

The Influence of Organizational Culture and Group Climate on Innovation Readiness at Hasanuddin University Hospital

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ABSTRACT

Innovation is considered a competitive mechanism for organizational performance and success, and is considered an important instrument for adapting to the ever-changing business environment. This research aims to analyze the influence of Organizational Culture and Group Climate on Innovation Readiness at Hasanuddin University Hospital. The type of research carried out was quantitative research using an observational study with a cross sectional study design. The sample in this study was employees at the hospital, totaling 123 respondents. The research results show that there is a direct influence of organizational culture on innovation readiness, there is a direct influence of group climate on innovation readiness. It is recommended that hospital management be open to new ideas and encourage their employees to be more open and accept input from other employees. This will greatly encourage the emergence of innovation, improve the climate in positive work teams, such as participative, open and safe, will motivate employees to show innovative and improving behavior creates or adopts new ideas, products, services, programs, technologies, policies, structures or new administrative systems.

Keywords: Organizational Culture, Group Climate, Innovation Readiness, Hospital.

INTRODUCTION

The era of industrial revolution 4.0 has had a significant impact in accelerating change, which is a real and unavoidable phenomenon. Every business organization needs to have tactics and strategies that are capable of transformation and innovation to anticipate the effects of the new industrial revolution in this era. Organizations' ability to succeed in today's global business environment will ultimately depend on their ability to be innovative¹.

In implementing change, it is necessary to consider the dimensions of readiness to change^{2,3}. Readiness to change is interesting because individual reactions, both leaders and members of the organization, to change have an important role in every organizational change. In other words, change can only be achieved when you are ready to change, not only in terms of material resources but also human resources.

The ability of employees to engage in innovative behavior is critical for public organizations seeking to overcome challenges⁴ such as austerity, demographic developments, and increasing expectations for innovation and change. Innovative behavior in the public sector has been associated with better quality of public services as well as the general ability of public organizations to respond to dynamic environments.

Innovation is considered a competitive mechanism for organizational performance and success, and is considered an important instrument for adapting to the ever-changing business environment. Because innovation plays an important role in organizational settings, several studies have shown factors that influence innovation, one of which is organizational culture^{5,6}. Different studies found

that organizational culture and organizational design are the most influential determining factors.

Apart from that, according to research, there is an influence of group climate on innovation. A positive organizational climate, such as participative, open and safe, will motivate employees to demonstrate innovative behavior. A positive organizational climate can influence innovative behavior by providing intrinsic motivation to employees and making employees feel fully supported by the company, so that employees do not hesitate to display innovative behavior. This is also supported by subsequent research which found that organizational climate with different roles was related to and influenced innovative work behavior.

Hasanuddin University Hospital as a hospital that has the vision "To be a trusted pioneer in combining education, research and international standard health care" is expected to work together to provide effective and efficient health services. The results of previous interviews revealed in previous research conducted by Yulianti (2021) with several nurses, namely 10 primary nurses and executive nurses, stated that to improve their skills, they only relied on training, there was no high level of initiative to improve and develop their personal abilities. In addition, by only focusing on their work, there is no independent willingness to seek new information that will support increasing employee knowledge in changing work boundaries. Often avoiding more challenging jobs or new projects voluntarily but having to direct orders from their superiors, there are only a few who proactively volunteer to develop their knowledge and skills⁷.

Organizational behavior is essentially the result of interactions between individuals in the organization⁸. Individual interactions in an organization are not the

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same as each other, this is because the personality traits possessed by each individual are different. Individual characteristics are integrated with organizational characteristics, so individual behavior in the organization will be realized. Organizational Behavior is a study that concerns aspects of human behavior in an organization or a particular group, including aspects arising from the influence of organizations on humans as well as aspects arising from human influence on organizations.

