

The Role of Organizational Culture and Leadership in Improving Hospital Employee Performance: Literature Review

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ABSTRACT

Organizational culture and leadership play pivotal roles in determining employee performance, particularly in hospitals where effective teamwork and motivation are essential. This study aims to evaluate how organizational culture and leadership styles influence employee performance through a literature review methodology. Relevant articles were sourced from databases such as Google Scholar and Garuda, focusing on publications from the last five years using keywords such as "organizational culture," "leadership," "employee commitment," and "hospital." Findings indicate that a robust organizational culture emphasizing collaboration, innovation, and patient orientation significantly enhances employee commitment and productivity. Furthermore, transformational leadership fosters a positive work environment and boosts motivation, which are critical for maintaining high performance in demanding hospital settings. This study concludes that the synergy between organizational culture and effective leadership can significantly improve employee performance, thereby enhancing healthcare quality. It is recommended that hospitals strengthen cultural values, invest in leadership training, and prioritize employee motivation to achieve organizational goals optimally.

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INTRODUCTION

Humans often have many goals to achieve in life. To achieve big goals, a person needs other people to work with to achieve these goals. One of them is with an organisation to achieve common goals more easily. According to experts, there are several definitions of organisations. Stoner says that organisation is a pattern of relationships through which people under the direction of superiors pursue common goals. James D. Mooney argues that organisation is any form of human association to achieve common goals. Chester I. Bernard argues that organisation is a system of cooperative activities carried out by two or more people. Stephen P. Robbins states that an organisation is a consciously coordinated social entity, with a relatively identifiable boundary, that works on a relatively continuous basis to achieve a common goal or a group of goals (ismainor et al., 2021).

In organisations, be it formal, informal or even an organisation in the workplace, there are common goals to be achieved. One of the important things to be able to achieve these goals is the performance of members or employees in the organisation (Efkelin et al., 2023). Employee performance is one of the main factors that determine the success of an organisation, especially in a complex environment such as a hospital

(Manik & Wijayanti, 2023). In this context, hospitals as health care institutions have a great responsibility in providing quality services to the community. This can only be achieved through synergy between all elements of the organisation, including organisational culture and leadership (De Haan et al., 2019).

Organisational culture is a set of values, norms, and beliefs shared by all members of the organisation. A strong and positive culture can create a conducive work environment, increase motivation, and strengthen employee commitment to organisational goals (Djaman et al., 2021). According to (Putra et al., 2023; Ridwan, 2021), if the performance shown is high, the results achieved will be more optimal. Organisational culture has an important role in supporting the development of the company. Just like leaders, a fair and professional attitude is needed in providing workload. The organisational culture applied can differ from one organisation to another. In hospitals, a culture that emphasises collaboration, innovation, and patient orientation is essential to improve work efficiency and effectiveness. In addition, leadership has a very significant role in shaping organisational culture and motivating employees.

Effective leaders are able to set an example, provide clear direction, and create harmonious relationships with their subordinates. Good leadership must be demonstrated through actions and not just words (Rahman & Mas'ud, 2022). Adaptive leadership styles, such as transformational leadership, can encourage employees to give their best performance. However, hospitals face many challenges, such as high work pressure, limited resources, and the need to meet strict service standards. Under these conditions, the role of organisational culture and leadership becomes increasingly important to ensure employees remain productive, motivated and able to cope with work pressures (Adzansyah et al., 2023). Through a deep understanding of the role of organisational culture and leadership, hospitals can formulate better strategies to improve the performance of their employees. This will not only impact the success of the organisation, but also the quality of health services provided to the community.

METHODOLOGY

In this article, literature review is used to obtain data from various references, such as research journals. Literature review is a research technique that collects and analyses literature or reference sources related to the research topic. This method was chosen because it can broaden our understanding of the research topic and determine the focus of the researcher. The author used several articles from national journals to write this article. To search for literature with keywords such as "organisational culture", "leadership", "employee performance", and "hospital". Indexed in garuda and google scholar. The works used consist of original articles, full text, and open publications published in the last five years. The focus of writing this article is to find out how the role of organisational culture and leadership in improving employee performance in hospitals..

