

## The Influence Of Organizational Culture On The Performance Of Nurses In Cut Nyak Dhien District Hospital

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**Abstract:** *Nurses are one of the health workers who have an important position in the health care system in hospitals. Nurses are a good reflection of the health services provided to patients by hospitals, 24-hour nurses always serve patients so that nurse performance is one of the main factors in determining the success or failure of health services in hospitals. The increase in nurse performance can be influenced by the shared value system that exists in hospital culture. Cut Nyak Dhien Regional General Hospital Meulaboh is one of the hospitals that has problems with nurse performance, patient complaints about nurses' behavior at work that have not yet applied the 5S culture prevailing in the hospital. To find out the influence of discipline, initiative, responsiveness, communication and cooperation on the performance of nurses in the inpatient room of the First Class of the Cut Nyak Dhien Regional General Hospital. This research is a survey with an explanatory approach that aims to analyze the influence of discipline, initiative, responsiveness, communication and cooperation on the performance of nurses in the inpatient rooms of the First Class General Hospital of the Cut Nyak Dhien District. The population in this study were all nurses in the First Class inpatient rooms, amounting to 65 people, the sample in the study was the total population ie the entire population was sampled. The results showed that there was a relationship between discipline, initiative, responsiveness, communication and cooperation with the performance of implementing nurses. Regression test results showed that there was an influence between discipline ( $p=0.012$ ), initiative ( $p=0.020$ ), responsiveness ( $p=0.011$ ), communication ( $p=0.066$ ), and cooperation ( $p=0.019$ ) on nurse performance. Based on the test of all variables that affect the performance, it is known that responsive variables are the variables that have the strongest influence. It is recommended to the management of Cut Nyak Dhien Regional Hospital that the organizational culture*

**Keywords:** discipline, initiative, responsiveness, communication, cooperation

### Introduction

Health development is essentially the implementation of health efforts for each population in order to realize optimal public health. One effort to achieve this state. is to reduce morbidity and mortality rates for infants and toddlers (Ministry of Health Republic of Indonesia, 2012).

According to Regulation of the Minister of Health No. 52 of 2014, a hospital is a health service institution that carries out individual health services in a complete manner, one of which provides inpatient services. Hospitals are institutions that are an integral part of health organizations and social organizations, functioning to provide complete health services from medical services to nursing. Good health services in hospitals are also supported by Health Human Resources (SDMK). Health human resources (HRK) is one of the national health sub-systems that has an important role in improving the degree of public health through various health services and efforts. Health efforts and services must be carried out by health workers who are responsible, have high ethics and morals, expertise, and authorities (Indonesian Health Profile, 2015).

Organizational culture has an important role in relation to employee performance,

because culture as a tool to achieve goals by asking for the values needed by the company to always be conducive and sensitive (Syauta, 2012: 70). Different values and beliefs based on employee performance help in the organization. Organizational culture that helps in internalizing joint relationships that lead to managing effective organizational processes (Awadh, 2013: 172).

Increasing organizational commitment among employees is an important aspect as a result of where they perform better (Qaisar, 2012: 248). There is evidence to confirm the impact of organizational commitment as an organizational outcome variable. Lack of commitment from personnel can be dangerous for the organization, resulting in poorer performance and higher costs (Hamdi, 2012: 8).

Nurses are human resources who participate in coloring health services in hospitals. Therefore nursing services contribute in determining the quality of service in hospitals (Mulyono, 2013: 18). Nurses spend more time with patients than do providers other health care. Improvements in patient safety can be achieved by improving nurse performance (Delusia, 2009: 11).

Nurse performance is the activity of nurses in implementing the best authority and duties responsibility in order to achieve the objectives of the main task profession and the realization of the goals and objectives of organizational units within provide nursing care. Where the head of the nursing room has the responsibility of moving the implementing nurse to work better (Kuntoro in Putra et al, 2014).

According to the results of a preliminary study conducted by researchers in September 2018, the data obtained from the medical check-up unit was that only a small portion were able to serve patients from the specified target of 114 patients out of 1,062 patients. The service unit that is able to meet the target is a capable emergency department

serving 18,399 patients out of the target of 18,160 patients. Nurses have a big role in achieving hospital performance. Therefore, management always strives to produce the best nurses so that they can contribute maximally. This study aims to determine the effect of motivation, organizational culture and organizational commitment on the performance of nurses in Cut Nyak Dhin District Hospital.

## **Research Methods**

This research is an analytic survey research with explanatory research type. This study aims to analyze regression test the influence of culture, discipline, coordination, responsiveness, communication and collaboration on nurse performance. The population in this study were all nurses who served in the inpatient room of Cut Nyak Dhien Hospital, amounting to 103 people and there were 8 heads of rooms as providers of evaluating the performance of implementing nurses.

