The Relationship Between Organizational Culture and Personality with the Performance of Supporting Staff at Idaman Regional Hospital Banjarbaru

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ABSTRACT

Introduction: Employee performance refers to the work outcomes achieved by an individual in fulfilling their responsibilities, measured in terms of quantity, quality, and timeliness. It is influenced by both organizational culture and personality, which together shape employees' attitudes and work behavior. In the increasingly competitive healthcare industry, hospitals require a strong organizational foundation supported by competent, motivated, and well-trained human resources, as employee performance is a key factor in ensuring the quality of healthcare services.

Method: A quantitative approach was employed using a correlational analytic design with a cross-sectional method. The population of this study consisted of 241 support staff at RSD Idaman Banjarbaru. A sample of 71 respondents was selected through stratified random sampling based on their respective work units. Data were collected using a questionnaire that had been tested for validity and reliability. Data analysis was conducted using the Spearman Rank correlation test.

Result: The results showed a p-value of 0.000, indicating a significant relationship between organizational culture and personality and the performance of support staff.

Conclusion: A positive organizational culture and personality traits that align with organizational values were proven to contribute to improved individual performance. This study recommends that hospitals strengthen their organizational culture and gain a better understanding of employees' personality characteristics in managing human resources to enhance the effectiveness and efficiency of healthcare service delivery.

Keywords: Organizational Culture; Personality; Performance; Supporting Staff

Introduction

In facing competition within the healthcare industry, hospitals require a strong organizational foundation supported by competent, motivated, and well-trained human resources, as employee performance is a key factor in organizational success (Rahman & Mas'ud, 2022). However, managing employees is not an easy task, considering that each individual has different personalities, desires, and backgrounds. Therefore, appropriate strategies are needed to improve their performance in order to support the achievement of organizational goals (Pratama, 2023).

Internationally, a report by Gallup (2024) revealed that only 33% of employees in the United States are fully engaged in their work, while the remaining 67% are disengaged. This lack of engagement leads to a productivity loss of $1.9 trillion. In Indonesia, the International Labour Organization (ILO) in the Asia-Pacific Employment and Social Outlook 2024 reported that the productivity of Indonesian workers still lags behind several other ASEAN countries (Abdullah, 2025). According to a study by (Adisa, 2024), the performance of employees in the inpatient unit at RSD Idaman Banjarbaru showed 0% with very good performance, 60% (33 employees) with good performance, and 40% (22 employees) with fair performance. The majority of employees fall into the good performance category, with none rated as very good, and several categorized as only fair. This situation is concerning, as hospitals are institutions where the public relies on for healing. Therefore, employees with excellent performance are essential to ensure optimal service de livery (Eka et al., 2022).

Employee performance is a crucial issue within organizations. According to Gibson's theory, organizational culture and personality, which are part of organizational and psychological factors, significantly influence performance (Rayyani, 2019). Low employee performance, especially among hospital support staff, is often caused by an unconducive organizational culture and a mismatch between employees' personalities and organizational values. Poorly managed organizational culture can reduce motivation, job satisfaction, and service quality. Meanwhile, mismatched personalities can lead to stress, reduced productivity, and deteriorating workplace interactions. Hamid et al. (2021) found that misalignment between organizational values and individual personality can cause work-related stress and decrease service quality, while

Heryyanoor & Febriana (2023) added that such conditions may increase hospital operational costs by more than 5% annually. Developing a positive culture and aligning personality traits with organizational values are key to building a productive work environment and delivering quality services (Hamsal, 2021).

Various efforts can be made to improve the performance of hospital support staff, including integrating core organizational values into daily work culture in alignment with the hospital's vision and mission, as well as increasing awareness of the importance of a positive organizational culture through training (Bilqis et al., 2023). In terms of personality, enhancing employee well-being, paying attention to individual characteristics, providing motivation, and improving capabilities are crucial steps (Nurlaela, 2019). Ilhami (2024) emphasized that personality testing can help determine employee suitability for job demands and organizational culture, as well as predict key work behaviors such as performance, trainability, and job satisfaction. Furthermore, creating a supportive and harmonious work culture is believed to increase employee productivity, strengthen loyalty, and positively impact the overall quality of hospital services (Hotmauli, 2023). Based on these considerations, this study aims to analyze the relationship between organizational culture and personality with employee performance at RSD Idaman Banjarbaru.

