

Organizational Culture Of Regional Hospitals In Indonesia (Case Study At Kabanjahe Regional General Hospital)

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Abstract: Efforts to overcome the problem of quality hospital services within it run an organizational culture into a good work culture. This study aims to analyze the organizational culture of Kabanjahe Hospital and its relation to hospital performance. The method which is used in this study is qualitative, where researchers use forms of data collection with FGD. The study is conducted in Kabanjahe Regional General Hospital. The results of this study indicate that organizational culture in Kabanjahe Regional General Hospital is seen from the aspect of: involving employees in decision making, making efficient contributions, being able to respond to change, already describing a strong organizational culture. But in the aspect of motivation it still describes a weak organizational culture. The change or strengthening of organizational culture in Kabanjahe General Hospital is the result of learning as an organization through building shared vision and team learning. It is recommended to the Karo District Government through the Department of Health that in filling the management position of the Kabanjahe Regional General Hospital it is carried out through a fit and proper test process. The management of Kabanjahe Regional General Hospital needs to formulate a policy in an effort to increase employee motivation and increase the efficiency of the Regional General Hospital. Employees of Kabanjahe Regional General Hospital should try to increase motivation in work as an effort to improve hospital performance.

Keywords: organizational culture; Kabanjahe regional general hospital; Indonesia.

I. Introduction

A hospital is a health service institution that contributes to the condition or degree of health of a community, in addition to other factors such as: environment and community behavior. In the era of globalization which is full of quality or quality approaches as well as other service industries that have a dependency on their consumers, the patients currently in managing the services provided by the hospital must also refer to the needs and expectations of patients and their families.

The success of an organization is closely related to the quality of the performance of its members. Performance is the work that

employees can display. Performance can be measured from the results of work, results of work, or results of activities in a certain period of time. High employee performance will support the productivity of the organization, so that the organization leadership should always pay attention to improving the performance of its members for the progress of the organization. The condition of service quality and performance of the hospital has caused the community to trust the services of overseas hospitals because they are considered to meet the needs and expectations of the hospital user community. Government hospitals, even though they have been declared accredited, their

utilization by the community is still relatively low.

The condition of the relatively low utilization of government hospitals also occurred in North Sumatra Province with the performance indicators used being BOR. Regional General Hospital (RSUD) in North Sumatra Province based on data from the North Sumatra Provincial Health Office (2016) currently there are 32 units. In accordance with Government Regulation (PP) No. 41 of 2007 concerning the Regional Device Organization, it is stated that the hospitals belonging to the district / city government are intended to provide health services to the community in their area. But in reality the utilization of RSUD is still low. In accordance with the standards set by the Indonesian Ministry of Health that good hospital BORs range from 60-85%. If referring to these provisions, there are 11 hospitals in North Sumatra Province whose BORs are in the range of 60-85%, the rest are below the standard.

Kabanjahe Regional General Hospital is one of the government-owned hospitals that has gradually undergone changes from internal aspects in the bureaucratic environment as part of the regional apparatus by improving human resources and facilities, infrastructure and health facilities. Changes in Kabanjahe Regional General Hospital are also related to the external environment with the socio-economic change of the people who are users of hospital services. Changes made by the management of Kabanjahe General Hospital in the past 3 years have had a positive impact on improving the performance of hospitals, which was marked by an increase in indicators of bed use which were quite high, from 61% in 2014 to 68% in 2015 and 2016 reaching 70%. The improvement in the performance of the Kabanjahe Hospital is inseparable from learning as an organization.

Organizational learning is a concept where organizations are considered capable of continuously carrying out self-learning processes so that the organization has a speed of thinking and acting' in response to the various changes that arise. Senge makes a learning organization theory with his ideas in concept fifth discipline. Noting the background that has been described as well as the problems of health service performance at Kabanjahe Regional General

Hospital and the learning process carried out in strengthening organizational culture, the researcher wants to conduct research to explore organizational culture issues and their influence on the performance of Kabanjahe Regional General Hospital.

II. Literature of Review

2.1 Performance

Performance is the appearance of the work results of personnel both in quantity and quality in an organization. Performance can be the appearance of individuals or work groups of personnel. The appearance of work results is not limited to personnel holding functional or structural positions but also to the entire range of personnel within the organization. The definition of employee performance is expressions such as work results (output), efficiency and effectiveness that are often associated with productivity.

