ANALYSIS OF THE IMPLEMENTATION OF ORGANIZATIONAL CULTURE AT THE DUMAI CITY HOSPITAL IN 2020

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*Abstract:*An organization must have a good performance to exist and excel in the competition. The organization that is built certainly has certain goals and to achieve these goals requires the role of human resources. The study was to analyze the implementation of organizational culture. The study was qualitative with a descriptive design. The informants were the Head of Services, Administration, Finance and Programs, Nursing, Installation, Nursing Committee, and Officers using purposive sampling. Data were analyzed by triangulation. The results obtained from several fields studied that the administration sector still lacked organizational involvement, all the fields studied were quite consistent in carrying out their duties and functions and were able to adapt well to the changes in existing regulations, and each field has carried out tasks by the achievement of the mission targets that are already in the hospital. Analytical hierarchy process obtained 62% that the involvement of officers related to human resources was a priority to solve problems in organizational culture. It is hoped that the Dumai City Hospital can improve the quality of resources, especially involving officers in hospital activities to implement an organizational culture by providing training to both government employees and non-government employees.

Keywords:Organization culture, Human resource, Qualitative

1. INTRODUCTION

One of the indicators of the success of health services in the community is quality health services. The provision of health services by hospitals experiences dynamics following community developments, developments in science and technology in the health and medical fields. Until now, medical and health experts are always trying to improve the quality of themselves, the profession, medical equipment, health managerial abilities, and especially the quality of health services. Achieving the success of the quality of health services requires the involvement of various related parties.[1]

Involvement is a key factor in organizational culture, which places views on the importance of the involvement of all employees in the organization. Consistency underlies the strength of a culture that focuses on integration, coordination and control systems, and organizational consistency in organizational development. The adaptation dimension is the organization's need to accept, interpret and translate signs from the environment to make changes in the internal behavior of the organization that focuses on customers, create change, and organizational learning. The mission dimension is a direction for the achievement of the long-term goals of the organization consisting of goals and visions, direction, and organizational goals.[2])

An organization must have good performance to exist and excel in the competition. Performance is an indicator of the merits of management decisions in decision-making. Good or high performance can help the organization get benefits, and vice versa if the performance decreases it can be detrimental to the organization. Performance is a set of financial and non-financial indicators that offer information on the level of achievement of goals and results.[3] The results of performance are usually related to efficiency and effectiveness. The definition of efficiency and effectiveness according to Stoner and Freeman is as follows: Efficient is the ability to minimize the use of resources in achieving organizational goals means doing it right, while effectiveness is the ability to determine adequate goals means doing the right thing. Efficiency shows the achievement of the most outputs with the least amount of input, while effectiveness shows the completion of activities so that organizational goals are achieved. [4]

Human resources have a very vital function in achieving organizational goals. Various kinds of problems that often occur in organizations are in Human Resource Management (HRM) practices. If we depart from the functions of human resource management, the problems that occur can start from the recruitment, placement, empowerment, and development of the employees concerned. Often we see many employees who do not know clearly what their job is because their competence (knowledge, skills, and abilities) is not sufficient at the time of recruitment. When from the beginning the recruitment has experienced errors, it will result in their performance that is not as expected. Organizational culture is very influential in shaping and giving meaning to organizational members to behave and act, which is passed down from one generation to the next as the character of the organization. Organizational culture can be said to be the values that hold human resources in carrying out their obligations and also their behavior in organizations.[5]

The organizational culture that is applied to an organization is very different and employees must adapt to the existing organizational culture. An organizational culture that is grown and developed will influence employee performance. Employees who can adapt to the organizational culture that is being developed will feel satisfied at work and have high performance. A leader needs a role to achieve organizational goals. A leader in an organization is likened to the captain of a ship who is in charge of determining direction, running the ship, and making decisions about where to take the ship. Leadership is the ability to influence a group to achieve the goals of a vision.[6]