RESULTS

In an era of increasingly fierce global competition, hospitals must continue to innovate and improve their performance in order to compete with other hospitals. One strategy to improve performance is through developing organizational culture (Karida & Dhamanti, 2024a). The performance of health workers is a consequence of society's demands for excellent service or high quality services. Through the performance of health workers, it is hoped that they will be able to show their real professional contribution in improving the quality of health services, which will have an impact on health services in general in the organization where they work, and the final impact will be on the quality of life and welfare of the community. By relying on one's abilities and skills including workload, resources and work environment, one's motivation greatly influences one's performance, this motivation can be influenced by the level and type of one's needs. (Rizki & Harahap, 2024).

Table 1. Summary of Research Results

Researcher	Objective	Method	Sample/ Population	Location	Results
Karida, R., & Dhamanti, I.	To analyze the role of organizational culture in employee performance and commitment.	<i>Literatur Riview</i>	The literature search was conducted using google scholar with the keywords "organizational culture", "employee commitment", "work quality", and "hospital". The literature used is in	Google scholar	A strong organizational culture in hospitals plays a significant role in building employee commitment and improving work quality.

			the form of original articles, full text, and open access published in the last 5 years.		
Handayani, S	To find out if the influence of leadership style on employee performance has an influence on employee discipline and organizational culture	<i>Literatur Riview</i>	Literature review method by conducting a review of journals that have been published.	Google scholar	Leadership style is a way used by a leader to influence people's behavior other.
Bilqisa, S., Putra, B. A. K., & Hellyanic, C. A.	To study and evaluate the influence of organizational culture on employee performance in hospitals.	<i>Literatur Riview</i>	Literature review utilizes search engines, namely Google Scholar, Researchgate and Course hero. Article search criteria include the time span between 2013 to 2023 and are only limited to hospitals.	Google Scholar, Researchgate dan Course hero.	The results of this study show that there is a positive relationship and significant influence between organizational culture as a free variable and employee performance as a bound variable.
Afnita, N., & Handayani, S.	Analyze the influence and relationship of several performance factors on employees working at Hospitals are organizational culture, leadership and job satisfaction.	<i>Literatur Riview</i>	The design of this study is included in literature reviews obtained from search engines, namely Google Scholar, Researchgate and Garuda Portal. Criterion The inclusion in the search for the article is the time from 2017 to 2021 and the place is only in the hospital.	Google Scholar, Researchgate dan Portal Garuda.	The result of this study is that there is a positive relationship that shows a significant influence on the independent variables, namely culture in an organization, leadership, and satisfaction at work with the variables is tied to the performance of employees in the hospital.
Ilham, G. G., Lantara, N. F., & Arfah, A	To find out the current performance condition of Mutiara Hospital Employees Sorong with the title The Influence of Organizational Culture, Motivation, Compensation and Leadership Style on	Quantitative	In this study, using the survey method, all populations were sampled with the number of employees, namely 47 people other than doctors, namely nurses, security guards, division divisions and so on.	Mutiara Sorong Hospital	The results of the study show that: (1) culture organizations have a positive and significant influence on the performance of Mutiara Hospital employees Stretch out. (2) Motivation has a positive and significant influence on the

	Employee Performance at Mutiara Sorong Hospital Employees.				performance of Hospital employees Mutiara Sorong. (3) Compensation has a positive and significant influence on employee performance Mutiara Sorong Hospital. (4) Leadership style has a positive and significant influence on performance of Mutiara Sorong Hospital.
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DISCUSSION

The Role of Organizational Culture in Improving Employee Performance

Organizational culture has a close relationship with job satisfaction. If employees respond positively to the organizational culture, then they tend to feel satisfied with their work. Conversely, if employees' perceptions of organizational culture are poor, feelings of dissatisfaction are more likely to occur. Employee satisfaction with organizational culture can improve their performance (Putra dkk., 2022). Therefore, organizations need to manage careers and develop them optimally so that employee productivity is maintained, encourages them to continue to give their best, and avoids work frustration that can reduce organizational performance (P. Putra, 2020).

