

## THE INFLUENCE OF ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF HOSPITAL EMPLOYEES IN INDONESIA: LITERATURE REVIEW

Yunika Tri Yulianti<sup>1\*</sup>, Syifaul Lailiyah<sup>1,2</sup>

<sup>1</sup> Public Health Study Program, Faculty of Health, Medicine, and Life Science, Universitas Airlangga, Indonesia

<sup>2</sup> Center of Excellence for Patient Safety and Quality, Universitas Airlangga, Indonesia

Corresponding Author: [yunika.tri.yulianti-2020@fkm.unair.ac.id](mailto:yunika.tri.yulianti-2020@fkm.unair.ac.id)

### ARTICLE INFO

#### Article History:

Received: 19<sup>th</sup>, October 2023

#### Revised:

From 26<sup>th</sup>, October 2023

Accepted: 16<sup>th</sup>, November 2023

This is an open access article under the CC BY-NC-SA license

<https://creativecommons.org/licenses/by-nc-sa/4.0/>

### ABSTRACT

**Background:** Change in the health sector from various aspects require that every organization carry out a transformation and strategy in responding to it. It is crucial for hospitals to cultivate a favorable organizational culture to effectively contribute to the realization of their vision, purpose, and goals. Organizational culture significantly impacts the performance of individuals inside an organization or employees within a corporation. **Purpose:** This study aims to investigate the impact of organizational culture on the job performance of hospital employees in Indonesia using literature review. **Methods:** This literature study uses literature review. The library sources used by Google Scholar, PubMed, and ScienceDirect, using search articles for the last 5 years 2019-2023 produced 18 articles to be reviewed, but only 12 articles had relevant topics. **Results:** Organizational culture has a favorable impact on hospital employee's performance. Given that organizational culture is dynamic, a weak organizational culture will impact employee performance. **Conclusion:** Organizational culture can facilitate the process of health services in hospitals. In hospitals that have a strong organizational culture, it will have an impact on producing good performance in the short, medium, and long term.

**Keywords:** employee performance, hospital, organizational culture, health services

## INTRODUCTION

Human resources in an organization are a very important factor. In an organization, quality human resources are a determinant in the process of running a business. Organizational culture that exists within an organization greatly determines the implementation of tasks by employees. The success or failure of employees in doing their jobs is significantly influenced by the organizational culture that is tied to its members and how this culture is applied in constructing an organization (Qadry *et al.*, 2023). In an organization, organizational culture will influence the attitudes and behavior of human resources within it. The strength of the organization will make a significant contribution to members of the organization in terms of a clear understanding about an issue to be resolved (Wahyuni *et al.*, 2021). One of the determinants of a company's performance is human resources, which are a determining factor in the performance of a company. Every human being has different levels of needs, wants, and social contexts.

Organizational culture is the set of beliefs, behavioral guidelines, values, applicable norms and references for action aimed at solving a problem in an organization. Organizational culture is the foundation of attitudes, beliefs as well as practical values shared by all members of the organization. (Hariyanto *et al.*, 2021). A hospital is a type of healthcare facility that offers inpatient, outpatient, and emergency care as well as full medical services to patients (Qadry *et al.*, 2023). Hospitals need to develop a positive organizational culture, to contribute to the achievement of the goals by vision and mission. A strong organizational culture in the hospital organization is where the core values of the organization have been executed, adhered to and widely implemented by all employees of the hospital organization.

The performance of an employee is influenced by various things. Performance is the result of a process that is based on measurement over a certain period of time based on previously agreed terms and conditions (Azizah & Emil, 2020). One of the supporting factors for employee performance is the organizational culture adopted in the hospital organization. The culture that exists in

a hospital makes workers have a harmonious perspective in carrying out activities when working. Culture relates to how an organization builds commitment to realize its vision, wins the competition, wins the hearts of customers, and builds organizational strength. The behavior of hospital staff members can be influenced by organizational culture, and this behavior can subsequently affect how well an organization performs. An organization with a strong culture makes it easier for employees to make decisions without worrying about conflicts with the organizational culture and adapt to immediate changes. In general, performance can be understood by setting the results of a work task or the results of all work activities within a certain period of time. This demonstrates that an organization's workforce performs better the better its organizational culture is. The formation of employee habits and personalities can be determined by organizational culture. This then becomes the determinant of employee performance. Basically, the performance of members of an organization or employees of a company is mostly influenced by the organizational culture.

