
The Influence of Organizational Culture on the Improvement of Health Services at Telaga Murni Public Health Center

Donah Mulatsih¹ Agus Cholik² Anita Wijayanti³ Sri Wahyuni⁴
Sumantoro⁵

^{1, 2, 3, 4, 5} Graduate Program in Administrative Science, Institute of Social Sciences
and Management STIAMI

Article Information

Article History

Received, 27 January, 2025

Revised, 7 February, 2025

Accepted, 25 February, 2025

Published, 25 February, 2025

Corresponding Author:

Donah Mulatsih, Graduate
Program in Institute of
Social Sciences and
Management STIAMI,
Bekasi, Indonesia.

Email:

donahmulatsih1@gmail.com

ABSTRACT

This study explores the influence of organizational culture on the improvement of health services at the Telaga Murni Public Health Center. Using an explanatory survey method with a quantitative approach, the study analyzed data from 89 respondents selected through stratified random sampling. The findings reveal that organizational culture contributes 68.5% to the improvement of health service quality. The dimension of team orientation scored the highest, emphasizing the importance of collaboration in health services. Conversely, the aspects of innovation and risk-taking recorded the lowest scores, indicating the need for enhancements in organizational creativity and adaptability. Practical implications of these findings include strengthening training programs, developing integrated health information systems, and implementing digital transformation in health services.

Keywords: organizational culture, health services, public health center, innovation, digital transformation.

1. INTRODUCTION

The transformation of health services in the modern era presents increasingly complex challenges, particularly regarding the quality of services provided to the public. Public Health Centers (Puskesmas), as the primary level of health facilities, play a critical role in realizing Indonesia's vision of a healthy society through quality and affordable services. In this context, organizational culture becomes a crucial factor influencing the effectiveness of health services (Rahman et al., 2023).

Various literature highlights that organizational culture plays a vital role in shaping employee behavior and performance. Wijaya (2022) revealed that healthcare organizations with strong cultures tend to provide better services to patients. This finding is supported by

Pratiwi and Nugroho (2023), who found a positive correlation between organizational culture and patient satisfaction levels in primary health care facilities.

Specifically, Hoxha et al. (2024) found that organizational culture significantly influences the improvement of health services at health centers by fostering a supportive work environment and optimizing work processes. A culture that prioritizes employee satisfaction enhances well-being, which is essential for providing excellent patient care. By reducing workplace stress and minimizing waste, healthcare organizations can create a sustainable environment that not only boosts employee morale but also leads to higher-quality health outcomes, ultimately benefiting both staff and patients.

A different perspective is offered by Almutairi et al. (2022), who observed that a strong organizational culture fosters work discipline, increases employee motivation, and enhances staff communication. This leads to better patient care outcomes and overall service quality. Understanding cultural factors is crucial for healthcare management to optimize performance and ensure healthcare professionals can effectively fulfill their roles in delivering quality care.

The ongoing digitization of health services also demands a more responsive adaptation of organizational culture. Hidayat et al. (2022) emphasized the importance of transforming organizational culture to address technological changes and rising public expectations. Public Health Centers need to develop a culture that encourages innovation, continuous learning, and customer satisfaction orientation.

Sutrisno et al. (2021), in their study at several Public Health Centers in Indonesia, found that organizational culture influences service quality by up to 65%. However, the study did not specifically explore the dimensions of organizational culture most affecting primary health care services.

The Telaga Murni Public Health Center, as a basic health service unit, faces various challenges in improving its service quality. Preliminary observations revealed several organizational culture-related issues affecting service performance, such as: 1) suboptimal inter-unit coordination, 2) resistance to change and innovation, 3) inconsistency in service standard implementation, and 4) the need for improved internal communication.

The significance of this study lies in its urgency to understand the relationship between organizational culture and health service quality in the digital transformation era. The research results are expected to contribute theoretically to developing effective organizational culture models for improving health services and provide practical recommendations for Public Health Center management in developing a supportive organizational culture for excellent service.

Based on this background, the study aims to:

1. Analyze the influence of organizational culture on the improvement of health services at the Telaga Murni Public Health Center.
2. Identify the dimensions of organizational culture that most significantly impact service quality.
3. Formulate strategies for developing an organizational culture that supports the improvement of health services.
4. Analyze the supporting and inhibiting factors in implementing an effective organizational culture.

2. RESEARCH METHOD

This study uses a quantitative approach with an explanatory survey method to analyze the influence of organizational culture on the improvement of health services. The

choice of method was based on the need to objectively measure the relationships between variables and generate generalizable data.

