

# Changes of Organizational Culture at the Public Health Center in Cilincing District, North Jakarta, Indonesia

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## Abstract

The empirical problem in this research is that in the working area of the Cilincing District Public Health Center, they have never carried out health education or monitoring activities in fisheries areas, including how to make salted fish. The study aims (1) to measure responsive culture, awareness management, organizational commitment, and identification of formalin in salted fish before and after implementing responsive culture. Furthermore, the study analyzes the influence of awareness management and organizational commitment on responsive culture and formalization in salted fish. It also aims to determine the best influence path model. The design used is to provide a responsive culture module and pre-post observational. Descriptive analysis was used to determine the distribution of respondents regarding responsive culture; awareness management; organizational commitment; and identification of formalin in salted fish. SEM SmartPLS is used to test the influence between variables. The results showed that the best model of influence path is (1) awareness management has a direct effect on organizational commitment; (2) organizational commitment influences responsive culture and responsive culture influences formalin content in salted fish. It is proven that a responsive culture plays an important role in overcoming health center performance problems. After implementing the responsive culture module, and a formalin test was carried out on making salted fish, the results showed that there was no formaline in salted fish.

**Keywords:** responsive culture; formalize in salted fish.

In Indonesia there are institutions that supervise the manufacture of food and drinks, namely BPOM (Food and Drug Monitoring Agency) including the Ministry of Health. Usually BPOM only supervises large-scale manufacturing of medicines, food and drinks, namely a factory [Ministry of Health of the Republic of Indonesia, 2021]. Meanwhile, small-scale food and drink production carried out by the community should be supervised by staff of Public Health Centers in the field of

environmental health through the UKM (Public Health Enterprise) program [Ministry of Health, 2018]. Furthermore, in chapter 36 of Minister of Health Regulation 75 year 2014, it is stated that UKM (Public Health Enterprise) is divided into 2 parts, namely Essential UKM and Development UKM. One of the essential UKM programs is environmental health services [Ministry of Health, 2018]. So, the performance of UKM program staff must always be

monitored by the leadership of the Public Health Center.

When discussing an organization, it will always be related to its human resources. Human resources are one way to win global competition [Ida et al, 2022]. Human resources (in this case employees), are committed to the organization depending on the leaders. Therefore, it is important for leaders to be effective leaders. An effective leader is a leader who has self-awareness. Self-awareness is a journey to discover one's identity and to make extraordinary changes. Building self-awareness requires courage to truly know yourself, recognize all weaknesses and strengths and be aware of all thoughts and feelings [Rini, 2020]. When a leader has good self-awareness, knows his strengths and weaknesses, then the leader will know situational awareness [Rini, 2020].

According to Livnat et al [2007], who stated situational awareness is the ability to identify, carry out an analysis process, and comprehensively translate critical elements of information about what is happening. According to Endsley [2000], who stated situational awareness is the perception of the elements in the environment in a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future.

Situation awareness is one of the important factors that influences a person in making decisions. There are 3 stages of Situational Awareness, namely perception, comprehension, and projection [Endsley, 2000]. According to the description, it starts from self-awareness, then becomes situational awareness, finally awareness management is formed [Rini, 2020]. Therefore, this research takes the awareness management variable which focuses on situational awareness.

Meyer and Allen [1991] distinguish 3 (three) types of organizational commitment: (1) affective commitment, (2) continuance commitment, dan (3) normative commitment. Affective commitment is a type of commitment to an organization that is based on a strong desire

to remain a member of an organization, based on 3 (three) factors, (a) belief in various organizational goals and values, (b) the desire to fight for the interests of the organization, and (c) the desire to remain a member of an organization. Continuance commitment relates to the employee's tendency to remain a member of the organization because they are unable to leave the organization. Sometimes this happens because employees believe that if they leave the organization, they will lose irreplaceable investments of time, effort and profits. Normative commitment is an obligation that is felt necessary to remain a member of an organization. Employees who have normative commitment continue to work in an organization because they feel like they should [Meyer et al, 1991]. Commitment to the organization or organizational commitment is the extent to which a person is attached to the organization where they work. There is an opinion that organizational commitment is the strength of an organization member to identify themselves with the organization. This is where the difference lies with organizational loyalty. Loyalty to the organization is one small part of commitment to the organization, although in many organizations employee loyalty to their career is placed higher than loyalty to the organization [Basel et al, 2019]. Many employees use their dedication and loyalty to the organization simply as a tactic for career advancement [Magdalena et al, 2018; Adnan et al, 2016].