Performance is the appearance of personal work both quantity and quality in an organization or performance is the appearance of individuals and personal work groups. Performance is a description of the level of achievement of the implementation of an activity, program, wisdom in realizing the goals, objectives, mission and vision of the organization.

The purpose of performance appraisal in general is to improve or improve individual performance through improving the performance of human resources in an effort to increase organizational productivity and specifically carried out in relation to various policies towards employees such as for the purpose of promotion, salary increases, education and training. Performance evaluation of performance aims to develop employees through a system that is implemented in the organization concerned and to reach evaluative conclusions or breaking words about work performance.

Basically there are two aspects that can be assessed, namely the output and process or work behavior of personnel. Its use depends on the type of work and the focus of the assessment carried out. Repetitive work and easy-to-identify outputs, the assessment is usually focused on output (results) while in the results of the work it

is difficult to identify the focus of assessment on activities or processes.

Performance assessment includes 6 main criteria, namely: (a) Quality levels of process or results are obtained with perfect work appearance in an ideal and in accordance with the objectives set. (b) Quantity produced, complete number of units, cycles and activities (compared to standards. (c) Time Lines. Levels between activities and results produced can be completed on time or earlier especially between coordination with other outputs, as much as possible maximizing time for activities. (d) Cost effectiveness Levels of available resources in the organization can be optimized such as HR, money, technology and materials. (e). Requirement of supervision (need for supervisor).

Hospital Performance Indicators in Indonesia generally use the average length of stay (ALOS), gross death rate (GDR) and net death rate (NDR) as quality performance indicators hospital services or care. Whereas to measure service efficiency performance uses the indicator of Bed Occupancy Rate (BOR), frequency of Bed Turn Over / BTO, interval of use of beds (Turn Over Interval / TOI) and ALOS.

2.2. Organizational Culture

Organizational culture is a shared perception adopted by the members of the organization. Organizational culture is the basic pattern accepted by the organization to act and solve problems, forming employees who are able to adapt to the environment and unite members of the organization. For this reason, it must be taught to members, including new members, as a correct way of studying, thinking and feeling the problems faced

There are 3 sources for the formation of a company's organizational culture, namely: (1) Trust-trust, values and assumptions that are owned by the founders of the organization. (2) The process of learning group members when the organization influences them, (3) Trust-beliefs, new values and assumptions brought about by leaders and new members in the organization. Of the three sources above, the most influential in the culture of an organization is the founder. Because the leaders have the

original original idea of the organization, the idealists of the founders will not only influence the organization's culture but also determine how the organization will play its role in the world. Organizational culture is a value system held and carried out by members of the organization, so that such things can distinguish the organization from other organizations. The value system is built by 7 characteristics as essence of organizational culture, namely: (1) Innovation and risk taking. Levels of employees who are motivated to innovate and take risks, (2) (Attention to detail). A level where employees are expected to show precision, analysis and attention to details, (3) Outcome orientation. Levels where management focuses on results rather than on the techniques and processes used to achieve results, (4) People orientation. A level that management decisions take into account the effects of results on the members of the organization, (5) Team orientation. A level where work activities are organized around teams, not individuals, (6) Aggressiveness. A level where people (members of the organization) have an aggressive and competitive nature instead of being relaxed, and (7) Stability. A degree to which organizational activities emphasize maintaining the status quo rather than growth

Strong organizational culture is a culture where the core values of an organization are held intensively and are shared widely by members of the organization. The more members who accept core values, the greater their commitment, and the stronger their culture, the greater their influence on member behavior, because this is due to the high level of togetherness. Strong organizational culture is characterized by aspects that support the achievement of optimal organizational performance characterized by aspects: involving employees in decision making, motivation to contribute efficiently and being able to respond to change.

2.3. Organizational Culture and Organizational Performance

Culture has a positive impact on organizations when pointing behavior in the right direction, on the contrary culture has a negative impact when showing behavior in the wrong direction. Ideal culture is characterized by clear assumptions of

equity a clear sense of collective competence and the ability to continue to apply collective competence for new situations and change them when needed. Culture is seen as an archetype of 'proven' assumptions that will apply to groups to deal with external adaptation problems and internal integration.

