



## The Influence of Organizational Culture On Employee Performance At Siti Aisyah Islamic Hospital Madiun

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### Abstract

Based on secondary data at Siti Aisyah Islamic Hospital Madiun, in 2017 with the score category, some employees had a sufficient score of 67,62%, in 2018 some employees had a sufficient score of 27,72%, and in 2019 some employees had a sufficient score of 38,46%. This study aims to determine the influence of organizational culture on employee performance at Siti Aisyah Islamic Hospital Madiun. This type of research is quantitative research with a cross-sectional approach. The population in this study is all employees at Siti Aisyah Islamic Hospital Madiun, which fits the criteria of 218 employees, with a sample of 100 respondents. Sampling technique using simple random sampling. The data used are primary data in the form of organizational culture questionnaires and employee performance, then it was analyzed using logistic regression tests. The result showed that most employees have a sufficient organizational culture with sufficient employee performance. The result of the logistic regression test shows p value of  $0,000 > 0,05$  which shows that there is a significant influence between organizational culture on employee performance, which is 45.9%. The suggestion from the researchers is that organizational culture can improve employee performance by paying attention to aggressiveness, innovation and risk-taking, result orientation, and stability.

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### Introduction

Performance is the result of the work of groups or individuals based on the time determined by the organization to achieve goals. If employee performance is not good, then the goals of the organization can not be achieved, then employee performance is very important in the organization (Maulana, 2020). Performance problems are still a special concern for an organization, namely increasing or decreasing employee performance. Decreased performance can make the goals and desires of the organization not work well, making these goals unsuccessful. Conversely, increased employee performance can make the goals and desires of the organization well achieved. With such decreased and improved performance, there needs to be research to determine the effect of decreasing or increasing the performance of employees.

According to Kasmir (2016:189-193) factors that affect performance are ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, and the surrounding work environment. From some of these factors, to improve employee performance one of them is to pay attention to organizational culture factors. Organizational culture is the

hallmark or identity of every organization, and this characteristic is what distinguishes the organization from other organizations. This organizational culture refers to the relationship of values, norms, beliefs, and groups within the organization, organizational culture contains values and must be understood, imbued, and practiced together (Dunggio, 2020).

Based on Wulan Sari Girsang's research in 2019 entitled "The Influence of Organizational Culture and Commitment to Employee Performance of Putri Green Hospital Number.17 Medan" the results that organizational culture does not have a significant effect on employee performance at Putri Green Hospital, commitment has a positive and significant effect on employee performance at Putri Green Hospital. Based on research conducted by Nuraini in 2022 entitled "The Influence of Organizational Culture and Work Discipline on Employee Performance" shows the results that organizational culture affects performance at Daya Makassar General Hospital, work discipline variable. Furthermore, research conducted by Sallenna Noya Putri Duanta, Sri Wahyuni, and Mukhamad Zulianto in 2022, entitled "The Influence of Organizational Culture, Motivation and Competence on the Performance of Nurses at RSU Bhati Husada Krikilan Glenmore" which obtained results, namely  $F_{\text{calculate}}=94,667 > F_{\text{table}} = 2,833$  with sig.  $F = 0,000 < \alpha = 0,05$ . The variance value of the regression line is 0,935 and is categorized as very strong. The percentage result was 84,8%, the remaining 12,6% was influenced by other independent variables that were not studied in the study. Thus, these studies are related to researchers to determine the influence of organizational culture on employee performance.

Secondary data is data that previously existed and was obtained from hospitals. Based on secondary data at Siti Aisyah Islamic Hospital Madiun, in 2017 with the score category, there was 1 employee who had a very good score with a percentage of 0,32%, 91 employees who had good grades with a percentage of 29,16%, 211 employees who had sufficient grades with a percentage of 67,62%, 8 employees who had less grades with a percentage of 2,56%. In 2018 3 employees had very good grades with a percentage of 2,97%, 70 employees who had good grades with a percentage of 69,30%, and 28 employees who had sufficient grades with a percentage of 27,72%. In 2019 32 employees had good grades with a percentage of 61,53%, and 20 employees had sufficient grades with a percentage of 38,46%. So it can be seen that there is an increase in the percentage of value less than 2017 to 2019, which is 2,56%. And it can be seen that there was a decrease in the percentage of sufficient value from 2017 to 2018 which was 27,72%, while from 2018 to 2019 there was an increase in sufficient value of 10,74%. Therefore, it can be concluded that employee performance has not been optimal.

