

A STUDY ON THE CORRELATION BETWEEN WORK CULTURE AND NURSE PERFORMANCE AT HARAPAN IBU GENERAL HOSPITAL PURBALINGGA

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ABSTRACT

Hospitals, as healthcare service institutions, are responsible for providing quality services through the performance of their employees, particularly nurses. Good nursing performance significantly affects service quality and patient satisfaction. One of the factors influencing nurse performance is work culture, which encompasses the methods, attitudes, and behaviors that form the foundation of work and serve as motivation to achieve optimal performance. A preliminary survey at Harapan Ibu General Hospital in Purbalingga revealed that 40.2% of nurses were frequently late, and 23.9% received poor performance evaluations. This study aimed to investigate the correlation between work culture and nurse performance. A descriptive quantitative correlational design with a cross-sectional approach was used. A total of 150 nurses were selected through total sampling. Data collection was conducted via questionnaires, and analysis was performed using Spearman's Rank test with SPSS version 25. The findings revealed that 98% of the nurses had a strong work culture, while 79.3% demonstrated good performance. Statistical analysis produced a p-value of 0,001 (Sig < 0,05) and a correlation coefficient of 0,734, indicating a strong positive relationship. In conclusion, work culture is significantly associated with nurse performance. with a strong correlation. It is recommended that the hospital incorporate Islamic values into its organizational culture, enhance nurse training programs, establish a

Bachelor's in Nursing (Ners) degree as a recruitment standard, and implement policies to restrict cellphone usage during working hours.

ABSTRAK

Rumah sakit, sebagai lembaga pelayanan kesehatan, bertanggung jawab untuk menyediakan pelayanan berkualitas melalui kinerja karyawannya, khususnya perawat. Kinerja keperawatan yang baik sangat memengaruhi kualitas pelayanan dan kepuasan pasien. Salah satu faktor yang memengaruhi kinerja perawat adalah budaya kerja, yang mencakup metode, sikap, dan perilaku yang membentuk dasar kerja dan berfungsi sebagai motivasi untuk mencapai kinerja optimal. Survei awal di Rumah Sakit Umum Harapan Ibu di Purbalingga mengungkapkan bahwa 40,2% perawat sering terlambat, dan 23,9% menerima evaluasi kinerja yang buruk. Penelitian ini bertujuan untuk menyelidiki korelasi antara budaya kerja dan kinerja perawat. Desain korelasional kuantitatif deskriptif dengan pendekatan cross-sectional digunakan. Sebanyak 150 perawat dipilih melalui pengambilan sampel total. Pengumpulan data dilakukan melalui kuesioner, dan analisis dilakukan menggunakan uji peringkat Spearman dengan SPSS versi 25. Hasil penelitian menunjukkan bahwa 98% perawat memiliki budaya kerja yang kuat, sedangkan 79,3% menunjukkan kinerja yang baik. Analisis statistik menghasilkan nilai p sebesar 0,001 (Sig < 0,05) dan koefisien korelasi sebesar 0,734, yang menunjukkan hubungan positif yang kuat. Kesimpulannya, budaya kerja secara signifikan berhubungan dengan kinerja perawat dengan korelasi yang kuat. Disarankan agar rumah sakit mengintegrasikan nilai-nilai Islam ke dalam budaya organisasi, meningkatkan program pelatihan perawat, menetapkan gelar Sarjana Keperawatan (Ners) sebagai standar perekrutan, dan menerapkan kebijakan untuk membatasi penggunaan telepon seluler selama jam kerja.

INTRODUCTION

The advancement of technology and science has significantly influenced the evolution of theories and practices in human resource management (HRM). Human resources play an increasingly important role as a key asset in various organizations, including in the healthcare sector. Employees function as the driving force of an organization, making significant contributions toward achieving the company's strategic goals. Improved performance supports the optimal achievement of organizational targets. One of the factors that influence performance within an organization is work culture (Komang et al., 2021).

Work culture refers to the habits that develop within a group work environment, reflected in the behavior of its members when performing their tasks. These habits become inherently embedded in individuals as they carry out their work (Indayani & Resdiana, 2024). Work culture has a tangible impact on improving the quality of an individual's performance. Employees who uphold a strong work culture tend to contribute to enhanced performance, which ultimately has a positive effect on service satisfaction (Saputri, 2022).

Hospitals, as institutions that provide healthcare services, employ various types of human resources, one of which is nurses. Nurses play a frontline role in service delivery. Therefore, optimal nurse performance is crucial in determining the quality of care, which in turn impacts patient satisfaction. On the other hand, today's patients are becoming more knowledgeable, have diverse healthcare needs, and are increasingly aware of their rights to receive satisfactory services. Consequently, hospitals are required to continuously improve the quality of their nurses' performance (Agnes, 2023).

