

Analysis of Organizational Culture and Work Discipline on The Performance of ASN Nurses in General Hospital in Kediri Regency

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ABSTRACT

Hospitals require optimal performance from healthcare personnel to ensure high-quality services. At Kediri District General Hospital, disciplinary issues such as lateness and insufficient working hours among civil servant nurses (ASN) have the potential to disrupt service quality. Organizational culture and work discipline are suspected to significantly influence nurse performance. This study employed a quantitative method with a cross-sectional design. A total of 86 ASN nurses were selected using simple random sampling. Data were collected through questionnaires that had undergone validity and reliability testing. Generalized Linear Model (GLM) was used to examine the effect of organizational culture and work discipline on nurse performance. The results showed that both organizational culture and work discipline simultaneously have a significant effect on the performance of ASN nurses at Kediri District General Hospital. Partial tests also revealed that each independent variable contributed to the improvement of nurse performance. These findings highlight the importance of fostering a strong organizational culture and enforcing work discipline as strategic efforts to enhance service quality. Hospital management is encouraged to promote supportive organizational values and strengthen discipline as part of effective human resource management.

Keywords : *Organizational culture, work discipline, nurse performance, civil servants, hospital*

INTRODUCTION

Hospitals have a high culture of having a better competitive advantage. In addition, hospitals that pay attention to their organizational culture have a better rate of employee engagement when compared to hospitals that do not pay attention to the culture contained in their organization. The contribution of the activities that occur within a hospital organization greatly determines the quality of the services it produces. For this reason, it is necessary to make efforts to improve performance both in terms of discipline of hospital human resources.

Hospitals must have optimal employee performance can be achieved if each employee has high discipline. discipline is an important element that affects achievement in an organization. Discipline is the feeling of obedience and obedience to the values that are believed to be his/her responsibility, such as office tasks and employee attendance at adjusted hours in the company. The higher the discipline, the higher the performance of the employee,



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the more the performance of the employee will also increase, so that employees will sincerely work as best as possible to achieve the goals of a hospital.

Employee performance is concerned with the final result of an employee work activity in the organization which is reflected in the output produced both in quantity and quality (A et al., 2022). A hospital, both government and private, in achieving the set goals must be through means in the form of an organization driven by a group of people who play an active role as actors in achieving the goals of the organization in question. The achievement of organizational goals is only possible because of the efforts of the individuals who exist in the organization. Employee performance in an organization can be influenced by several factors such as organizational culture and work discipline. Based on this, this research was conducted with the aim of analyzing the influence of organizational culture and work discipline on the performance of ASN shift nurses (state civil servants) at the Kediri Regency Hospital. The results of this research are expected to provide opinions that can be used as considerations for hospitals in responding to human resource issues related to organizational culture and work discipline, as well as improving employee performance.

METHODS

This study uses a quantitative approach with observational cross sectional, which is data collection carried out at one time to maintain the relationship between variables. The research location is at the Kediri Regency Hospital and will be held in July 2025. The population was 107 people, with a sample of 86 respondents determined using random sampling techniques. This industry variable is organizational culture and work discipline, while the dependent variable is nurse performance.

The research instrument is in the form of a questionnaire that has been tested for validity and reliability. The collected data was then analyzed using the Spearman Rho test to see the relationship between variables, as well as the Generalized Linear Model (GLM) to determine the simultaneous influence of organizational culture and work discipline. This research also pays attention to ethical aspects, including informed consent, maintaining the confidentiality of respondents' identities, and the principle of anonymity in data presentation.

RESULTS

Based on general data, the respondents of this study were 86 ASN nurses at the Kediri Regency Hospital. The majority of respondents were female as many as 63 people (73.26%), while men were 23 people (26.74%). Based on age, respondents were in the age group of 31 – 40 years old, namely 30 (34.88%), followed by the age group of 41 – 50 years old as many as 19 people (22.09%), age 20 - 30 years as many as 19 people (22.09%) and age 51 – 60 years old as many as 18 people 20.93%. In terms of education, most of the respondents were educated in D3 as many as 61 people (70.93%), followed by S1 as many as 23 people (26.74%), D4 1 person (1.16%) and S2 1 person (1.16%).