With regard to the influence of innovation on health productivity, after the adoption of an innovation it is thought that there is an increase in productivity where the benefits of medical advances exceed the costs. There are several factors that influence the low level of innovation at Hasanuddin University Hospital, namely internal factors that influence the hospital's ability to improve its finances, such as quality and cost control, increased financing due to education, engagement so that this can influence the hospital's innovation readiness. Hospitals in providing health services are also health service institutions that support efforts to create jobs and develop the national economy. As mandated by Government Regulation Number 47 of 2021 concerning the Implementation of the Hospital Sector, which requires hospitals to be ready to implement innovation in accordance with applicable regulations. The regulation states that a hospital in providing health services is also a health service institution that supports efforts to create jobs and develop the national economy which regulates Hospital Classification, Hospital Obligations, Hospital Accreditation, Hospital Development and Supervision, and Governance. How to Impose Administrative Sanctions. This Government Regulation is a mandate from Article 61 and Article 185 letter b of Law 11 of 2020 concerning Job Creation to make changes to Article 24 paragraph (2), Article 29 paragraph (3), Article 40 paragraph (4), and Article 54 paragraph (6) Law Number 44 of 2009 concerning Hospitals. Apart from that, it was explained that there are several classifications determined by the government, including service capabilities, health facilities and supporting facilities, and human resources. This can be a benchmark for a hospital's success in preparing innovations to be able to compete with other hospitals and improve their performance. Therefore, this research will focus more on the role of organizational culture and group/organizational climate considering that organizational culture and organizational climate are conditions that have a positive influence on hospital performance. Previous research also shows the importance of organizational climate in minimizing conflict at work.

Based on the description above, researchers will conduct research entitled The Influence of Organizational Culture and Group Climate on Innovation Readiness at Hasanuddin University Hospital. Researchers chose this hospital because it is a teaching hospital which, apart from providing services to patients, is also a place for education for health students, so it requires innovations both in the fields of service and management and this can influence the growth of hospital income.

REVIEW OF THEORY

General Overview of Organizational Culture

The use of the term organizational culture refers to the culture that applies within a company, because in general a company is a form of organization, namely cooperation between several people who form a separate group or work unit. Organizational culture is often defined as values, symbols that are mutually understood and adhered to, which an organization has so that members of the organization feel like they are one family and create conditions that are different from other organizations.

Organizational culture has been studied in terms of definition, theoretical scope, conceptualization, characteristics and types^{9,10}. Although organizational culture is said to contribute to achieving the

promotion of shared values¹¹, competitive advantage¹² desires employee behavior^{13,14} and innovation¹⁵, empirical support is still limited^{16,17}.

Overview of Group Climate

Climate is an example of this group social effect that can explain the behavior of group members. Some authors describe climate as an example of a "social context" variable. They suggest these social context variables are properties of higher-level social interactions that, as such, cannot be reduced to the perceptions of the individuals composing the group²⁰. Other researchers note that higher-level social context is important in understanding organizational behavior and explaining employee responses, behavior, and performance²¹.

Interdependence between members of a group is created in the process of climate formation which is also known as emergence. Researchers

Table 1. Distribution of Respondent Characteristics Based on age, gender, highest level of education, length of work and employment status at Hasanuddin University Hospital.

Characteristic	Samples	
	n	%
Age		
20-30 year	2	1.6
31-40 year	116	94.3
41-50 year	5	4.1
Number	123	100.0
Sex		
laki-laki	36	29.3
Perempuan	87	70.7
Number	123	100.0
Working duration		
1-5 year	4	3.3
6-10 year	63	51.2
>11 year	56	45.5
Number	123	100.0
Last education		
S1	80	65.0
S2	43	35.0
Number	123	100.0
Civil Servant Status		
Civil servant	99	80.5
Non Civil servant	24	19.5
Number	123	100.0

Sumber: Primary Data

Table 2. Frequency Distribution of Each Category of Research Variables at Hasanuddin University Hospital.

Variable	Samples	
	N	%
Organizational Culture		
Support	109	88.6
Not Support	14	11.4
Number	123	100.0
Group Climate		
Good	107	87.0
Worse	16	13.0
Number	123	100.0
Innovation readiness		
High	110	89.4
Low	13	10.6
Number	123	100.0

Sumber: Primary Data 2023

Table 3. Analysis of the Relationship between Organizational Culture and Innovation Readiness at Hasanuddin University Hospital.

