

## THE RELATIONSHIP BETWEEN SERVICE QUALITY AND ORGANIZATIONAL CULTURE ON THE LEVEL OF PATIENT SATISFACTION

Nila Risnawati<sup>1</sup>, Masruroh<sup>2</sup>, Ade Armada Sutedja<sup>3</sup>

<sup>1,2,3</sup>Pesantren Tinggi Darul Ulum University

Email: [nila.risnawati17@gamil.com](mailto:nila.risnawati17@gamil.com)<sup>1</sup>, [masruroh@fik.unipdu.ac.id](mailto:masruroh@fik.unipdu.ac.id)<sup>2</sup>, [adeatmaja@unipdu.ac.id](mailto:adeatmaja@unipdu.ac.id)<sup>3</sup>

### ABSTRAK

Penerapan budaya organisasi merupakan penghayatan nilai-nilai organisasi yang ditunjukkan dengan perilaku saat menjalankan aktivitas dalam memberikan pelayanan kepada orang lain untuk memberikan kepuasan optimal kepada pasien. Tujuan penelitian ini adalah untuk mengetahui hubungan penerapan budaya organisasi dengan kepuasan pasien. Metode: Metodologi tinjauan pelingkupan digunakan, yang terdiri dari lima langkah utama: (1) mengidentifikasi pertanyaan penelitian, (2) mengidentifikasi studi yang relevan, (3) memilih studi, (4) mengekstraksi data, dan (5) menyusun, merangkum, dan melaporkan hasilnya. Pencarian komprehensif dilakukan di Google Cendekia dan PubMed, menghasilkan total 19.683 artikel. Setelah penyaringan judul dan abstrak secara menyeluruh, 15 artikel teks lengkap dinilai kelayakannya. Pada akhirnya, lima penelitian dipilih untuk analisis dan sintesis terperinci. Hasil: Analisis literatur terpilih menunjukkan bahwa penerapan budaya organisasi dan kualitas layanan sangat mempengaruhi kepuasan pasien. Kesimpulan: Temuan ini menunjukkan bahwa peningkatan budaya organisasi akan berkontribusi pada peningkatan kinerja pelayanan. Hal ini menunjukkan bahwa budaya organisasi yang kuat dan positif dapat menjadi salah satu kunci peningkatan kinerja pelayanan. Meskipun budaya organisasi mempunyai pengaruh yang signifikan.

**Kata Kunci:** Budaya Organisasi, Kualitas Pelayanan, Kepuasan Pasien.

### ABSTRACT

*The application of organizational culture is an appreciation of organizational values which is demonstrated by behavior when carrying out activities in providing services to other people to provide optimal satisfaction to patients. The aim of this research is to determine the relationship between the implementation of organizational culture and patient satisfaction. Methods: A scoping review methodology was employed, consisting of five key steps: (1) identifying research questions, (2) identifying relevant studies, (3) selecting studies, (4) extracting data, and (5) compiling, summarizing, and reporting the results. A comprehensive search was conducted across Google Scholar and PubMed, yielding a total of 19.683 articles. Following a thorough screening of titles and abstracts, 15 full-text articles were assessed for eligibility. Ultimately, five studies were selected for detailed analysis and synthesis. Results: Analysis of selected literature shows that the implementation of organizational culture and service quality greatly influences patient satisfaction. Conclusion: These findings indicate that improving organizational culture will contribute to improving service performance. This shows that a strong and positive organizational culture can be one of the keys to improving service performance. Although organizational culture has a significant influence.*

---

**Keywords:** *Organizational Culture, Service Quality, Patient Satisfaction.*

---

## INTRODUDCTION

Quality health services are a basic right of the community that must be fulfilled by the government (Matippanna, 2022). As the front guard of primary health services in Indonesia, hospitals play a crucial role in realizing quality health services (Anvingseza & Manar, 2023). However, the quality of service in most hospitals is not optimal Victor., Rottie & Wurangan, 2023), (Ryantika, Nazaki, & Winarti, 2023). Ruri Yuni Astari (2020) defines health service quality as service that meets patient expectations and needs in accordance with professional ethical standards. Initial observations at the Jombang Islamic Hospital showed several indicators indicating that the quality of service was not optimal, such as a low community satisfaction index and inadequate facilities. Within the organizational framework, organizational culture plays a central role in determining organizational direction and performance (Imran et al., 2022).

