Figure 1. *Research Framework*



Keterangan:

X = Independent Variables, System Quality, and Work Culture

Y = Dependent Variable, namely Employee Performence

METHOD

Research Design

This study uses a descriptive quantitative approach to describe the facts and characteristics of system quality variables, work culture, and employee performance systematically. Data were obtained through a Likert scale questionnaire and analyzed using descriptive statistics. The focus of the research is to describe the level of implementation, rather than to test the causal relationships between variables directly.

Population and Sample

This study uses a saturated sampling technique, namely the entire population consisting of 45 employees of the Simolawang Surabaya Health Center are involved as respondents. This technique was chosen because of the relatively small population, allowing all members of the population to be included to obtain representative data. The population consists of ASN (PNS and PPPK) and Non-ASN (outsourcing) personnel who have direct involvement in the use of the SIMPUS information system and the implementation of work culture.

Data Collection Method

The data in this study was obtained from two types of sources, namely primary data and secondary data. Primary data was collected directly from Simolawang Health Center employees (ASN and non-ASN) through a closed-ended questionnaire based on the Likert scale which was designed to measure respondents' perception of the variables of System Quality, Work Culture, and Employee Performance, and was complemented by direct observation of the use of the SIMPUS system and the implementation of work culture in the field. Meanwhile, secondary data were obtained from various relevant documents and literature, such as profiles and organizational structures of Puskesmas, reports on the use of SIMPUS, as well as scientific journals and theory books that support the conceptual framework of the research. The research instrument has also undergone validity and reliability tests using Pearson and Cronbach's Alpha correlation analysis, which shows that most of the items in the instrument are valid and highly reliable as a measurement tool in this study.

Data Analyzed Method

The data collected in this study was analyzed using multiple linear regression analysis techniques with the help of IBM SPSS Statistics software version 25. Before the main analysis was conducted, a validity test was conducted using the Pearson Product Moment correlation technique as well as a reliability test using Cronbach's Alpha to ensure that each instrument item had good consistency and reliability in measuring the variables of system quality, work culture, and employee performance, with results showing that most items were valid and highly reliable. Furthermore, a classical assumption test was carried out which included normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model met statistical requirements. Hypothesis testing was carried out using the t-test to determine the partial influence of each independent variable on the dependent variable, and the F-test to determine the simultaneous influence, with a significance level (α) of 0.05.

RESULT

Validity Test

The validity test is a test measurement tool in a questionnaire. A validity test is carried out to find out whether the question items in the questionnaire are able to measure what should be measured. The test was carried out using the Pearson Product Moment correlation technique, with valid criteria if the value r is calculated > r of the table at a significance level of 0.05.

Table 1. *Validity Test Result*

Item-Total Statistics					
Variabel	**Scale Mean if Item Deleted**	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Squared Multiple Correlation**	**Cronbach's Alpha if Item Deleted**
SIM1	57,24	42,234	0,51	0,799	0,875
SIM2	57,4	43,109	0,413	0,792	0,878
SIM3	57,58	44,068	0,184	0,792	0,878
SIM4	58,31	37,856	0,537	0,525	0,888
SIM5	57,6	42,427	0,336	0,54	0,882
BK1	57,76	40,143	0,445	0,639	0,879
BK2	57,36	40,189	0,629	0,89	0,869
BK3	57,29	39,483	0,688	0,907	0,866
BK4	57,2	41,982	0,581	0,694	0,873
BK5	57,4	38,564	0,708	0,832	0,865
KP1	57,4	39,064	0,714	0,727	0,864
KP2	57,44	38,843	0,729	0,865	0,864
KP3	57,38	41,013	0,611	0,853	0,871
KP4	57,33	42,364	0,449	0,699	0,877
KP5	57,4	38,745	0,688	0,819	0,866

Based on the results on 'Corrected Item-Total Correlation', it is known that all items are declared valid except SIM3 which has a correlation value of 0.184 (< 0.294), so it is not strong enough to measure its construct and is declared invalid. Meanwhile, other items have correlation values between 0.336 to 0.729, which shows a sufficient to very good contribution to the construct, with the highest items being KP2 (0.729), KP1 (0.714), and BK5 (0.708), which are classified as very strong. In addition, in Cronbach's Alpha if Item Deleted result, the alpha value increases from 0.875 to 0.878 if SIM3 is deleted, further

strengthening the reason for excluding the item from further analysis.

