



## Relationship between Organizational Culture and Employee Performance at the Inpatient Installation of Muhammadiyah Kediri Hospital

Linda Hapsari<sup>1</sup>, Ansarul Fahrudda<sup>2</sup>, Mirrah Samiyah<sup>3</sup>

<sup>1-3</sup>Faculty of Medicine, Muhammadiyah University of Surabaya  
Jl. Raya Sutorejo No.59, Dukuh Sutorejo, Kec. Mulyorejo, Surabaya, Jawa Timur  
60113

Corresponding Author : Linda Hapsari

Email : [linda.hapsari-2023@fk.um-surabaya.ac.id](mailto:linda.hapsari-2023@fk.um-surabaya.ac.id)

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### ABSTRACT

Public demand for the quality of hospital services causes the need to improve service performance at Muhammadiyah Kediri Hospital. The Inpatient Installation as the unit that interacts the most with customers is very prone to complaints which must be a priority in improving service performance by implementing organizational culture innovation. The purpose of this study is to determine the relationship between organizational culture and employee performance at the Inpatient Installation of Muhammadiyah Kediri Hospital. This study used an observational quantitative design with a cross-sectional study approach with univariate data frequency distribution analysis and bivariate data analysis using the Spearman Rho Test. The population in this study were all employees of the Inpatient Installation of Muhammadiyah Kediri Hospital with a sample of 70 respondents taken using purposive sampling method with the Slovin formula. The instrument used in this study was a questionnaire. The results of univariate analysis obtained good and very good organizational culture by 61.4%, good and very good employee performance by 61.4%. The results of the Spearman Rho bivariate analysis obtained the coefficient value is 0.889, so it is concluded that there is a significant relationship between organizational culture and employee performance in the Inpatient Installation and is in the strong category.

**Keywords :** Organizational Culture, Employee Performance, Inpatient Installation

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### INTRODUCTION

Hospital is a health care institution which fully organizes health services for individuals by providing outpatient services, emergency services, and inpatient services (Kemenkes RI, 2023). Inpatient services are non-structural service installations that function to provide individual health service facilities which include diagnosis, treatment, observation, nursing and medical rehabilitation (Simbolon, 2022). One of the most important factors in hospital organization is the quality of Human Resources (HR). HR performance determines the progress of an organization. Meanwhile,

performance is the result of the achievement of a person's work in an institution according to their responsibilities and authority as an effort to achieve the institution's goals conforming with ethics and morals, legally (Adrian, 2020). An individual is considered to have good performance if they are able to work in accordance with the goals and objectives of the institution. An organization is able to develop properly by maintaining good individual performances (Damayanti, 2021). In the scope of staffing, performance is the work achieved by employees when carrying out tasks with quality and quantity that are consistent with the responsibilities given (Juliati, 2021).

Public demand for improving the quality of service of Muhammadiyah Kediri Hospital is increasingly high, especially in the Inpatient Installation as a service unit with the most extensive interaction between patients and employees compared to other units. The existence of several patient complaints submitted directly or through social media related to the performance of the Inpatient Installation service is a problem that must be resolved immediately by improving performance. Violation of the discipline of employees of the Inpatient Installation of Muhammadiyah Kediri Hospital is also a significant concern because it contributes to reducing the effectiveness and efficiency of work.

Hospitals are deemed good if they were to provide public services effectively and efficiently. The definition of effective in providing public services can be measured by comparing expectations with the perceived performance of the community. Employees are vital assets that affect hospital performance, therefore a culture is needed to improve employee performance (Ma., 2022).

Organizational culture is part of the norms or values that may direct the behavior of organizational members. Each member will behave as per the established organizational culture in order to be accepted by their environment (Tran, 2020). The role of a positive organizational culture can significantly improve employee performance. In recent years, there have been serious problems caused by weak organizational culture in Indonesian hospitals, which has an impact on low employee performance. A decrease in overall employee performance is attributable to a low organizational culture (Djaman et al., 2021). The success or failure of the predetermined organizational goals can be determined by looking at employee performance. Meanwhile, one of the factors that influence the performance of an organization is organizational culture (Muhammad A, et al. 2022).

Based on the explanation above, it can be concluded that the performance of employees of the Inpatient Installation of Muhammadiyah Kediri Hospital must be improved, therefore the hospital forms an organizational culture, provides training and conducts monitoring and supervision of organizational culture to all employees of the Inpatient Installation. This effort is made to improve employee performance to be more effective, efficient and to provide quality service. The aim of this study is expected to determine a definite relationship as to whether organizational culture is directly related to the performance of employees of the Inpatient Installation of Muhammadiyah Kediri Hospital.

