

THE RELATIONSHIP OF ORGANIZATION CULTURE AND WORKLOAD ON EMPLOYEE'S PERFORMANCE AT DR. JOHANNES LEIMENA AMBON HOSPITAL IN 2022

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ABSTRACT

Dr. Johannes Leimena Ambon Hospital is a type B vertical hospital and become as a referral hospital for Maluku and North Maluku regions. This study aims: 1) To analyze the relationship of organization culture towards employee's performance at Dr. Johannes Leimena Ambon Hospital 2) To analyze the relationship of workload towards employee's performance at Dr. Johannes Leimena Ambon Hospital 3) To analyze the relationship between organization culture and workload towards employee's performance at Dr. Johannes Leimena Ambon Hospital. The study involved 461 employee at Dr. Johannes Leimena Ambon Hospital in 2022, and 82 of them became respondents. This research's method is descriptive correlation with quantitative approach. Sampling data on this research uses simple random sampling. Analytics technique on this research uses validation test, reliability test, descriptive analytics, inferential statistic, hypothesis testing using double regression with t-test, f-test and coefficient determination. This research uses SPSS 16.0 software program. The results showed that the relationship are significant and positively influenced partially and simultaneously on employee's performance at Dr. Johannes Leimena Ambon Hospital.

Keywords: Organization Culture, Workload, Employee's Performance, Hospital

1. INTRODUCTION

Competition in health care ensures the provision of better products and services to satisfy the needs of customers, to improve service quality requires employees with good performance. Dr. Johannes Leimena Ambon Hospital is vertical hospital belonging to the Ministry of Health Indonesia. Employee's performance also been affects health services in Dr. Johannes Leimena Ambon Hospital. Wekadigunawan (2020) Human resources are one of the determining factors in developing a quality of health services. Suandana (2018) Hospitals need employees with good quality in order to create optimal health services, and it is hoped that hospitals can produce maximum output of products or services to improve the quality of health services.

Emil & Sari (2020) Organizations with a strong culture can increase the effectiveness of employee performance. The application of culture to a company can automatically shape the character of employees in carrying out their duties and achieving the company's goals. Muskamal (2010), one of the benefits of measuring employee workload for organizations, is improving organization structure, assessing employee work performance and a means of improving the performance of an organization.

According to Robbins (2006) organization culture is a system of shared meaning held by members that differentiates the organization from other organizations. According to O'Donell and Eggemeier(1986) workload is part of the worker's capacity given to carry out their duties. Performance is optimal achievement in accordance with the potential of an employee, something that is always of concern to organizational leaders. Performance describes the extent of employee activity in carrying out tasks and trying to achieve the set goals, Robbins (2006). Omela (2021) good implementation of organization culture can be seen from the distribution of workload and the ability of employees to complete work on time.

Adityawarman (2015) workload variables have a correlation with performance variables, workload must be considered, especially workload resulting from employee incompetence in carrying out their work, will create an unideal work environment for employees. Research by Yandri & Aziz (2021) on 63 employees at BPKAD Padang City, the results of the research show that organization culture and workload have a positive and significant effect on employee's performance at BPKAD Padang City.

Based on data, the number of employees at Dr. Johannes Leimena Ambon Hospital in 2021 there are 461 employees. The average attendance 424 employees with percentage of employee tardiness is 42.42% and absenteeism is 22.08%.

Table 1. Attendance data in 2021

| Month | Attendance | Average Attendance |
|-----------|------------|--------------------|
| January | 346 | 424 |
| February | 442 | |
| March | 442 | |
| April | 437 | |
| May | 448 | |
| June | 442 | |
| July | 439 | |
| August | 413 | |
| September | 417 | |
| October | 417 | |
| November | 421 | |
| December | 428 | |

Researchers conducted pre-survey research on 30 employees at Dr. Johannes Leimena Ambon Hospital who was taken randomly to get an overview of performance. Based on the results of the pre-survey, the results obtained are:

Table 2. Pre-survey results

| Questions | Very satisfied | | Satisfied | | Neutral | | Not satisfied | | Very dissatisfied | | Mean score |
|---------------------|-------------------------------|-----|-----------|-----|---------|-----|---------------|-----|-------------------|----|------------|
| | f | % | f | % | f | % | f | % | f | % | |
| | Employment support facilities | 7 | 23% | 20 | 64% | 1 | 3% | 1 | 3% | 1 | |
| Cooperation | 1 | 3% | 4 | 13% | 12 | 40% | 13 | 43% | 0 | 0% | 2.7 |
| Work quality | 9 | 30% | 15 | 50% | 6 | 20% | 0 | 0% | 0 | 0% | 4.1 |
| Punctuality of work | 1 | 3% | 13 | 43% | 7 | 23% | 7 | 23% | 2 | 7% | 3.1 |
| Work commitment | | 0% | 15 | 50% | 6 | 20% | 9 | 30% | 0 | 0% | 3.2 |

Based on the pre-survey results, the highest score is work quality with mean score 4.1 and the lowest score is cooperation between employees with mean score of 2.7. The results of pre-survey and previous observations at Dr. Johannes Leimena Ambon found that problem influenced cooperation between employees, that is work commitment was not good because there were internal problems that had not been resolved. Based on the background, the problem is related to organization culture, workload and employee's performance at Dr. Johannes Leimena Ambon Hospital.