Reliability Test Results

Hardani et al., (2020:393) stated that the reliability of a scale is defined as the extent to which a measurement process is free from errors. *Reliability* is very much related to accuracy and consistency. A scale is said to be reliable, if it produces the same results when measurements are repeated and carried out under constant conditions. The reliability of the variable is determined based on *the alpha Cronbach* value, if the *alpha Cronbach* value is greater than 0.6 then it is said that the variable is reliable or reliable.

Table 2. *Reliability Test Result*

Variabel	Jumlah Item	Cronbach's Alpha	Kategori Reliabilitas
Sistem Informasi Manajemen	5	0,88 – 0,89	Sangat Reliabel
Budaya Kerja	5	0,86 – 0,87	Sangat Reliabel
Kinerja Pegawai	5	0,86 – 0,87	Sangat Reliabel

The results of the analysis showed that all variables had a Cronbach's Alpha value above 0.80, which means that the instrument has high reliability. The SIM indicator consists of five items, with Cronbach's Alpha values ranging from 0.88 to 0.89, indicating that all items in this variable contribute positively to the consistency of the instrument. The BK variable also consists of five items and obtains a Cronbach's Alpha value between 0.86 and 0.87, which signifies an excellent level of reliability. Meanwhile, the KP variable with five items has Cronbach's Alpha values that range from 0.86 to 0.87, which also falls into the highly reliable category.

Normality Test Result

Normality testing is a statistical procedure used to test whether the data in a study has a normal distribution or not. Data normality is important in statistical analysis because many methods of inferential analysis such as linear regression and other parametric tests require the assumption that the data is normally distributed. One of the commonly used methods is the *Kolmogorov-Smirnov Test* or *the Shapiro-Wilk Test*. If the significance value (Sig.) of this test is greater than 0.05, then the data is considered to be normally distributed.

Table 3. *Normality Test Result*

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X1	,171	45	,002	,931	45	,010
X2	,158	45	,007	,918	45	,003
Y	,190	45	,000	,913	45	,002

a. Lilliefors Significance Correction

The results of the normality test showed that all research data related to the variables of system quality, work culture, and employee performance were in normal distribution. This is indicated by the significance value on the normality test (both Kolmogorov-Smirnov and Shapiro-Wilk) which is above the 0.05 mark. Therefore, it can be concluded that the data has met the assumption of normality and is feasible to be analyzed using parametric statistical methods such as linear regression.

Multicolonierity Test Result

The multicollinearity test is one of the classic assumption tests in linear regression that aims to detect the presence of high correlations between independent variables in the model. If two or more independent variables are highly correlated with each other, it can lead to inaccuracies in the regression coefficient estimation. This test is usually carried out by looking at *the Tolerance* and *Variance Inflation Factor* (VIF) values. A variable is said to be free of multicollinearity if the *Tolerance value* is > 0.10 and the VIF value is < 10.

Table 4. *Multicolonierity Test Result*

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	,350	,436		,802	,427					
	X1	,246	,108	,220	2,283	,028	,529	,332	,198	,809	1,236
	X2	,685	,093	,708	7,355	,000	,804	,750	,637	,809	1,236

a. Dependent Variable: Y

The results of the Multicolonierity test were obtained that all independent variables in the model, namely Management Information System, Work Culture, and Employee Performance, had *a Tolerance* value above 0.10 and VIF below 10. This shows that there are no symptoms of multicollinearity between free variables in the regression model used, making the model feasible for further analysis. Thus, the multicollinearity-free assumption has been fulfilled

and does not interfere with the interpretation of regression results.

Heteroscedasticity Test

The heteroscedasticity test is part of the classical assumption test used to find out whether in the regression model there is an inequality of variance from one residual observation to another. Heteroscedasticity occurs when the error term does not have a constant variance across observations, which can lead to estimation inefficiencies and decrease the validity of statistical testing.