There are four views regarding the relationship between organizational culture and performance: (1) Strong culture, researchers adopt this hypothesis tend to place the type of human relations (involving employees in decision making) at the core of organizational culture, (2) The inverse relationship between culture and performance : high performance leads to the creation of 'strong' corporate culture (cultural homogeneity). It is possible that success brings a set of orientations, beliefs and values. The spirit of work can develop and there may be little incentives or incentives to do something, thus forming a broad consensus and conformism. Values and meanings can reproduce successful organizations and thus make a positive contribution to the company. (3) Contingency thinking that shows that under certain conditions, an appropriate type of culture contributes efficiently. Cultural mechanisms in complex and ambiguous organizational settings must be controlled in the traditional way (bureaucracy and market). (4) Adaptive culture is the key to good performance, a culture that is able to respond to changes in the environment. Culture is characterized by people willing to take risks, trust each other, be proactive, work together to identify problems and opportunities, etc.

2.4. Learning Organization (Learning Organization)

Learning organizations are organizations where people constantly expand their capacity to create the results they really want, where new patterns and expansion of thought are nurtured, where collective aspirations are freed, and where people continually learn to see together as a whole.

An organization will never be able to do much learning until it creates an environment where individuals can learn. Even though each individual can do all of the above, an organization does not automatically become a

learning organization. It is necessary to ensure that actions are not carried out based solely on needs. These actions must be instilled, so that they become a routine and normal way of working everyday. Learning strategies are not just a strategy for developing human resources. In learning organizations, learning is at the core of all operations, ways of behaving and systems. Being able to transform and change radically is the same as continuous improvement.

There are 5 dimensions or indicators of learning organization, namely: (1) systemic thinking (system thinking), (2) mental models (mental models), (3) personal skills (personal mastery), (4) learning in teams (team learning) and (5) building a shared vision (building shared vision)

2.5. Regional Public Hospital

Regional General Hospital (RSUD) is a hospital owned by the district / city government that is intended to provide health services for the community in its area (PP No 41 of 2007), in its management based on the management of regional public service bodies in accordance with the provisions of legislation.

Regional General Hospital is located as a regional technical institution led by the head as Director who is under and is responsible to the Regional Head, through the Regional Secretary. The task of the Regional General Hospital is to implement health efforts in an efficient and effective manner by prioritizing healing efforts, harmonious recovery, integrated with efforts to increase and prevention and carrying out referral efforts, in accordance with applicable laws and regulations. Carry out effective and effective health efforts by prioritizing healing (curative), rehabilitation (rehabilitative), efforts to increase (promotive) and prevention of disease (preventive) and carry out referral efforts. Carry out quality services according to hospital service standards, (2) Regional General Hospital functions as organizers: medical services, medical and non-medical support services, nursing care services, referral services, implementation of education and training, implementation of research and development, administrative and financial management.

The number of officers at the Regional General Hospital is determined according to the

needs and capabilities of the Regional General Hospital based on workload, benefit principles, efficiency and effectiveness and is structurally efficient and has a lot of functions. In carrying out its duties and functions, the Regional General Hospital has a coordinative and functional relationship with the Health Office and in health services has a relationship of service networks related to other health care institutions.

III. Research Methods

The type of research used is a qualitative method carried out through Focus Group Discussion (FGD) with selected informants about the influence of organizational culture on the performance of Kabanjahe General Hospital.

This research was conducted in Kabanjahe Regional General Hospital with a design time for December 2017 - January 2018. The informants were 10 people, namely: Director, Deputy Director and Head of Administrative Hospital, Head of Health Office, Head of Karo District Health Services, Indonesian Doctors Association (IDI) Karo Regency Branch, Indonesian Midwives Association (IBI) Karo District Branch, Indonesian National Nurses Association (PPNI) Karo District Branch, Indonesian Nutritionists Association (Persagi)

Karo District Branch, and Karo Regency BPJS Branch. Qualitative analysis was used to explain the influence of organizational culture on the performance of Kabanjahe General Hospital through in-depth interviews with selected informants and Focus Group Discussion (FGD). The procedures for analyzing data qualitatively are as follows: data reduction, data presentation, conclusion or verification and triangulation. 18

IV. Research Results And Discussion

4.1. Performance of Kabanjahe General Hospital

The main data used as a reference in this qualitative research is based on the achievement of the performance of each hospital based on BOR, LOS, TOI, BTO, GDR and NDR indicators for the last 3 years (2014, 2015 and 2016), then categorized according to the Republic of Indonesia Ministry of Health standard which is very bad (<40% of the standard score of the Department of Health), poor (40-60% of the standard score of the Ministry of Health), quite good (60-80% of the standard score of the Ministry of Health) and good (> 80% of the standard MOH). The description of RSUD performance data shown in the following table is an average of 3 years.