According to research (Apriyatmoko, 2014), nurses can implement hospital culture by 70–75%. This shows that organizational culture is very attached to nurses. However, professional practice still needs to be improved, especially in terms of implementing standards of care and operational procedures. According to Pramadewi (2010), the results of initial observations at the Teluk Kuantan Regional General Hospital, especially in the inpatient department, show that organizational culture is still less effective in improving service performance. In contrast, preliminary interviews with inpatient managers showed that some nurses were still less responsive to customers, which caused customers to complain (Kholipah, 2013). According to research, the implementation of organizational culture in hospitals is lacking, which means that the quality of service resulting from employee performance will be affected.

Organizational culture also acts as a unifying force among employees, a motivator for employees to perform tasks properly, and a conflict reducer, so it has a positive impact on performance and behavior. High commitment of employees will make them voluntarily make

maximum efforts for the progress of the organization. Organizational development should aim to create a culture of achievement that is similar or that encourages and respects one's performance (Azzahra *et al.*, 2021). The novelty and state of the art of this research is that it provides an overview of the influence of organizational culture on employee performance in all hospitals in Indonesia using the literature review method. With this research, it can provide a clear picture of the overall implementation of organizational culture in hospitals in Indonesia which can influence employee performance. The goal of the study is to ascertain how organizational culture affects hospital employees' performance in Indonesia. This research is important to carry out because there is still some lack of implementation of organizational culture in several hospitals. Therefore, this research provides an illustration of the application of hospital organizational culture in Indonesia which can influence employee performance.

## METHOD

### Search Strategy

This study is a literature review that discusses organizational culture and employee performance. The literature review used is by searching for several articles or research that

discuss topics that have been determined and adjusted based on inclusion and exclusion criteria. This study uses literature review obtained from the results of previous studies and not through direct observation. Library sources used through National and International Journal Websites such as Google Scholar, PubMed, and ScienceDirect, searching articles for the last five years 2019-2023. This study used a qualitative approach by presenting the results descriptively. In searching for articles using keywords (AND, OR NOT or AND NOT) which are used for more detail in journal disbursement can make it easier to search for the desired journal. The keywords used are "Organizational Culture" AND "Employee Performance" AND "Hospital." This review of the literature on organizational culture and hospital employee performance analyzes whether there is an influence of organizational culture on hospital employee performance in Indonesia.

### Charting the data

Based on databases and keywords, there are 18 articles to be reviewed (8 international and 10 national), but only nine articles have relevant topics. as presented in the following image (Figure 1).