Method

The type of research used in this study, based on its objectives, is a quantitative research design. Considering the existing problems, the researcher employed a correlational approach to analyze the relationship between organizational culture and personality on the performance of support staff employees at RSD Idaman Banjarbaru. In addition, this study also used a cross-sectional design, which is a research approach where data are collected at a single point in time. This design enables researchers to describe and analyze the relationships between variables at a given moment without requiring repeated observations. The cross-sectional approach was chosen due to its efficiency in terms of time and resources, as well as its suitability for analyzing the simultaneous relationships among variables (Widiastuti et al., 2024).

The population in this study consisted of support staff employees at RSD Idaman Banjarbaru, totaling 241 employees. The sampling technique used was stratified random sampling, with a total sample of 71 support staff employees. The instrument used for data collection in this study was a questionnaire, which was conducted on March 11, 2025. The characteristics of the respondents were analyzed using univariate analysis, while the bivariate analysis was conducted using the Spearman Rank test.

This study was carried out after obtaining ethical approval from the Research Ethics Committee of Stikes Intan Martapura, with approval number 017/KE/YBIP-SI/III/2025, dated March 7, 2025, and a certificate of research completion with number 800.2.2/340/V/BIDKEP/RSDI/2025, dated May 20, 2025.

Results

This study involved 71 support staff employees at RSD Idaman Banjarbaru. Data were collected using a questionnaire as the research instrument. The characteristics of the respondents were analyzed using univariate analysis, while the relationships between variables were analyzed using the Spearman Rank test.

Table 1. Gender Characteristics of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Gender	Frequency	Percentage (%)
Man	45	63,4
Women	26	36,6
Total	71	100,0

Source: Primary Data, 2025

Based on the data in Table 1, it can be concluded that the majority of respondents, who are support staff employees at RSD Idaman Banjarbaru in 2025, are male, totaling 45 individuals (63.4%).

Table 2. Age Characteristics of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Age	Frequency	Percentage (%)
Mature	60	84,5
Pre Elderly	11	15,5
Total	71	100,0

Source: Primary Data, 2025

Based on the data in Table 2, it is known that the majority of respondents in this study fall into the adult age category, totaling 60 individuals (84.5%).

Table 3.   Last Education Level of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Last Education	Frequency	Percentage (%)
SHS / VHS	21	29,6
Diploma	12	16,9
Bachelor's Degree	36	50,7
Postgraduate Degree	2	2,8
Total	71	100,0

Source: Primary Data, 2025

Based on the data in Table 3, it is known that the majority of respondents in this study have a Bachelor's degree as their highest level of education, totaling 36 individuals (50.7%).

Table 4.   Length of Service of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Length of Service	Frequency	Percentage (%)
≥1 tahun	19	26,8
≥5 tahun	52	73,2
Total	71	100,0

Source: Primary Data, 2025

Based on the data in Table 4, it is known that the majority of respondents have a length of service of ≥ 5 years, totaling 52 individuals (73.2%).

Table 5.   Organizational Culture Frequency Distribution of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Organizational Culture	Frequency	Percentage (%)
Strong Culture	47	66,2
Moderate Culture	24	33,8
Weak Culture	0	0
Total	71	100,0

Source: Primary Data, 2025

Based on the data in Table 5, the majority of respondents in this study, totaling 47 individuals (66.2%), assessed that the organizational culture at RSD Idaman Banjarbaru falls into the strong culture category.

Table 6. Personality Frequency Distribution of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Personality	Frequency	Percentage (%)
High	38	53,5
Moderate	33	46,5
Low	0	0
Total	71	100,0

Source: Primary Data, 2025

Based on the data in Table 6, it is known that the majority of support staff at RSD Idaman Banjarbaru have a personality level categorized as **high**, totaling 38 individuals (53.5%).

Table 7. Performance Frequency Distribution of Support Staff Employees at RSD Idaman Banjarbaru in 2025

Employee Performance	Frequency	Percentage (%)
Poor	0	0
Fair	19	26,8
Good	52	73,2
Total	71	100,0

Source: Primary Data, 2025

Based on Table 7, it is known that the majority of support staff at RSD Idaman Banjarbaru have performance categorized as **good**, totaling 52 individuals (73.2%).