Organizational culture (OC) is a difficult concept to define concretely. Different authors define it differently (Emmanuel, 2017). Armstrong and Michael defined it as; Organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated in words but shape the ways in which people behave and things get done in the organization (Amstrong, 2006). According to Schien Edger, organizational culture is the pattern of shared basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered as valid and therefore to be taught to new members as the correct way to perceive, think and feel in relationship to those problems (Edger S, 2010).

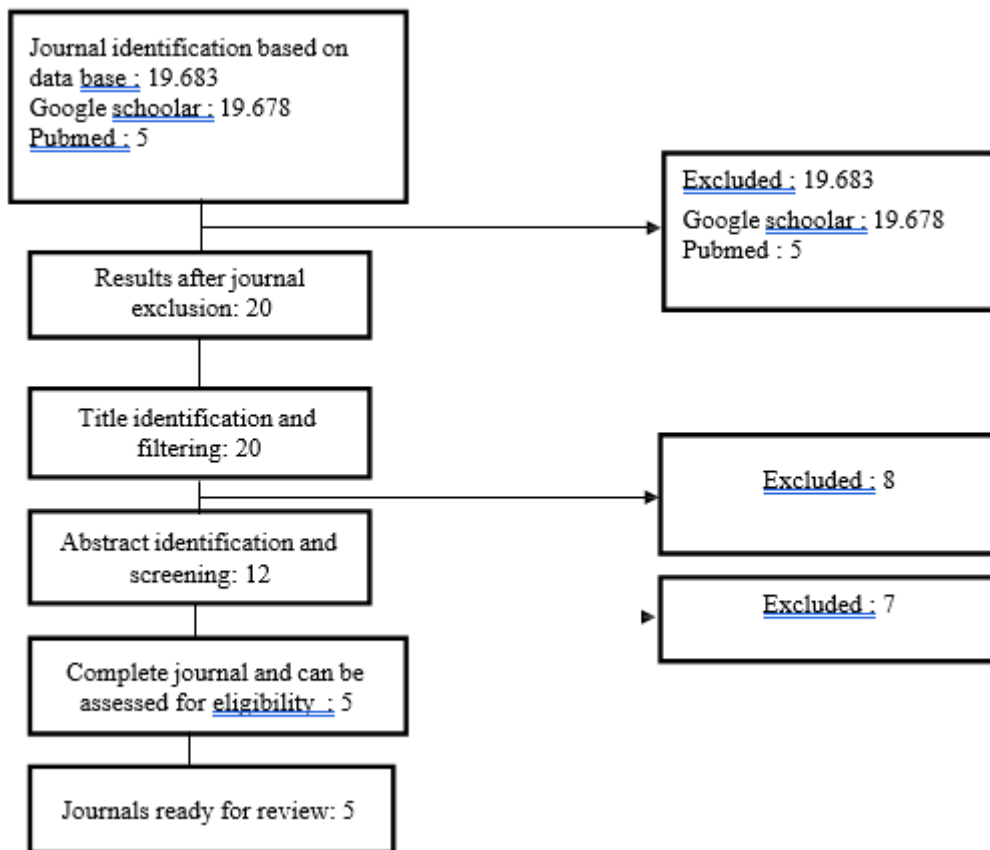
Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior (Yafang T, 2011). Organizational culture has been receiving extra attention ever since the concept was proposed by American scholars four decades back. The Academicians and managers have reached the consensus that organizational culture is the core competency for an organization and on the fact that it will impact effectiveness of the individual workers, groups and the organization as a whole (Zhang X, 2011). As sited by Bandana et al. in 1988 organizational culture is a multidimensional construct, and therefore it is essential to evaluate each of its dimensions during the study of the

culture of a given organization. With this regard when we discuss the culture of a given organization we are referring to multiple typologies or dimensions of organizations culture rather than one composite culture derivative (Nayak B, 2013).