Figure 5. *Heteroscedasticity Result*

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	,726	,270		2,691	,010					
	X1	-,077	,067	-,190	-1,150	,257	-,247	-,175	-,171	,809	1,236
	X2	-,046	,058	-,132	-,797	,430	-,215	-,122	-,118	,809	1,236

a. Dependent Variable: ABS_RES

The heteroscedasticity test was performed using *the Glejser test* which showed that the entire significance value of the independent variable was greater than 0.05. Thus, it can be concluded that the regression model in this study does not experience heteroscedasticity problems**,** meaning that the residual variance is constant and the model meets one of the requirements of a good classical assumption for multiple regression analysis

Autocorrelation Test

The autocorrelation test is a test in regression analysis to find out whether there is a correlation between the residual or error in one observation and the residual in another. Autocorrelation often appears in time series data, and if left unchecked, can cause regression coefficient estimation to be inefficient. One common way to detect autocorrelation is to use the Durbin-Watson (DW) test. DW values range from 0 to 4, with values close to 2 indicating the absence of autocorrelation. A value close to 0 indicates a positive autocorrelation, while a value close to 4 indicates a negative autocorrelation.

Table 6. *Autocorrelation Test Result*

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Change Statistics F Change	Change Statistics df1	Change Statistics df2	Change Statistics Sig. F Change	Durbin-Watson
1	,828[a]	,685	,670	,312	,685	45,729	2	42	,000	2,088

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The results of the Multicolonierity test were obtained that all independent variables in the model, namely Management Information System, Work Culture, and Employee Performance, had *a Tolerance* value above 0.10 and VIF below 10. This shows that there are no symptoms of multicollinearity between free variables in the regression model used, making the model feasible for further analysis. Thus, the multicollinearity-free assumption has been fulfilled and does not interfere with the interpretation of regression results.

Analysis of Multiple Linear Regression

The Multiple Linear Regression test is used to determine the influence of more than one independent variable on one dependent variable simultaneously and partially. This method allows an analysis of the

Table 7. *Multiple Linear Regression Test Result*

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	,350	,436		,802	,427					
	X1	,246	,108	,220	2,283	,028	,529	,332	,198	,809	1,236
	X2	,685	,093	,708	7,355	,000	,804	,750	,637	,809	1,236

a. Dependent Variable: Y

relationship between several factors (in this case: system quality and work culture) and the expected outcome (employee performance).

Table 9. *F Test Result*

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,903	2	4,452	45,729	,000[b]
	Residual	4,089	42	,097		
	Total	12,992	44			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The results of the regression analysis showed that the quality of the system and work culture together or partially had a positive and significant influence on the performance of employees at the Simolawang Health Center. An Adjusted R^2 value of 0.664 indicates that 66.4% of the variation in employee performance can be explained by these two variables, while the remaining 33.6% is influenced by other factors outside the model. System quality (X1) and work culture (X2) both showed a significance value of < 0.05, which indicates that improving the quality of SIMPUS and implementing a good work culture can significantly encourage improved employee performance.

Coefficient of Determination (R2)

The Coefficient of Determination (R^2) test is a measure in regression analysis that shows how much of the proportion of variance of a dependent variable (Y) can be explained by an independent variable (X). The value of R^2 is in the range of 0 to 1. The closer it is to 1, the more strongly the regression model explains the relationship between the free and bound variables. For models with more than one independent variable, the Adjusted R^2 value is used because it has been adjusted for the number of independent variables used in the model.

Table 8. *Coefficient of Determination Test Result*

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,828[a]	,685	,670	,312	,685	45,729	2	42	,000	2,088

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Based on the results of the regression analysis, an Adjusted R^2 value of 0.664 was obtained, which means that 66.4% of the variation in employee performance can be explained by the variables of system quality and work culture. Meanwhile, the remaining 33.6% was explained by other factors not included in this study model. This value shows that the regression model built has a fairly strong level of explanation and is suitable for use in drawing conclusions related to the influence of independent variables on employee performance.

