

The Influence Of Organizational Culture Using The Ocai Approach On The Performance Of Health Personnel At Intan Medika Lamongan Hospital

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ABSTRACT

The performance of health workers is a very important issue in order to maintain and improve health services in hospitals. Based on the results of the performance assessment for 2 years 2021 - 2022, it shows a 5% decrease in health workers at the Intan Medika Lamongan hospital. This study aims to analyze the effect of organizational culture on the performance of health workers at Intan Medika Lamongan Hospital through the Organizational Culture Assessment Instrument (OCAI) approach. The research method is descriptive quantitative and cross sectional approach and data collection techniques through questionnaires. The study population was all health workers using proportionate random sampling method. The number of respondents was 71 health workers with details of 87.3% or 62 women and 12.7%. While based on the profession, the most respondents were nurses with 56.3% and the smallest respondent was the nutrition profession, namely 1.4%. The results showed that the effect of Organizational Culture (variable X) on Performance Appraisal of Health Workers (variable Y) is positive with a significance value of 0.021.

Keywords: Health Workers, Organizational Culture, OCAI, Performance

INTRODUCTION

The performance of health workers is a very important issue in order to maintain and improve health services in hospitals. This is because performance is a real form of personal success and failure in showing the results of their work. The results of the performance assessment will be able to show what health workers are

has met the demands or standards set, both in terms of quality and quantity. Therefore, whether an organization is developing or not is reflected in the assessment of employee/personnel performance (Rivai, 2013), so that employee performance is greatly influenced by organizational culture factors. A strong organizational culture creates common goals, motivation and control structures to shape the behavior needed to improve organizational performance which has an impact on the performance of organizational members. In accordance with the statement, Zehir, et al (2012), organizational culture has a very strategic role in determining the direction and goals of the organization, creating and improving effective company business performance, and has a significant influence on the success of organizational performance in the long term (Shahzad, 2012). To identify organizational culture using the Organizational Culture Assessment Instrument (OCAI) method. The aim of the research is to determine the influence of organizational culture using the OCAI approach on the performance of health workers and the organizational culture that is most dominant among health workers at Intan Medika Lamongan Hospital.



METHODS

Descriptive quantitative design research with a cross sectional approach. The research population was 87 health workers with a sample of 71 respondents using proportionate random sampling. The independent variable is organizational culture using the OCAI approach and the dependent variable is the performance of health workers. Data was collected using a questionnaire and analyzed by the Pearson Correlation test.

RESULT

Univariate Analysis

1. Identify individual characteristics based on gender

Table 1. Identification of Individual Characteristics Based on Gender

No	Gender	Total	
		n	%
1	Man	9	12,7
2	Woman	62	87,3
Total		71	100

Based on Table 1 above, it is known that almost all (87.3%) of the respondents were female.

2. Identify individual characteristics based on length of work

Table 2. Identification of Individual Characteristics Based on Length of Work

No	Length of Work	Total	
		n	%
1	< 1 Year	0	0
2	13 years old	17	23,9
3	> 3 Years	54	76,1
Total		71	100

Based on table 2, it is known that almost all of them (76.1%) have worked at Intan Medika Hospital for more than 3 years.

3. Identify individual characteristics based on profession

Table 3. Identification of professions at Intan Medika Hospital

No	Profession	n	%
1	Doctor	1	1.4
2	Nurse	40	56.3
3	Midwife	15	21.1
4	Analyst	5	7.0
5	Pharmacist	2	2.8
6	pharmacist assistant	2	2.8
7	Pharmacy Worker	3	4.2
8	Radiographer	2	2.8
9	Nutrition	1	1.4
Total		71	100

Based on table 3, it can be seen that the majority (56.3%) of respondents work as nurses.