A study conducted by Wahyuni and colleagues (2022) at Dr. Doris Sylvanus Regional Hospital in Palangka Raya revealed that the nurses' friendly and gentle demeanor—as part of their work culture—had a significant positive effect on performance, with a p-value of $0.000 < 0.05$ and a t-count of $3.104 > t\text{-table of } 1.992$. This indicates that the stronger the nurses' work culture, the better their performance. Conversely, a weak work culture negatively impacts performance. A strong work culture fosters shared goals and motivation, and reinforces behavioral control that supports improved achievement. Research by Erlinengsih & Ramadhani (2023) at Ibnu Sina Islamic Hospital in Bukittinggi also found a significant relationship between work culture and nurse performance, with 73% of respondents demonstrating strong work culture and good performance, and a p-value of 0.01.

Nursing services are manifested through nurses' performance, which must be supported by high competence in order to carry out tasks effectively and provide optimal healthcare services. Excellent nurse performance contributes to improved quality of healthcare services and increased patient satisfaction. To assess employee performance, a performance evaluation process is necessary, serving as a means of performance control that is measured against specific standards (Mastina & Emiliana, 2024).

Harapan Ibu General Hospital Purbalingga is a type C private hospital with a total of 420 employees, 150 of whom are nurses distributed across all nursing units. A preliminary survey revealed that some nurses' behaviors were not fully aligned with the expected work culture, and some performance evaluations still fell into the less satisfactory category. These findings indicate a weak work culture, which may negatively impact the quality of healthcare services. Therefore, it is necessary to conduct an analysis to identify whether there is a significant relationship between work culture and nurse performance at Harapan Ibu General Hospital Purbalingga.

METHODS

This study employed a quantitative descriptive design using an analytic survey method with a cross-sectional approach, aimed at identifying the relationship between variables. The research was conducted at Harapan Ibu General Hospital Purbalingga from November 2024 to June 2025, with data collection beginning in April 2025. The respondents consisted of 150 nurses selected through total sampling. In this study, work culture was designated as the independent variable, while nurse performance was the dependent variable. The research instrument was a questionnaire comprising both favorable and unfavorable items. The work culture questionnaire included questions covering aspects such as leadership, appearance, time awareness, communication, appreciation and recognition, as well as values and beliefs. The performance questionnaire consisted of 20 items focusing on components such as work achievement, responsibility, obedience, honesty, and teamwork. The questionnaires were tested for validity and reliability at Nirmala Hospital Purbalingga. The validity test showed r-count values > 0.361 with a 5% significance level. The Content Validity Index (CVI) for the work culture questionnaire yielded an S-CVI/Ave of 0.97 and an S-CVI/UA of 0.90. For the performance questionnaire, the S-CVI/Ave was 0.95 and the S-CVI/UA was 0.86. Reliability testing using Cronbach's Alpha resulted in values of 0.850 for the work culture questionnaire and 0.864 for the performance questionnaire, indicating high internal consistency (Cronbach's Alpha > 0.60). Data were processed using SPSS version 25.

RESULT AND DISCUSSION

Data collection was carried out over a period of 32 days, from April 23 to May 24, 2025, involving 150 nurses at Harapan Ibu General Hospital Purbalingga. This study received ethical clearance from the Health Research Ethics Committee of Universitas Harapan Bangsa, with approval letter number B.LPPM-UHB/333/04/2025. The collected data included respondent characteristics, work culture profiles, descriptions of nurse performance, and correlational analysis between work culture and nurse performance at Harapan Ibu General Hospital Purbalingga.

Respondent Characteristics

Table 1. Respondent Characteristics at Harapan Ibu General Hospital Purbalingga (n = 150)

No	Characteristic	Category	f	%
1	Age	20-40 years	136	90,7
		> 40 years	14	9,3
2	Gender	Male	28	18.7
		Female	122	81.3
3	Education Level	D3	112	74.7
		S1 Ners	38	25.3
4	Length of Work Experience	< 1 years	12	8.0
		1-3 years	43	28.7
		4-6 years	26	17.3
		> 6 years	69	46.0
5	Marital Status	Single	36	24.0
		Married	114	76.0

Source: Processed research data, 2025

Based on Table 1, it is known that during the study, the majority of respondents (90.7%) were aged between 20 and 40 years. Most respondents (81.3%) were female. The majority of respondents' education level was Diploma III (D3), accounting for 73.47%. Nearly half of the respondents (46%) had more than 6 years of work experience, and 76% of respondents were married.