The results of the researcher's preliminary study showed that the implementation of organizational culture in the Dumai City Hospital as a government agency was still weak, especially in the administration sector. The mission of the Dumai City Hospital is to improve the quality and quantity of competitive human resources, by establishing 4 missions, namely establishing prime service joints, improving and realizing the professionalism of quality human resources through education, training, and research, improving and developing service facilities and infrastructure and strengthening an accountable and transparent management function based on information technology. However, this has not been practiced by all hospital employees, where people often complain about the unfriendly attitude of employees and lack of smiles related to public services. The results of a preliminary survey of 15 employees related to perceptions of organizational culture, namely more than half of employees mentioned the implementation of culture is still weak. A weak culture can be seen from employees not knowing the vision and mission of the hospital, lack of teamwork, and unclear division of employee duties, namely the absence of main duties and targets for the individual employee performance index. Researchers argue that organizational culture is a variable related to employee performance achievement.

2. METHODS

The study was qualitative research with a descriptive design and applied the analytical hierarchy process method. Ten informants were selected by purposive sampling with criteria: 1) informants know the problem more broadly and deeply in connection with the object of research, and 2) informants can be trusted and competent as a source of data concerning the object of research. Data were collected using in-depth interviews to find out how the organizational culture of employees at the Dumai City Hospital, and observations of the employee organizational culture in the field. Data were analyzed using Miles and Huberman's interactive model data analysis techniques which include data reduction, display data, and conclusion drawing/verification.[7]

3. RESULTS

Analysis of organizational culture in terms of involvement

Based on the results of interviews with informants, the overall organizational culture in terms of involvement has been carried out well, but there are still obstacles in the field in the Administration section. This can be seen from the quotation from the Head of Administration, which is as follows*:*

> *"If I think so far for the involvement of staff, especially in this administrative division, it is still not optimal, yes, because there is still an overlap related to the main tasks and functions, so here there are fewer civil servants, compared to honorarium workers, so the division of tasks is still not evenly distributed, so they this works waiting for orders from superiors only "(If 2).*

The results of the quotations from the Head of Administration are not the same as the heads of other fields who state that in their field there is no problem regarding the involvement of officers in the organization. This can be seen from the results of other informant interviews, as follows:

> *"Well, about this problem, as my leader, I involve them all, so they carry out all their activities, now it's their turn that they have something they can't afford, so they can discuss this with the section head or go straight to me. So, usually, I regularly gather them once a month to ask whether there is anything that needs to be conveyed and if there is, maybe we need to hold a meeting in our field. Anyway, we are involved here because we are a TEAM "(If 1).*

The results of the interview above are supported by the results of tracing documents regarding training, especially in the field of nursing.

Analysis of organizational culture in terms of consistency

Based on the results of interviews with informants, overall about organizational culture in terms of consistency there is no problem, even though there have been regulatory changes caused by the Covid-19 pandemic problem, all fields have carried out their duties consistently, and this has no impact on organizational culture. . This can be seen from the quotation from the Head of Service, which is as follows:

> *"Well, as leaders we have to be firm with us, but not stiff, ma'am, this is to improve the performance of members as well, especially in matters of ethics and discipline. For this nurse, it's not surprising anymore, because the academy period has been learned like this, and we who are in the field of nursing happen to be in direct contact with patients, so we have to be disciplined. For those who are not disciplined, there have been a long time ago, it is stated in Government Regulation No. 53/2010 concerning disciplinary punishment "(If 4).*

Analysis of organizational culture in terms of adaptability

Based on the results of interviews with informants, as a whole about organizational culture in terms of adaptability. In the beginning, there were regulatory changes caused by the COVID-19 pandemic problem. Some sectors experienced difficulty adapting to the new regulations, but over time they were able to adapt to these changes. This can be seen from the quotation from the Head of Service, which is as follows:

"So far, if I see the changes in this field are more budgetary, our budget has been cut since Covid because the budget cuts were used for prevention and overcoming Covid, so far the changes have been like that, but it has no impact on us. , we still work following our respective main duties. So indeed the source of the APBD is allocated for handling covid through an intermediary mechanism for regional heads which makes it easier for the process of procuring services and disbursing funds. Also, now we have a non-cash transaction system, which was previously carried out in the financial sector and was done manually or pay in cash, continue to be socialized and immediately practiced at Bank Riau Kepri. We also carry out DAK proposals in an integrated manner in the Krisna application or collaborative planning and budget performance information previously done manually at the Ministry of Health "(If 3).

