



OVERVIEW OF ORGANIZATIONAL CULTURE AT AN-NISA HOSPITAL TANGERANG

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ABSTRACT

Background: Identifying organizational culture is crucial for an organization as it can boost overall productivity. Organizations in the economic, social, and educational sectors have extensively identified their cultures, but few hospitals in Indonesia have followed suit.

Objective: To determine the culture that is currently felt and preferred by employees at AN-NISA Hospital Tangerang.

Methods: The research method used quantitative descriptive analysis by distributing questionnaires to 266 respondents who were permanent employees of AN-NISA Hospital Tangerang.

Result: The results of the study show that the current organizational culture at AN-NISA Hospital Tangerang is Clan, with an average of 38.42, and the preferred culture at AN-NISA Hospital Tangerang is Clan and Market, with an average of 27.11 and 25.49.

Conclusion: AN-NISA Hospital Tangerang will continue to consider the institution as a second home, family, and open to telling stories about themselves. However, AN-NISA Hospital Tangerang hopes to have leaders who can set an example as individuals who are serious, focused, aggressive, and results-oriented. Growth, innovation, and achievement of goals were aggressively developed to make AN-NISA Hospital Tangerang an excellent hospital among the others.

BACKGROUND

Culture is defined as "the way of life of the entire society" (Akpa et al., 2021) group is defined as "the common basic assumption patterns that the group learns when solving problems of external adaptation and internal integration, which have worked well enough to be considered valid, and are taught to new generations as the correct way to understand,

think, and feel in relation to the problem" (Schein, 1990). The organizational culture is closely related to habits in work activities that have been going on for a long time (Wellem, 2019). Organizational culture consists of common norms, values, and individual beliefs within that group (Scammon et al., 2014). The existence of organizational culture determines an organization's ability to adapt, transform,

and innovate, directly affecting its profitability and competitiveness (Boufounou & Argyrou, 2022).

Organizational culture is not only used to face competition in the free market but also to improve the quality of the organization through the achievement of vision and mission (Aziz et al., 2018). Organizational culture has a significant influence on how employees view the organization, are responsible, and are committed (Nuryanto, 2012). Research shows that negative culture reduces productivity by 40%, while effective culture increases productivity by 20%, and positive culture even increases productivity by 30-40% (OCAI Online, 2019). This indicates that a strong organizational culture can affect organizational effectiveness (Asnany et al., 2022) Organizational culture can be measured with the aim of determining the impact on beneficiaries of improving and managing organizational performance (Vermeulen & Maas, 2020).

One of the organizational culture measurement tools is the Organizational Culture Assessment Instrument (OCAI). The four types of culture that can be identified by OCAI include clan, adhocracy, hierarchy, and market culture. Nengsih et al. (2023) stated that the organizational culture of the clan is described as a friendly workplace where people can share with each other like a big family. Idris (2017) describes Adhocracy organizational culture as an organizational culture that demands innovation and initiative

to increase entrepreneurship and creativity. Wellem (2019) indicates that the organizational culture of the Hierarchy is a structured and controlled place; there are formal procedures for every activity carried out in the agency and the leader is the coordinator. Nadirasetya (2016) stated that the market organizational culture puts organizations in businesses that always try to increase competition. Based on previous research, organizational culture shows how the organization's work environment works.

The Organizational Culture Assessment Instrument (OCAI) can be used to a good measure organizational culture in health services in developing countries (Huy et al., 2020). Heritage et al. (2014) confirm this by supporting the four-factor structure of OCAI as an ideal and current organizational culture perspective. D'Silva et al. (2024) highlight the important role of organizational culture in employee well-being and how the effectiveness of the Emergency Medicine Department (EMD) is influenced by social values. Karimah et al. (2023) showed that the influence of organizational culture has a positive impact on the performance assessment of health workers in one of Indonesia's hospitals. However, there are still few studies that focus on organization in hospitals, so the measurement of organizational culture in hospitals is the latest in this study.

AN-NISA Hospital Tangerang is one of the type C private hospitals in Tangerang City. AN-NISA Hospital Tangerang established and

began promoting the AKSIE (Believe, Collaborative, Cost-Conscious, Innovative, and Empathy) culture in September 2022. However, it has never conducted an evaluation of this culture among all employees. A measurement of organizational culture in hospitals can identify the beliefs and expectations shared by members of the organization. This is due to the behavior of members of organizations or individuals who play a role as a unit in shaping the organizational image in society (Asih et al., 2021). Therefore, the measurement of organizational culture at AN-NISA Hospital Tangerang was carried out as one of a series that aimed to find out the picture of the organizational culture that is currently felt and preferred by employees of AN-NISA Hospital Tangerang.

