




The Influence of Organizational Culture on Inpatient Staff Performance of QIM Hospital

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Abstract

Organizational culture plays an important role in stimulating the human resources work spirit. The organizational environment affects staff behavior and appearance, as well as staff performance. QIM Hospital is a new hospital. Therefore, it is needed to know the influence of organizational culture on staff performance in the inpatient staffs of QIM Batang Hospital. Using a quantitative research with the survey method. The population in this research was all in-patient staffs of QIM Batang Hospital. A 51 people as a sample and chosen using simple random sampling. Data taken with questionnaire instrument, then analyzed using simple linear regression. The results showed that organizational culture has a positive and significant effect on staff performance. The influence of organizational culture on staff performance is 64.4% (the coefficient of determination of 0.644).

Abstrak

Budaya organisasi berperan penting dalam merangsang semangat kerja sumber daya manusia. Lingkungan organisasi mempengaruhi perilaku dan penampilan pegawai serta kinerja pegawai. RS QIM merupakan rumah sakit yang tergolong baru. Sehingga perlu diketahui pengaruh budaya organisasi terhadap kinerja pegawai rawat inap Rumah Sakit QIM Batang. Melalui penelitian kuantitatif menggunakan metode survei. Populasi dalam penelitian ini adalah seluruh pegawai rawat inap Rumah Sakit QIM Batang. Sampel sebanyak 51 orang menggunakan simple random sampling, instrumen kuesioner, dan data dianalisis menggunakan regresi linier sederhana. Hasil menunjukkan bahwa budaya organisasi memiliki pengaruh positif dan signifikan terhadap kinerja pegawai. Pengaruh budaya organisasi terhadap kinerja pegawai sebesar 64,4% (koefisien determinasi sebesar 0,644).

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INTRODUCTION

For society, health has become a major need. The need is defined as the need to obtain proper health services. With the increase of society's standard of living, the society's demand for health values will also increase. This makes health institutions are required to improve the quality of health services to be better.

On constitution No. 44 of the year 2009 about Hospitals, it stated that hospital is a health service facility. Hospital provides a full range of personal health services, providing inpatient, outpatient, and emergency care services. One strategy that must be performed to achieve the health development is to improve the professionalism of the hospital. To improve the professionalism, it is expected to have a vision, mission, strategy, work program planned, focused, and sustainable.

In order to achieve a quality service, at least it is required good performance at the hospital concerned. Good performance is the responsibility of all parties in the hospital, including staffs who deal directly with consumers. Organizational culture has an important role in determining organizational growth. The organization can grow and develop, because the organizational culture. It is able to stimulate the spirit of human resources to work, so that, organizational performance will increase. However, sometimes organization can disintegrate, because unable to maintain a productive organizational culture.

Based on the results of preliminary observations and interviews with some staffs of QIM Batang Hospital. Can be known that QIM Hospital was a new hospital, it established on May 31, 2010, and awarded the Paripurna Bintang Lima certificate on December 15, 2015. As a hospital identity, staffs wear purple uniforms, including physical buildings, and all kinds of administrative devices such as letterhead, wall clocks, calendars, and facilities with purple shades. In a hospital service, the inpatient room is always get the most attention, because it is directly to the patient. Patients can see the hospital service for 24 hours. One of the cultures applied to

inpatient of QIM hospital is an introduction session to all patients. All staffs (during their shift work) will introduce their self when start on duty, and then ask for leaving when they finished their duty. It is done to make more closer between staffs and patients. Therefore, to know research to analyze the influence of organizational culture on staff performance in the inpatient staffs of QIM Batang Hospital. So as to identify and describe organizational culture, as well as measuring staff performance appraisal, and the influence of organizational culture on staff performance at the inpatient of QIM Batang Hospital.

METHODS

This research is a quantitative with survey method. Data was collected using questionnaire as an instrument. The population in this research was all in-patient staffs of QIM Batang Hospital, that was 104 people. A 51 people as a sample and it was counted using Slovin formula and simple random sampling method. Data was analysed using simple linear regression.

RESULTS AND DISCUSSION

Based on the results of data collection, which research started from December 14 to 21, 2016 to inpatient staffs of QIM Batang Hospital. Data was analyzed with univariate analysis, showed that organizational culture on inpatient of QIM Hospital can be seen on Table 1.