2. METHOD

This study was conducted at Dr. Johannes Leimena Ambon from November 2022 until August 2023. The researcher devised a timeline for various activities, collect the data and materials, analysis and processing data, proposal seminar, revisions, and the acquisition of research permits. Subsequently, thesis guidance and thesis defense were conducted.

The research population was 461 employee of Dr. Johannes Leimena Ambon Hospital, sample calculations using Slovin's theory with 10% margin of error resulting in a sample size of approximately 82.17, which was rounded down to 82.

The method used in this research is descriptive correlation with a quantitative approach, and using simple random sampling. The methods used to analyze the data in this study are validity tests, reliability tests, descriptive analysis, differential statistical analysis, and hypothesis testing with multiple linear regression, T test, F test and determinant coefficients. Statistical analysis of data using SPSS 16.0 software.

3. RESULTS AND DISCUSSION

a. Respondent Characteristics

This section provides insights into the demographic characteristics of the 82 study respondents, encompassing gender and age groups. Based on gender, of the 82 respondents, 29 people or 35.4% of respondents were male and 53 people or 64.6% of respondents were female. Based on these results, the majority of respondents in this study were female. Based on age, of the 82 respondents, there were 4 people or 4.9% of respondents aged > 40 years, 4 people or 4.9% of respondents aged 18-25 years and 74 people or 90.2% of respondents aged 26-40 years. Based on these results, most of the respondents in this study were aged 26-40 years.

b. Descriptive Analysis of Research Variables

Descriptive statistics were employed to examine the indicators used in the questionnaire for each research variable: organization culture, workload and employee's performance at Dr. Johannes Leimena Ambon Hospital. The Likert scale was utilized for this purpose. Data analysis procedures encompassed data categorization, tabulation, data presentation for each studied variable, calculations to address the research queries, and computations to test the proposed hypotheses. The results of the survey are summarized in the table below.

Table 3. Descriptive Analysis of Research Variables

| No | Variable | Score | Scale | Info |
|----|------------------------|-------|-----------|------|
| 1 | Organization Culture | 2.10 | 1.00-5.00 | Low |
| 2 | Workload | 3.47 | 1.00-5.00 | High |
| 3 | Employee's Performance | 2.05 | 1.00-5.00 | Low |

c. T test

The t statistical test basically shows how far the influence of an independent variable individually is in explaining variations in the dependent variable (Ghozali, 2018)

Table 4. Recapitulation of t test analysis results

| Model | | T | Sig. |
|-------|---------------------------|--------|------|
| 1 | (Constant) | 5.984 | .000 |
| | Organization culture (x1) | 4.551 | .000 |
| | Workload (x2) | -4.454 | .000 |

a. Dependent Variable: Employee's Performance (y)

The t test results of Hypothesis 1 test can be seen in Table 4. Based on Table 4, the partial test results are obtained as follows. The t count value for organization culture (4.551) and the significance t value for organization culture (0.000) is smaller than alpha (0.05). Thus, partially organization culture has a positive and significant effect on employee's performance, meaning that organization culture has a significant effect on improving employee's performance. Based on the results obtained, H0 rejects and accepts H1: "There is a relationship between the organization culture (X₁) and the employee's performance (Y) at Dr. Johannes Leimena Ambon Hospital". Organization Culture (X₁) is related to Employee's Performance (Y).

Amalia (2020) organization culture improves employee's performance, builds mutual commitment and guidance, and shapes employee attitudes and behavior. According to Ilham (2021) research, that organization culture is a guideline for companies where an organization will run well if it implements a good organization culture, norms and values that are applied so that the interests and rules of the company are useful for employee's performance.

The results of this research are supported by the results of previous research, Amalia (2020), research on 58 employees at the DIY Marine and Fisheries Service, showing that organization culture has a positive and significant effect on employee's performance. Yuliyanti (2022) on 61 employees at the Sijunjung Regency Regional Hospital, research results showed that organization culture had a positive and significant effect on employee's performance at the Sijunjung Regency Regional Hospital.