METHODS

The study is descriptive quantitative research with primary data collection. This study was carried out at AN-NISA Hospital Tangerang, Jalan Gatot Subroto Km. 3 No.96, RT.003/RW.001, Ujung Jaya, Cibodas District, Tangerang City, Banten 15132. The research period is approximately 2 months, calculated from July to August 2024. The population in this study consists of all employees at AN-NISA Hospital Tangerang. The sample includes 287 permanent employees, both medical and non-medical, who voluntarily agreed to participate in this study.

The stages of data collection and analysis are carried out based on the OCAI scoring calculation guidelines by (Cameron & Freeman, 1991). Data collection was carried out in two rounds by distributing questionnaires. The first round is to find out the current cultural profile and the second round is to find out the preferred organizational culture in the future. Each statement has four alternative answers that are tailored to the four existing organizational cultures (one for each type of culture). Respondents were asked to give a score of 0 to 100; the largest points were given to the statement that best suits the current conditions (first round) or the preferred conditions (second round); and the smallest points were given to statements that are least in accordance with current conditions (first round) or least preferred conditions (second round). However, the sum of the four points of the alternative statement must be equal to 100. The procedure is the same for both rounds. Then, the average of each answer that corresponds to the same culture is calculated (summed by 6), and the average of all answers is obtained. Based on this method, a score is obtained for each culture and the sum of the four scores must be equal to 100. The organizational culture with the highest score indicates the culture that prevails today or that respondents want in the future.

RESULTS

The analysis was carried out based on the measurement of organizational culture using

OCAI by calculating the average value in each dimension of organizational culture, thus forming the current and preferred organizational culture profile at AN-NISA Hospital Tangerang. The cultural profile

analysis was carried out after the questionnaire was successfully filled out by 266 respondents who are permanent employees of AN-NISA Hospital Tangerang.

Table 1. Results of the Calculation of the Current Condition of the Organizational Culture Profile of AN-NISA Hospital

<i>Criteria</i>	<i>Clan</i>	<i>Adhocracy</i>	<i>Hierarchy</i>	<i>Market</i>
<i>Dominant Characteristics</i>	46,04	16,58	17,31	20,07
<i>Organizational Leadership</i>	37,31	23,4	18,87	20,42
<i>Management of Employees</i>	36,88	22,34	19,17	21,61
<i>Organization Glue</i>	36,95	23,9	19	20,15
<i>Strategic Emphases</i>	35,44	21,94	20,92	21,7
<i>Criteria of Success</i>	37,9	20,9	21,8	19,4
Total Average Score	38,42	21,51	19,51	20,56

Source: Primary Data 2024

Table 1 shows the average OCAI value in each cultural dimension forming the current cultural profile of AN-NISA Hospital Tangerang, which shows Clan = 38.42; Adhocracy = 21.51; Market = 20.56; and Hierarchy = 19.51. These results can conclude that the organizational culture of AN-NISA Hospital Tangerang is currently dominated by the "Clan" culture. In addition, all dimensions

of the organizational cultures of AN-NISA Hospital Tangerang are currently dominated by the "Clan" culture. The total average score shows that the "Clan" culture tends to be stronger compared to the other three types of culture. However, the other three types of culture, namely adhocracy, market, and hierarchy, have a total average score that is not much different.

Table 2. Results of Calculation of Preferred Conditions of the Organizational Culture Profile of AN-NISA Hospital

<i>Criteria</i>	<i>Clan</i>	<i>Adhocracy</i>	<i>Hierarchy</i>	<i>Market</i>
<i>Dominant Characteristics</i>	35,98	17,93	21,64	24,45
<i>Organizational Leadership</i>	24,49	24,70	20,00	30,81
<i>Management of Employees</i>	27,23	23,16	29,36	20,25
<i>Organization Glue</i>	21,23	24,77	24,00	30,00
<i>Strategic Emphases</i>	24,82	27,71	21,96	25,51
<i>Criteria of Success</i>	28,89	31,70	17,50	21,91
Total Average Score	27,11	24,99	22,41	25,49

Source: Primary Data 2024

Table 2 shows the results of the assessment of the preferred organizational culture conditions based on OCAI in each cultural dimension, which includes Clan = 27.11; Adhocracy=24.99; Hierarchy=22.41; and Market=25.49. These results can conclude that the organizational culture is preferred to lead to the culture of "Clan" and "Market". Clan culture dominates or tends to be stronger in the dimension of dominant characteristics compared to the other three types of cultures.