From Table 1 it can be seen that from 51 respondents. Most respondents had an excellent organizational culture that was 27 respondents (53%), and 24 respondents (47%) had good organizational culture.

From the analysis of staff performance data of QIM Batang Hospital inpatient, obtained data of frequency and distribution of staff performance, can be seen on Table 2.

From Table 2 it can be seen that from 51 respondents. Most respondents had an excellent performance that was 34 respondents (67%) and 17 respondents (33%) had a good performance.

Table 1 Frequency Distribution of Organizational Culture

No	Classification	Frequency	Percentage %
1	Excellent	27	53%
2	Good	24	47%
3	Fair	-	-
4	Poor	-	-
Total		51	100%

Table 2 Frequency Distribution of Staff Performance

No	Classification	Frequency	Percentage %
1	Excellent	34	67%
2	Good	17	33%
3	Fair	-	-
4	Poor	-	-
Total		51	100%

According Riani (2011), culture is formed from the philosophy of the organization founders (they have a vision of how the organization should be), the original culture derived from the philosophy of its founders. Then it affects the criteria used in hiring members/staffs.

Top management actions also have a major impact on the formation of organizational culture (through what they say and do). Often determine the general climate of acceptable and unacceptable behavior. How members/staffs should be socialized will depend. Both on the level of success achieved in matching the values of new members/staffs with organizational values. In the staff selection process, as well as the top management preferences of socialization methods.

The socialization conducted by QIM Hospital in conveying the existing culture, through writing about the work culture. That is installed in the hospital environment, moreover, the hospital management also give an example to the staff with the attitude or the behavior. So that, the hospital staff is expected to imitate the actions performed by hospital management.

Based on univariate analysis from 51 respondents, it was found that most respondents had excellent organizational culture as many as 27 respondents (53%) and 24 respondents (47%) had good organizational culture. This means that the inpatient staff of QIM Hospital has a good organizational culture. With a good organizational culture, it will affect the inpatient staff performance of QIM Batang Hospital.

According Malik Alfian (2014) organizational culture is a condition, that can unite a company to be united. Organizational culture combines organizational values, behavioral norms, policies, and procedures. To maintain the existing culture, the QIM Hospital is fostering staffs by conducting activities outside the hospital. Like outbound and competitions for staffs. These activities are expected to maintain a harmonious relationship between employer and employee, as well as fellow staffs.

Organizational culture will not in good situation, if staffs in an organization issued a differ-

ent opinion. It is because of the differences of each individual in issuing their opinions, energy and thoughts. Because each individual has the competence and expertise according to their fields. So, the hospital also need to pay attention to each details of staff statement. There are still some staffs who expressed disagree.

The most statements to disagree there are 4 respondents (7.8%) with indicators of innovation, risk-taking, and stability. This means that some respondents feel the hospital less provide the freedom to innovate in completing the work. They feel less comfortable on their work environment.

A conducive working environment provides a sense of security and enables staffs to work optimally. Improving a good organizational culture takes a long time or even years to change it. Therefore there should be improvements that start from the attitude and behavior of leaders. Then followed by the employee.

The formation of organizational culture begins from the level of awareness of the appointed leader. Where the relationship between leaders with employee, will determine a way of its own. What is performed in a work unit or an organization. In this case, the organizational culture is formed in the work unit or organization it stands. This means that, the formation of organizational culture occurs, when the work environment or organization learns to deal with issues related to organizational problems (Cahyono et al., 2014; Riani, 2011).

Description of Inpatient Staff Performance of QIM Batang Hospital

Performance is the result or success rate of a person independently. During a certain period in carrying out the task, compared with various possibilities, such as standards of work, targets or goals and criteria that have been determined (Wahyuningsih, 2015).

Based on univariate analysis, it was found that most respondents had excellent performance as many as 34 respondents (67%) and 17 respondents (33%) had good performance. This means that the QIM Hospital's inpatient staffs perform well enough,

Table 3 Coefficient of Simple Regression Analysis

Model	B	t	Sig.
1 a. (Constant)	10.313		
b. Budaya Organisasi	.767	9.408	.000

Table 4 Model Summary

R	R Square	Adjusted R Square
.802 ^a	.644	.636

with good perfo

rmance an organization can achieve the organization's targets, goals, vision, and mission. The existence of such performance appraisal is expected to be useful for policy planning in the hospital organization. Detailed benefits of performance appraisal for organizations according to Riani (2011) are: (1) Compensation adjustments, (2) Performance improvement, (3) Training and development needs, (4) Decision making in terms of placement of promotion, mutation, dismissal, and manpower planning, (5) For the purpose of staff research (6) Assist the diagnosis of staff design mistakes.