3.2 Description of Work Culture at Harapan Ibu General Hospital Purbalingga

Table 2. Description of Work Culture at Harapan Ibu General Hospital Purbalingga (n = 150)

Work Culture	Frequency	Percentage (%)
Weak work culture	3	2
Strong work culture	147	98
Total	150	100

Source: Processed research data, 2025

Based on Table 2, the results from 150 respondents show that the majority (98%), or 147 nurses, have a strong work culture. This indicates that most nurses have a solid foundation to perform better. These findings align with the study by Lubis (2023), which found that out of 60 nurses at the Jiwa Surakarta Mental Hospital, 46 nurses (76.7%) were categorized as having a strong work culture with a high commitment to work. However, there remains a small number of nurses with a weak work culture. This minority group indicates that there are certain areas within the hospital where the values of work culture are not fully implemented, which may lead to decreased performance and negatively affect nurses who have a strong work culture.

Description of Nurse Performance at Harapan Ibu General Hospital Purbalingga

Table 3. Description of Nurse Performance at Harapan Ibu General Hospital Purbalingga (n = 150)

Performance	Frequency	Percentage (%)
Poor performance	31	20.7
Good performance	119	79.3
Total	150	100

Source: Processed research data, 2025

Based on Table 3 of the research results, out of a total of 150 respondents, 119 nurses (79.3%) were in the good performance category. This data indicates that the majority of nurses provided high-quality services, which contributed to patient satisfaction (Saputri, 2022). These findings are in line with the study by Rismiyanto (2024) on the relationship between nurse performance and patient satisfaction at Hospital X in Semarang Regency, which showed a significant relationship between the two variables, with a significance value (p-value) of 0.001 (<0.05).

The Relationship Between Organizational Culture and Nurse Performance at Harapan Ibu General Hospital Purbalingga

Table 4. The Relationship Between Organizational Culture and Nurse Performance at Harapan Ibu General Hospital Purbalingga (n = 150)

Work Culture	Performance				<i>p-value</i> <i>cc</i>
	Poor		Good		
	f	%	f	%	
Weak	1	0,7	2	1,3	0,734
Strong	3	20	117	78	
Total	3	20,	119	79,	
	1	7		3	

Source: Processed research data, 2025

Based on Table 4, the results of the statistical test using Spearman’s Rank show a p-value of 0.000 (Sig. < 0.05) with a correlation coefficient of 0.734. This indicates that H0 is rejected, meaning there is a significant relationship between organizational culture and performance. The positive correlation coefficient (0.734) indicates a unidirectional relationship, thus it can be concluded that the stronger the organizational culture, the better the nurses' performance.

Discussion

The analysis shows that the majority of nurses have a strong organizational culture; however, a small portion—three nurses—were found to have a weak organizational culture. The management's efforts to improve organizational culture are carried out through socialization activities, which serve as a form of support for new nurses to adapt to the hospital's work culture. This learning process begins during the orientation phase for new employees. Management plays a crucial role as a role model and has a strong influence on subordinates. The way management behaves reflects how employees will act, communicate, and perform. How management enforces work norms and cultural values fosters employee integrity and commitment. Furthermore, the implementation of rewards and punishments significantly affects work motivation (Widagdho, 2016).

Most nurses demonstrate good performance; however, there are still 31 nurses with poor performance. Improving the performance of this group remains a key priority for the human resources department through efforts to cultivate and maintain honesty, responsibility, and teamwork. This is achieved by providing appropriate ethics education and training, as these attitudes can be learned and instilled. Management also implements supportive policies and sets an example through honest leadership, while recognizing and rewarding nurses who demonstrate integrity (Alia Fahmeeda & Dhamanti, 2024).

The results of the organizational culture questionnaire assessment indicate that the work culture among nurses is generally of good quality, supported by communicative leadership, an understanding of the importance of appearance, communication, and discipline. A strong sense of belonging to the hospital, along with a clear understanding of the institution's values, vision, and mission, serves as a key strength in shaping a healthy, professional, and sustainable work culture. The analysis of the performance questionnaire results shows that nurses at the hospital have demonstrated good performance in terms of quality commitment, responsibility, compliance, honesty, and teamwork. Nevertheless, there are several areas that need improvement, such as discipline in using mobile phones during work, personal honesty, and team management to prevent fatigue caused by individual workloads. Support from management in the form of training, rewards, and ethical guidance is essential to maintain and enhance the overall quality of nursing services.

Based on the distribution of respondent characteristics, it can be concluded that a strong work culture is more prevalent among nurses aged 20 to 40 years. This age group falls within the productive age category, where individuals have optimal physical capabilities, are quick to learn new things, can adapt to changes, and possess high reasoning and creativity, making it easier to internalize work culture values (Saluy, 2019). Furthermore, a strong work culture is also predominantly found among female nurses. This is not only due to their larger numbers but also because of empathetic characteristics,

high care, diligence, and dedication to tasks commonly associated with women, which encourage the formation of a disciplined work culture (Walangara et al., 2022).