Market culture also has the highest total average value in the dimensions of organizational leadership and organizational adhesiveness. In addition, adhocracy culture has the highest total average value in the strategic emphasis dimension and success criteria. Employee management is the only dimension of organizational culture that expects the hierarchy culture to be implemented because it has the highest total average value.

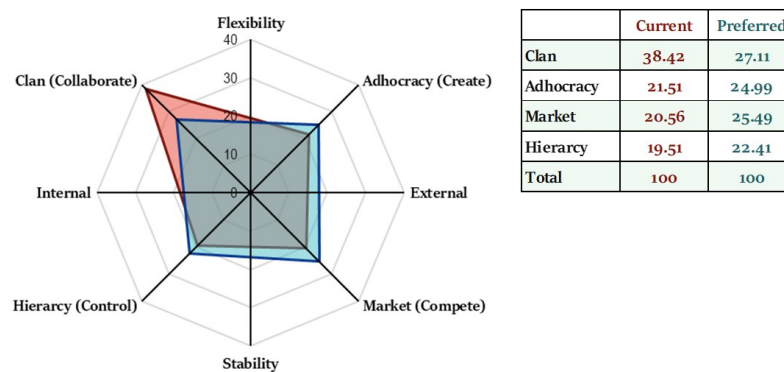


Figure 1. Competing Value Framework Organizational Culture Profile of AN-NISA Hospital Tangerang

Source: Primary Data 2024

Figure 1 is an interpretation of the organizational culture profile of AN-NISA

Hospital Tangerang visualized with radar graphics. Based on the graph, it shows that

AN-NISA Hospital Tangerang has the same organizational culture condition between the current condition and the preferred condition. The results of the study can be concluded that currently the organizational culture of AN-NISA Hospital Tangerang is more dominant, leading to the "Clan" culture, while the preferred in the future is that the organizational culture of AN-NISA Hospital Tangerang leads to the culture of "Clan" and "Market". This indicates that there is still a gap between the desire of employees for the organizational culture that is currently implemented by AN-NISA Hospital Tangerang and the preferred organizational culture

DISCUSSION

The culture that is currently felt at AN-NISA Hospital Tangerang is the clan culture with an average of 38.42. The overall dimension of the organizational culture that is felt today at AN-NISA Hospital Tangerang is also dominated by the clan organizational culture. This condition is similar to the organizational culture prevailing in the Balková dan Jambal (2023), where the clan's organizational culture dominates all six dimensions. This indicates that employees feel that the agency is a friendly and pleasant place (Huy et al., 2020; Nengsih et al., 2023).

The clan's organizational culture is characterized by a friendly work environment, leadership types such as mentors or team builders, prioritizing commitment and communication, and the quality of strategies based on empowerment, employee

engagement, and open communication (OCAI Online, 2019). The organizational culture of the clan is a collaborative culture that is community-oriented and friendly, provides an atmosphere and a sense of pleasure at work, as well as the disclosure of personal information (Asih et al., 2021; OCAI Online, 2019).

The organizational culture of the clan emphasizes collaboration and communication. The work environment provides higher job satisfaction, low stress levels, the freedom to have unique strengths and preferences for each individual, and the ability to seek support from colleagues as coping strategies (D'Silva et al., 2024). The organizational culture of the clan is symbolized as a second family; the leader acts as a mentor or parental figure; the organization is held based on loyalty and tradition; high work commitment; emphasized long-term benefits for individual development; and success is defined in the internal environment and care for others (Cameron & Quinn, 2006).

The two largest cultures preferred at AN-NISA Hospital Tangerang are clan and market cultures on average of 27.11 and 25.49. The clan and market organizational culture is closely linked to collaboration and competitiveness. It shows that to become a winner in the market, hospital must have a competitive advantage by focusing on strengthening externally, not only internally. Previous research has shown that market organizational culture has the same strength as clan organizational culture, meaning that the relationship between the two does not show

any conflict between opposing factors and relevant outcomes for the organization (Heritage et al., 2014). However, every organizational cultural dimension preferred at AN-NISA Hospital Tangerang is dominated by different organizational cultures. Differences and beliefs between individuals and organizations are natural in achieving success (Asih et al., 2021). One of the steps in equating the perception of individuals with the organization is through the introduction of organizational culture during the general orientation of employees.