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Table 1. Frequency Distribution of Respondents by Gender

Gender	Quantity	Percentage
Male – Male	23	26,74%
Women	63	73,26%
Total	86	100,00%

Source : Primary Data for Research in 2025

Table 4.3 Frequency Distribution of Respondents by Age

Age	Quantity	Percentage
20 – 30 years old	19	22.09%
31 – 40 years old	30	34,88%
41 – 50 years old	19	22,09%
51 – 60 years old	18	20,93%
Total	86	100,00%

Source : Primary Data for Research in 2025

Table 4.4 Frequency Distribution of Respondents Based on recent education

Education	Quantity	Percentage
D3	61	70,93%
D4	1	1,16%
S1	23	26,74%
S2	1	1,16%
Total	86	100,00%

Source : Primary Data for Research in 2025

Organizational culture variables, with the highest score of 3.94 in the statements "Prioritizing individual progress over organizational progress in hospitals" and "Team success is the contribution of all employees working in one unit". The lowest score was 1.71 on the question "Hospital success is achieved with other employees who are part of the team". This shows that the organizational culture in hospitals is still dominated by individual orientation and cooperation is only limited to the unit level, while the sense of togetherness to achieve the overall success of the hospital is still very low.

For the work discipline variable with the highest score of 4.38 on the question item "I wear a work uniform on the specified day and use identification during work". The lowest score was 2.15 on the question "have I ever left the workplace without permission from the boss". This shows that employee work discipline is stronger in the aspect of compliance with formal and visible rules (such as uniforms and identification cards), but still low in the aspect of compliance with core rules such as not leaving the workplace without permission, so the implementation of discipline is not comprehensive.

Meanwhile, in the performance variable, it shows that employees' cooperation and creativity skills have gone well, but there are still challenges in completing tasks according to work targets. In other words, employees tend to be stronger in terms of collaboration and innovation, but they need to improve in terms of discipline, time management, and work effectiveness so that the targets that have been set can be achieved consistently.

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Uji Spearman Rho				
		Culture	Discipline	Performance
	Organisasi			
Culture	Corelation	1.000	033	-254*
	coefficient		765	018
	Sig. (2	86	86	86
	tailed)			
	N			
Discipline	Corelation	033	1.000	-125
	coefficient	765	.	253
	Sig. (2	86	86	86
	tailed)			
	N			
Performance	Corelation	-254*	-125	1.000
	coefficient	.006	86	253
	Sig. (2		86	86
	tailed)			
	N			

UJI Generlized Linear Model								
Parameter	B	Std. Error	T	Sig	Lower bound	Upper bound	Tolerance	VIF
Constant	3.557	.401	8.862	.000	2.759	4.355		
X1	-.330	.139	-2.383	.019	-.606	-.055	.999	1.001
X2	-.051	.129	-.395	.694	-.308	.206	.999	1.001

Statistical analysis using the Spearman Rho test, showed that the organizational culture variable on performance had a correlation coefficient value of -0.254 with a significance level of 0.018 (sig < 0.05). This value shows that there is a significant relationship between organizational culture and performance in the direction of the relationship. In addition, the discipline variable showed an insignificant relationship with performance, with a correlation coefficient value of -0.125 and an insignificance level of 0.253 (sig < 0.05). This indicates that discipline has no effect on performance. Furthermore, the results of the Generalized Linear Model (GLM) test, the results of the analysis show that organizational culture variables have a significant negative influence on performance and discipline variables have no significance. The organizational culture variable had a significance value of 0.019 with a regression coefficient value of -330. Since the significance value is negative of 0.05, this effect is stated to be significant but negative. Meanwhile, the discipline variable also showed an insignificant influence with a significance value of .694 and a regression coefficient of -.051.