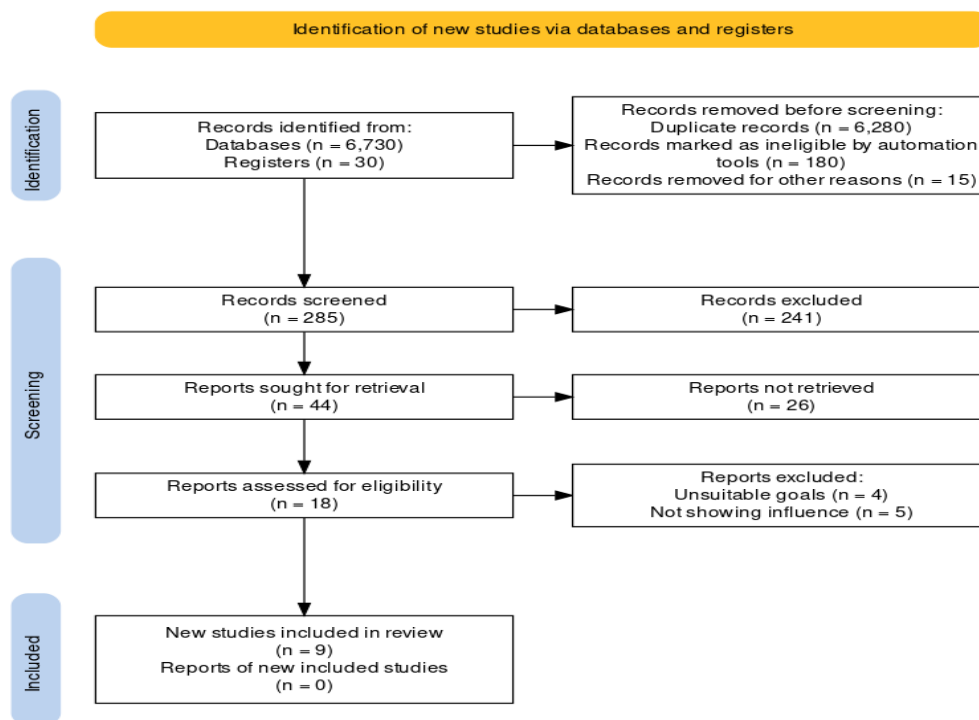


Figure 1. Identification of new studies via database and registers

## RESULT

### Hospital Organizational Culture in Indonesia

Hospitals often face various problems when interacting with their environment, especially if the environment is unstable and continues to change. In addition, problems arise from within the hospital, which is a collection of people with various systems and characteristics, as well as from external sources. The distinctive interaction between rules, values, beliefs, and actions that describe how organizations or individuals carry out their work is referred to as organizational culture (Hariyanto *et al.*, 2021). Hospitals must create an organizational culture to overcome internal and external problems. The belief that organizational culture is an important component that influences hospital performance is the basis of interest in studying and implementing organizational culture. Hospitals have different levels of effectiveness and quality, and organizational culture is the result of the relationship between employees and management. An unhealthy organizational culture in hospitals cannot be avoided, so hospitals must increase innovation, knowledge development and new guidelines to compete in a competitive market. Therefore, the hospital's focus is on identifying employees and their commitment to the hospital. Both can become part of an organization's culture and help develop useful ideas and knowledge.

Organizational culture is a long-standing set of shared beliefs, expectations, and presumptions that govern behavior and problem-solving across the whole business. Organizational culture includes broader and deeper aspects and is the basis for creating an ideal organizational environment (Jufrizen & Rahmadhani, 2020). In this 5.0 era, organizational culture often determines the success of a business. Changes from various aspects require that every organization carry out a transformation and strategy in responding to it. The working environment of the hospital also has an organizational culture. A hospital is a type of healthcare facility that offers a full range of services for individual health, such as inpatient, outpatient, and emergency treatment. (Kemenkes RI, 2020). There are very many different organizational cultures in the hospital work environment, so negative organizational culture is also unavoidable. However, if the

organizational culture develops healthily, every employee's performance can be accompanied by a healthy personality. In Indonesia, there are many organizational cultures among the hospitals. Implementing organizational culture in hospitals is inseparable from the Strategic Performance Management (SPM) or Standard Operating Procedures (SOP) that has been set. As a form of service in the health sector, hospitals should provide quality and quality services (Azzahra *et al.*, 2021).

### The Role of Hospital Organizational Culture in Indonesia

Organizational culture has a role in several ways, one of which is as the identity of an organization. This identity is a distinct characteristic that lasts forever and becomes a unique and distinct feature of an organization. Organizational culture seeks to alter the mindset and conduct of present human resources (HR) in order to boost output and meet diverse problems in the future (Charli *et al.*, 2019). In the hospital, the organizational culture that is built will become a symbol of a clear distinction between one hospital and another. In this case, human resources in the hospital will feel proud of the hospital they occupy and foster a sense of respect from external parties to the hospital. Organizational culture is one of the factors that affect employee performance, because if organizational culture is not in line with what is expected, employees are less productive, resulting in decreased performance (Saragih *et al.*, 2022).

Organizational culture can provide stability in an organization. Within the hospital organization, there is a commitment from every employee. When an organizational culture exists, it will facilitate the growth of commitment to something broader (organizational interests) than personal interests. Group cohesiveness comprises the factors owned by the group that make group members remain members so that groups are formed (Purwaningtyastuti & Savitri, 2020). These values are deeply held and sometimes unspoken beliefs. These values and enthusiasm will underline the nature of the organization to answer organizational challenges (Hariyanto *et al.*, 2021).