The target of performance appraisal at Siti Aisyah Islamic Hospital Madiun is with sufficient value. So there needs to be an increase in performance so that the hospital's target can increase with a good value. In 2017, there were still employees with less value, and in 2018 and 2019 there were no employees with less value. However, it cannot be said that the hospital has reached the target with sufficient value. Because in 2018 and 2019 not all employees carried out performance appraisals. In 2018 only 101 employees had performance appraisals and in 2019 only 52 employees had performance appraisals. And from 2020 to 2023, no performance assessment was carried out again, due to the Covid-19 cases that hit Indonesia. So with the lack of optimal employee performance, the hospital has not been able to achieve good goals or achievements. The impact of poor employee performance will make the quality of health services in hospitals decrease.

The solution to improve the performance of employees is to create a good organizational culture in the hospital so that it can make employees feel comfortable. Organizational culture can make or make the work environment, especially relationships with colleagues like their own family so that it will make them interact with each other well and regularly. Because it can also minimize conflicts between employees.

Previous research that has been conducted related to this research is a study conducted by Darmin (2021) entitled "The Relationship of Organizational Culture with Nurse Performance at Kotamobagu City Hospital", with a descriptive-analytical method and using cross-sectional with total sampling techniques. In addition, research conducted by Tetiana Ovia Rahayu (2019), entitled "The Influenced of the Work Environment on Employee Performance at Siti Aisyah Islamic Hospital Madiun in 2019", uses cross-sectional methods, quantitative approaches with proportional sampling techniques and simple random sampling. The difference between this research and previous studies lies in the title of the study, the place of research, the methods used in the research, the year of research, and the vegetables in the study.

The specific purpose of this study is to determine the influence of organizational culture on employee performance at Siti Aisyah Islamic Hospital Madiun. The hypothesis in this study is H1: there is an influence between organizational culture on employee performance at Siti Aisyah Islamic Hospital Madiun. H0: there is no influence between organizational culture on employee performance at Siti Aisyah Islamic Hospital Madiun.

## Methods

Research design is used to guide establishing strategies that create research methods (Sapti, 2019). This type of research is quantitative and uses observational research, namely analytical research with a cross-sectional research design, which is an approach by collecting data between variables carried out at one time.

The population in this study was 218 employees, and the sampling technique used simple random sampling of as many as 100 employees. Data collection techniques in this study used questionnaires distributed to respondents to obtain information for data collection purposes.

Data sources in this study are primary data and secondary data. Primary data is obtained through questionnaires, while the secondary data obtained are hospital profile data, employee data in 2023, and employee performance data for 2017 – 2019 at Siti Aisyah Madiun Islamic Hospital.

For univariate data analysis methods, use frequency or percentage distribution tables. And bivariate data analysis using logistic regression tests.

## Results

The results of the distribution of respondents' characteristics based on gender, age, length of work, and level of education at Siti Aisyah Islamic Hospital Madiun

**Table 1.** Characteristics of Respondents

Characteristic of respondents	Sum	%
<b>Gender</b>		
- Female	82	82,0
- Male	18	18,0
<b>Age</b>		
- 23 – 34 years	64	64,0
- 35 – 45 years	29	29,0
- 46 – 56 years	7	7,0
<b>Length of Work</b>		
- 1 – 5 years	41	41,0
- 6 – 10 years	57	57,0
- 11 – 15 years	2	2,0
<b>Education Level</b>		
- High school	3	3,0
- Diploma 1–Diploma 3	76	76,0
- Bachelor	21	21,0

Based on Table 1 above, out of 100 respondents, there were 18 men (18,0%) and 82 women (82,0%). Based on age, there are 64 people aged 23-34 years (64,0%), 29 people aged 35-45 years (29,0%), and 7 people aged 46-56 years (7,0%). Based on the length of work of respondents, there were 1-5 years for as many as 41 people (41,0%), 6-10 years for as many as 57 people (57,0%), and 11-15 years for as many as 2 people (2,0%). Based on the education level of respondents, 3 people in senior high school (3,0%), diploma 1- diploma 3 as many as 76 people (76,0%), and bachelor as many as 21 people (21,0%).

Results of the frequency distribution of organizational culture and employee performance at Siti Aisyah Islamic Hospital Madiun.