The study was conducted at the Telaga Murni Public Health Center, a primary health care facility accredited at the Main level. The sample size was determined using Slovin's formula with a 95% confidence level. Out of a total population of 115 health workers and administrative staff, a sample of 89 respondents was obtained. Sampling was carried out using stratified random sampling to ensure representation from each work unit, including medical, nursing, pharmaceutical, and administrative staff.

Data collection was conducted through three main methods. First, structured questionnaires comprising 50 items on a Likert scale (1-5) were distributed, covering aspects of organizational culture and health services. Second, direct observation of service processes and staff interactions was conducted to gather supporting qualitative data. Third, document studies were undertaken to collect secondary data on service performance and the profile of the Public Health Center.

To ensure the quality of research instruments, validity testing was conducted using Pearson's Product Moment, and reliability testing was conducted using Cronbach's Alpha. Data analysis included descriptive analysis to describe respondent characteristics and response distributions, as well as inferential analysis using simple linear regression to test the research hypotheses.

3. RESULTS AND ANALYSIS

a. Result

1) Respondent Characteristics

Table 1. Distribution of Respondent Characteristics

Characteristics	Categories	Frequency	Percentage (%)
Gender	Male	31	34.8
	Female	58	65.2
Age	20-30 years	25	28.1
	31-40 years	35	39.3
	41-50 years	20	22.5
	>50 years	9	10.1
Education	Diploma (D3)	40	44.9
	Bachelor (S1)	31	34.8
	Master (S2)	18	20.2
Work Experience	<5 years	22	24.7
	5-10 years	31	34.8
	>10 years	36	40.4

Based on Table 1, the majority of respondents are female (65.2%) within the dominant age range of 31-40 years (39.3%). The educational background is predominantly Diploma (44.9%), and most respondents have over 10 years of work experience (40.4%). These characteristics indicate that respondents have sufficient experience to understand organizational culture and the dynamics of health services at the Public Health Center.

2) Descriptive Variable Analysis

Table 2. Average Scores of Organizational Culture Dimensions

Dimension	Average Score	Category
Innovation and Risk-Taking	3.75	Good
Attention to Detail	4.05	Very Good
Outcome Orientation	3.95	Good
Team Orientation	4.25	Very Good
Stability	3.85	Good

Table 3. Average Scores of Health Service Dimensions

Dimension	Average Score	Category
Reliability	4.35	Very Good
Responsiveness	3.95	Good
Assurance	4.15	Very Good
Empathy	4.05	Very Good
Tangibles	3.85	Good

Analysis of the organizational culture variables (Table 2) shows that the team orientation dimension achieved the highest score (4.25). This reflects strong collaboration and teamwork across units at the Telaga Murni Public Health Center. However, the dimension of innovation and risk-taking scored the lowest (3.75), indicating a need for improvement in organizational creativity and adaptability.

In the health service variables (Table 3), the reliability dimension demonstrated the best performance with a score of 4.35. Accurate diagnosis and consistent service delivery were key factors supporting this high score. Meanwhile, the tangible dimension scored the lowest (3.85), particularly in terms of equipment completeness and facility conditions.

3) Regression Analysis Results

Table 4. Simple Linear Regression Analysis Results

Model	Coefficient	t-value	Significance
Constant	1.245	3.456	0.001
Organizational Culture	0.785	9.876	0.000
R-square	0.685		

Based on Table 4, the regression equation is: $Y = 1.245 + 0.785X$. The determination coefficient (R-square) value of 0.685 indicates that organizational culture influences health services by 68.5%, while 31.5% is influenced by other factors not studied. The t-test results, with a t-value (9.876) > t-table (1.987) and a significance value of $0.000 < 0.05$, confirm a significant influence of organizational culture on the improvement of health services.

b. Discussion

This study reveals a significant influence of organizational culture on the

improvement of health services at the Telaga Murni Public Health Center. Statistical analysis shows that organizational culture contributes 68.5% to health service quality, reinforcing Wijaya's (2022) theory on the importance of organizational culture in public service improvement in the health sector.

The most prominent finding is the strength of the team orientation dimension within the organizational culture of the Telaga Murni Public Health Center, reflected in an average score of 4.25. This highlights a collaborative work atmosphere where every unit can effectively work together in providing health services. Rahman et al. (2023) also emphasized that strong inter-unit collaboration is key to successful primary health services. At the Telaga Murni Public Health Center, this is evident in smooth inter-unit coordination, active knowledge sharing among health workers, and strong social support in the workplace.

Interestingly, despite the strong team orientation, this study also uncovers challenges in the innovation and risk-taking aspects, which scored only 3.75. This finding aligns with Hidayat et al. (2022), who highlighted the importance of innovation capacity in facing the digitalization era of health services. The low score may be attributed to factors such as resistance to change, especially among senior staff, and limited resources for implementing new ideas.