Organizational culture can facilitate the process of health services in hospitals. The hospital is an institution within the national health system that has the responsibility to assist and provide health services to all groups. To achieve goals in the health sector, it must

be aligned with the development and implementation of health in hospitals. It cannot be denied that the health sector must always be improved so that it can provide better quality and better media services to the community (Azzahra *et al.*, 2021).

**Table 1.** Organizational Culture on the Performance of Hospital Staff in Indonesia

Author	Purpose	Method	Results
Veronika Agustini Srimulyani & Yustinus Budi Hermanto	Examining the impact of leadership credibility and organizational culture on work engagement among both medical and non-medical staff in private hospitals in Madiun.	Method: Quantitative approach - Location: Siti Aisyah Islamic Hospital and Santa Clara Hospital - Respondents: 185 respondents - Data collection techniques: a survey using a questionnaire - Validity test: Sobel test	The impact of having trust in leadership on work engagement, which is influenced through the mediation of organizational culture  1. Trusted leadership significantly affects organizational culture variables, and organizational culture affects work commitment. 2. The organization strongly impacts work commitment.  The impact of organizational culture regarding work engagement 1. Organizational culture has a crucial influence on employee engagement 2. The more powerful the culture is, the more it influences its members' behavior. 3. Work engagement can be dramatically increased by changing the organizational culture.
Sitti Zam Zam, Hasan Nongkeng, Trimaya Cahya Mulat, R. Ardian Priyambodo, Yusriadi Yusriadi, Chairun Nasirin, Rudy Kurniawan	To improve service quality in the context of infection prevention at Tenriawaru Regional General Hospital (RSUD) in the Bone District, this study intends to investigate the effects of organizational culture and work environment.	Method: Quantitative approach - Location: Tenriawaru Regional General Hospital (RSUD), Bone Regency - Respondents: 72 respondents, namely employees of the Tenriawaru General Hospital, Bone Regency - Data collection techniques: questionnaires - Validity test: a path analysis	The implementation of organizational culture has a significant impact on enhancing service quality at Tenriawaru Hospital in the Bone Regency region. The obtained positive coefficient value provides evidence that the work climate has a beneficial impact on service quality.
Nur Qadry, Muhammad Idris, Asri	Partially analyze Organizational Culture, Competence, and work motivation on Employee Performance at the H. Padjonga Daeng Ngalle Regional General Hospital, Takalar Regency.	Methods: qualitative and quantitative - Location: H. Padjonga Daeng Ngalle Regional General Hospital, Takalar Regency - Respondents: 343 employees - Data collection techniques: instrument filling in the field - Validity test: data quality test, namely validity, reliability, multiple linear regression analysis, and hypothesis testing through the t-test, f-test, and beta test as well as the coefficient of determination (R square)	1. Organizational culture significantly influenced staff performance in H. Padjonga Daeng Ngalle Regional Hospital, Takalar Regency. 2. Cultivating a strong culture has the potential to propel the organization toward enhanced development.
Hariyanto, Mei Indrawati, Muningha	Describe organizational culture and commitment, work motivation, job satisfaction and worker performance in the Asyiyah Hospital, Bojonegoro.	Method: Explanatory Research - Location: Asyiyah Hospital, Bojonegoro - Respondents: 100 employees - Data collection techniques: questionnaire and documentation methods - Validity test: path analysis (path analysis)	1. The phenomenon of employee performance fluctuations may be due to the impact of organizational culture. 2. Organizational commitment has a significant impact on employee performance at Asyiyah Hospital in Bojonegoro.