High employee and leadership commitment will influence the creation of a responsive culture. The formation of culture cannot be separated from the role of leadership. Likewise, the formation of a responsive culture is also shaped by the leadership. Effective leaders, leaders who understand situational awareness, leaders who have a high commitment to the organization, will accelerate the formation of a responsive culture [Rini, 2020]. The concept of responsive culture proposed by Rini [2020] has 3 dimensions, namely time oriented, people oriented and activity oriented.

Many factors influence the formation of culture, including awareness management, organizational commitment, individual behavior within the organization, organizational values, and demographic characteristics, namely gender and age. However, in this study a researcher only limited it to awareness management and organizational commitment, towards the formation of a responsive culture, because according to the researcher these factors are the most dominant in health services at the Public Health Center, especially environmental health services.

One of the public health centers in North Jakarta is the Cilincing Public Health Center and manages 11 (eleven) sub-district public health centers. The organizational structure of all sub-district public health centers includes several programs. One of the programs is the Environmental Health Program. One of the main tasks and functions of the Environmental Health Program is Food and Drink Health [Profile of Cilincing District Public Health Center, 2022]. Based on data from the Cilincing District Public Health Center, the Environmental Health Program shows that it has never carried out health education or monitoring activities in fisheries areas, including how to make salted fish. Their activities still focus on snacks for school children. Future plans and currently in progress, health education and monitoring activities in fisheries areas will be carried out by the Occupational Health and Safety Program [Profile of Cilincing District Public Health Center, 2022]

Formaline, which is a biological preservative for corpses, is often misused to preserve everyday food ingredients, such as wet noodles, tofu, meatballs, salted fish, chicken and sea fish [Grace et al, 2023]. Salted fish is a side dish that is often consumed by coastal communities, including in Cilincing, North Jakarta, Indonesia because of its affordable price and long shelf life. Making salted fish takes several days because you have to wait for the fish to dry completely under the hot sun. When drying, flies are

attracted to the fish, landing on the fish while defecating and laying eggs. Traders often add formalin to foods such as salted fish as preservatives not knowing formaline is harmful to human health [Michael et al, 2022; Kharisma et al, 2023; Ela, 2020].

The research results of Kharisma et al. [2023], explained that there was no significant relationship between traders' knowledge and attitudes towards the use of formaline in salted fish. There is no relationship between education, knowledge, perception and attitudes of sellers who use formale in salted fish [Kharisma et al, 2023]. It could be that they deliberately use formaline on salted fish. Meanwhile, according to research results, it was stated that the highest carcinogenic risk values were reported in pathology and anatomy laboratory employees, who were always exposed to formaline through inhalation when making anatomical preparations. From the results of several studies, it is clear that it is very dangerous for salted fish makers [Ela, 2020; Amir et al., 2023]. This research produces new perspectives for research, study and policy making.

Management needs to develop policies in line with environmental changes and develop a system to guide employee behavior and internalize policies and systems into organizational culture [Martina et al, 2010]. Cultural change towards the creation of a responsive culture needs to be hastened if an organization wants to survive and continue to develop amidst the dynamics of changing environments and high levels of business competition [Rini, 2024].

Public Health Center's leaders and staff are required to have new knowledge by changes taking place. New knowledge does not only concern quality problems of the doctor's examination results that have high accuracy, but also must pay attention to other needs that occur around them. Simply put, the Public Health Center is demanded to be more outward-looking. Cultural change toward the creation of a responsive culture in an organization is needed.

The creation of a culture of responsiveness in an organization will produce excellent performance.