Table 8. The Relationship Between Organizational Culture and the Performance of Support Staff Employees at RSD Idaman Banjarbaru

Budaya Organisasi	Kinerja Karyawan								P Value	Koefisien Korelasi
	Kurang		Cukup		Baik		Total			
	N	%	N	%	N	%	N	%		
Lemah	0	0	0	0	0	0	0	0		
Sedang	0	0	14	19,7	10	14,1	24	33,8	0,000	0,627
Kuat	0	0	5	7,0	42	59,2	47	66,2		
Total	0	0	19	26,8	52	73,2	71	100,0		

Source: Primary Data, 2025

The analysis results in Table 8 show that out of a total of 71 support staff respondents at RSD Idaman Banjarbaru, 42 individuals (59.2%) fall into the strong organizational culture category and demonstrate good performance. The Spearman rank statistical test revealed a significance value of p = 0.000 with α = 0.05 and a correlation coefficient (r) of 0.627. This indicates that ρ < 0.05, thus H1 is accepted. Therefore, it

can be concluded that there is a significant relationship between organizational culture and the performance of support staff employees at RSD Idaman Banjarbaru. Furthermore, the correlation coefficient (r = 0.627) indicates that the relationship between organizational culture and employee performance falls into the strong category.

Table 9.   The Relationship Between Personality and the Performance of Support Staff Employees at RSD Idaman Banjarbaru

Kepribadian	Kinerja Karyawan								P Value	Koefisien Korelasi
	Kurang		Cukup		Baik		Total			
	N	%	N	%	N	%	N	%		
Rendah	0	0	0	0	0	0	0	0	0,000	0,731
Sedang	0	0	16	22,5	17	23,9	33	46,5		
Tinggi	0	0	3	4,2	35	49,3	38	53,5		
Total	0	0	19	26,8	52	73,2	71	100,0		

Source: Primary Data, 2025

The findings in Table 9 show that out of 71 support staff respondents at RSD Idaman Banjarbaru, the majority had a high level of personality traits. Within this group, most demonstrated good performance, with 35 individuals (49.3%), while only 3 individuals (4.2%) were in the fair performance category. This indicates a tendency for support staff with high personality traits to exhibit more optimal performance.

The Spearman rank statistical test revealed a significance value of $\rho = 0.000$ with $\alpha = 0.05$, and a correlation coefficient (r) of 0.731. Since $\rho < 0.05$, it can be concluded that H2 is accepted, meaning there is a significant relationship between personality and the performance of support staff employees at RSD Idaman Banjarbaru. The correlation coefficient of 0.731 indicates that the relationship between personality and employee performance falls into the strong category.

Discussion

Overview of Organizational Culture Among Support Staff Employees at RSD Idaman Banjarbaru

The analysis results in Table 5 show that the majority of respondents perceived the organizational culture at RSD Idaman Banjarbaru as strong. A strong organizational culture is not formed instantly but is the result of the consistent implementation of various culture-forming factors. According to Habudin (2020), five key factors that

shape a strong organizational culture are individual initiative, integration, communication patterns, control, and direction.

However, some respondents categorized the organizational culture as being at a moderate level. This indicates that the application of organizational values has not been uniformly and consistently implemented across all work units. According to Wahyuni et al. (2021), the strength of organizational culture greatly depends on the uniformity of understanding and application of core values at all organizational levels. This inconsistency may stem from variations in employee perceptions as well as a lack of integration in communication and effective leadership.

Therefore, strengthening strategies are needed, such as improving internal communication, providing continuous training, encouraging active employee involvement in decision-making, and implementing a more appreciative reward system. With these measures, the organizational culture which is still categorized as moderate in some areas has great potential to develop into a strong and comprehensive culture throughout the work environment at RSD Idaman Banjarbaru.

Overview of Personality Among Support Staff Employees at RSD Idaman Banjarbaru

The analysis results in Table 6 show that respondents described the personalities of support staff at RSD Idaman Banjarbaru as mostly falling into the high category, with some in the moderate category. The Big Five Personality Traits theory serves as the main reference in understanding the structure of individual personality, including in the context of a hospital work environment. This model classifies personality into five major dimensions, one of which is conscientiousness, which reflects traits such as being organized, responsible, and reliable.

This personality dimension is generally associated with good performance. According to Widyawati et al. (2022), nurses with a conscientious personality tend to demonstrate high-quality work. Meanwhile, Hamid et al. (2021) emphasized that personality stability also plays a role in reducing work-related stress and enhancing effectiveness in dealing with challenges in a hospital setting.