Table 1. Performance of Kabanjahe Regional General Hospital

No	Essay	Performance Indicators					
		BOR	LOS	TOI	BTO	GDR	NDR
1	Hospital performance	66,3%	10 days	3 days	40 times	2,2%	3,9%
2	Ministry of Health Standards	60-85%	6-9 days	1-3 days	40-50 times	<2.5%	<4.5%
3	Assessment criteria	Good	Not enough good	Good	Good	Good	Good

4.2. Involving Employees in Decision Making

a. Commitment

In the FGD process revealed about commitment in Kabanjahe Regional General Hospital, as revealed by the Director of Kabanjahe Regional General Hospital that the process of

organizational culture change in Kabanjahe Regional General Hospital should not be directly copied (copy-pasted) from other sources.) in developing organizational culture (but limited to aspects or matters that are reasonable to interfere with.

Continuous learning is the most influential predictor of hospital performance.

b. Works according to standards

Organizational culture aspects related to working according to standards in service in Kabanjahe Regional General Hospital, as revealed by the Director of Kabanjahe Hospital that the ethics of service to patients have been attempted for changes, for example in calling patients with voice intonation that does not offend patients.

Organizational learning in health care is not a one-time intervention, but a sustainable organizational phenomenon that occurs through formal and informal learning that has a reciprocal relationship with organizational change. Thus, organizational changes lead to organizational learning and organizational learning to apply new knowledge and practices to create organizational change.

c. On time

Organizational cultural aspects related to being timely in providing services to patients in Kabanjahe Hospital, as revealed by the Director of Kabanjahe Regional General Hospital that efforts to implement timely work are also supported by an online attendance system using print finger.

A management approach in cultural change in health services is needed for health reform.

d. Engagement in Decision Making

Aspects of employee involvement in decision making as part or characteristic of organizational culture have been applied in service management in Kabanjahe Regional General Hospital, as revealed by the Head of PPNI Kabanjahe General Hospital that currently the head of Kabanjahe Hospital always involves nurses in the decision making process ". Thus the nurses feel cared for and valued by the leadership.

The results of research on involving employees in decision making at the Kabanjahe General Hospital reflect a strong organizational culture, because hospital management has facilitated so that employees can provide input in the decision-making process. Efforts to involve employees in decision-making in Kabanjahe General Hospital resulting from the willingness of management leaders in the

process to become learning organizations, especially in terms of learning in teams (team learning) and building a shared vision (building shared vision). Because the implementation of involving employees in decision-making must always be done in a team that learns together, and in the togetherness of the team can be formulated a shared vision in developing a strong organizational culture.

4.3. Motivation

a. Pushing Power

The Head of PPNI of Kabanjahe Regional General Hospital revealed about the strength aspects that led to the implementation of services to patients, namely the commitment of the head of the Kabanjahe Regional General Hospital to make the nurses feel motivated to work well. In addition, the Regional General Hospital management has also compiled and made Nurse Work Standards as guidelines for work. Strong organizational culture in employees is significantly related to patient satisfaction.

b. Proactive

Nurses in Kabanjahe Regional General Hospital want to be proactive in the work as revealed by the Head of PPNI Kabanjahe Hospital that the attention given by the Regional General Hospital leadership makes nurses feel the need to play a role in supporting the progress of the hospital's organization.

Proactive efforts to improve organizational culture and good clinical governance will improve performance on an ongoing basis.

c. Pay Attention

Nurses in Kabanjahe Regional General Hospital devoted their attention to work as revealed by the Head of PPNI Kabanjahe Regional General Hospital that nurses were facilitated by the head of Kabanjahe Hospital to improve their abilities/competencies in the field of nursing through training. Supported also through financial assistance/training costs, this is a driving factor for nurses to show achievement in work.