Organizational Culture	Innovation readiness				Total	P
	High		Low			
	n	%	n	%	n	%
Support	104	95.4%	5	4.6%	109	100.0
Not Support	6	42.9%	8	57.1%	14	100.0
Total	110	89.4%	13	10.6%	123	100.0

Sumber: Primary Data

Table 4. Analysis of the Relationship between Group Climate and Innovation Readiness at Hasanuddin University Hospital.

Group Climate	Innovation readiness				Total	P
	High		Low			
	n	%	n	%	N	%
Good	103	96.3%	4	3.7%	107	100.0
Worse	7	43.8%	9	56.3%	16	100.0
Total	110	89.4%	13	10.6%	123	100.0

Sumber: Primary Data

well accept climate as an emergent property Ablowitz (1939) conducted one of the earliest reviews of emergence. He stated that the theory of emergence is based on the assumption that the whole is more than the sum of its parts. That is, the combination of parts creates a new whole with a more complex configuration and new potential due to the combination of the parts. This view not only points to the integration of group members' perceptions but also goes further, suggesting their emergence is highly interdependent.

Overview of Innovation

Innovation is one aspect that influences the development of an organization. Several organizations, both private sector organizations and public sectors such as government organizations, are trying to find innovations. Innovation is the intentional behavior of introducing and implementing "a new idea, process, product or procedure, to a relevant unit of adoption, designed to provide significant benefit to an individual, group, organization or society at large", which can occur at the individual, team level and organizations²². According to Said (2007), innovation is defined as a planned change by introducing technology and the use of new equipment within the agency. Innovation has an understanding that is not only limited to building and updating but can also be defined broadly, utilizing new ideas to create products, processes and services. According to Hamel, innovation is interpreted as a shift from traditional management principles, processes and practices or a shift from old forms of organisms and has a significant influence on the way management is run. Based on this explanation, innovation is synonymous not only with updates in technological aspects or new equipment, but also in a broader scope such as products, processes and forms of service which indicate a change in the implementation practices of an organization²³.

MATERIALS AND METHODS

Location and research design

This type of research is quantitative research that uses analytical observational studies with a cross sectional study design. This research will be carried out at Hasanuddin University Hospital in December 2022–March 2023.

Population and sample

The population of this study was all civil servants & NPTs at Hasanuddin University Hospital, namely 126 people. The population consists of all types of staff at Hasanuddin University Hospital, including general practitioners, specialist doctors, dentists, specialist dentists, nurses, D-3

nurses, midwives, pharmacists, pharmaceutical technical staff, nutrition staff, physiotherapists, medical recorders. and health information, radiographers, electromedics, medical physicists, laboratory analysts, refractionists, environmental health workers, and non-health workers. The sample size in this study was determined using total sampling, namely 126 people.

Data analysis

The research instrument used in collecting primary data was a questionnaire. A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer based on their conditions. Questionnaires were distributed according to the predetermined sample size. The statement given consists of 2 parts, namely: the first part contains the identity and characteristics of the respondent, the second part contains a questionnaire containing organizational culture consisting of 4 variables with 30 statements, group climate consisting of 4 variables with 17 statements and innovation readiness consisting of 3 variables with 12 statements with the lowest score being 1 and the highest score being 5. Data analysis in this study used univariate analysis which functions to summarize a collection of measurement results so that the data collection turns into information and bivariate analysis uses the Chi-square test.