The sampling technique in this study is systematic random sampling. Sampling using Slovin formula so that the sample size in this study were 65 respondents. The independent variables of the study was discipline, initiative, responsiveness, communication, cooperation.

## Results and Discussion

**Based on the Multiple Logistic Regression Test Results of research conducted in the Cut Nyak Dhien Hospital with 65 respondents involved in this study, the following results were obtained:**

**Tabel 1. Multiple Logistic Regression Test Results With Relationship Between Discipline, Initiative, Responsiveness, Communication, and Cooperation With The Performance Of Implementing Nurses**

Variabel	B	P Value	Rasio Prevalensi	95% CI	
				Lower	Upper
Discipline	0.213	0.012	6.073	0.526	18.174
Initiative	0.228	0.020	3.995	1.135	14.980
Responsiveness	0.172	0.011	4.820	1.582	9.403
Communication	0.221	0.066	5.031	1.906	13.832
Cooperation	0.176	0,019	2.606	2.288	11.161
Constant	0.331	0,210	0.018		

Primary Data

## Discussion

### **Influence of Organizational Culture of Discipline to Performance Variables Nurses in Cut Nyak Dhien District Hospital**

Bivariate analysis using Pearson correlation test that has been done it can be seen that the culture of discipline is significantly related to the performance of nurses at Cut Nyak Dhien District Hospital. This is known based on the value of  $p(0.012) < 0.05$

This study is in line with Rosita (2014), about the relationship between work discipline and the performance of health workers based on this research. It shows that good work discipline is 26 respondents (74.3%) and 9 respondents are poor (25.7%). From the chi-square test obtained  $p$  value = 0.02, which means  $<(0.05)$  which means that  $H_1$  is accepted and  $H_0$  is rejected, thus in this study it is concluded that there is a relationship between work discipline and the performance of health workers in Cempa Puskesmas Pinrang District. Erwin (2015), the results of his research showed that there was a significant influence between the culture of discipline on the performance of nurses in Restu Ibu Medan Hospital, even in his research showing the performance was strongly influenced by the culture of discipline ( $r = 0.667$ ).

The level of education contributes greatly to the level of discipline. In addition nurses also reasoned, the lack of supervision and strict sanctions from the head of the room, as well as the lack of reward from the management. The presence of nurses who do not agree with this discipline culture indicates that some nurses do not fully understand their duties and responsibilities well.

According to Prawirosentono (in Sutrisno, 2010), the discipline problems of employees in the organization, both superiors and subordinates, will give a tone to the organization's performance. Nurse profession as a public service provider in the health sector has rules and standards in his work, with the culture of discipline within nurses causing the work steps of nursing to be carried out properly. Nurses' awareness of the high responsibility for efforts to provide the best service to patients makes each nurse must be able to work with every applicable rule. So it is appropriate that discipline as an organizational culture is a factor influencing nurse performance.

### **Influence of Organizational Culture Initiative Variables on the Performance of Implementing Nurses in Cut Nyak Dhien District Hospital**

Bivariate analysis using Pearson correlation test that has been done it can be seen that the culture of initiative is significantly related to the performance of nurses in the inpatient installation of Cut Nyak Dhien Hospital. It is known by the p-value (0.020) <0.05.

The above research results are in line with the research of Tampemawa, et al (2015), Ranotana Weru Community Health Center in Manado where there is a relationship between attitude and immunization status with a Pvalue = 0.003.

This study is in line with Erwin's research (2015), from a multivariate analysis the effect of the initiative on nurse performance was also found that the initiative had a positive relationship on nurse performance with a coefficient of 0.26 which is a variable that affects nurses' performance at Restu Ibu General Hospital, Medan. This is also in accordance with the statement of Sinamo (2002) which states that a work unit in an organization will be able to achieve the highest success if members in the work unit or organization have creative innovation power oriented to quality and perfection, as well as a willingness to continually learn change to improve abilities.

The inability of some nurses in the inpatient installation of Cut Nyak Dhien Hospital in developing their initiatives, due to the lack of confidence of nurses in their abilities, lack of functional nursing training, and the lack of rewards given by the hospital, which makes nurses less motivated to develop their abilities, and feel less valued.

A person's initiative relates to the power of thought, creativity in the form of ideas to plan something related to organizational goals. Each initiative should receive attention or positive responses from superiors. Appropriate and reasonable appreciation also supports the creation of new innovations in the world of nurse work. Nurses are motivated by initiatives he has done, so he is more enthusiastic in working. In other words, employee initiatives within the organization are the driving force of progress that will ultimately affect performance (Sutrisno, 2010).

### **Influence of Organizational Culture on Responsive Variables on the Performance of Implementing Nurses in Cut Nyak Dhien District Hospital**

Bivariate analysis using Pearson correlation test that has been done it can be seen that responsive culture is significantly related to the performance of nurses in the inpatient installation of Cut Nyak Dhien Hospital. This is known based on the value of p (0.011) <0.05.