4. Characteristics of Organizational Culture

a. Organizational Dominance

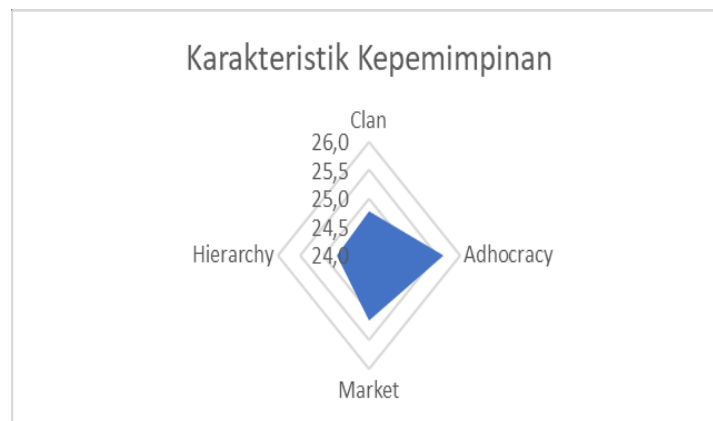


Figure 1 Dominant Organizational Characteristics of Intan Medika Hospital

Based on the graph above, the most dominant dimension of organizational characteristics is adhocracy culture with a value of 26.0, which shows that the current adhocracy culture is not very strong or dominant.

b. Organizational Leadership

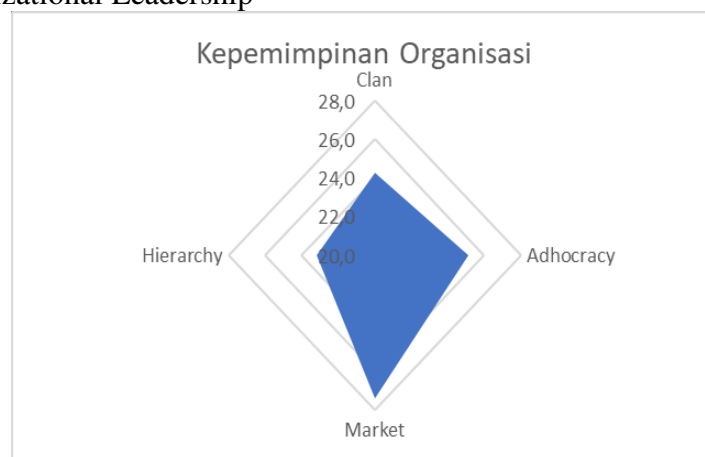


Figure 2. Organizational Leadership of Intan Medika Hospital

Based on the graph above, the Organizational Leadership dimension shows that the dominant culture is market culture with a value of 28. These results indicate that organizational culture in the leadership dimension is not very strong.

c. Employee Management.

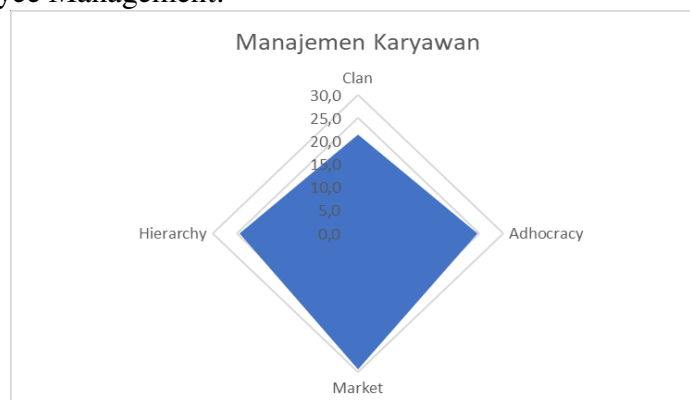


Figure 3. Intan Medika Hospital Employee Management

Based on the graph above, it shows that the dominant Employee Management dimension of organizational culture is market culture with a value of 30. These results indicate that market culture in employee management is quite strong.

d. Organizational Glue



Figure 4. Organizational glue of Intan Medika Hospital

Based on the graph, it shows that in the Organizational Adhesive dimension, the dominant organizational culture is hierarchy culture with a value of 27.0. These results do not yet show that the existing organizational culture was not very strong or dominant.