## METHODS

This study used an observational quantitative design with a cross-sectional study approach using the Spearman Rho correlation test. This research was conducted at RS Muhammadiyah Kediri on September 2, 2024 - September 16, 2024. The population in this study included all employees in the Inpatient Installation of Muhammadiyah Kediri Hospital, with the total of 228 employees. The sampling technique is non probability sampling in the form of purposive sampling with the Slovin formula, and obtained a sample size of 70 respondents.

The independent variable in this study is organizational culture (X) while the dependent variable is employee performance (Y). The data collection method uses two measuring scales, which are the Inpatient Installation organizational culture scale and the Inpatient Installation employee performance scale. Data collection in this study was obtained from primary data using a questionnaire distributed to employees with answers converted into a Likert Scale. The data analysis technique uses Univariate data frequency distribution analysis and Spearman Rho Bivariate analysis. The data analysis was done electronically using SPSS software. The data that had been processed will then be presented in the form of a narrative and given a description for explanation.

## RESULTS AND DISCUSSION

**Table 1.** Respondent Characteristics

Gender		
	N	Percentage
<i>Female</i>	43	61,4%
<i>Male</i>	27	38,6%
Total	70	100%
Age		
	N	Percentage
<i>20-30 years old</i>	7	10%
<i>31-40 years old</i>	43	61,4%
<i>41-50 years old</i>	20	28,6%
Total	70	100%
Inpatient Room/Ward		
	N	Percentage
<i>Arofah</i>	7	10%
<i>Mina</i>	11	15,9%

<i>Musdalifah</i>	8	11,5%
<i>Mekah 2</i>	7	10%
<i>Mekah 3</i>	7	10%
<i>Mekah 4</i>	5	7,1%
<i>KH Sudjak</i>	5	7,1%
<i>ICU</i>	5	7,1%
<i>ICCU</i>	5	7,1%
<i>NICU</i>	5	7,1%
<i>Nifas</i>	5	7,1%
Total	70	100%

Based on Table 1, it is found that the gender of the respondents is mostly female, with the number of 43 people (61.4%). Based on age, the highest percentage is 61.4% at the age of 31-40 years, as many as 43 people (61.4%), and coming in second with a percentage of 28.6% at the age of 41-50 was 20 people. Based on the inpatient room, the majority of those who filled in were the Mina inpatient room, with a total of 11 people (15.9%), and the second with a percentage of 11.5% was the Musdalifah room, with a total of 8 people.

**Table 2.** Organizational Culture Assessment

Category	N	Percentage
Very Poor	0	0%
Poor	5	7,1%
Fair	22	31,4%
Good	28	40%
Very Good	15	21,4%
Total	70	100%

Based on Table 2, the results of the organizational culture assessment of the Inpatient Installation employees are mostly “good”, with as many as 28 employees (40%), followed by “fair” category as the second highest, consisting 31.4% (22 employees), and the “very poor” category, with the percentage of 2.9% (2 employees).

**Table 3.** Employee Performance Assessment

Category	N	Percentage
Very Poor	0	0%
Poor	4	5,7%
Fair	23	32,9%
Good	29	41,4%
Very Good	14	20%

Total	70	100%
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Table 3 shows the results of the performance assessment are mainly good, with the total of 29 employees (41.4%) within that category, followed with "fair" category as the second lead, with the percentage of 32.9%, as many as 23 employees, and lastly is the "very poor" category, with 1.4% (1 employee).

### Validity Test

Two questionnaires used in this study are the organizational culture questionnaire (X) of 25 question items and the employee performance questionnaire (Y) of 20 question items. In the validity test, these two questionnaires were declared valid because the calculation had been carried out with the results of  $r$  count (Correlated Item-Total Correlation)  $>$   $r$  table and positive values (Dahlan, 2014).

### Reliability Test

The questionnaire used in this study, namely the organizational culture questionnaire (X) 25 question items and the employee performance questionnaire (Y) 20 question items, was declared reliable because it had been calculated with the results of the Cronbach Alpha Reliabel test value  $>$  0.224 ( $r$  table) (Dahlan, 2014).

### Normality Test

**Table 4.** Normality Test

Normality Test	Significance value	P value
	0.001	0.05

Based on Table 4, the results of the normality test conducted using the Kolmogorov Smirnov test obtained a significance value of 0.001 ( $p < 0.05$ ), thus it can be concluded that the data is not normally distributed (Dahlan, 2014).