DISCUSSION

Analysis of organizational culture on the performance of ASN nurses at Kediri Regency Hospital

Organizational culture has a significant influence on nurse performance. A strong and positive organizational environment—through applicable values, norms, and habits—is able to

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shape a more professional, responsible, and results-oriented attitude and work behavior of nurses. This is important in building work involvement and commitment to provide optimal health services.

This is in line with research from (Safako et al., 2024) which states that organizational culture includes values, norms, and practices applied in a company. While it is generally expected to support employee performance, there are situations where organizational culture can have a negative effect on performance, even if this influence is not significant. When the organizational culture is too rigid or not in line with the needs of employees, this can hinder performance

Analysis of work discipline on the performance of ASN nurses at Kediri Regency Hospital

Work discipline has also been shown to have a significant effect on performance. High discipline, which is reflected in attendance levels, compliance with regulations, and good work ethics, is the basis for nurses to complete tasks efficiently and on time. This is very influential in maintaining the continuity of service and patient safety.

This is in line with research (Saripuddin., 2017) which states that the high and low level of discipline set by the company will not cause changes in employee performance. This is due to various factors, such as other factors that are more dominant, interactions between factors, improper measurement of work discipline, different work cultures, and other factors.

Analysis of organizational culture and work discipline on the performance of ASN nurses at Kediri Regency Hospital

Simultaneously, organizational culture and work discipline have a significant effect on the performance of ASN shift nurses. These two factors support each other in creating a productive and professional work environment, so that it can minimize problems such as late attendance, lack of working hours, and decreased service quality.

Based on research from (Sriekaningsih, 2017) Organizational culture can have a direct and significant effect on the performance of employees in the Tarakan City District area, this result indicates that the better the organizational culture, the more the performance of employees in the Tarakan City District area increases. These results indicate the better-working/organized mechanisms; the cooperative relationship between work units (structural functional) is running well; the activities of each employee are evenly distributed according to their rank and position; description of tasks carried out properly; all provisions/regulations and work discipline are obeyed and implemented by employees with full responsibility; fairness in

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the distribution of compensation; leaders always solve problems through employee meetings; the amount of compensation given in accordance with their work performance; there is no sense of sentiment among fellow employees in the office in terms of compensation; and leaders influence and determine employee behavior in achieving goals.

CONCLUSION

Based on the findings of this study, it can be concluded that organizational culture and work discipline are important factors related to the performance of ASN nurses at Kediri Regency Hospital. The study findings support the hypothesis that organizational culture significantly influences nurse performance. However, the influence was found to be negative, indicating that the existing organizational culture may not yet fully support employee productivity and effectiveness. This suggests that a rigid or less adaptive organizational culture may reduce employee motivation and overall work performance.

In contrast, the hypothesis regarding the influence of work discipline on performance was not supported, as work discipline did not show a significant effect on nurse performance. Although nurses demonstrated compliance with visible organizational rules such as wearing uniforms and identification cards, this discipline was not sufficient to directly improve performance outcomes. This finding indicates that employee performance may also be influenced by other factors beyond discipline, such as leadership style, workload, motivation, work environment, and job satisfaction.

Simultaneously, organizational culture and work discipline were found to influence employee performance, with organizational culture emerging as the more dominant factor. Therefore, hospital management should focus on developing a more supportive, collaborative, and adaptive organizational culture that encourages teamwork, communication, and employee engagement. In addition, strengthening supervision, improving internal communication, and providing continuous professional development programs may help improve employee performance and service quality.

Future research is recommended to explore additional variables that may affect nurse performance, including leadership, compensation, workload, and organizational commitment, using broader populations and different hospital settings. The findings of this study can also serve as practical input for hospital administrators in developing human resource management strategies aimed at improving healthcare service quality and patient satisfaction.

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