RESULTS

Bivariate analysis of respondent characteristics stated that the majority of respondents were at the age level of 31-40 years, namely 116 respondents (94.3%). Judging from gender, the majority of respondents were female, namely 87 respondents (70.7%). Based on length of work, the majority of respondents were 6-10 years, namely 63 respondents (51.2%). Based on their latest education, the majority of respondents had a bachelor's degree, namely 80 respondents (65.0%). Judging from employment status, the majority of civil servant respondents, namely 99 respondents (80.5%) were as follows:

Bivariate analysis of the frequency distribution of the research variables stated that some respondents stated that their perceptions were in the supporting category for the Organizational Culture variable, 88.6% for the Organizational Culture variable, 107 respondents for the Group Climate variable, 87.0% for the good category, and 110 respondents for the Innovation Readiness variable in the high category. amounting to 89.4 as follows:

The results of statistical tests using the Chi Square test obtained a value of $p = 0.000$, because the value of $p < \alpha = 0.000 < 0.05$ H_0 was rejected and

Ha was accepted, then there is a relationship between Organizational Culture and Innovation Readiness at Hasanuddin University Hospital as follows:

The results of statistical tests using the Chi Square test obtained a value of $p = 0.000$, because the value of $p < \alpha = 0.000 < 0.05$ H_0 was rejected and H_a was accepted, then there is a relationship between Group Climate and Innovation Readiness at Hasanuddin University Hospital as follows:

DISCUSSION

Research hypothesis 1 (H1) states that Organizational Culture influences Innovation Readiness. Based on the statistical analysis carried out, it is known that there is an influence of Organizational Culture on Innovation Readiness among Hasanuddin University Hospital Employees. A significant influence is also shown by a significance value of 0.000 so that in this case research hypothesis 1 (H1) is accepted.

The collection of people in the organization will produce shared core values. The more shared and accepted core values, the stronger the culture, and the greater its influence on organizational behavior. Human resources are the driving force for creativity and innovation in an organization which will later increase the reputation and profits of the organization or in this case the restaurant over a long period of time.

Three recent empirical studies by Jaskyte, Jaskyte and Kisieliene²⁴ provide evidence to support the relationship of organizational culture to product innovation. Along with other findings, Jaskyte found that innovation in organizations is significantly and positively related to similar cultural dimensions and leads to flexibility and negatively when related to stability. In addition, Goffin and New explained that an externally oriented organizational culture is the center of excellence in product development based on customer desires. Thus, companies that aim to excel in product innovation will be synonymous with a culture that is flexible and externally oriented.

Deshpande 'et al show that a culture with an internal emphasis (integration, few new activities) can cause businesses to pay less attention to market changes, even though this is something that is very necessary in the innovation process, especially product innovation²⁵. On the other hand, hierarchical culture, which is characterized by stability and internal orientation, shows authoritarian decision making, high formalization, emphasis on internal processes, which in other words inhibits product innovation.

Martins and Terblanche (2003), explain that organizational culture can influence product innovation, either encouraging or inhibiting it depending on the specific characteristics of the culture in influencing individual or group behavior. It is further said that the basic elements of culture have a dual effect on creativity and innovation, namely, from the perspective of socialization and coordination. Through socialization, individuals can find out whether creative and innovative behavior is part of the business path. At the same time, business, through activities, policies and procedures, can generate values that support creativity and innovation, and innovative capacity will subsequently increase. Regarding organizational culture, there is agreement in the literature about its importance for innovation as explained by Chang and Lee, Martins and Terblanche, namely, in order to successfully innovate and adopt technological advances, companies must fulfill several requirements in terms of their internal behavior and their external relationships as revealed by Tylecot²⁶.

Based on the results of Belassi's (2007) analysis for permanent and non-permanent employees, it shows that organizational culture has a significant influence on employee performance. This illustrates that the higher the organizational culture, the higher the employee performance. The results of this research are in line with several previous research

findings where there is an influence of organizational culture on employee performance. There is a reciprocal influence of organizational culture on employee performance for the implementation of the organization's competitive advantage²⁷.

There are research findings which state that open innovation practices play a role in obtaining talent for organizations to improve employee performance²⁸. Three types of innovation, namely product, process and organizational technology, were found to have an impact on employee performance. Organizational innovation is a very strong mediator of employee performance compared to other variables. Innovation influences employee performance, and psychological well-being mediates the relationship between organizational innovation and employee performance.

Research hypothesis 2 (H2) states that group climate influences innovation readiness. Based on the statistical analysis carried out, it is known that there is a direct influence of Group Climate on innovation readiness among Hasanuddin University Hospital employees. A significant influence is also shown by a significance value of 0.000 so that in this case research hypothesis 1 (H1) is accepted. Creativity and innovation are largely influenced by the climate of the team and organization in which an individual is embedded.