People who live on the Cilincing coast have a livelihood as fishermen. The wives process salted fish and export it to several cities in Indonesia. This job is a home industry. When processing salted fish, processors always add formaline as a preservative. Automatically they are always exposed to formaline every day. This is very dangerous for their health.

In fact, such a home industry must have supervision and guidance from the local public health center staff, namely the Cilincing District Public Health Center. Meanwhile, the staffs of the Cilincing District Public Health Center have never carried out health education or monitoring activities in the fisheries area. Their activities still focus on snacks for school children. Future plans, health education and monitoring activities in fisheries areas will be carried out by the Occupational Health and Safety Program. It could be said that the Cilincing District Public Health Center is experiencing a management crisis, including a work culture crisis. In this case, work culture can also be interpreted as organizational culture.

Schein [1992], postulated that when an organization faces problems of external adaptation and internal integration, the organization must rely on organizational culture to solve these problems. Considering that the environment facing Public Health Centers in Indonesia is changing, the aim of the research is to find out whether this postulate applies in the management of Public Health Centers in Cilincing subdistrict, North Jakarta.

This research will help improve performance, thereby providing benefits in better health services. Understanding how internal capabilities demonstrated by members' organizational commitment must be managed in order to adapt to environmental changes can help management maximize the achievement of health service goals and objectives.

## Literature review

Service is the key to success in various businesses or service activities. The role of service will be greater and more decisive when there is competition in service activities in society in an effort to win the market or customers. The existence of such competition has a positive impact on the organization or company. They compete in providing services, through various means, techniques and methods that can attract more people to use or use the services or products produced by the organization or company. Competition in society is not only in terms of quality and quantity but also in terms of services [Katherine et al, 2016].

To ensure service accountability, Public Health Centers are required to carry out continuous quality improvement. The strategy to improve service quality requires them to have four sides: 1) the customer side with all their needs and expectations, 2) the organizational performance improvement side, 3) the improvement side of the production-consumption process of health services, and (4) the organizational culture side that supports continuous improvement. All customer components with all their needs, hopes and desires are the heart of the strategy because they are the ones who will drive improvement efforts [Nurul et al, 2015].

Performance improvement will focus on increasing various performance standards and increasing the consistency of conformance by all employees through process, competence, caring and professionalism. Process improvement is improving work processes and systems that are cost-effective and directly directed (straightforward the streamlined). The strategy to improve service quality will achieve optimal change if the level of organizational maturity can be identified to support continuous improvement of service quality to achieve excellent service as the competitive edge of the business [Mohammad et al, 2023]

Several factors for the success of service organizations, including health services, currently lie in the awareness management of leadership and building commitment, especially employee satisfaction as internal customers [Mica, 2017]. How well executives and all employees at all levels emphasize the importance of patient retention, how well the practice listens to customers and increases their satisfaction. How well the commitment to customer service is translated into actions, processes, and various performance records that are easy to understand and how seriously the leadership views all employees as a valuable investment and not a burden to the organization [Julie et al, 2016].

Internally, all these demands can actually be carried out by carrying out continuous improvements (continuous improvement or *kaizen*) and various kinds of organizational innovations. Seeing this reality, Public Health Centers are required to make management changes. The management changes in question include changes in work culture. Discussing work culture means it is related to the organizational culture of the Public Health Center. In accommodation with this understanding, Rini (2020) defines responsive culture as a culture of an organization in which members of the organization have sensitive feelings, anticipatory thinking, and fast reactions.

Carlos [2010] said that responsiveness refers to the firm's ability to respond quickly to customer needs and wants. Responsiveness is also understood as how far people control their emotions or friendliness or how they analyze situations properly when they make communication/contact with the other people. When responsiveness become a habit and internalized within the people of an organization and embedded in organization' system, then it becomes a culture of responsiveness.

Because culture could function to solve the problem of external adaptation, then any organization including Public Health Centers in Indonesia, if necessary, may create this kind of

culture in order for this organization to make better alignment with its environment. This is particularly true for organizations facing with dynamic and continuously changing environment, and more demanding customers. However, for organization to have strong responsive culture, employee commitment and awareness management are required [Sarantuya et al, 2021].