Overview of Support Staff Performance at RSD Idaman Banjarbaru

The analysis results in Table 7 show that respondents described the performance of support staff employees at RSD Idaman Banjarbaru as mostly falling into the good category, with some categorized as fair. This good performance can be explained through Gibson's performance theory, which states that there are three main factors influencing performance: individual factors, organizational factors, and psychological factors (Rayyani, 2019)

In the context of RSD Idaman Banjarbaru, the generally good performance of support staff is likely driven by the synergy among these three factors such as individual competence and work experience, a strong organizational culture, supportive leadership, as well as high levels of personality and job satisfaction.

This performance success cannot be separated from the contribution of support staff, who play an important role in ensuring the smooth operation of hospital services. According to the Regulation of the Republic of Indonesia Number 28 of 2024, support or auxiliary health personnel are individuals who are neither medical nor health professionals, but who play a role in supporting the implementation of health efforts in health care facilities. Therefore, strengthening and improving the performance of support staff is a strategic step to support optimal and sustainable hospital services.

The Relationship Between Organizational Culture and Employee Performance

Based on the analysis conducted, it can be concluded that there is a significant relationship between organizational culture and employee performance, as indicated by a significance value of <0.05. Thus, H1 is accepted, meaning that organizational culture has a positive and significant influence on employee performance.

This finding is also supported by previous research conducted by Reynilda (2020) entitled *"The Effect of Organizational Culture and Job Satisfaction on Employee Performance at Hative Ambon Hospital,"* which revealed that organizational culture has a positive and significant impact on employee performance. In this study, organizational culture was measured through seven indicators, namely: innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. This is in line with Robbins' opinion as cited in

Hairudinor et al (2020), stating that organizational culture is a system of shared meanings held by members that distinguishes one organization from another. A strong organizational culture creates alignment of values, beliefs, and behaviors that ultimately drive employees to work more effectively and efficiently. A positive culture can foster a sense of belonging, motivation, and high work spirit among employees in achieving organizational goals. This is particularly important for the management of RSD Idaman Banjarbaru in order to establish a positive work culture that can enhance both employee performance and the quality of hospital services.

The Relationship Between Personality and Employee Performance

Based on the analysis, it can be concluded that there is a significant relationship between personality and employee performance, as the significance value is <0.05. Therefore, H2 is accepted, indicating that personality has a positive and significant influence on employee performance. This result is obtained from the positive correlation value, indicating a unidirectional relationship. Better personality is followed by better employee performance, indicating a strong correlation between the variables. Personality in this study was measured using five indicators: openness to experience (openness to new things), conscientiousness (cautious and responsible), extroversion (social skills), agreeableness (easily getting along or reaching agreements), and emotional stability.

This finding is supported by previous research conducted by Borman & Westi (2021) entitled "The Influence of Emotional Intelligence, Work Culture, and Personality on Employee Performance at PT. Palu Mitra Utama (PMU)," which found that personality has a positive and significant influence on employee performance. This is acceptable, considering that theoretically, personality can be defined as behavioral motives and behavioral systems. Personality encompasses concepts based on psychological states, processes, and structures that cause behavior to be meaningful. Meanwhile, according to Robbins & Judge in Ilahi (2020), personality is the dynamic organization of psychological systems within an individual that determines a person's unique ability to adapt to their environment. Personality is the association of various backgrounds that humans choose and how they use them in their work.

Idaman Regional Hospital (RSD) Banjarbaru can consider conducting self-development training focused on improving self-confidence and communication skills. Furthermore, creating a work culture that values individual contributions in open forums and recognizes initiative can encourage employees to be more active and confident in their interactions. Thus, the positive potential of extroversion can be optimally utilized to improve performance and work dynamics in the hospital environment.

Conclusion

Based on the research results, it can be concluded that the support staff at Idaman Banjarbaru Regional Hospital are predominantly male respondents of productive age (19–44 years old), have a bachelor's degree, and have worked for more than five years. The organizational culture in their workplace is considered strong, while the personality traits of the majority of respondents are considered high. This study also shows a strong positive relationship between organizational culture and personality traits and employee performance, indicating that the stronger the organizational culture and the higher the personality traits, the better the performance. As a follow-up, the hospital is advised to conduct training to improve specific personality aspects, such as extroversion, and to strengthen the work culture through rewards for high-performing employees. Evaluation of task allocation and time management training are also important to ensure that workloads are tailored to each individual's capacity.

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