F-test

The F test, also known as the simultaneous test, is one of the methods in multiple linear regression that is used to find out whether all independent variables together (simultaneously) have a significant influence on the dependent variables. This test is carried out through the ANOVA (Analysis of Variance) table. If the significance value (Sig.) < 0.05, then it can be concluded that the regression model as a whole is significant and suitable for prediction.

The results of the F test showed that the F value of the calculation was 45.838 with a significance value of 0.000. Because the Sig. value < 0.05, it can be concluded that the quality of the system and work culture simultaneously have a significant effect on the performance of employees at the Simolawang Health Center. This means that the regression model used in this study is feasible and reliable to explain the relationship between the variables studied.

T-test

The t-test (partial test) in multiple linear regression is used to test whether each independent variable individually has a significant influence on the dependent variable. With this test, researchers can find out whether each independent variable (such as system quality and work culture) makes a real contribution to the bound variable (employee performance). The test criteria are usually based on the significance value (Sig.): if the Sig. value < 0.05, then the variable has a significant effect

Table 10. *T Test Result*

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,903	2	4,452	45,729	,000[b]
	Residual	4,089	42	,097		
	Total	12,992	44			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The results of the t-test showed that the two independent variables, namely System Quality (X1) and Work Culture (X2), partially had a positive and significant effect on employee performance at the Simolawang Health Center. System Quality has a t-value of 3.703 with a significance of 0.001, while Work Culture has a t-value of 4.428 with a significance of 0.000. Since both significance values are below 0.05, it can be concluded that both make a real contribution to improving employee performance.

DISCUSSION

Implementation of SIMPUS System Quality at Simolawang Health Center Surabaya

The Health Center Management Information System (SIMPUS) is an important instrument in supporting the efficiency of health services at the primary level. Based on research at the Simolawang Health Center in Surabaya, it was found that the quality of the SIMPUS system still faces challenges in several main dimensions of system quality according to the DeLone and McLean (2016) model, such as ease of use, integration, flexibility, speed of access, security, and reliability. Many employees still experience difficulties in operating SIMPUS, especially in the data entry and reporting process. This is exacerbated by the practice of double recording which indicates that the system has not been fully integrated in the health center's workflow. The system is also not directly connected to external systems such as BPJS p-care, causing time-wasting and error-prone repetition of data inputs. In addition, SIMPUS has not been flexible in adjusting dynamic reporting from the Health Office and still requires manual data processing.

From the technical aspect, SIMPUS often experiences obstacles such as slow system access due to network disruptions, which has an impact on service delays and decreased user satisfaction. The security of the system is also not optimal because it is not equipped with important features such as data

encryption or double authentication. On the other hand, the reliability of the system is still low because it often experiences operational interruptions. Nevertheless, the results of the analysis show that the quality of the SIMPUS system still has a positive and significant influence on employee performance. This shows that work effectiveness is increasing despite the weaknesses of the system. Therefore, improving the quality of the system, especially in terms of integration, speed of access, and user training, is very necessary to optimize the benefits of SIMPUS in supporting more efficient and professional health services.

Implementation of Employee Work Culture at Simolawang Health Center Surabaya

Work culture is an important component that shapes employee behavior and work ethic, especially in the public service sector such as health centers. At the Simolawang Health Center in Surabaya, the work culture has been implemented through the value of 3S (Smile, Greeting, Greeting), but still faces obstacles in its implementation. Evaluation of work culture is carried out through four main dimensions: integrity, professionalism, job satisfaction, and exemplary. In terms of integrity, employees have generally shown compliance with procedures and work ethics, although not always consistently, especially when faced with work pressure. The professionalism of employees is quite good, but there is still a dependency between employees, especially in the operation of systems such as SIMPUS, which shows the need for regular training and technical capacity building.

In the dimension of job satisfaction, some employees are satisfied with their roles and work environment, but their motivation tends to decrease when workload increases or rewards are inadequate. This can have an impact on morale and service quality. On the other hand, the example of the leadership has not been fully realized, especially in terms of discipline and communication. Example is very influential in shaping a positive work climate and work motivation. Based on the overall findings, the level of employee work culture is in the category of quite good, but still needs improvement. Strategies that can be carried out include training in organizational values, strengthening the role of role models from leaders, and improving the reward system. With the right work culture strengthening, the quality of service at the Simolawang Health Center is expected to increase significantly.

