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Organizational Culture and Work Ethic in Improving Sustainable Performance in Type C Hospitals in East Jakarta: A Conceptual Paper

Dicky Yulius Pangkey, Ahmad Hidayat Sutawijaya*, Masydzulhak Djamil, Ahmad Badawy Saluy

Mercubuana University, Jakarta, Indonesia

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Abstract:

This study aims to explore the effect of the relationship between organizational culture and competence on sustainable performance for Type C Hospitals X, Y, and Z in East Jakarta, Jakarta, Indonesia. This study is a part of a pre-survey that will provide new findings where the framework was built in this study has not been found in previous research within the hospital service industry sector. Given the increasingly fierce competition in health services, it is necessary to have proper hospital management so as not to abandon its ideal aspect, not only through applying the concept of improving human resource quality, but every employee must also be able to see the vision and mission which is supported by formulating tactical strategies to create sustainability for Type C Hospitals X, Y, and Z. The population in this study was 100 hospital employees, among which only 60 employees participated in this study. We used key performance indicators and a short questionnaire related to performance to measure employee performance. The data were analyzed using the descriptive quantitative method. The results show that organizational cultures and work ethic in improving sustainable performance were essential. Furthermore, work ethic is a key factor in improving the relationship between organizational cultures and performance. This paper proposes a conceptual model to further understand organizational culture and work ethic in improving sustainable performance in Type C hospitals in East Jakarta. This article is then developed into concrete research hypotheses for future studies, and managerial implications are explained further in the conclusion section.

Keywords: organizational culture, competence, hospital, performance.

提高雅加达东部 C 型医院可持续绩效的组织文化和职业道德：概念文件

摘要:

本研究旨在探讨组织文化和能力之间的关系对印度尼西亚雅加达东部 C 型医院 X、Y 和 Z 可持续绩效的影响

Corresponding Author: Ahmad Hidayat Sutawijaya, Mercubuana University, Jakarta, Indonesia; email:

a.h.sutawijaya@mercubuana.ac.id

响。这项研究是一项预先调查的一部分，它将提供新的发现，其中在本研究中建立的框架在医院服务行业的先前研究中没有发现。在医疗服务竞争日趋激烈的情况下，医院管理要合理，不至于放弃理想的一面，不仅要运用提高人力资源素质的理念，更要让每一位员工都能看到愿景和愿景。通过制定战术战略来支持 X、是和 Z 型 C 型医院的可持续性。本研究的人口为 100 名医院员工，其中只有 60 名员工参与了本研究。我们使用关键绩效指标和与绩效相关的简短问卷来衡量员工绩效。使用描述性定量方法分析数据。结果表明，组织文化和职业道德对于提高可持续绩效至关重要。此外，职业道德是改善组织文化与绩效之间关系的关键因素。本文提出了一个概念模型，以进一步了解组织文化和职业道德，以提高东雅加达 C 类医院的可持续绩效。然后将本文发展为未来研究的具体研究假设，并在结论部分进一步解释管理影响。

关键词：组织文化、能力、医院、绩效。

1. Introduction

Health services are one of the basic rights of the Indonesian population, in addition to education services and legal protection. Health is an important issue related to the impact of environmental changes due to current world developments. The development of industry now harms the environment in which people live. The growing industry also has an impact on health. Indonesia itself is still included in a country with a newly developing industry. Countries experiencing industrial development have a bad environment caused by industrial activities not accompanied by environmental management and appropriate environmental impact mitigation. Various diseases easily spread and make people susceptible to disease.

This makes the community need a quality health service following the basic rights of Indonesian citizens. The government, as the administrator, must take part in responding to the problems that exist in society by

providing public services for the community. The role of the hospital widens because it has a social function as a health service provider and a commercial function as a health service industry.

This condition forces hospitals to apply professional business concepts and strategies in all fields.

The availability of Type A, B, C, and D hospitals in Jakarta has different problems. This study analyzes the specific problems of Type C hospitals in East Jakarta. They should have employees who are capable, intelligent, skilled, and have adequate knowledge. Hospital employees have two categories: health workers, namely doctors, nurses, and administrative employees, with a total of 255 employees. The following is related data regarding policies, programs, and activities carried out by Type C Hospitals X, Y, and Z during 2019 based on economic, efficiency, and effectiveness reviews regarding performance indicators: input, output, and outcome.