Commitment refers to the acceptance, involvement and dedication of the employees to the goals of organization. Furthermore it is also said that employees will try their best for organization's objectives and will stay longer with the organization if that organization invests adequately to train and develop those employees. This argument is in line with Sarantuya et al. [2021] view that employees who have high commitment to their organization tend to have more involvement in positive behavior. These all finally can be concluded that employee commitment may influence the culture of an organization.

For the public health centers environment with the characteristics of high contact, customized and personal services, to increase competence which results in health service products that can satisfy consumers, apart from being determined by the human resource factor of the provider, the quality of the service is also determined by the presentation process to meet consumer demands. The Public Health Center in Cilincing sub-district has the task of assisting and providing understanding to salted fish processors and sellers, so that when processing salted fish, they do not add formalin as a preservative. Formalin is toxic and carcinogenic. Evaporation of formaldehyde can result in high exposure. Formalin can also cause allergies and irritation [Siddhartha et al, 2020; Noha et al, 2019].

Responsive culture is an organizational subculture that theoretically has never received attention, either from academics or practitioners. For both government and private organizations, especially organizations operating in the service sector, developing a responsive culture has

become an urgent need that must be carried out immediately, especially to respond quickly to consumer demands which are increasingly diverse and constantly changing. There has been no research on the results of salted fish processing that is linked to the management of public health centers, therefore further research is needed that makes the connection

#### Research hypotheses

To examine these relationships we developed six research hypotheses:

H1: Awareness Management has a positive effect on Organizational Commitment

H2: Awareness Management has a positive effect on Responsive Culture

H3: Awareness Management has a positive effect on the presence of formaline in salted fish

H4: Organizational Commitment has a positive effect on Responsive Culture

H5: Organizational Commitment has a positive effect on the presence of formaline in salted fish

fish

H6: Responsive Culture has a positive effect on the presence of formaline in salted fish

## Research method

This research is a pre and post-study, aiming to compare before and after being given the responsive culture and training module, develop a better understanding of awareness management, organizational commitment, and its relationship to responsive culture and the presence of formaline in preserved salted fish from the perspective of leaders and staff of the Cilincing Public Health Center

The sample consists of 11 sub-district Public Health Centers included in the working area of the Public Health Center in Cilincing Regency. The eleven public health centers are 1) Cilincing District; 2) Cilincing sub-district; 3) Marunda sub-district; 4) Marunda Flats sub-district; 5) Sukapura sub-district; 6) Kalibaru sub-district; 7) Rorotan sub-district; 8) East Semper sub-district; 9) West Semper 1 sub-district; 10) West

Semper 2 sub-district; 11) West Semper 3 sub-district. The total sample size was 178 respondents consisting of the Head of the Community Health Center and staff in the Environmental Health program.

#### Research instrument

There are several research instruments used for primary data collection, namely:

1. In-depth interviews and questionnaire sheets to assess the type of organizational culture (responsive culture);

2. Questionnaire sheet to assess awareness management; organizational commitment; responsive culture and

3. Identification of formaline in salted fish in the laboratory

4. Responsive Culture Module

The questionnaire was compiled and developed through several stages, namely:

1. Study of literature;

2. Determination of indicators for each variable;

3. Develop questions according to the indicators of each variable;

4. Test validity and reliability;

5. Finalizing the questionnaires.

Examination of formaline levels in salted fish is carried out quantitatively at BBLK (Health Laboratory Center) Central Jakarta

#### Data analysis

Two steps of data analysis were involved. In the first stage, descriptive analysis was carried out in the form of tables for the variables awareness management, organizational commitment, responsive culture and formaline tests on salted fish. In the second stage, analysis was carried out using Structural Equation Modeling SmartPLS software to analyze the relationship between these variables.