A strong work culture is also observed among nurses who have worked for more than six years. The longer an individual works, the greater their understanding and commitment to organizational culture, as well as their ability to act as agents in transferring work culture values to newer colleagues (Septiyana, 2024). Married nurses also demonstrate a stronger work culture due to family responsibilities that drive higher work motivation (Saluy, 2019). In terms of education, diploma (D3) nurses are more dominant in exhibiting a strong work culture because they are more involved in clinical practice, allowing them to adapt more quickly to existing work patterns. Conversely, bachelor's degree (S1 Ners) nurses, who have high career development expectations, may experience decreased motivation if their work is limited to technical tasks, resulting in less involvement in strengthening the work culture (Rahmatullo, 2024).

Nurse performance based on the distribution of respondent characteristics shows that good performance is predominantly found among nurses aged 20 to 40 years. This age group is considered productive due to their optimal physical abilities, quick learning capacity, and adaptability to new situations. In terms of generational context, most nurses at Harapan Ibu General Hospital Purbalingga, belong to Generation Z and Y, who are known for their adaptability to technology and accustomed to working collaboratively through digital platforms, thereby supporting improved performance. However, challenges arise concerning recognition and career expectations, particularly among younger generations. From a gender perspective, female nurses dominate the proportion of respondents with good performance, likely influenced by empathetic traits, meticulousness, and strong communication skills in providing nursing care. However, the performance role of male nurses remains important to consider, as there is no significant relationship between gender and performance (Ginting et al., 2021). Regarding education, diploma (D3) nurses show a relatively high proportion of good performance, which can be attributed to greater clinical practice experience and frequent participation in training, thereby enhancing nursing care skills. Nevertheless, in terms of percentage, bachelor's degree (S1 Ners) nurses have a higher level of performance compared to D3 graduates, indicating that higher education levels contribute to overall performance improvement (Saluy, 2019).

Good performance also tends to be exhibited by married nurses due to the sense of responsibility toward their families, which increases work motivation. Meanwhile, unmarried nurses show more varied performance depending on personal factors and environmental support. Additionally, nurses with more than six years of work experience demonstrate higher performance levels compared to those with less than six years of experience. This reflects the importance of work experience in developing a deep understanding of tasks, responsibilities, and effective ways to complete work (Sinaga, 2019). Overall, nurse performance is influenced by a combination of age, work

experience, education, marital status, and the ability to adapt to technological and workplace dynamics.

Based on the statistical test using Spearman's Rank with the assistance of SPSS 25, it was found that 78% of nurses with a strong work culture exhibited good performance. This data illustrates that the stronger the nurses' work culture, the better their performance. Nurses with a strong work culture are motivated and have control systems that support work behaviors oriented toward achievement. Optimal performance positively impacts the quality of service satisfaction. These findings align with the research by Erlinengsih and Ramadhani (2023), which found that 73% of respondents demonstrated a strong work culture accompanied by good performance, while the remaining 27% exhibited a weak work culture and poor performance. These results indicate a correlation between work culture and nurse performance in the inpatient ward at RS Islam Ibnu Sina Bukittinggi, with a significance level (p-value) of 0.01. The study also showed that 20% of nurses with a strong work culture had poor performance. This finding suggests that performance is not only influenced by work culture but may also be affected by other factors. According to the theory by Silalahi & Siregar (2021), there are three aspects that influence performance: individual aspects, psychological aspects, and organizational aspects.

CONCLUSION

Based on the research results and analysis of the correlation between work culture and nurse performance at Harapan Ibu General Hospital, Purbalingga, it can be concluded that the majority of respondents, totaling 147 nurses (98%), have a strong work culture, and most of them, 119 nurses (79.3%), demonstrate good performance. The analysis found a significant relationship between work culture and nurse performance at Harapan Ibu General Hospital, with a p-value of 0.000 and a strong correlation strength indicated by a correlation coefficient of 0.734.

ADVISE

The researcher recommends that the management of Harapan Ibu General Hospital, Purbalingga, incorporate Islamic culture as part of the work culture, set a Bachelor of Nursing (S1 Ners) degree as the recruitment standard, enhance training programs to support nurse performance, and consider implementing policies to limit mobile phone use during work hours. As suggestions for nurses, they should consistently demonstrate professionalism by completing tasks on time, improve discipline regarding mobile phone use at work, consistently practice hospitality, and pursue further education at the S1 Ners level. It is also expected that future researchers conduct studies using different research methods to further explore other factors influencing nurse performance.

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