Organizational culture reflects the values, beliefs and norms held by organizational members (Kenedi, Satriawan & Gaddafi, 2022). In the context of hospitals, an organizational culture that is oriented towards community service can be the key to realizing excellent service quality. Based on initial observations, there are indications that the organizational culture at RSI Jombang does not fully support the achievement of the expected service quality. This raises the question of whether organizational culture influences service performance in hospitals. Although several studies have examined the relationship between organizational culture and service performance, research that focuses on hospitals, especially Jombang Hospital, is still limited. Therefore, it is hoped that this research can contribute to the literature regarding patient satisfaction in hospitals. With the considerations above, this research aims to examine more deeply the analysis of organizational culture and service quality on the level of patient satisfaction in inpatients at Jombang Islamic Hospital.

## **RESEARCH METHOD**

The methodology employed in this scoping review follows the framework proposed by Arksey and O'Malley (2005), which consists of five stages. This approach aligns with the recommendations of Levac et al. (2010) for the synthesis and analysis of relevant literature (Levac, D., Colquhoun, H., & O'Brien, 2010). The five stages of the Arksey and O'Malley framework are as follows: (1) identifying research questions; (2) identifying relevant studies; (3) selecting studies; (4) mapping data; and (5) compiling, summarizing, and reporting results. This research adheres to the aforementioned framework, and the methodology is further detailed in accordance with the PRISMA guidelines (Page et al., 2021). The subsequent sections will elaborate on each of the first five steps of the Arksey and O'Malley framework.



Gambar 1. Bagan PRISMA

### Identification of Research Statements

The purpose of this scoping review is to synthesize relationship analysis information regarding service quality and organizational culture on the level of patient satisfaction. The research questions addressed in this review are as follows:

1. The relationship between service quality and patient satisfaction level?
2. The relationship between organizational culture and patient satisfaction levels?
3. Analyze the relationship between service quality and organizational culture on the level of patient satisfaction?

### Identification of Relevant Studies

In this step, a comprehensive search for relevant studies was conducted using specific keywords: "service quality", "organizational culture", and "patient satisfaction". This search was performed across multiple databases, including Google Scholar, and PubMed. Initially, the search focused on studies published in the last five years, followed by an exploration of literature from the previous ten years to ensure a thorough review of relevant research.

**Study selection**

Exclusion criteria were applied to papers that had at least one of the following indications: 1) published in a language other than English; 2) publications unrelated to the research, such as correspondence, comments, opinions, book reviews, conference abstracts, secondary data analysis, tutorials, concept analyses, or regulatory documents; and and 3). did not focus on service quality and organizational culture.

**Creating Data Charts**

In this stage, create data charts arranged in two tables, namely a study characteristics table grouped by title, author name, year, design, objectives, number of samples and research location. In addition, it also collects specific data to answer problem questions.

**Collecting, Summarizing, and Reporting Results**

At this stage, identify, analyze and narrate the problems that will be discussed.

**RESULT AND DISCUSSION**

**Results**

Table 1 Study Characteristics

Title	Author	Research Design	Research Objective	Sample Size	Study Location
Pengaruh Budaya Organisasi Terhadap Kinerja Pelayanan Puskesmas dalam Mewujudkan Mutu Pelayanan Puskesmas The Influence of Organizational Culture on the Performance of Community Health Center Services in Realizing the Quality of Community Health Center Services	Deni Mardiana, Wati Susilawati, Ieke Sartika Iriany	Deskriptif	The aim is to determine the influence of organizational culture on the performance and quality of community health center services	He results show that the organizational culture, performance and quality of community health center services are in good criteria. Organizational culture has a positive and significant influence on performance and service quality. Based on these findings, it is recommended that the Head of the UPT Karangmulya Health Center meet service standards by completing medical facilities	UPT Karangmulya Health Center