## Results

The results of the descriptive analysis before and after being given the responsive culture module can be seen in Table 1

Table 1 The average value of the variables awareness management, organizational commitment, responsive culture and formaline content in salted fish, before and after understanding and implementing of the responsive culture module

No	Variabel	Average value	
		Before	After
1	Awareness management	98,0	134,6
2	Organizational commitment	78,5	96,6
3	Responsive culture	86	144
4	Formaline testing on salted fish	Positive (average 0,86 mgram/kilogram)	Negative

Source: Authors

Data on the average value of awareness management is divided into 3 categories, namely:

Not good : 0 – 75  
 Medium : 75.1 – 150  
 Good : 150.1 – 225

Data on the average value of organizational commitment is divided into 3 categories, namely:

Low : 0 – 50  
 Medium : 50.1 – 100  
 High : 100.1 – 150

Data on the average value of responsive culture is divided into 3 categories, namely:

Less responsive : 0 – 100  
 Sufficient responsive : 100.1 – 200  
 Responsive : 200.1 – 300

Data on the average value of formaline content in salted fish is divided into 2 categories,

namely: Positive : There is still formalin, although the levels are small  
 Negative : 0

Table 1 shows that there are changes in the mean values of awareness management, organizational commitment, responsive culture and formaline content in salted fish, although these changes are still in the medium category. Meanwhile, the results of the formaline test on salted fish showed a significant change, there was no formaline again on salted fish. This showed the importance of changing organizational culture toward Responsive Culture at the Public Health Center.

Partial Least Square inner model testing

Inner model testing is testing the influence between research variables. It is said to influence if it shows a value above 0.50. Testing of the outer model and inner model can be seen in the figure 1.

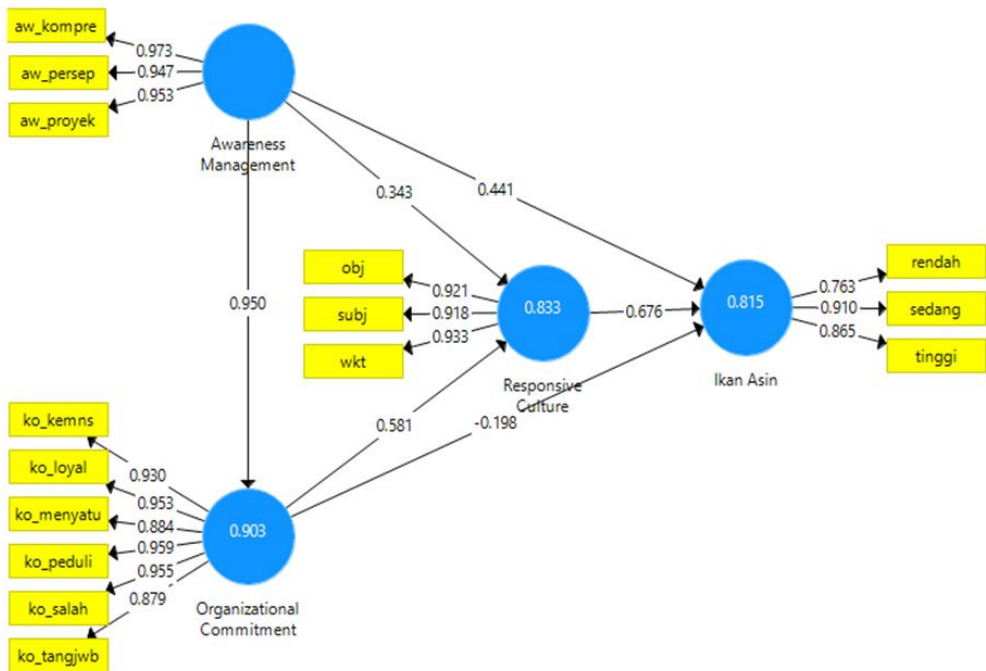


Figure 1: Outer model and inner model results

Using structural equation modeling, significant associations were found between awareness management, organizational commitment, responsive culture and the presence of formaline on salted fish

H1 Awareness management has a direct and significant effect on organizational commitment. Based on the results of the model influence test, an innerweight coefficient value of 0.950. These findings support H1

H2 Awareness management has an indirect and significant effect on responsive culture. Based on the results of the model influence test, an innerweight coefficient value of 0.343. These findings do not support H2

H3 Awareness management has an indirect and significant effect on the percentage of formaline in salted fish. Based on the results of the model influence test, the innerweight

coefficient value was 0.441. These findings do not support H3

H4 Organizational commitment has a direct and significant effect on responsive culture. This model achieved a high level of fit. Based on the results of the model influence test, an innerweight coefficient value of 0.581. These findings support H4.