e. Organizational Focus

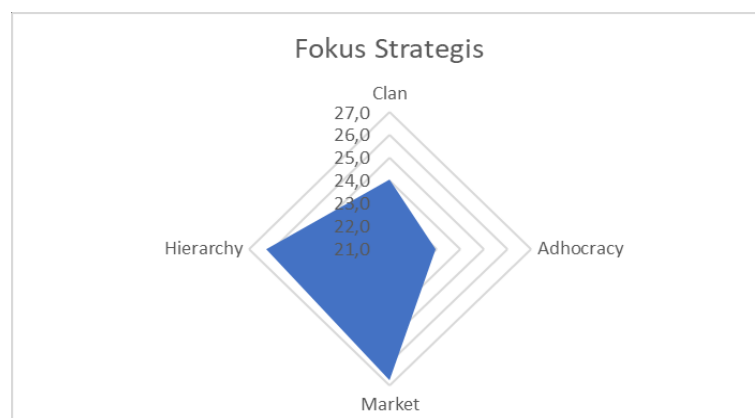


Figure 5. Organizational Focus of Intan Medika Hospital

Based on the graph above, it shows that in the Strategic Focus dimension, the dominant organizational culture is market culture with a value of 26.8. These results do not indicate that the current culture is not too strong or dominant.

f. Success Criteria

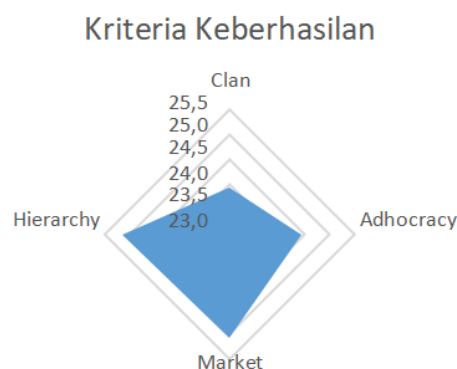


Figure 6. Success Criteria for Intan Medika Hospital

Based on the graph, it shows that the dominant organizational culture success criteria dimension is hierarchy culture with a value of 25.1. These results do not indicate that the current culture is not strong, so it tends to experience cultural changes or shifts.

g. Overall Organizational Culture at Intan Medika Hospital



Figure 7. Organizational Culture at Intan Medika Hospital

Based on the graph above, it shows that the average overall OCAI score given by health workers at Intan Medika Hospital currently shows that the dominant organizational culture is market culture with an average score of 26.8. These results indicate that the current organizational culture is not strong enough or dominant enough, because no one achieved a score above the average of 30.

5. Characteristics of Performance Appraisal

Table 4. Results of Performance Assessment Recapitulation

No.	Performance Assessment Variables	Total
1	Morals	6,84
2	Honesty	6,80
3	Work performance	6,59
4	Responsibility	6,43
5	Obedience	6,52
6	Cooperation	6,41
7	Creativity	6,51
8	Leadership	6,37
Overall Average		6,55

Table 4 states that the overall average value is 6.55, which means that the performance assessment is in the good category.

5. Bivariate Analysis

Table 5. Relationship between organizational culture and performance assessment of health workers at Intan Medika Hospital

Coefficients ²					
Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
1 (Constant)	230.396	6.971		33.053	.000
Budaya_org anisasi	.102	.043	.273	2.353	.021

a. Dependent Variable: Penilaian_Kinerja

From table 5. it can be included in the regression equation as follows:

$$Y = a + bX$$

$$Y = 230,396 + 0.102X$$

The results of the equation above can be translated as a constant of 230.396, which means that the consistency value of the Performance Assessment variable is 230.396, the X regression coefficient is 0.102, which states that by adding 1% of Organizational Culture, the Performance Assessment will increase by 0.102. The regression coefficient is positive, so it can be said that the direction of influence of Organizational Culture (variable X) on the Performance Assessment of Health Workers (variable Y) is positive. And based on the significance value obtained from the table above, it is 0.021 < 0.05, so it can be concluded that the organizational culture variable (X) influences the assessment of the performance of health workers (Y).