				and equipment.	
The Relationship Between Implementation of Organizational Culture and Patient Satisfaction at Ambarawa Regional Hospital	Siti Kholipah, Eko Susilo, Heni Purwaningsih	Cross sectional	To determine the relationship between the implementation of organizational culture and patient satisfaction at Ambarawa Regional Hospital	That the application of organizational culture was weak as many as 47 respondents (47.5%) and the application of organizational culture was strong as many as 52 respondents (52.5%). 32 respondents (32.3%) had low patient satisfaction and 67 respondents (67.7%) had high patient satisfaction. There is a relationship between the implementation of organizational culture and patient satisfaction at Ambarawa Regional Hospital	Patients at Ambarawa Regional Hospital.
The Influence of Service Performance and Service Quality on Patient Satisfaction at Gunung Sugih Health Center	Ratih Kusuma Wardani	To provide the best service to provide satisfaction to its patients	Eksperimen	Service performance is not necessarily an element that can impact patient satisfaction, but is also accompanied by the quality of service. Service quality is a measure, degree, or level of good or bad of a product or service, so it can be understood that with employees who care about patients, understand what is needed and try to fulfill it, prioritize good service, both personally and non-personally, provide in-depth service to patients will be able to increase patient satisfaction.	UPTD Gunung Sugih Health Center

Organizational Culture and Its Relationship with Hospital Performance in Public Hospitals in China	Ping Zhou, Kate Bundorf, Ji Le Chang, Jin Xin Huang, and Di Xue	To measure perceptions of organizational culture among employees of public hospitals in China and to determine whether perceptions are associated with hospital performance	Deskripsi	Managers in Chinese public hospitals should consider whether the culture of their organization will enable them to respond effectively to their changing environment.	Surveys of 93 public hospitals, their employees, and their patients in Shanghai, Hubei Province, and Gansu Province conducted between June and October of 2009
Perceived organizational culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town administration, correlational study	Dereje Mesfin , Mirkuzie Woldie , Ayinengida Adamu and Fitsum Bekele	It is therefore essential to understand organizational culture, job satisfaction level of the health workers and the link between them	Cross sectional	That an employees of the respective primary hospitals would prefer to work in environment characterized by innovative and clan culture and their satisfaction level is medium so that the managers should undertake major cultural transformation and must work to improve the job satisfaction level of health workers within their respective hospitals	Public hospital in china

**Discussion**

Tthat there is a significant relationship between organizational culture and service performance. A positive regression coefficient indicates that improvements in organizational culture will contribute to increased service performance. This indicates that a strong and positive organizational culture can be one of the keys to improving service performance. Even though organizational culture has a significant influence, its contribution to service

performance is limited, namely 10.5%. This shows that there are other factors outside organizational culture that also influence service performance. In service performance through service quality, organizational culture does not show a significant influence. This indicates that there are other variables that are more dominant in influencing service quality.

Referring to previous research, Apriantini (2023) found that apart from organizational culture, factors such as leadership, employee motivation and resources also influence service performance. Therefore, although organizational culture is important, organizations also need to consider other factors in efforts to improve service performance. The results show that organizational culture does not have a significant influence on service performance through service quality. This shows that there are other factors that influence the relationship between organizational culture and service performance through service quality.

According to Kholipah, et al (2012), the description of the application of organizational culture at Ambarawa District Hospital shows that 47 respondents (47.5%) had a weak application of organizational culture and 52 respondents (52.5%) had a strong application of organizational culture. 2. Description of patient satisfaction at Ambarawa Hospital: 32 respondents (32.3%) had low patient satisfaction and 67 respondents (67.7%) had high patient satisfaction. 3. There is a relationship between the implementation of organizational culture and patient satisfaction at Ambarawa Regional Hospital (p value 0.007).

The research results showed that nurses who had weak organizational culture implementation would result in patients not getting satisfaction. Therefore, the implementation of organizational culture must be carried out to an entrenched level. Based on this description, it can be concluded that one of the factors that influences patient satisfaction is the implementation of organizational culture. The results of this research can be concluded that the application of organizational culture is very important in an effort to provide satisfaction to patients undergoing treatment.