**Continuation of Table 1.** Organizational Culture on the Performance of Hospital Staff in Indonesia

Author	Purpose	Method	Results
Azizah, Muhammad Emmil	culture and good corporate governance affect employees. Analyze how organizational performance at K.H. Hospital in part and simultaneously. Kuala Tungkal Jambi native David Arif	Method: quantitative - Location: K.H. Hospital Daud Arif Kuala, Tungkal Jambi. - Respondents: 34 employees - Data collection techniques: questionnaire and documentation methods - Validity test: multiple linear regression analysis	1. There is evidence suggesting that organizational culture characteristics exert a notable positive influence on employee performance, as indicated by calculations and discussions. 2. The simultaneous influence of organizational culture (X1) and effective corporate governance (X2) has a significant impact on employee behavior and performance.
Slamet Bambang Riono, Muhammad Syaifulloh dan Suci Nur Utami	Knowing and analyzing the influence of organizational communication, organizational culture, and organizational commitment to the work of employees at Dr. Hospital. Soeselo, Tegal Regency	Methods: Descriptive as well as associative - Location: Dr. Hospital Soeselo, Tegal Regency - Respondents: 90 employees - Data collection techniques: questionnaire instruments - Validity test: SPSS	1. Organizational communication, organizational culture, organization, and work organizational commitment together on employee performance at Dr. Hospital. Soeselo, Tegal Regency. 2. A high or good organizational culture will be followed by an increase in employee performance.
Putri Zaviera, Yuliansyah, Pigo Nauli	This study attempts to offer empirical proof of the impact of organizational culture and accountability on organizational performance in Bandar Lampung's private hospitals.	Method: Associative Descriptive - Location: Type B and C public-private hospitals in Bandar Lampung City - Respondents: 93 employees - Data collection techniques: questionnaires - Validity test: SPSS	Organizational culture can positively influence organizational performance in private public hospitals in Bandar Lampung.
Sri Wahyuni, Lukman Hakim, Ihyani Malik	Being aware of how Hadji Padjonga Daeng Ngalle General Hospital, Kab Takalar employee performance variables are influenced by organizational culture variables.	Method: Quantitative - Location: Hadji Padjonga Daeng Ngalle Hospital, Kab. Takalar - Respondents: - Data collection techniques: questionnaires - Validity test: IBM SPSS Version 22.0	1. At H.A. Sultan Daeng Radja Hospital Bulukumba, the organization has a favorable and significant impact on organizational performance. 2. Organizational culture has a weak and insignificant impact on employee performance, that is, valuing Organizational culture that includes personal initiative, risk-taking, management support models, supervision, and communication that contribute little to improving employee performance.
Silvia Agustin	At the Bhayangkara Padang Hospital, this study explores and evaluates the effects of leadership on staff, organizational environment on performance, and organizational culture on staff.	Method: Description - Location: Bhayangkara Padang Hospital - Respondents: 89 people - Data collection technique: field survey - Validity test: SPSS	1. Organizational Culture has significantly affected the performance of Bhayangkara Padang Hospital employees 2. A statistically significant relationship was discovered between organizational culture and leadership and employee performance at Bhayangkara Padang Hospital. At Bhayangkara Padang Hospital, organizational culture variables had a more pronounced effect on worker performance than did leadership variables.

## DISCUSSION

### The Influence of Organizational Culture on The Performance of Hospital Staff Employees in Hospitals

Organizational culture serves as one of the organizational assets or resources that

makes the organization dynamic with physical (observable) or non-physical (unobservable) characteristics that are typical of containing presumptions, principles, standards, dedications, and convictions serving to motivate and increase organizational efficiency and effectiveness public or private (Yusnandar

*et al.*, 2020). According to research (Qadry *et al.*, 2023), Organizational culture partly has a significant influence on employee performance at Padjonga Daeng Ngale General Hospital, Takalar District. Organizational performance is affected by individual performance. So, if you want to improve organizational performance, the thing that needs to be considered is individual performance in the organization.

This study is consistent with the research of Hariyanto *et al.* (2021), in that organizational culture has a significant influence on employee performance at Aisyiyah Hospital. Organizational culture can positively influence organizational performance in public-private hospitals in Bandar Lampung. A positive coefficient indicates a positive relationship between organizational culture variables and organizational performance. This means that when the organizational culture increases, the performance will also increase. In line with attribution theory, it explains the determining process as well as the causes or motives of a person (Azzahra *et al.*, 2021). Organizational culture is correlated with employee performance. Because organizational culture is very dynamic, if it is weak, it will affect employee performance. A strong organizational culture will help employees quickly adapt to cultural changes and help leaders make decisions more easily without worrying about conflicts with organizational culture. Organizational culture influences organizational members on how things are done in the organization. In other words, organizational culture affects the attitudes and behaviors of all members of the organization. This is supported by a Gallup study of more than 200 hospitals, which found nurse engagement to be a key predictor of patient mortality. The inclusion of organizational culture based on contextual factors showed that consensus culture types achieved the highest average scores in single subjects, subjects in their 20s, and subjects working in radiotherapy departments cancer. The relationship between organizational culture and organizational efficiency suggests that, among its subcategories, a person's spiritual culture has the largest bearing on the organization's capacity for success.