While the data obtained and analyzed with bivariate analysis and simple linear regression, as seen on Table 3:

In Table 3 in column B on Constants (a) is 10.313, whereas the value of Organizational Culture (b) is 0.767, so the regression equation can be written as:

$$Y = a + bX \text{ or } 10.313 + 0.767X$$

The coefficient b is called the regression direction coefficient. It represents the average change of the Y variable for each X variable change by one unit. This change is an increase if b is marked positive and decrease when b gets negative.

So from the equation can be translated as follows: (1). Constant of 10.313 states that there is no value of Organizational Culture then the value of Staff Performance is 10.313; (2). The X regression coefficient of 0.767 states that every addition of 1 Organizational Culture value. The value of Staff Performance increases by 0.767.

In addition to describing the regression equation Table 4 also shows the significance test with t test. Based on the t test on the significance value $< \alpha$ (0.000 < 0.05), when viewed using t table where $\alpha / 2$: n-k-1 or 0.05 / 2: 51-2-1 = 0.025: 48, obtained = 2.010, then the result of t-test seen from table is > (9.408 > 2.01).

So it can concluded that H.a is accepted and H.o is rejected. Which means, there is influence of organizational culture on the inpatient staff performance of QIM Batang Hospital.

From Table 4 can known the influence given by the variable X (Organizational Culture) to variable Y (Staff Performance) as follows: a. R-value of 0.802 shows the positive correlation coefficient and quite closely between variable X (Organization Culture) and variable Y (Staff Performance); b. The value of R-Square or coefficient of determination of 0.644 indicates the effect of variable X (Organizational Culture) to variable Y (Staff Performance) is equal to 64.4%, while the remaining 35.6% is influenced by other variables; and c. Adjusted R-Square value of 0.636 indicates that the correction value is more close to the accuracy of the model in the population that is equal to 0.636%.

The Influence of Organizational Culture on Staff Performance

The purpose of this study was to determine the effect of organizational culture on inpatient staff of QIM Batang Hospital. Based on the results of bivariate analysis using simple linear regression model, there is an influence of organizational culture on inpatient staff of QIM Batang Hospital. Which is equal to 64.4% with organizational culture indicators (innovation and risk-taking, attention to detail, result orientation, individual and team orientation, aggressiveness, also stability). While the remaining 35.6% is influenced by other variables.

An organization both government and private, always run by a group of people. Who play an active role to achieve the goals of the organization. Organizational goals will not achieve, if the performance of members or staffs is not optimal (Brahmasari & Suprayetno, 2008; Zebua, 2008; Rahmawati & Budiono, 2015). The results of this study proved Robbins' theory in Zebua (2008) that organizational culture affects staff performance.

The subjective perception of all staffs, towards to the organization is based on several factors. For example are the level of risk tolerance, pressure or attention of the team, and support of others. This whole perception (good or bad perception) forms an organizational culture or personality. Which then affects the performance of the staff, which resulted in the greater and stronger culture (Primadewi,

2010; Malik, 2014).

These results suitable with reasearch that conducted by Wahyuningsih (2015) and Pramadewi (2010). Stated that organizational culture has a positive and significant impact on performance. According to Riani (2011) said that a culture affects staff attitudes, significantly.

Often, the culture of organization develops strongly. So, in such conditions, each member knows well about the organizational goals to achieve. To achieve these goals, organizational culture has the power to influence organizational life and work productivity (Sumarni, 2017; Nurcahyo & Pratolo, 2017; Riani, 2011).

Organizational culture will make it easier for staffs, to adjust the organization's environment. Help staffs to know what action should be done, in accordance with the values that exist within the organization. Obeying these values as staff guidelines, it means to behave when perform tasks and jobs (Riani, 2011).

CONCLUSION

The result of analysis of organizational culture variable with staff performance variable has showed that, an organizational culture variable shows positive and quite closely correlation-coefficient. The result of analysis also shows that organizational culture variable, has positive and significant influence to staff performance variable. That is equal to 64.4% while the rest is equal to 35.6% influenced by other variables. So it can be concluded that organizational culture has significant influence on inpatient staff performance of QIM Batang Hospital.

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