Innovation in the development of organizational culture is related to the organizational structure and quality of management, so that it can devote attention to work.

d. Responsible for Work

Employees in Kabanjahe Regional General Hospital are responsible for the work as revealed by the Karo District Social Security Executing Agency (BPJS), a working partner of Kabanjahe Public Hospital in service to the community, especially patients who are BPJS card users who go to Kabanjahe General Hospital. The regulation of the BPJS in the service of patients in the hospital as revealed by the Head of the Karo Regency BPJS that the BPJS participant services uses a tiered referral system, so that the service process for patients has been directed and clearly in accordance with the needs of patients.

The results of research on aspects of motivation as part of organizational culture in Kabanjahe General Hospital still reflect a weak organizational culture. Although from the management side of Kabanjahe Regional General Hospital it has tried to bring up motives to increase employee motivation, but in reality the level of employee motivation in Kabanjahe Hospital is still relatively low. The low level of work motivation on employees in Kabanjahe General Hospital is generally found at the level of executive nurse employees who deal directly with patients. This has an impact on service performance, this is shown from the comparison of data in hospitals with lower employee motivation, so the service performance is also lower than the Regional General Hospital with higher employee work motivation.

In accordance with the results of research at the Regional General Hospital in Sumedang that the influence of motivation has an effect of 61.7% on nurse job satisfaction. The effect of the motivation referred to in this study is related to discipline in work time.

These results indicate that increased work discipline caused by the presence of employees on time, never returning home before work hours, being able to finish work on time, being able to use time effectively, working with good quality work, following procedures and work

instructions from superiors, and dressing according to existing rules can cause employee job satisfaction to increase with increasing job satisfaction can impact on employee performance increases.

4.4. Make an Efficient Contribution

a. Work Efficiently

The results of the FGDs on working efficiently can be examined from several answers expressed by FGD participants. Aspects of working efficiently, as revealed by the Chairperson of Karo Regency PPNI about the existence of Nurse Work Standards as work guidelines is an indication that nurses in Kabanjahe General Hospital have tried to work efficiently.

Supporting efforts to be able to work efficiently are also carried out by the management of Kabanjahe General Hospital by applying a digital fingerprint system and filling in paperwork. All of this requires every employee to work efficiently.

b. Helping Team Building Solve Hospital Problems

Aspects of helping team building solve company problems are characterized by the involvement of employees in formulating or deciding about the procurement of medical devices needed in the service. With the input from nurses in the procurement of these devices, of course, they can be adjusted to the needs in Kabanjahe General Hospital, meaning that the suitability of the procurement of medical devices with needs, can already help the problems faced by Kabanjahe Hospital.

c. Prioritizing Organizational Values and Public Interests Above Personal Interests

The aspect of prioritizing organizational values and public interests is above personal interests, as revealed by the Chairman of the Karo Regency PPNI that nurses working in Kabanjahe Hospital always try to apply what is directed and expected by the leadership.

The results of the research on aspects of providing efficient contributions as part of organizational culture in Kabanjahe General Hospital have led to a strong organizational culture. Because the efficiency found in the

Kabanjahe General Hospital studied has illustrated the balance between the use of resources used and the results achieved (the performance of Kabanjahe Regional General Hospital).

Currently the Kabanjahe Regional General Hospital organization has undergone many changes due to changes in the strategic environment that can be seen from the start of changes in the organization's management system so that it can still achieve effectiveness and efficiency. The management of this changing organization certainly involves human resources which are the determinants of an organization. Quality human resources and have the ability and good work performance, will support the performance of an organization in the face of competition with other work organizations.

No matter how sophisticated the equipment and facilities of the Kabanjahe Hospital are in service, if it is not supported by quality human resources, then surely the results achieved will not be maximized. Human resources, especially in organizations engaged in services, have become the main factors in the success of achieving their goals. This is increasingly evident in organizations that directly interact with consumers who need these services. In hospital organizations, for example, patients directly feel the services or services provided by the organization through their employees. The things that are seen and felt by consumers illustrate the quality of their services and also the quality of the hospital.