### Hypothesis Test

According to Ginanjar (2020), Spearman's correlation is a non-parametric statistical data analysis technique that aims to determine the correlation coefficient of two variables where the data has been arranged in pairs. Hypothesis testing in this study used the Spearman's Rho correlation test to determine the relationship between two or more variables with an ordinal scale. The assumptions of the Spearman correlation test are that the data is not normally distributed and the data measured is on an ordinal scale.

**Table 5.** Spearman Correlation Test

Correlations			Culture	Performance
Spearman's rho	Culture	Correlation Coefficient	1.000	.889**
		Sig. (2-tailed)	.	.000
		N	69	69
	Performance	Correlation Coefficient	.889**	1.000
		Sig. (2-tailed)	.000	.
		N	69	69
**. Correlation is significant at the 0.01 level (2-tailed).				
Spearman's correlation test			Significant value	P value
			0.000	0.05

Based on Table 5, the results of the analysis using the Spearman Correlation test showed a significance value of 0.000. With the p value being  $< 0.05$ , it can be concluded that organizational culture (X) is significantly related to employee performance (Y) of the Inpatient Installation of Muhammadiyah Kediri Hospital. With the interpretation using the de Vaus Version Correlation Coefficient Interpretation Table, the correlation value is 0.889, this value indicates a strong correlation relationship between organizational culture (X) and employee performance (Y) at the Inpatient Installation of RS Muhammadiyah Kediri.

According to Hartini and Habibi (2023), performance based on the behavioral management approach is the quality and quantity produced, in the form of services that a person has provided in doing their work. Several factors that can affect employee performance, one of which is organizational culture which has a positive and significant effect on employee performance (Aldila, 2023). A research done by Sianturi (2021) proved that work culture simultaneously affects employee performance. This is in accordance with the efforts to implement innovations made at the Muhammadiyah Kediri Hospital by forming an organizational culture as an effort to improve employee performance problems at the Inpatient Installation which need to be improved due to customer complaints and lack of discipline at work.

The results of the questionnaire obtained from 70 respondents found that the organizational culture of employees of the Inpatient Installation of Muhammadiyah Kediri Hospital was mostly in the good category (40%, 28 respondents) and very good (21.4%, 15 respondents). This illustrates that the majority of organizational culture in the Inpatient Installation of RS Muhammadiyah Kediri is good and employees are committed to running and complying with the organizational culture set by the hospital despite a few who fell into the fair and poor categories, thus requiring organizational culture coaching by supervisors and the hospital's organizational culture team. The results of the questionnaire related to the performance of Inpatient Installation employees were found to be mostly in the good category (41.4%, 29 respondents) and a very good

category (20%, 14 respondents). This indicates that the performance of the majority of Muhammadiyah Hospital Inpatient Installation employees is good by providing optimal service, carrying out responsibilities properly and carrying out work discipline obediently, although some are still in the category of fair and poor which require more feedback, monitoring and evaluation of performance by their supervisors.

Based on the results of research data analysis conducted using the Spearman Rho Test with a sample of 70 employees of the Inpatient Installation of Muhammadiyah Kediri Hospital, it was found that the significance value was 0.000. With the p value being  $< 0.05$ , it can be inferred that organizational culture is significantly related to employee performance at the Inpatient Installation of RS Muhammadiyah Kediri. The results of the de Vaus Version correlation coefficient interpretation table obtained a correlation value of 0.889, this value indicates a strong correlation relationship between organizational culture and employee performance at the Inpatient Installation of the Muhammadiyah Kediri Hospital. This is in accordance with research conducted by Pawirosumarto (2017) that organizational culture has a positive and significant effect on employee performance at Mercubuana University. The higher level of involvement of organizational culture will contribute to higher level of performance, thus it can be concluded that organizational culture shows an important role in employee performance. Other research findings conducted by Jepkorir (2017) stated that organizational culture has a positive influence on employee performance in Kenya commercial banks. They further studied that creating positive organizational culture changes and focusing on customers will positively affect employee performance.

## CONCLUSION

The conclusion of this study is that the organizational culture in the Inpatient Installation of Muhammadiyah Kediri Hospital is mostly good with a percentage of 40% and a very good percentage of 21.4%. The majority of employee performance at the Inpatient Installation of Muhammadiyah Kediri Hospital is good with a percentage of 41.4% and a very good percentage of 20%. From the results of the analysis using the Spearman Rho test, it was found that there was a significant and strong relationship between organizational culture and employee performance at the Inpatient Installation of Muhammadiyah Kediri Hospital. Based on the above findings, it is suggested that further research can use a wider sample that includes all hospital employees and can examine more specifically what variables in organizational culture have an influence on the performance of hospital employees.

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