Clan culture dominates the dominant characteristic dimension. The clan's organizational culture emphasizes collaboration and communication. Clan organizational culture is a collaborative culture that is community-oriented and friendly, providing an atmosphere and pleasure at work, as well as the availability of personal information (Asih et al., 2021; OCAI Online, 2019). This marks the AN-NISA Tangerang Hospital's preferred that the work can be completed faster with cooperation and collaboration.

Market culture dominates the dimensions of organizational leadership and organizational glue. Market organizational culture prioritizes organizations completing work quickly (Asih et al., 2021) to increase profits and productivity (Idris, 2017). The organizational culture of the market is oriented towards achieving organizational goals, such as providing services and quality for customer

satisfaction, efficiency of the production process, responsiveness in handling problems, establishing good relationships with stakeholders, and supporting the company's progress through internal quality development (Nadirasetya, 2016). The organizational culture of the market has targets set by the leadership to monitor productivity, efficiency, and competitiveness (Boufounou & Argyrou, 2022). The work environment is competitive; aggressive and results-oriented; achieving with targets; high demand for achievement and race wins; and being a competitive leader in the market (Karimah et al., 2023). This marks AN-NISA Tangerang Hospital's preferred of aggressive and competitive leaders, implementing goals in achieving work, and emphasizing the achievement of organizational goals.

The culture of adhocracy dominates the dimension of strategic emphasis and the criteria of success. Organizational culture adhocracy is a creative culture that is dynamic and entrepreneurial in nature, so that members of the organization can take the risk of any action carried out. (Asih et al., 2021; OCAI Online, 2019). Idris (2017) describes adhocracy as an organizational culture that demands innovation and initiative to enhance entrepreneurship and creativity. This marks the preferred of AN-NISA Tangerang Hospital to continue to innovate in the acquisition of new resources because the organization is considered to be successful by having a unique product or service.

The hierarchy culture dominates the staff management dimension. Hierarchy is a culture of control that is process-oriented and structured, meaning that all actions are carried out based on existing procedures (Asih et al., 2021; OCAI Online, 2019). Wellem (2019) indicates the hierarchy's organizational culture as a structured and controlled place and there are formal procedures for every activity carried out in the agency. This marks AN-NISA Tangerang Hospital preferred a sense of security, comfort, competitiveness, and stability within the organization.

The organizational culture of AN-NISA Hospital Tangerang in the future is preferred to have a familial work environment but still be oriented toward the need for stability and external control. The agency's target for achieving work is based on the nature of aggressive and competitive leadership with its rivals. This is supported by the nature of collaboration or teamwork, so that task achievement can be completed faster and more effectively. This kind of work culture has been socialized by AN-NISA Hospital Tangerang to employees through the socialization of the AKSIE culture (Believe, Collaborative, Cost Awareness, Innovative, and Empathy) since September 2022. In other words, the culture at the AN-NISA Hospital Tangerang is preferred not only to focus on the target but also to constantly innovate in creating the uniqueness of the products or services offered. However, agencies must be more sensitive to market

opportunities to be able to expand market share.

CONCLUSION

The entire element in the agency feels that the current organizational culture is the clan and the preferred culture is the clan and market. Currently, employees of AN-NISA Hospital Tangerang feel the agency is a place to work like family. Leaders are like mentors who embrace parents. Every employee has high moral values and commitment. The movement of the organization involves every aspect of the organization. In the future, the preferred culture is not only concerned with internal management, but also external development. AN-NISA Hospital Tangerang will continue to consider the institution as a second home, family, and open to telling stories about themselves. However, AN-NISA Hospital Tangerang hopes to have leaders who can set an example as individuals who are serious, focused, aggressive, and results-oriented. Growth, innovation, and achievement of goals were aggressively developed to make AN-NISA Hospital Tangerang an excellent hospital among the others.

This research makes a new contribution to the limited literature on measuring OCAI organizational culture in Indonesian hospitals. A limitation of this study is that the discussion is primarily descriptive and does not incorporate connections with other variables or indicators. Future research could build on this

by linking the findings with additional variables or indicators.

SUGGESTION

Further research could explore linking the measurement of OCAI organizational culture to additional variables or indicator.

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