H5 Organizational commitment has an indirect and significant effect on the percentage of formaline in salted fish. Based on the results of the model influence test, the innerweight coefficient value was -0.198. This means, that the higher the commitment of members and leaders of the organization, the lower the percentage of formaldehyde in salted fish. These findings do not support H5

H6 Responsive culture has a direct and significant effect on the percentage of formaline in salted fish. Based on the results of the model

influence test, an innerweight coefficient value of 0.676. These findings support H6.

Testing the inner model or structural model essentially tests the hypothesis in the research. Hypothesis testing is carried out by looking at the

inner weight value for each partial influence path..

The best model pathway of the overall variable can be illustrated in figure 2.

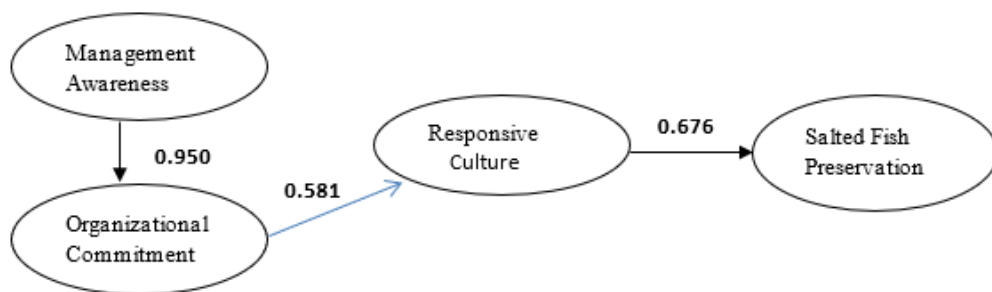


Figure 2: Best Line Model of the Influence of Management Awareness and Organizational Commitment to Responsive Culture and Implications on the presence of formaline in preserved salted fish

## Discussion

The best model for the influence of awareness management on the presence of formaline in salted fish must be through organizational commitment and responsive culture. Based on this model, it can be concluded that organizational commitment and responsive culture have a very important role in the process of reducing formaline in salted fish, because organizational commitment and responsive culture are moderator factors or the relationship between awareness management of the presence of formaline in salted fish. preserved salted fish.

Situational awareness influences employee commitment and this improves outcomes such as maintaining high performance standards and achieving organizational performance goals which are further enhanced by organizational culture. Leadership in the healthcare sector must apply social intelligence skills to relate to others to improve employee performance [Jasmine et al, 2020]. Self- awareness, and competence has a significant effect on organizational commitment, so leaders' self-awareness has an important role in improving employee

performance [Uswatun et al, 2020]. The results of this study, argue that awareness management has an indirect and significant effect on the presence of formaline in salted fish. The absence of formaline in salted fish can be categorized as performance of the staff of public health centers. The differences between the results of this research and previous research lie in self-awareness (as a beginner forming awareness management) and awareness management.

The formation of organizational culture cannot be separated from the leadership. It is the leadership of the organization that shapes the organizational culture [Schein, 1992; Yafang Tsai, 2011; Mirjam et al, 2015]. However, if the leadership is not committed, then the organizational culture will not be formed. Therefore, mediation is needed, namely commitment towards the formation of organizational culture. In line with statements [Yafang Tsai, 2011; Mirjam et al, 2015], the results of this research show that leadership awareness management influences responsive culture.