4.5. Able to respond to changes

a. Adaptation

The head of the Karo District Health Office as an organization of regional units that regulates and makes policies on health services states the importance of Kabanjahe Regional General Hospital to adapt to changes in the internal environment and changes in the external environment with leadership vision in an organization such as Kabanjahe Hospital. staff ', however, staff should not only look at who the leader is in carrying out the work.

b. Open

Patient services in Kabanjahe Regional General Hospital cannot be separated from the culture or culture of the developing community. So from that understanding of the culture of the people being served becomes important to be able to improve services in Kabanjahe General Hospital. Related to this, the Head of the Karo District Health Office revealed that the community culture in the service process at the Regional General Hospital can change if we want to work well ", for example the number of patient families is only 1 person to maintain in a private hospital, why in Kabanjahe Regional General Hospital we cannot implement it, so that the patient's guard room will not be filled with the patient's family.

The results of research at hospitals in China conclude the consideration of organizational culture for hospital managers to respond to environmental changes.

c. Dynamic

In the context of responding to changes in Kabanjahe Regional General Hospital organization related to changes in the environment internally and externally, where Kabanjahe Regional Hospital faces developments in service procedures, as well as demands from the community as users of hospital services. Facing these changes and developments, Kabanjahe Hospital is required to accept openly, adapt to changes that occur and face changes dynamically. This can be seen from the expression of the Director of Kabanjahe Regional General Hospital stating that the change in the attendance system with finger print requires hospital staff to change their habits in following hours of work and out of work. Likewise in the procedure for service to patients in the current era of National Health Insurance (JKN), it causes the Regional General Hospital to adjust to the provisions and regulations of the BPJS.

The results of research on aspects of the ability to respond to change as part of organizational culture in Kabanjahe Hospital have reflected a strong organizational culture. This condition was revealed in the results of the FGD at Kabanjahe Regional Hospital which examined the willingness of hospital management to be open to changes in the

internal and external environment, to adapt to existing changes and to try dynamically to address existing changes to improve the performance of Kabanjahe General Hospital.

Health services at the present time are the main health service industry where each hospital is responsible for the recipient of health services, namely patients. The existence and quality of health services provided is determined by the values and expectations of these patients. In order to improve health services to patients, the quality of services must be able to provide satisfaction to patients.

The success of an organization such as a hospital in providing excellent health services is not solely the result of individual contributions as targeted by the organization because this perspective has suppressed flexibility and pegged the creativity of employees. Even though in this era of full competition, companies are required to not be rigid in facing changes and developments in the outer environment very quickly.

Kabanjahe Regional General Hospital as a government hospital cannot currently rely solely on employee behaviors that have been specified in the job description but also need to pay attention to other supporting activities that are not mentioned in detail in the employee's job description. Employee work behaviors that exceed formal obligations greatly help the organization to be more effective

A strong organizational culture shows high agreements among members about what the organization maintains. The agreement fosters cohesiveness, loyalty and organizational commitment

Strong culture can act as a substitute for formality. A strong culture reaches the same final goal without the need for written documents. Organizational power is developed developed by certain groups as learning to overcome the problem of external adaptation and official internal integration that is well implemented. Therefore culture is inherited to new members.

Organizational culture factors can be sourced from internal and external internal factors including values that are staffed by; values and attributes; organization's vision and mission; leadership. Then external factors

include the social environment, types of services needed by the public and segments.²⁸ Culture is selective, because it has a set of signs about what we must accept and limits the behavior of its members. Behavior that deviates from cultural norms and cultural values carried out by leaders and members can be controlled by culture. Then culture is also dynamic in the sense that culture is a control in the organization so that deviant behavior is also a negative culture, so the thing will be eliminated and if the culture is good then culture is maintained even culture can be developed in order to improve performance.

The results of research at hospitals in Turkey show that all dimensions of organizational culture have a positive impact on performance behavior in the role of service.

V. Conclusion

Organizational culture in Kabanjahe Regional General Hospital is seen from the aspect of: involving employees in decision making, motivation, making efficient contributions, being able to respond to change, already describing a strong organizational culture. Changes or strengthening of organizational culture in Kabanjahe General Hospital are the result of learning as an organization (learning organization) through building shared vision and team learning. The performance of Kabanjahe General Hospital has increased significantly in line with strengthening the organizational culture and learning organizations. This is indicated by the indicator of the use of beds as a key indicator that has reached 70% in 2016.

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