Organizations are required to make efforts to realize their goals. These efforts are reflected in various creativity in creating innovations to be able to answer organizational challenges. This innovation can be in the form of activities of its members which are carried out by utilizing thinking, imagination abilities, various stimulants, and the individuals who surround them to produce new products that are beneficial for themselves and the environment in the organization.

Dynamics related to innovation also occur in bureaucratic environments. Bureaucracy is required to always survive in various situations. One way to improve good governance in government is through changing the mindset at work to be more innovative, starting from each individual, which is based on a functional, not structural, approach. This method is expected to create a professional, effective, efficient and service-oriented apparatus.

The results of this research are in line with the research results of Neimeijer (2021). Organizational climate can influence innovation because it is closely related to the process of creating a conducive work environment so that harmonious relationships and cooperation are created between all individuals or human resources within the organization. A conducive organizational climate can be a tool for leaders to motivate employees. Motivated employees will certainly be more productive and ultimately have an impact on the performance of the employee and the organization. High performance has the opportunity to be more innovative. The results of this research show that the influence of organizational climate on innovation is positive and significant. This means that the better or more conducive the Organizational Climate in an organization, the more innovative the employees or staff will be. In 1969, Bennis predicted that dealing with rapid and living changes in temporary work systems would significantly change human life experiences and the requirements for effective organizing. One important development is the shortening time span of activities, exemplified by the increasing tendency to develop and integrate temporary organizational forms to enable innovative adaptation to dynamic environments. As a result, various fluid and temporary work systems, such as temporary organizations, temporary teams, temporary projects, crowdsourcing and short-term innovation events such as innovation camps and tournaments have emerged to meet the increasing demands for flexibility, speed and uncertainty also among organizations conventional²⁹.

Recent literature on group creativity and innovation in conventional organizations suggests that social context greatly influences creativity

in the workplace and that group processes are a major antecedent of creativity in groups. Group creativity is most likely to occur in work contexts characterized as a supportive team climate, exemplified by encouragement of efforts to introduce new results, positive and smooth interactions within the work group, and fluid group processes. Since there appears to be no previous research examining the antecedents of group creativity in temporary non-virtual environments, we adopted team climate (shown to be a significant enhancer of group creativity in ongoing groups) as the starting point for studying the antecedents of group creativity in temporary situation.

Group climate captures participants' perceptions of their work environment, namely the situational issues that are co-constructed by team members while working toward a common goal³⁰. Group climate is built during important interactions between group members and is demonstrated in group processes and group member perceptions, so this climate is very suitable for studying groups. conditions in temporary settings^{31,32}. West's (1990) team climate theory identifies four antecedents of innovation: participative safety, support for innovation, vision and task orientation. A large body of research has validated the influence of these four factors on innovative outcomes across different types of groups in different environments. Furthermore, we argue that creativity and innovation benefit from experimentation and creative play with new ideas and ways of working, characterized by the concept of an experimentation-supportive climate. This can be seen as an important precursor to group improvisation, which resembles the state of temporary group creativity^{33,34}.

CONCLUSIONS AND RECOMMENDATIONS

The research results show that there is a direct influence of organizational culture on innovation readiness, externally oriented organizational culture is the center of excellence in product development based on customer desires. There is a direct influence of group climate on innovation readiness. Groups whose members question the basis of what they are doing, critically assess potential weaknesses, and build on each other's ideas to reach the best solutions, are most likely to achieve high levels of creativity. This means that constructive criticism as a group process is important to achieve high levels of creativity also in the context of temporary groups. It is recommended that hospital management be open to new ideas and encourage their employees to be more open and accept input from other employees. This will greatly encourage the emergence of innovation, improve the climate in positive work teams, such as participative, open and safe, will motivate employees to show innovative and improving behavior creates or adopts new ideas, products, services, programs, technologies, policies, structures or new administrative systems.

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