DISCUSSION

Organizational culture

Overall, the dominant measurement results for organizational culture were given by health workers at Intan Medika Hospital using the Organizational Culture Assessment Instrument (OCAI) method, namely market culture with an average value of 26.8. This condition shows that health workers perceive Intan Medika Lamongan Hospital as a workplace that is always competitive, aggressive and results-oriented, achieving results or targets, high demands for achievement and winning competitions and becoming a leader in a competitive market. The measurement results also show that the current market culture is not very strong, because the value does not reach above an average of 30, so it is easy to experience changes or shifts that will impact the performance of the organization and health workers.

Organizational culture does not just appear from a vacuum but there is a process until organizational culture is formed. The process of culture formation according to Robbin and Schein, organizational culture is first formed through the values created by the founders, apart from culture emerging when members of the organization interact with each other to solve the main problems of the organization, namely the problem of internal integration and external adaptation (Riani, 2011). Founders and owners become sources of organizational culture through the vision, mission and goals of the organization (Ndraha, 2005).

One of the causes of the formation of organizational culture or corporate culture is responding to challenges. Organizational culture must also provide direction, namely the extent to which the organization creates clear goals and expectations regarding achievement (Agung, 2015). Because an organization must determine standards of success or define success. Organizational culture is the most core part of an organization, which has the power to influence the success or failure of an organization. According to the concept of Stephen P. Robbins, Schein, Robert Kreitner and Angelo Kinicki, organizational culture can also be an

obstacle to innovation. This happens if the organizational culture is unable to overcome problems involving the external and internal environment (Tika, 2014). Apart from that, studies that have been conducted show that an organization that changes its organizational culture is able to improve its performance very significantly compared to organizations that do not change its organizational culture (Gregory et al., 2009).

Each trend in the type of organizational culture has specificities in managing organizational aspects which include: Organizational Leadership Aspects, Aspects of organizational effectiveness criteria and management principles. Errors in integrating these aspects with the type of organizational culture cause organizational development to run partially. So that ultimately causes failure in both improving quality and total quality management (Cameron in Kusdi: 2011).

Health Worker Performance Assessment

Performance Assessment at Intan Medika Lamongan Hospital with an average of 6.55. This shows that the organization's values are in the good category.

It is important for every organization to assess employee performance as a form of evaluation, apart from that, the assessment is carried out as a determinant of reward and punishment. According to Wayne, 2017, he concluded that performance appraisal is a formal system for assessing and evaluating individual and team task performance.

Performance assessment has a main objective. According to (Hani Handoko, 2011) for company management there are many benefits from carrying out assessments. Performance appraisals are used by management to manage organizational operations effectively and efficiently through maximum employee motivation. Assist in decision making regarding employees such as promotions, transfers and dismissals.

The Relationship between Organizational Culture and Performance Assessment of Health Workers

Based on the research results, it can be seen that there is a significant relationship between organizational culture and the performance of health workers at Intan Medika Lamongan Hospital. The results of Darmin's research (2020) state that there is a relationship between organizational culture and the performance of nurses in the inpatient ward of Mobagu City Regional Hospital, meaning that the higher the perception of organizational culture of nurses, the higher their performance.

Organizational culture has a very strategic role in determining the direction and goals of the organization, creating and improving effective company business performance (Zehir et al., 2011), and has a significant influence on the success of organizational performance in the long term (Shahzad, 2012). A strong organizational culture creates common goals, motivation and control structures to form the behavior needed to improve organizational performance which has an impact on the performance of organizational members (Kreither & Kinichi, 2010).

Improving employee performance can be done by strengthening organizational culture. Therefore, Rumah Sabaik Kit Intan Medika Lamongan must ensure that the organizational culture will be developed and socialized to employees. Each cultural type tendency has unique characteristics in the way the organization is managed.

CONCLUSION

There is a relationship between organizational culture and health worker performance assessment, so Intan Medika Lamongan Hospital must ensure and strengthen the organizational culture that will be developed. Each cultural type trend has its own characteristics in how the organization is managed in order to improve performance optimally.

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