In terms of health services, the reliability dimension showed excellent performance with a score of 4.35. This indicates that the Telaga Murni Public Health Center has successfully established a consistent and reliable service system. Pratiwi and Nugroho (2023) emphasized that service consistency is a key factor in building public trust in health facilities. This success is reflected in the high accuracy of diagnoses, consistency of service procedures, and adherence to health protocols.

The study also revealed a generational gap in perceptions of organizational culture. Senior staff tend to prioritize stability and established procedures, while junior staff emphasize the importance of innovation and change. This gap creates an interesting dynamic in organizational development, requiring a balance between maintaining stability and fostering renewal.

Infrastructure and facility challenges were also notable findings, as reflected in the relatively low tangible dimension score (3.85). This indicates the need for greater attention to modernizing medical equipment, developing health information systems, and improving the comfort of service areas. The era of digital transformation adds complexity to these challenges, as Public Health Centers are required to adapt to technology-based work systems while maintaining service quality.

Based on these findings, several strategic implications need to be considered. First, the development of human resources through continuous training programs and cross-generational mentoring systems is essential. Second, there is a need for technological innovation integrated with existing service systems. Third, strengthening organizational culture through value internalization programs and the development of reward systems that support innovation is critical.

In the short term, the Telaga Murni Public Health Center should focus on mapping employee competencies and strengthening internal communication systems. For the medium term, the development of integrated health information systems and technology-based service innovation programs should be prioritized. In the long term, comprehensive digital transformation and the development of artificial intelligence-based service models should be considered.

This study underscores that the relationship between organizational culture and health services is complex and dynamic. The success of health service transformation will heavily depend on the organization's ability to build a culture that is adaptive and

responsive to change while maintaining core values that support service quality.

4. CONCLUSION

This study demonstrates that organizational culture has a significant positive impact on the improvement of health service quality at the Telaga Murni Public Health Center, contributing 68.5%. This finding is reinforced by statistical analysis showing a t-value (9.876) greater than the t-table (1.987) and a significance value of 0.000, which is less than 0.05. Among the various dimensions of organizational culture, team orientation stands out as the strongest aspect, with a score of 4.25. This reflects effective collaboration among units in providing health services.

Conversely, the dimensions of innovation and risk-taking recorded the lowest score, at 3.75, highlighting the need for strengthening organizational creativity and adaptability. Meanwhile, the best performance in health services was observed in the reliability dimension, with a score of 4.35. However, there remains room for improvement, particularly in the tangible aspect, which scored 3.85. This study also reveals a generational gap in organizational culture perceptions between senior and junior staff, influencing the implementation of changes at the Public Health Center.

REFERENCES

- Hidayat, R., Pratama, S., & Wijaya, F. (2022). Transformasi Digital dalam Pelayanan Kesehatan: Peran Budaya Organisasi. *Jurnal Administrasi Kesehatan Indonesia*, 10(2), 156-168.
- Greta, Hoxha., Ioanna, Simeli., Dimitrios, Theocharis., Anastasia, Vasileiou., Georgios, Tsekouropoulos. (2024). 2. Sustainable Healthcare Quality and Job Satisfaction through Organizational Culture: Approaches and Outcomes. *Sustainability*, doi: 10.3390/su16093603
- Pratiwi, A., & Nugroho, B. (2023). Analisis Pengaruh Budaya Organisasi terhadap Kepuasan Pasien di Fasilitas Kesehatan Tingkat Pertama. *Jurnal Manajemen Pelayanan Kesehatan*, 15(1), 45-58.
- Rahman, M., Susilo, W., & Hartono, D. (2023). Implementasi Budaya Organisasi dalam Meningkatkan Kualitas Pelayanan Puskesmas Era New Normal. *Jurnal Kebijakan Kesehatan Indonesia*, 12(1), 23-35.
- Reem, Almutairi., Ronal, Surya, Aditya., Lailatul, Kodriyah., Ah, Yusuf., Fitriana, Kurniasari, Solikhah., Daifallah, M., Al, Razeeni., Siti, Kotijah. (2022). 5. Analysis of organizational culture factors that influence the performance of health care professionals: A literature review. *Journal of Public Health in Africa*, doi: 10.4081/jphia.2022.2415
- Sutrisno, E., Waluyo, H., & Pratiwi, R. (2021). Pengaruh Budaya Organisasi terhadap Kualitas Pelayanan Publik: Studi pada Sektor Kesehatan. *Jurnal Administrasi Publik*, 9(3), 234-247.
- Wijaya, K. (2022). Budaya Organisasi dan Kinerja Pelayanan: Perspektif Baru dalam Manajemen Kesehatan. *Jurnal Kesehatan Masyarakat*, 11(2), 89-102.