Organizational commitment and employee and business success are both

directly impacted by organizational culture. The results of this study show that the organizational climate can be improved by developing legal policies and creating rules and strategies for employees to perform their tasks. Motivation can be improved by offering performance-based rewards. When building an organizational culture, one must pay attention to the values embedded in the organizational culture, including business empowerment, team leadership, vision, direction and clear business goals of the organization (Zacharias, *et al.*, 2021). Because it can influence how people behave and what organizational members should follow and learn, organizational culture has an impact on innovation. Therefore, high organizational culture will create conditions for creative employees to work according to organizational standards that are beneficial to the organization. Every service provided by hospital employees must provide a guarantee of continuous service quality. Of course, for the quality of services provided to be good and continuously improving or according to standards and continuously exceeding standards (National Standards for Hospital Accreditation), it needs to be supported by an effective and efficient internal control system and an organizational culture full of innovation and learning.

The advantages of this study are that it explains in detail about organizational culture and the concept of organizational culture that includes various broad and deep elements and describes the influence of organizational culture on the behavior and actions of organizational members. However, the weakness of this study is that there is no description of organizational culture that can influence the attitudes and behavior of all members of the organization in detail.

## CONCLUSION

Organizational culture refers to a comprehensive framework of established values, norms, assumptions, and standards that are commonly agreed upon and consistently adhered to by members of an organization. The concept of organizational culture encompasses a wide range of extensive and profound elements, serving as a foundation for establishing an optimal organizational climate. Each hospital in Indonesia possesses a distinct

organizational culture. The implementation of organizational culture inside a hospital is inherently linked to the established Standard Operating Procedures (SOPs) or Strategic Performance Management (SPM) protocols. The impact of hospital organizational culture on staff performance in Indonesia is significant. Hospitals characterized by a robust organizational culture are likely to exert a positive influence on employee performance throughout several timeframes, including the short, medium, and long term. The organizational culture's impact on employee performance in a medical environment can provide advantageous outcomes. A robust organizational culture facilitates employees' swift adjustment to cultural shifts and enables leaders to make decisions without apprehension regarding potential clashes with the prevailing organizational culture. The influence of organizational culture on the conduct and behavior of organizational members is pervasive in all aspects of the organization and its influence on the effectiveness of healthcare organizations is essential for enhancing employee morale and promoting organizational innovation.

### SUGGESTION

For readers and conducting literature studies related to organizational culture in Indonesian hospitals, it can be continued by adding sources from abroad and it is necessary to study and compare organizational culture in Indonesian hospitals with those outside Indonesia.

### ACKNOWLEDGMENT

We thank Mrs. Syifaul for her assistance in study design, data collection, data supervision, and revision of the important content of the manuscript.

### CONFLICT OF INTEREST

The authors declare that there are no significant competing financial, professional or personal interests that might affect performance.

### FUNDING SOURCE

This study has no funding source.

### AUTHOR CONTRIBUTION

Yunika Tri Yulianti writers served as data collection, data analysis, manuscript writing, reference. Syifaul Lailiyah, as study design, data collection and supervision, manuscript revision.