This study is in line with the results of research Tussaleha and Erna (2014) concerning the relationship of responsibility with the performance of nurses that of 35 respondents there were 30 respondents (85.7%) had a good responsibility in which 19 respondents (54.3%) had a good performance and as many as 11 respondents (31.4%) had poor performance. While those who have less responsibility as many as 5 respondents (14.3%) have poor performance. Based on the results of statistical analysis using the Chi-square test of 35 respondents, the value of p = 0.013 is obtained, where the value of p is less than  $\alpha = 0.05$  then  $H_a$  is accepted and  $H_o$  is rejected. From the results of these studies prove that there is a significant relationship between responsibility and nurse performance.

Based on the employment of the majority of nurses who expressed less agreed to a nurse that the employment is not permanent. This contracted employment status causes nurses to tend to have less professional responsibilities, so nurses work less wholeheartedly in providing services to patients. This can be seen from the presence of nurses who still seem to care less, and tend to be less responsive in handling patient complaints. Based on researchers' observations, nurses must be called multiple times by patients to receive services.

### **Influence of Organizational Culture Communication Variables on the Performance Executive Nurses in Cut Nyak Dhien District Hospital**

Bivariate analysis using Pearson correlation test that we can know that the communication culture significantly related to the performance of nurses in inpatient installation of Cut Nyak Dhien Hospital. This is known based on the value of p (0.066) <0.05.

This study is in line with the results of Tussaleha's research (2014) about the relationship of communication to the performance of nurses in Makassar City Power Hospital. Based on the results of statistical analysis using the Chi-square test of 35 respondents, the value of p = 0.013 is obtained, where the p value is smaller than  $\alpha = 0.05$  then  $H_a$  is accepted and  $H_o$  is rejected. From the results of these studies prove that there is a significant relationship between communication with nurse performance.

Different levels of education among nurses often lead to misperceptions in actions. In addition, nurses admitted that they also disagreed because many patients tend to be urgent, causing them to be impatient and not communicative in responding to patient complaints.

According to Torang (2014), in order to be able to streamline and streamline the performance of every individual, the fabric of relationships and communication between individuals in the organization must always be created in a harmonious atmosphere. Good communication between fellow nurses and with superiors makes a misperception of an action can be minimized. Good communication on the division of work responsibilities in a team can improve the performance of the team. The employer also contributes in communication as an organizational culture, how a superior gives a proper work order, a performance monitoring system that makes nurses able to work comfortably and delivering awards and sanctions for nurses' work objectively must also be done in an effort to create good work communication. The lack of errors in communication can reduce errors in work. So it is appropriate for the culture of communication to have a significant influence on nurse performance.

### **Influence of Organizational Culture on Cooperative Variables on the Performance of Nurse Implementing in Cut Nyak Dhien District Hospital**

In bivariate analysis using Pearson correlation test has been done can be seen that cultural cooperation significantly related to the performance of nurses in inpatient Cut Nyak Dhien Hospital. This is known based on the value of  $p (0.019) < 0.05$ .

The results of this study are consistent with Robbin's opinion (in Damanik, 2007) that one aspect that characterizes human attitudes and behavior as an implementation of organizational culture is the cooperation of organizational members in carrying out work in an effort to achieve organizational goals. According to Torang (2014) if there is cooperation and communication between leaders and subordinates and between subordinates and coworkers, it is believed that subordinates will carry out their work sincerely. If the work is done sincerely, subordinates will become more responsible for performance contracts that have been agreed as performance standards.

The foundation of mutual openness, a sense of responsibility for work, and a passion for creating good performance make a group of people or teams able to work with each other. The age aspect is an important foundation in making this happen. Young age and age gap that is not too far away makes everyone have a work rhythm that tends to be the same so that it is easy to decide to work together.

Based on the findings of the researchers in the field, the respondents who have family support and provide DPT immunization to the baduta because the respondent always supports you to bring the baduta immunized and delivered. On the other hand, respondents who did not have family support and did not provide DPT immunization to the baduta because the respondents lacked the support to bring the baduta immunized because the family thought that immunization would only make the baduta sick.

### **Conclusion**

1. Based on the results of organizational culture research on implementing nurses in the inpatient installation of the Cut Nyak Dhien has been classified as good. But in reality it is not in line with its application, there are still nurses who lack discipline in terms of time at work, are less responsive to patient complaints and lack of good communication between teams and patients.
2. Based on the results of research on the performance of nurses in the inpatient installation of Cut Nyak Dhien Regional General Hospital is quite good.
3. The results of the bivariate analysis showed that there was a significant correlation between discipline, initiative, responsiveness, communication and collaboration with the performance of nurses in the inpatient installation of Cut Nyak Dhien Hospital.

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