Human Resources (HR) have an important role in determining the success of an organization. Organizational efficiency and effectiveness are greatly influenced by the quality of human resources. An advanced organization is an organization that has high-quality and high-achieving human resources. Problems in HR management can arise in terms of empowering, placing and recruiting employees. Therefore, it is important to understand the recruitment process so that the resulting performance is in line with the agency's vision and mission (Idris & Rahayu, t.t.).

Organizational culture has various important functions, including providing identity to all members of the organization, facilitating the formation of commitment to goals greater than personal interests, and increasing the stability of the social system. To achieve organizational goals, a strong health organizational culture has a greater influence in creating success than a weak culture. This is due to the relationship between health organizational culture and employee motivation. In hospitals with a weak organizational culture, employees only follow established rules because they are afraid of consequences, not because they are satisfied with their work (Karida & Dhamanti, 2024b).

The Influence of Leadership on Employee Performance

A hospital is an institution that provides adequate facilities and qualified and experienced professional staff to provide curative, restorative and preventive services with the highest quality standards to all people without distinction of race, color, creed or economic status. (Lina Setiawati, 2024). Effective leadership has an important role in motivating employees, increasing participation, and encouraging innovation. In addition, a comprehensive employee development program can support increased competency, loyalty and job satisfaction, which ultimately contributes to improving the quality of health services (Ramadhani dkk., 2024).

Organizational success is largely determined by the quality of human resources who are competent and able to work optimally, because this can support the achievement of organizational goals. On the other hand, incompetent and low-performing human resources can become an obstacle that reduces a company's competitiveness. Therefore, leaders need to understand well their role in encouraging the development of the hospitals they manage. Effective leadership is essential to motivate, coordinate and unite organizational members in achieving common goals (Situmorang dkk., 2024).

Based on the description above and the results of the journal review, it can be concluded that leadership style and organizational culture in hospitals play a role in influencing employee performance, which ultimately has an impact on achieving organizational performance. To maintain and improve employee performance, companies need to provide guidance and training regularly and continuously as a form of attention to the work environment in hospitals (Permana & Handayani, 2023)

Synergy between Organizational Culture and Leadership

The synergy between organizational culture and leadership in hospitals has a big impact on the quality of service and the performance of medical and non-medical personnel. Good leadership can create and strengthen a positive culture, which in turn spurs staff motivation, commitment and productivity. For example, the application of transformational leadership can build an innovative and supportive work atmosphere, which is in line with organizational values and encourages maximum performance (Cahyati & Adelia, 2024).

A study at one hospital showed that a solid organizational culture had a positive impact on employee performance. When employees feel connected to the organization and understand the hospital's goals and vision, they are more likely to perform better. Positive behavior in the workplace and the ability to complete tasks well receive high recognition, reflecting the importance of work ethics and professionalism in a hospital environment (Silalahi & Setiawan, 2024). Furthermore, recent research shows that a successful organizational culture and good leadership style have a significant influence on staff performance. Therefore, it is important for leaders to continue to develop a supportive culture and improve the quality of leadership to encourage increased employee performance and achieve hospital goals. (Sunarto & Latif, 2024)..

CONCLUSION

Organizational culture and leadership styles are key factors influencing employee performance in hospitals. An organizational culture emphasizing collaboration, innovation, and patient orientation has been shown to enhance staff motivation and productivity. Meanwhile, transformational leadership plays a critical role in creating a conducive work environment, strengthening employee commitment, and addressing high-pressure challenges in hospital settings.

The synergy between a strong organizational culture and effective leadership supports improved performance among medical and non-medical staff, ultimately enhancing healthcare service quality. Therefore, hospitals are recommended to develop continuous leadership training programs, strengthen organizational cultural values through strategic approaches, focus more on employee motivation and well-being to achieve organizational goals optimally.

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