Analysis of organizational culture in terms of mission

Based on the results of interviews with informants, the overall organizational culture in terms of mission. In this case, all areas in the hospital have tried their best to achieve the hospital's mission, both long and short term. This can be seen from the quotation from the Head of Service, which is as follows:

"Indeed, every hospital has a mission and that is our target that we must achieve. For the long term, we have to make adjustments, as well as for the short term. But so far we have worked maximally enough to maintain the hospital's mission, though "(If 2)

Alternative Analytical Hierarchy Process (AHP) Method

Based on the results of interviews at the Dumai City Hospital, there are problems in organizational culture from the elements of human resources and involvement, from the results of the interviews found alternatives to these problems by assessing the qualitative factors that were put forward subjectively. This assessment is given by comparing between elements. The comparison is done by providing a score. Rimantho, Rachel, Cahyadi, and Kurniawan said that the hierarchy in AHP is intended to be descended from the level starting from the objectives of a relevant criterion, sub-criteria, and alternative alternatives at the next level sequence, which can be used to determine whether it is running by the prevailing organizational culture. [8] Based on the above discussion, the researcher carried out the scoring filled in by the informants, the score assessment was carried out in each research variable based on the in-depth interview matrix from the informants to get priority alternatives in the management of solving problems in human resource and involvement.
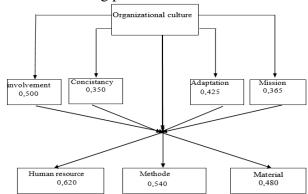

Figure 1. Organizational Culture Scheme with the AHP Concept

The results of the AHP analysis of the global priority calculation (Hierarchical Structure Chart) show that to achieve the goal of optimizing organizational culture, we must look at the problems, because the weighting of the biggest involvement criteria is 50% and the best alternative for engagement using the proposed strategy is to improve the quality of human resources by weight 62%. The results of weighting and priority to achieve the target of organizational culture optimization, the criteria for involvement from the results of the analysis, and theoretical support are the priority because the criteria for involvement have a criterion weight (0.500). The second priority criterion is an adaptation with the criterion weight (0.425), this shows that to achieve a good organizational culture in addition to the criteria for involvement, the adaptation criteria also have an important role.

Table 1: Alternative Aspect to Main Objectives Weights and Priorities of Alternatives to Main Objectives

Criteria	Weight criteria	Priorities
Involvement	0,500	1
Consistency	0,350	4
Adaptation	0,425	2
Mission	0,365	3

The results of weighting and priority to achieve the goal of optimizing organizational culture, the weighting of the alternative optimization of human resources, the greatest weight, namely (0.620), this can be the first alternative for maximization.

Table 2: Alternative Aspects to Main Objectives Weights and Priorities of Alternatives to Main Objectives

Alternative	Weight alternative	Priorities
Human resource	0,620	1
Method	0,540	2
Material	0,480	3

The results obtained from the Consistency Ratio (CR) calculation show that all informants have met CR, where the CR value was less than 10% (CR ≤ 0.1) so that it can be used for data analysis. In other words, the results of this test can confirm the priority of the problem in this research was human resources.

Based on the AHP results, it was known that Human Resources have the highest global priority value, which was 62%. A higher weight value for each alternative was proportional to the optimal performance and attendance reports from each field in hospital management, therefore it was expected for Dumai City Hospital to prioritize alternative Human Resources in organizational culture.

4. DISCUSSION

According to Hasan and Morton in their research, with a hierarchy, a complex problem can be broken down into groups which are then arranged into a hierarchical form so that the problem will appear more structured and systematic. [9] According to Rimantho et al. said that the hierarchy in AHP is intended to be a descending order of levels starting from the objectives of a relevant criterion, sub-criteria, and alternative and the next level determined by the Dumai City Hospital [8].