Table 1. Hospital program performance achievement data on Type C Hospitals X, Y, and Z in East Jakarta for fiscal year 2019 (Financial Statements of Type C Hospitals X, Y, and Z)

No.	Program	Target (%)	Performance Results (%)		
			X	Y	Z
1.	Office administration service program	100	89.57	78.90	87.90
2.	Apparatus infrastructure improvement program	100	90.05	82.80	90.57
3.	Program to improve the development of performance and financial performance reporting systems	100	82.70	89.75	84.40
4.	Health service standardization program	100	85.60	79.90	79.90
5.	Procurement program, improvement of infrastructure Hospital	100	89.60	80.02	82
6.	Hospital infrastructure maintenance program	100	90.50	80.60	89.90
7.	Health service improvement partnership program	100	79.80	85.90	90.05
Average		100	86.83	82.55	86.38

According to the results above, in 2019, Type C Hospitals X, Y, and Z achieved performance results of 86.83% for Hospital X, 82.55 for Hospital Y, and 86.38 for Hospital Z from the original target set at 100%. Thus, it can be interpreted that Type C Hospitals X, Y, and Z have implemented the program, but the results achieved are still below the target of 100%. Therefore, to support the vision and mission of Type C Hospitals X, Y, and Z, it is necessary to increase employee performance. However, employee performance at Type C Hospitals X, Y, and Z is still not optimal. This statement is supported by a summary of the recapitulation of hospital employee performance data. Table 2 shows the data on Type C Hospitals X, Y, and

Z for 2018-2019.

Table 2. The data on Type C Hospitals X, Y, and Z for 2018-2019 (Recapitulation of workforce patterns for RS Type C X, Y, and Z in 2021)

No.	Performance Appraisal Factor	Average Score					
		2018			2019		
		X	Y	Z	X	Y	Z
1	K1 = Discipline	75	80	78	77	78	80
2	K2 = Integrity	76	73	80	79	73	78
3	K3 = Initiative	40	70	80	80	79	75
4	K4 = Skill	78	81	79	81	80	78
5	K5 = Teamwork	70	70	75	69	78	80
6	K6 = Loyalty	41	44	65	72	50	76
7	K7 = Work safety	71	68	78	81	70	73
8	K8 = Leadership	35	34	77	69	41	49

From 2019 to 2020, the total workforce is 240 employees for Hospital X, 232 employees for Hospital Y, and 227 employees for Hospital Z. The number of personnel at the hospitals is still below the standard requirement of 255 employees. The organizational commitment factor is a strong commitment to advancing and developing the organization under its leadership, which is still questionable. These strong beliefs and commitment ultimately provide the employee with "loyalty, involvement, and [a higher] propensity to stay" (Johlke et al., 2000) with the organization than employees who do not have this commitment.

The current phenomenon in Type C Hospitals X, Y, and Z is decreased organizational commitment. Several factors make an organizational commitment to the company not high enough: the lack of a close emotional relationship between employees and the organization so that not all employees can work until the end of their tenure; lack of employee self-awareness about the losses and consequences if the employee leaves the company; the lack of a sense of employee attachment to continue to survive in the company, so that employee loyalty to the company is low, they have no sense of responsibility and can leave the company.

In continuation of research studies related to sustainable performance, preliminary research was conducted to dig deeper into the field phenomena in hospitals by conducting a pre-survey on the determinants of sustainable performance at Type C Hospitals X, Y, and Z in East Jakarta. The pre-survey was conducted from May to July 2021 to understand the factors that affect performance. The research was conducted by distributing questionnaires by reconfirming the three variables found based on the journal review above. From the initial research, some data were obtained. Respondents came from various backgrounds in the fields of science in each department. The respondent's length of service in the hospital was also examined, with the findings of 39.5% for respondents working more than 10 years, 2% for 6-10 service years, and 42% for 2-5 service years. The respondent's length of service in the company is important to know so that the respondent is sure that he knows his place of work and the ins and outs of the problem.