According Wardani (2019), menyatakan Kepuasan pasien adalah suatu keadaan dimana harapan pasien dipenuhi melalui kecepatan respon petugas dan pemberian kualitas pelayanan yang baik. Artinya dengan adanya kinerja pelayanan dan empati yang baik dari masing-masing pegawai akan dapat menimbulkan kepuasan pasien seperti yang diinginkan oleh instansi. Hal ini juga diperkuat dengan adanya penelitian yang dilakukan oleh (Golum, 2016) dengan judul Pengaruh Kualitas Layanan Terhadap Kepuasan Pasien Rawat Inap Rumah Sakit Anuntaloko

Parigi. Hasil penelitian menunjukkan bahwa variabel kinerja pelayanan dan empati memiliki pengaruh terhadap kepuasan pasien.)

Menurut Zhou (2011), In the era of health care reform, public hospitals in China face strong pressure to be more sensitive to social responsibility. It is likely that the public hospitals will experience dramatic changes in the future. Our results suggested that organizational culture in public hospitals were ill-prepared to respond to the changes and its environment. Hospital managers and health policy makers should focus more on organizational culture and its implications for hospital performance.

According Mesfin (2020) The dominant perceived existing organizational culture in the primary hospitals of Jimma zone and town administration was hierarchy culture. But the least existing organizational culture type was innovative culture. Innovative culture was the most preferred culture type followed by market culture. But Hierarchy culture type was the least preferred culture type by the health workers. There was a significant difference between the perceived existing organizational culture types and the preferred culture types in the primary hospitals of Jimma zone and Jimma town administration. The job satisfaction level of health workers in the primary hospitals was medium in relation to supervision, communication and work related dimensions. However, it was low in relation to hospital physical working environment. Therefore the hospital administration must work hard to improve infrastructures of the hospital including staff recreation places and the likes; furthermore perceived existing Clan culture was positively correlated with health workers job satisfaction so that the administration of the hospital should work towards strengthening social interaction of the employees

## **CONCLUSION**

In conclusion, significant relationship between organizational culture and service performance. A positive regression coefficient indicates that improvements in organizational culture will contribute to increased service performance. This indicates that a strong and positive organizational culture can be one of the keys to improving service performance. Even though organizational culture has a significant influence, its contribution to service performance is limited, namely 10.5%. This shows that there are other factors outside organizational culture that also influence service performance. In service performance through service quality, organizational culture does not show a significant influence. This indicates that there are other variables that are more dominant in influencing service quality.

**REFERENCES**

- Armstrong M. A handbook of human resource management practice: Kogan page limited; 2006.
- Edger S. Organizational culture and leadership. 989 market street. San Francisco: Jossey-Bass; 2010.
- Emmanuel O. Understanding Organisational culture and Organisational performance: are they two sides of the same coin? *J Manage Res.* 2017;9(1): 12–21.
- Imran, M., Ismail, F., Arshad, I., Zeb, F., & Zahid, H. (2022). The Mediating Role of Innovation in the Relationship Between Organizational Culture and Organizational Performance in Pakistan's Banking Sector. *Journal of Public Affairs*, 22, E2717.
- Kenedi, J., Satriawan, B., & Khaddafi, M. (2022). The Effect of Organizational Culture on Employee Performance. *International Journal of Educational Review, Law and Social Sciences (IJERLAS)*, 2(6), 817-826.
- Matippanna, A. (2022). Hak Pasien Atau Masyarakat Mendapatkan Pelayanan Kesehatan yang Berkualitas. *Journals of Ners Community*, 13(3), 353-360.
- Nayak B, Anil B. Assessment of the link between organizational culture and job satisfaction (study of an Indian public sector). *Int J Adv Syst Soc Eng Res.* 2013;3(3):78–87.
- Ryantika, R., Nazaki, N., & Winarti, N. (2023). Good Governance Dalam Pelayanan Kesehatan Pada Puskesmas Batu 10 Kota Tanjungpinang Tahun 2021-2022 (Doctoral dissertation, Universitas Maritim Raja Ali Haji)
- Yafang T. Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction. *BMC Health Serv Res.* 2011;11(98).
- Zhang X, Li B. Organizational culture and employee satisfaction: an exploratory study. *Int J Trade Econ Finance.* 2013;4(1):48–54.