This study shows that organizational commitment influences the responsive culture. This is contrary to the opinion of Meyer and Allen [1991] which states that organizational culture is an antecedent of organizational commitment. Meanwhile in year 1997, Meyer and Allen also argued that employee commitment could influence organizational culture. This possibility is because in this study Meyer and Allen's normative commitment was used, while both in 1991 and 1997 Meyer and Allen did not mention the types of commitments used in their research. It could be that Meyer and Allen's use is affective or continuance commitment.

The model in this study also shows that responsive culture can affect the presence of formaline in salted fish. This is supported by many studies which state that organizational culture can influence the improvement of employee performance. This finding is also in line with results of the study of [Yafang Tsai, 2011; A. Ancy et al, 2023] which states that organizational culture has a strong influence on employee attitudes and behavior. Likewise with the results of the study of [Jina et al, 2022] which found that organizational culture tends to influence employee work. Therefore, it is important for leaders of Public Health Centers to always direct employees to have sensitive ways of thinking and how to behave in an anticipatory manner so as to produce a reaction to the environment of the organization both internally and externally.

Formaline is found in our environment and can come from several food components as a food preservative. Exposure to formalin can damage fundamental biomolecules such as DNA and proteins [Hernán et al, 2018; Ki-Hyun et al, 2011]. Formaline can be cause of nasopharyngeal carcinoma and leukemia in humans exposed to formaldehyde that resulted in formaldehyde being considered a carcinogen [James et al, 2013, Carmela et al, 2021]. However, it is still doubtful that formaline exposure can cause lung cancer risk. However,

we must always avoid exposure to formaline, because the WHO also recommends a threshold value of 0.1 mg/m<sup>3</sup> (0.08 ppm) for a period of 30 minutes [Kyeongmin et al, 2020; Giuseppe et al, 2023].

Responsive culture can answer all these problems, because the stages and nature of the formation of responsive culture begins with a feeling of sensitivity, (for example: interest), so that it behaves anticipatorily (for example: answering), and will react quickly to the surrounding environment (for example : initiative), finally produces an output (for example: suggestions). Although this study of responsive culture was carried out in the Public Health Centers, it does not mean that the scientific concept of responsive culture only applies to Public Health Centers organizations. The other organizations according to the context are also expected to be able to apply this concept. In simple terms, Public Health Center are required to be more outwardlooking.

## Conclusion

1. The results of this research show that the responsive culture module and questionnaire can be applied to other Public Health Centers. The formation of a responsive culture should be implemented immediately if these Public Health Center wish to thrive. Responsive culture has three dimension: time oriented, people oriented and activity oriented.

2. Higher level of awareness management within leaders' of Public Health Centers leads to higher commitment of these leaders and their staffs to the organization. In similar fasion, faster formation of responsive culture leads to better quality of salted fish produced by fishermen in Cilincing, North Jakarta.

### Limitations of this study

1. Research was conducted in 11 Public Health Centers institutions with total samples of 178 respondents. The SEM PLS inferential analysis was carried out using bootstrapping so that the results of this study can be generalized.

2. The research did not involve other government elements, such as Food and Drug Monitoring Agency (BPOM) which is part of the Ministry of Health. We also note the said agency should pay more attention to home industries.

#### Practical implications

Public Health Centers' staff should provide education to fishermen as well as monitor and evaluate the preferred methods of salted fish production in order to increase their awareness of the danger of formalin and/or H<sub>2</sub>O<sub>2</sub> as preservatives.

#### Further scope for future research

It is advisable to do health check-up, such as X-ray examinations, liver function tests and other related tests on the people who work as processors in the salted fish production facilities as they are at high risk of breathing air contaminated with formalin and/or H<sub>2</sub>O<sub>2</sub>.

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3. The community of the research location has contributed to this research

#### Conflict of Interest Statement

The authors of this research declare that there is no conflict of interest related to this study.

#### Ethical Approval And Consent To Participate

The ethical approval of this research was taken from Ethics Committee of The Ministry of Health Jakarta II Health Polytechnic, Jakarta (Ethical Approval LB.02.03/KE/38/306a/2021).

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