Questionnaires were distributed using an online form. Sixty respondents from three hospitals stated that organizational culture would realistically affect employee performance in an organization.

Table 3. Pre-survey questionnaire results (Results of processing data from pre-survey, 22 April 2021)

No.	Variable	Statement	Respondents' number	Average
1.	Organizational culture	I can contribute my thoughts and energy sincerely	78	3.9
2.	Work ethic	In my work, I make an important social contribution	74	3.7

2. Theoretical Basis and Hypotheses Development

2.1. Sustainable Performance

Continuous company performance measurement is very useful to compare its performance in the past and future periods so that it can be observed that the performance has improved or decreased. Performance measurement is an effort to map strategy into actions to achieve certain targets, not only the final target that needs to be measured and become a measure of company performance but also related to competencies and processes that have been implemented.

In addition, management can also use performance measurement to evaluate it for the past period by taking an action that is considered necessary to improve it. The benchmark of organizational performance is related to the measure of success that the organization can achieve. So far, the company's traditional performance measurement only prioritizes finance. This cannot provide the information needed to measure and manage all company competencies.

Financial measures only describe past events. Investment in long-term capabilities and customer relationships is not an important factor in success.

Company performance measurement is no longer considered good if it is observed only from the financial side, which cannot reflect the complexity and inherent

value of the company because it does not consider the customer and employee side, which are important factors for the company and its wheels, its driving force.

2.2. Organizational Culture

Organizational culture is defined as the inherent beliefs, assumptions, values, and ways of interacting that contribute to an organization's unique social and psychological environment. Organizational culture includes expectations, experiences, organizational philosophy, and values that are part of self-image, inner work, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, habits, and written and unwritten rules that have been developed over time and are considered valid (The Business Dictionary). Organizational culture is used with reference to the prevailing culture in the company because, in general, the company is in the form of an organization that results from the cooperation of several people who form a group or a work unit (Prasilowati et al., 2021).

The pattern of behavior applied in the organization is influenced by external factors, namely the environment around the organization itself, and internal factors, namely members of the organization. In its daily activities, an organization adheres to pre-established norms, including religious ones. Sutrisno (2016) states

that organizational culture is also known as corporate culture, a set of values or norms that have been relatively long gone and adopted by employees as behavioral norms used in solving company problems. Some research also explains that organizational culture is defined as the norms, values, and understandings that are shared and become the culture of several top members who control the organization.

Kast and Rosenzweig (Hakim, 2015) define organizational culture as a value system of beliefs shared by the organization members who interact with each other, both in the organizational structure or in the supervisory system that produces behavioral norms for its members. In line with the research above, Schein (2010) states that organizational culture can affect how the employees identify themselves with their organization.

3. Work Ethic

Work ethic is very dominant in determining a person's success in the organization, in the sense that awareness or cultural values adopted by humans are very decisive. Therefore, the organization's success is very dependent on the work ethic of its employees because it is the work ethic that animates and determines the steps of human behavior.

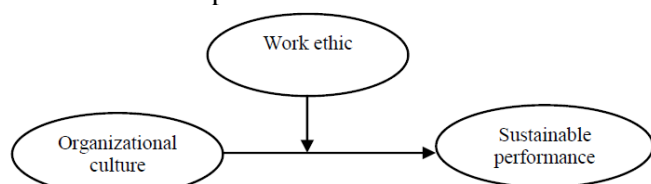


Figure 1. Conceptual framework

Organizational culture is social glue that binds organizational members together through values and clear standard norms about what can be done and what cannot be done by its members. This organizational

culture will shape, control, and regulate the behavior, perceptions, attitudes, beliefs, and values of individual members of the organization. Meanwhile, performance is a person's behavior when working following their duties to achieve organizational goals, with indicators: a) Carrying out work according to their responsibilities, b) Completing work on time, c) Carrying out work well, d) Working continuously to obtain good work results. Organizational culture reflects the values and norms that become the vision and mission of the organization in achieving its goals. Applying a suitable organizational culture will positively impact work motivation to improve the performance of personnel in the organization (Riyanto et al., 2021).