### REFERENCES

- AM, E. N. 2020. The Influence of Organizational Culture and Organizational Commitment on Employee Performance at the Ministry of Manpower of the Republic of Indonesia. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(4), 3872–3883. <https://doi.org/10.33258/birci.v3i4.1453>
- Apriyatmoko, E. 2014. Budaya organisasi dan profesionalisme perawat di rumah sakit swasta di Temanggung. *Jurnal Manajemen Keperawatan*, 2(2), 116–125.
- Azzahra, P. Z., Yuliansyah., & Nauli, P. 2021. Pengaruh akuntabilitas dan budaya organisasi terhadap kinerja organisasi pada rumah sakit swasta kota Bandar Lampung. *Jurnal Studi Pemerintahan Dan Akuntabilitas*, 1(1), 43–54. <https://doi.org/10.35912/jastaka.v1i1.236>
- Azizah, A., & Emil, M. 2020. Pengaruh Budaya Organisasi dan Good Corporate Governance terhadap Kinerja Karyawan di RSUD K.H. Daud Arif Kuala Tungkal Jambi. *Eksis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 11(2), 71. <https://doi.org/10.33087/eksis.v11i2.196>
- Charli, C. O., Mulyani, S. R., & Yeni, F. 2019. Pengaruh Budaya Organisasi, Kemampuan Kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada Rumah Sakit Tentara Dr.Reksodiwiryo Kota Padang. *Jurnal Teknologi, Kesehatan Dan Ilmu Sosial*, 1(1), 33 - 39.
- Hariyanto, H., Indrawati, M., & Muninghar, M. 2021. Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Motivasi Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan Rs Aisyiyah Bojonegoro. *Jurnal Mitra Manajemen*,



- 5(4), 277–289.  
<https://doi.org/10.52160/ejmm.v5i4.530>
- Jufrizen, J., & Rahmadhani, K. N. 2020. Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Dengan Lingkungan Kerja Sebagai Variabel Moderasi. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 3(1), 66–79.  
<https://doi.org/10.26533/jmd.v3i1.561>
- Kemendes RI. 2020. *Permenkes No 3 Tahun 2020 Tentang Klasifikasi dan Perizinan Rumah Sakit. Tentang Klasifikasi Dan Perizinan Rumah Sakit*, 3, 1–80.  
<https://peraturan.bpk.go.id/Details/152506/permenkes-no-3-tahun-2020>
- Kholipah, S. 2013. Hubungan Penerapan Budaya Organisasi Dengan Kepuasan Pasien Di Rsud Ambarawa. *Jurnal Manajemen Keperawatan*, 1(1), 7–14.
- Pramadewi, A. 2010. Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Bagian Rawat Inap Pada Rumah Sakit Umum Daerah Teluk Kuantan Kabupaten Kuantan Singingi. *Pekbis Jurnal*, 2(3), 364–371.
- Purwaningtyastuti, P., & Savitri, A. D. 2020. Kohesivitas Kelompok Ditinjau Dari Interaksi Sosial Dan Jenis Kelamin Pada Anak-Anak Panti Asuhan. *PHILANTHROPY: Journal of Psychology*, 4(2), 118.  
<https://doi.org/10.26623/philanthropy.v4i2.2616>
- Qadry, N., Idris, M., & Asri. 2023. Pengaruh Budaya Organisasi, Kompetensi Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Rumah Sakit Umum Daerah H. Padjonga Daeng Ngalle Kabupaten Takalar. *Jurnal Magister Manajemen Nobel Indonesia*, 4(2), 337–351.
- Saragih, L., Ratnasari, S. L., & Nasrul, H. W. 2022. Pengaruh Pelatihan, Motivasi, Pengembangan Karier, dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Pascasarjana Universitas Riau Kepulauan*, 3(3), 261–269.
- Wahyuni, S., Hakim, L., Malik, I., Negara, I. A., Makassar, U. M., Negara, I. A., Makassar, U. M., Negara, I. A., & Makassar, U. M. 2021. Pengaruh Budaya Organisasi Terhadap Ngalle Kabupaten Takalar. *Jurnal Universitas Muhammadiyah Makassar*, 2(6), 2007–2022.
- Yusnandar, W., Nefri, R., & Siregar, S. 2020. Pengaruh Disiplin Kerja Dan Pelatihan Terhadap Kinerja Karyawan Dengan Budaya Organisasi Sebagai Variabel Moderasi Pada Rumah Sakit Milik Pemerintah di Kota Medan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(1), 61–72.  
<https://doi.org/10.30601/humaniora.v4i1.433>
- Zacharias, T., Rahawarin, M. A., & Yusriadi, Y. 2021. Cultural reconstruction and organization environment for employee performance. *Journal of Ethnic and Cultural Studies*, 8(2), 296–315.  
<https://doi.org/10.29333/ejecs/801>