**Table 2.** Frequency Distribution

Variable	f	%
<b>Organizational Culture</b>		
- Good	17	17,0
- Enough	77	77,0
- Less	6	6,0
<b>Employee Performance</b>		
- Good	12	12,0
- Enough	79	79,0
- Less	9	9,0

Based on table 2 above, shows that the results of the organizational culture questionnaire that good results were 17 people (17,0%), enough as many as 77 people (77,0%), and less as many as 6 people (6,0%). The results of the employee performance questionnaire that got good results were 12 people (12,0%), enough as many as 79 people (79,0%), and less as many as 9 people (9,0%).

Results of the frequency distribution of indicators of organizational culture and employee performance at Siti Aisyah Islamic Hospital Madiun.

**Table 3.** Frequency Distribution of Indicators

Indicators	Category (%)		
	Good	Enough	Less
<b>Organizational Culture</b>			
- Innovation and risk-taking	9,0	88,0	3,0
- Attention to detail	0	100,0	0
- Result Orientation	18,0	79,0	3,0
- Individual Orientation	17,0	83,0	0
- Team Orientation	0	99,0	1,0
- Aggressiveness	3,0	92,0	5,0
- Stability	2,0	95,0	3,0
<b>Employee Performance</b>			
- Quality	8,0	92,0	0
- Quantity	8,0	84,0	8,0
- Timeliness	12,0	87,0	1,0
- Effectiveness	9,0	90,0	1,0
- Independence	22,0	78,0	0
- Work Commitment	10,0	82,0	8,0

Based on table 3 above, shows that respondents in the Siti Aisyah Islamic Hospital Madiun have a majority of organizational culture with sufficient value, but there is still an organizational culture with less value and dominant in the indicators of aggressiveness at 5,0%, innovation, and risk-taking at 3,0%, result orientation at 3,0%, and stability at 3,0%. Regression analysis to analyze organizational culture that affects employee performance. The analysis test used in this study was an ordinal logistic regression with a logit model.

**Table 4.** Multicollinearity Test and Spearman Rank Test

Variable	Collinearity Statistics		Rank Spearman
	Tolerance	VIF	
	Organizational Culture	0,691	1,447

\*\*\* $p < .001$ . <sup>1</sup> Tables may have a footer.

Table 4 above shows that, for organizational culture variables, the results of multicollinearity calculations obtain results, namely tolerance values  $> 0,1$  and VIF  $> 10$ , the the conclusion is that there is no multicollinearity variable, so regression analysis can be done. As for the Spearman rank results, the results show the influence of organizational culture variables on employee performance variables, which is 4,59%.

**Table 5.** Results of Logit Model Regression Test

Variable	Sum	Goodness of Fit		P-value	Wald
		Chi-Square	Significant Value		
Organizational Culture	100	3,908	0,865	0,000	0,021

### Model conformity test with Goodness of Fit test.

The goodness of fit test is performed to determine whether the regression model can or is worth using or not. The statistics used are deviance tests. The hypotheses used are H0: The model matches the predictions of the regression model. H1: The model does not match the predictions of the regression model. At the confidence level used, it is 95% or a significance level of 5% ( $\alpha = 0,05$ ). The rejection area H1 is rejected if the p-value is less than the Alpha value ( $\alpha$ ). Based on the table known at Pearson, the chi-square value is 3,908 with free degree 8 and the significance value is 0,865. The significance value of 0,865 is greater than the value of  $\alpha$  (0,05). The decision taken by H0 is accepted. The conclusion is the logit model obtained by the prediction of the regression model to be used. Which means the model is worth using.

### Test parameters simultaneously with the G test

Concurrent parameter tests or model meaningfulness tests are carried out by comparing independent variable models with dependent variables. This test is to determine whether there is a significant influence of all independent variables on the dependent variable. The test used uses the results of the statistical test G. The hypotheses used are: The statistics of the G test follow the distribution of chi-square. The confidence level used is 95% or a significance level of 5% and k is the number of independent variables. The rejection area is if the p-value is  $< \alpha$ . Based on the table, the test was conducted by assessing the p-value at 0,00. At a p-value (0,00) smaller than  $\alpha$  (0,05), the decision taken is H0 rejected. The conclusion is that the variable contains at least one significant parameter.

### Partial parameter testing

Based on the table above, the significance value of organizational culture is  $0,021 < \alpha$  (0,05), the conclusion is that organizational culture variables affect employee performance.