Indeed, an organization with a strong organizational culture will greatly influence the performance of its members because of the high level of togetherness and intensity that creates an internal climate of high behavioral control. In their research, Awadh and Saad (2013) revealed that organizational culture positively influences employee performance. Wambugu (2014) also found that organizational culture has a more significant influence on employee performance at Wartsila (Kenya). Dimulyo et al. (2018) also state that organizational culture has a significant positive impact on employee performance. Furthermore, according to Sinamo (2011), a work ethic is a set of positive behaviors rooted in fundamental beliefs and a total commitment to an integral work paradigm. This proves that a good work ethic will positively impact the creation of sustainable performance, meaning an increase in employee performance in the organization where they work.

Based on previous studies related to sustainable performance, organizational culture, and work ethic, the dimensions and indicators that can be used to measure these variables are compiled as follows:

Table 4. Dimensions and indicators

Variable	Dimension	Indicator
Sustainable performance (Lin & Ho, 2011; Baird et al., 2011; Chenhall, 1996)	Quality Performance	The quality of our products and services has been improved during the last three years.
		Customer satisfaction increased during the last three years.
		The number of customer complaints decreased during the last three years.
	Innovation Performance	The cost of poor quality has decreased during the last three years.
		Our customers perceive our new products and services as innovative.
		The organization has introduced more innovative products and services than our main competitors during the last three years.
		The number of innovations that provide the organization with a sustainable competitive advantage has increased during the last three years.
	Environmental Performance	The speed of adoption of new technology is faster than at our main competitors.
		The efficiency of the consumption of raw materials has improved during the last three years.
The resource consumption (thermal energy, electricity, water) has decreased (e.g., per unit of income, per unit of production) during the last 3 years.		
The percentage of recycled materials has increased during the last three years.		
		The waste ratio (e.g., kg per unit of product, kg per employee per year) decreased during the last three years.

Variable	Dimension	Indicator
Organizational culture	Social Performance	Health and safety performance has improved during the last three years The turnover ratio has decreased during the last three years The employees' satisfaction has increased during the last three years The employees' motivation has increased during the last three years Employee education and training (person-days per employee per year) have increased during the last three years.
	Self-awareness	Satisfaction from work done Desire to develop Obeying the existing rules
	Aggression	Having initiative and not always depending on leadership directions Able to set work plans and strive to complete them well
	Personality	Awareness to help others Respect differences of opinion
	Performance	Prioritizing quality in assigned tasks Innovate to find new and useful things Striving to work effectively and efficiently
Work ethic	Team orientation	Each team's tasks are carried out by discussion. Loyal to the problems in the team that are always resolved well
	Appreciate time	Discipline Punctuality No work delay
	Tough and never giving up	Working hard Persistent Spirit at work
	Desire to be independent	Able to complete tasks well Not depending on others
	Adjustment	Adjustment to the work environment Adjustments to the boss Adjustments to coworkers Adjustment to subordinates
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4. Conclusion

This study proposes a research concept of human resource management strategy to improve the sustainability performance of Type C Hospital in East Jakarta by using the concepts of organizational culture and work ethic. Therefore, the model will serve as a useful guideline for improving sustainable performance in Type C hospitals in East Jakarta through organizational culture and work ethic.

There are several possible solutions to this issue:

(1) *Hospital employees' competency improvement according to individual needs*: Competence is known to be a liaison for hospitals to improve performance. The hospital has realized that competence concerns employees' attitudes, behavior, and emotions. Therefore, the hospital needs to always improve competence according to their needs. On the other hand, the hospital needs to have a competency directory for each type of work. This will impact effective information for hospital management in identifying existing and non-existent competencies needing improvement in each employee;

(2) *Competency system evaluation*: The hospital can evaluate a performance management system according to the competency system criteria observed and measured procedurally. Employee performance must be measured more accurately to determine whether the employee can work following the company's goals;

(3) *Leadership and organizational culture based on*

a non-formal approach: The hospital has realized that organizational culture role is very large in ensuring a good performance. Hospital management can foster leaders at all levels to play an active role and continue to set an example to their subordinates for the activities they carry out. The hospital realizes that leadership can also occur in the non-formal sector. Therefore, the company must also approach the non-formal leaders in the employees. The hope is that it will become a unit to improve employee performance in the hospital.

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