Based on the research results, it was known that there were still several areas that were still constrained by organizational involvement, one of which was the Administration. This was because in the administrative division there was no clear task and function. After all, some officers are honorary statuses who worked only when instructed by their superiors. The results of weighting and priority to achieve the goal of optimization of organizational culture, the criteria for involvement from the results of analysis and theoretical support were the priority because the criteria for involvement had a criterion weight (0.500).

This is in line with Isnada, which states that employee involvement in activities in a company can affect organizational culture. [10] According to a study by Arifudin, Aldisa, Brasit, Nurdin, and Parawansa employees who are involved in activities will create a good organizational culture in the field of hospital services [11]. According to research by Wardani, Mukzam, and Mayowan, the results of the research simultaneously show that the principle of familiarity and integrity has a significant effect on employee performance. The results of the study partially show the principle of familiarity has a significant effect on employee performance. [12] The results of the study partially note that the principle of integrity has a significant effect on employee performance. Based on the results of the study shows the principle of integrity has a dominant effect on employee performance.

Based on the research results, it is known that there are no problems, even though there have been changes in regulations caused by the Covid-19 pandemic problem, all fields have carried out their duties consistently, and this has no impact on the organizational culture at the Dumai City Hospital. This can be influenced by the behavior of leaders who are firm in fostering their subordinates in their respective fields. The results of weighting and priority to achieve the goals of optimization of organizational culture, the criteria for consistency from the results of the analysis, and theoretical support are the fourth priority because the consistency criteria have a weighting criterion (0.350).

This is in line with Isnada, which states that employee consistency affects organizational culture. [10] According to a study by Arifudin, Aldisa, Brasit, Nurdin, and Parawansa, employees who have good consistency will create a good organizational culture in the field of hospital services. [11] The results of Supardi, Putra, and Ansarullah stated that the results of the analysis of individual initiative variables on employee performance have an influence significantly on the increase in employee performance. [13]Rajana states that there is an effect of individual initiative on employee performance in public accounting firms in Surabaya, which states that the characteristics of individual accountants 'initiatives are proven to affect the performance of public accountants in Surabaya. [14] Novziransyah said that it is proven to affect accountants' performance. [15]

Based on the results of the study, it is known that there have been regulatory changes caused by the Covid-19 pandemic problem, and several fields have difficulty adapting to new regulations, but over time they can adapt to these changes. This can be influenced by leadership behavior and good teamwork in carrying out work. The results of weighting and priority to achieve the goals of organizational culture optimization, adaptation criteria from the results of analysis and theoretical support are the second priority because the criteria for involvement have a criterion weight (0.425).

The research is in line with Sinaga, which states that the results of the analysis of the characteristics of tolerance for risky actions have an influence on improving performance and the results of this test mean that the application of organizational culture through tolerance for risky actions cannot be ignored. [16]

Based on the research results, it is known that all fields in the Dumai City Hospital have tried their best to achieve the hospital's mission, both long and short term. They work hard, this is supported by the fact that in 2018 the accreditation of the Dumai City Hospital has increased from Madya to Plenary until now. According to the assumptions of the researcher, the mission is a direction to the achievement of meaningful long-term goals in the organization. The mission describes the goals and meanings which are translated into the external goals of the organization. The characteristics of the mission include the goals and visions of the organization, direction, and achievement of organizational goals. The results of weighting and priorities to achieve the goals of optimizing organizational culture, the mission criteria from the results of the analysis and theoretical support are the third priority because the mission criteria have a criterion weight (0.365).

According to Sinaga said that the application of organizational culture through integration cannot be ignored, because, through the application of organizational culture through integration, it turns out that all elements in the education office have the urge to cooperate, there is a clear line of coordination between sections in the education office and the development of coordination clear in the implementation of activities. [16]

5. CONCLUSIONS

Organizational culture in the field of Administration is still lacking in organizational involvement, all fields studied have been quite consistent in carrying out their duties and functions, all fields can adapt well to accept changes to existing regulations, all fields have carried out their duties following the achievement of mission targets already in hospitals, and the involvement of officers related to human resources is a priority to solve problems in the organizational culture at the Dumai City Hospital in 2020.

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