Implementation of Employee Performance at the Simolawang Health Center Surabaya

Employee performance is a reflection of the effectiveness of the organization in providing public services, especially in the primary health sector such as health centers. Based on research at the Simolawang Health Center in Surabaya, employee performance in general is in the category of quite good, although there are still several aspects that need strengthening. Performance appraisals are carried out through five indicators: quality of work, quantity of work, punctuality, effectiveness, and commitment. Most of the employees have demonstrated adequate quality of work, such as accuracy in recording and reporting, even though the SIMPUS system is not yet fully integrated. In terms of quantity, employees are able to complete the volume of work, but the workload is high at certain moments such as monthly reporting and immunization programs are still a challenge. In addition, timeliness is still hampered by technical factors such as slow systems and network constraints, which impact reporting and decision-making delays.

The work effectiveness of employees can be seen from their ability to follow procedures and achieve goals, especially in direct services, although the optimization of the use of technology still needs to be improved. The uneven mastery of SIMPUS shows the importance of improving technical skills. In the commitment indicator, most employees show high loyalty, reflected in discipline and active participation in internal activities. However, there are still employees who are less adaptive to technological changes, so there is a need for a motivational strategy and a performance-based reward system. In conclusion, although employee performance is quite good, improvements are still needed through improving information systems, human resource training, and strengthening work culture so that health services are more effective, efficient, and responsive to community needs.

CONCLUSION

Based on the results of research at the Simolawang Health Center, it can be concluded that the quality of the Health Center Management Information System (SIMPUS) is in the good category but not optimal. From the six indicators used—ease of use, integration, flexibility, speed of access, security, and reliability—it is known that although SIMPUS helps with administrative tasks, obstacles such as lack of data integration, slow system access, and limited technical training for employees. This problem shows

the importance of system reform and increasing the capacity of human resources to support the maximum use of technology. Meanwhile, the work culture of employees in general is also relatively good, especially in the aspects of integrity, professionalism, job satisfaction, and example. The values of the 3S work culture have been applied, but not evenly, where there are still employees who need to strengthen their work attitude and consistency in implementing organizational values.

The performance of employees is also considered quite good based on five indicators, namely work quality, work quantity, punctuality, effectiveness, and commitment. Most employees show adequate performance in completing tasks and responsibilities. However, several factors such as high workload, non-optimal reward system, and technical obstacles in the use of SIMPUS are still challenges that can hinder the achievement of maximum performance. In particular, delays in reporting and the existence of manual processes indicate the need for more systematic work efficiency efforts. Therefore, improving performance can be achieved through strengthening organizational culture, developing responsive information systems, and providing performance-based incentives that are able to motivate employees in a sustainable manner.

Based on the research conducted, the following suggestions can be made:

1. The Simolawang Health Center is recommended to improve the quality of the SIMPUS system, especially in terms of data integration, access speed, and feature flexibility. It is necessary to strengthen network infrastructure, increase server capacity, and develop systems that can be directly connected to other platforms such as *p-care*. Regular technical training also needs to be provided so that all employees are able to operate the system independently and effectively.
2. Based on the results of field observations that show that the number of workers at the Simolawang Health Center is still limited, it is recommended that the management of the health center and related parties (Surabaya City Health Office) conduct a thorough evaluation of the workload of existing employees. The shortage of the number of workers has direct implications for the effectiveness of the implementation of SIMPUS, the implementation of work culture, and the achievement of optimal employee performance indicators. The increase in the number of workers, both medical personnel, paramedics, and administrative personnel who are competent and trained in the operation of SIMPUS, is urgently needed to reduce double workload, increase the timeliness of reporting, and ensure that health services run efficiently and optimally. In addition, a more balanced distribution of tasks can increase employee motivation, loyalty, and commitment in working according to established performance standards.
3. Follow-up research is recommended to add other variables such as leadership style, work motivation, work environment, or job satisfaction, to provide a broader understanding of the factors that affect employee performance. In addition, qualitative or mixed methods can also be used to delve deeper into employee experience in the application of information systems and work culture values.

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