## Discussion

The results showed that there was an influence between organizational culture on employee performance at Siti Aisyah Islamic Hospital Madiun, which was 45,9%. This can be seen in the results of the Spearman rank test.

The results of this study follow the theory of Alfin Fitrihady (2020), which states that organizational culture has a significant effect on employee performance. This means that the stronger and more organizational culture applied by the leadership, the better the performance of employees in carrying out their work. This can be because the results of organizational culture research applied by the leadership of the handsome Pekanbaru Mental Hospital have been able to apply values in organizational culture. However, dimensionally, it was found that there was a relatively weak dimension, namely the application of team-oriented values, meaning that there are still nurses in hospitals who do not work together in teams to complete work and there are still nurses who have poor relationships with other nurses (fitrihady, 2020).

Based on theory Reynilda (2020), states that organizational culture and job satisfaction at Hative Ambon Hospital have a significant influence on employee performance, which is 57%, and 43% is influenced by other variables. Organizational culture is consistently and strongly supported by organizational commitment that tends to drive employee performance. The more organizational culture supports employees, the easier it is to improve their performance. Because in this study, the most prominent dimension of organizational culture is encouragement or support from leaders so that employees can carry out their duties well (Reynilda, 2020).

This condition causes the results of research to show that organizational culture affects employee performance at Siti Aisyah Islamic Hospital Madiun. In this study, the results of organizational culture analysis at Siti Aisyah Islamic Hospital Madiun can be seen that from 100 respondents it was found that 8 people had good employee performance with good organizational culture with a percentage of 66.7%. While employees who have sufficient employee performance with a good organizational culture as many as 9 people with a percentage of 11.4%.

Based on the 7 indicators that have been studied in this study, 4 indicators show that employees have a perception of less organizational culture, namely aggressiveness indicators of 5.0%, indicators of innovation and risk-taking of 3.0%, result orientation indicators of 3.0%, and stability indicators of 3.0%.

According to researchers, organizational culture is based on the results of research at home the majority of Siti Aisyah Madiun Islamic pain is included in the sufficient category, but there is still an organizational culture with fewer categories. To support the achievement of a good organizational culture, Siti Aisyah Madiun Islamic Hospital can pay attention to the aggressiveness indicators of its employees, namely the extent to which employees can show aggressiveness and competitiveness. In addition, indicators of innovation and risk-taking are related to the extent to which employees are encouraged to be innovative and dare to take risks. Result orientation indicators are the extent to which employee management can focus on results, not on the techniques and processes used to obtain those results. As well

as indicators of employee stability are paid more attention. Creating a good organizational culture in the workplace, so that employees will have good performance.

## Conclusion

Based on the results of research and discussion, conclusions can be drawn that is: (a) The organizational culture at Siti Aisyah Islamic Hospital Madiun is mostly with a percentage of 77,0% stating the category is sufficient. (b) The performance of employees at Siti Aisyah Islamic Hospital Madiun is mostly with a percentage of 79,0% stating the category is sufficient. (c) There is an influence of organizational culture on employee performance in the Siti Aisyah Islamic Hospital Madiun by 45,9%. Suggestions that researchers can give are that organizational culture can improve employee performance by paying attention to aggressiveness, innovation, risk-taking, result orientation, and stability in employees while working.

## Author Contributions

Conceptualization, Hapsari Anggrahenny, Suhadi Prayitno, and Zaenal Abidin.; methodology, Hapsari Anggrahenny.; software, Hapsari Anggrahenny.; validation, Hapsari Anggrahenny.; formal analysis, Hapsari Anggrahenny.; writing—original draft preparation, Hapsari Anggrahenny.; writing—review and editing, Hapsari Anggrahenny.; supervision, Suhadi Prayitno, Zaenal Abidin.; All authors have read and agreed to the published version of the manuscript.

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## Institutional Review Board Statement

The study was conducted by the Declaration of CIOMS Guidelines 2016, and approved by the Health Research Ethics Committee STIKES Bhakti Husada Mulia Madiun (protocol code Number:011/E-KEPK/STIKES/BHM/III/2023 and date of approval March 18, 2023).

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## Conflicts of Interest:

The research stated that this research was the result of his work and it no work had ever been submitted in obtaining a Bachelor's degree at a college and other educational institutions. Knowledge obtained from the results of publications whether or not already or not published, the sources are explained in writings and bibliography.

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