The t test results of Hypothesis 2 test can be seen in Table 4. Based on Table 4, the t test results are obtained as follows. The t count value for workload (-4.454) and the significance t value for workload culture (0.000) is smaller than alpha (0.05). Thus, partially workload has a negative and significant effect on employee's performance, meaning that workload has a significant effect on improving employee's performance. Based on the results obtained, H0 rejects and accepts H2: "There is a relationship between the workload (X₂) and the employee's performance (Y) at Dr. Johannes Leimena Ambon Hospital". Workload (X₂) is related to Employee's Performance (Y).

These results are accordance with previous research, Paramitadewi (2017), research results show that workload has a negative and significant effect on employee's performance, which means that if the workload is lower, employee's performance will be higher, if the workload continues to increase without an appropriate distribution of workload, employee's performance will decrease. According to Rolos (2018) workload has a negative and significant effect on employee's performance, the negative effect means that the decreasing an employee's workload will have an effect on increasing the employee's performance.

d. F test

Table 5. Recapitulation of F test analysis results

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 1995.887 | 2 | 997.944 | 43.778 | .000 ^b |
| | Residual | 1800.857 | 79 | 22.796 | | |
| | Total | 3796.744 | 81 | | | |

The F results of hypothesis 3 test can be seen in Table 5. Based on Table 5, the F test results are obtained as follows. Based on the data in the F test results table, the F value is 43.778 with a significance F is 0.000, smaller than 0.05, indicating that the variables organization culture and workload are jointly related to employee's performance, thus it can be concluded that Hypothesis 3 accepted: "There is a relationship between the organization culture (X₁) and the workload (X₂) with the employee's performance (Y) at Dr. Johannes Leimena Ambon Hospital". Organization Culture (X₁), Workload (X₂) are simultaneously related to Employee's Performance (Y).

Ilham and Adolfina (2021) research with 45 samples, the results of which are that organization culture and workload variables jointly or simultaneously influence employee performance at the National Land Agency of North Sulawesi Province.

e. Coefficient of determination (R²)

Table 6. organization culture and employee's performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .638 ^a | .407 | .399 | 5.30687 |

a. Predictors: (Constant), Budaya Organisasi (X₁) (x1)

b. Dependent Variable: Kinerja Pegawai (y)

Based on the table above, the coefficient of determination (R Square) value is 0.407. This means that 40.7% of the employee's performance is related to the organization culture, while the remaining 59.3% is influenced by other factors.

Table 7. workload and employee's performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|-------------------|----------|-------------------|----------------------------|
| 1 | .633 ^a | .401 | .394 | 5.33043 |
| a. Predictors: (Constant), Beban Kerja (x2) | | | | |
| b. Dependent Variable: Kinerja Pegawai (y) | | | | |

Based on the table above, the coefficient of determination (R Square) value is 0.401. This means that 40.1% of the employee's performance is related to the workload, while the remaining 59.9% is influenced by other factors.

Table 8. Results of coefficient of determination test for organization culture and workload with employee's performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1 | .725 ^a | .526 | .514 | 4.77448 |
| a. Predictors: (Constant), Beban Kerja (x2), Budaya Organisasi (X1) (x1) | | | | |
| b. Dependent Variable: Kinerja Pegawai (y) | | | | |

Based on the data above, the coefficient of determination (Adjusted R Square) value is 0.514. This means that 51.4% of the employee's performance are related to the organization culture and workload, while the remaining 48.6% is influenced by other factors.

4. CONCLUSION

a. There is a relationship between organization culture and employee's performance at Dr. Johannes Leimena Ambon Hospital was 40.7% while 59.3% of employee's performance was influenced by other factors that were not researched, Hypothesis 1 was accepted. This shows that the better the implementation of organization culture among employees in the hospital environment, the better the performance of hospital employees.

b. There is a relationship between workload and employee's performance at Dr. Johannes Leimena Ambon Hospital was 40.1% while 59.9% of performance was influenced by other factors not researched, Hypothesis 2 was accepted. The higher the workload given can affect the level of employee's performance assessment in the hospital.

c. There is a relationship between organization culture and workload with employee's performance at Dr. Johannes Leimena Ambon Hospital was 51.4%, while 48.6% of performance was influenced by other factors not researched, Hypothesis 3 was accepted. The implementation of a good organization culture in the hospital environment and the appropriate distribution of workload have an influence on the performance of hospital employees.

d. Based on the results of the analysis of the frequency distribution of respondents' answers to the organization culture variable, the lowest average value was obtained for the individual orientation indicator, 1.44.

e. Based on the results of the frequency distribution analysis of respondents' answers to the workload variable, the lowest average value was obtained for the physiological measurement indicators, 3.22.

f. Based on the results of the frequency distribution analysis of respondents' answers to the employee's performance variable, the lowest average value was obtained for the work commitment indicator, 1.61.

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