

Effect of Organizational Culture, Mobbing, Organizational Justice, and Professional Attitude Towards Hospital Nurse Work Performance

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Abstract

This study aims to see the effect of organisational culture, mobbing, organisational justice, and professional attitude on the performance of nurses at XYZ Hospital. This research was conducted at XYZ Hospital in Jakarta City. The population in this study were 160 nurses who worked for at least one year at XYZ Hospital. The sampling technique was determined by using the purposive sampling method. PLS-SEM data analysis technique using analysis software SmartPLS version 3.0. The results of this study indicate that H1 professional attitude has a positive and significant effect on performance. H2 mobbing has a negative and significant effect on performance. H3 organisational justice has a positive and significant effect on performance. H4 organisational culture has a positive and significant effect on performance.

Keywords

organizational culture;
mobbing; job satisfaction



I. Introduction

Employees are the core of a company. Despite being equipped with advanced technology, adequate facilities, and infrastructure, the company's success still depends mainly on its employees. In daily practices, goal achievement and problem-solving can't be done only by leaders but also by teamwork between workers. Companies nowadays realize the importance of developing a dynamic and unique work environment to compete, grow and survive in a very tight competitive business world. One of the ways to do so is by improving the quality of human resources. Timely evaluation regarding three significant aspects can support the implementation of effective and efficient work activities. Moreover, through this review, the skills and advantages of each worker can be identified better. Hence, the workers can be put in suitable positions. (Suberman, 2020)

The impact of the four factors, such as professional attitude, mobbing, organizational justice, and culture, was studied in company work settings before. However, it is rarely done in a hospital setting, especially in Indonesia among nurses. Considering the prominent role of a nurse as the first-line worker in maintaining service quality in health facilities, like the observed correlation between English workers in ensuring hospital high performance and profit, this study aimed to analyze each factor that impacts hospital nurse work performance (Rizany I et al., 2018). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Based on Briestensky's study, there are several critical factors of hospital success, such as financial analysis, budgeting, fund allocation, customers' satisfaction, service quality, mistakes, process efficiency, functionality, personal satisfaction, training, and education. Further analysis of customer satisfaction, service quality, and mishaps should consider the impact on work performed at the hospital. Therefore, it highlights the

importance of enhancing staffs' work performance even more. A previous literature review will be based on problem-solving (Briestensky et al., 2019).

An evaluation of data in human relations and human resources in XYZ hospital showed nurse work performance and patient satisfaction in 2020 dan 2021. There was a decrease of 5% in nurse work performance in 2021. In 2020, 326 nurses showed 98% average work performance, and in 2021, 374 nurses only had 93% average work performance. This reduction was also accompanied by reduced patient satisfaction of 4,34% in 2021. In 2020, the patient satisfaction index was 91,15%, and the number had reached 86,81% the following year. Another identified problem during the interview of several XYZ hospital nurses was dissatisfaction with hospital management in organizing and nurturing nurses. Therefore, the correlation between the data and the discontent towards the hospital management team towards lower patient satisfaction rate can be made. This has become a challenge in ensuring continuity in human resources development.

II. Review of Literature

2.1. Organizational culture and work performance

According to Ogbonna and Harris, much previous literature has tried to define the correlation between organizational culture and work performance. Brown stated that one of the most significant impacts of corporate culture is work performance (Matkó A et al., 2017).

Organizational culture has always been related to employee performance. In other words, the work quality relies on the applied work culture. Comprehension regarding continuous organizational culture will support the company to increase its performance in the long run. A collection of theoretical models has insisted that a system with values will positively affect an individual's attitude and behavior to secure effective, high-quality human resources, eventually leading to better overall performance (Mohsen A et al., 2020). Development of organizational culture is done to promote an ecology that allows potential growth and changes, leading to perpetual success and financial profit as the company progresses. (Cauchick Miguel P, 2015). In the end, organizational culture will affect employees to work more than technical aspects but also become adaptive.

2.2. Professionalism and work performance

Professionalism is a motivational element that contributes to work performance. If professionalism increases, the work quality will also increase (Luthan E et al., 2019). There is a consensus about qualities that characterize a professional. First, skills. This is seen from involvement in special training held by the abstract knowledge community. Second, ethics. It is shown for caring without discrimination or involvement emotionally towards clients. Besides that, professionals will have predicted moves even in uncertain and complex situations. Therefore, professional habit is defined as working efficiently in a formal competitive setting that reduces the act of nepotism and enhances individual skills.

Moreover, maintaining high professionalism pushes employees to fulfill work standards. The expertise of each worker is linked to how they retain the skills themselves (training frequency and work improvement). (Abou Arraj H., 2018)

2.3. Organizational justice and work performance

In many studies, organizational justice is used as a behavior predictor and attitude in the workplace. One's performance can be worse or better depending on the perception of work justice (Swalhi A et al., 2017). The importance of this matter, especially in the

workplace, has been highlighted by findings that successfully established the relationship between injustice in the workplace leading to poor work performance. Employees who experienced workplace injustice might show negative attitudes, leading to commitment changes towards the company they're working at. Studies regarding the topic that focused on justice's role in the workplace also proved that justice had a crucial impact on each worker's behavior, including satisfaction, absenteeism, and commitment. Other studies have also established the relationship between justice to sabotage, intention to switch work, stress, odd behavior, overall work performance, and trust (Mohamed S, 2014)

2.4. Mobbing and Work Performance

Mobbing plays a vital role in poor work performance. First, mobbing threatens human resources psychology and needs. Hence affecting work progress that will require more energy, power, and time to restore. Two, mobbing suppresses morale and breaks unity among coworkers. Moreover, it creates limitations as they have been ostracized by their peers, which leads to inferior work quality. Further empirical study also found a negative correlation between mobbing and work performance. (Rasool S et al., 2020). In a prior study, a decrease of 80% could be observed in groups of workers that had become the target of workplace mobbing. (Divincová A, and Siváková B., 2014). Therefore, based on the review above, the researcher proposes hypotheses such as:

- H1: There is a significant positive correlation between professionalism and work performance
- H2: There is a negative correlation between mobbing and work performance
- H3: There is a significant positive correlation between organizational justice and work performance
- H4: There is a significant positive correlation between organizational culture and work performance

III. Research Method

3.1. Population and Sample

This study used purposive sampling. A total of 160 respondents in this study were nurses that had worked less than 12 months at the hospital—Hair et al. (2012). There were 50 question indicators asked for all respondents.

3.2. Data Collection

Data were collected using a questionnaire. Questions were presented on a Likert scale with the interval of 1-5, in which 1 meant strongly disagree and 5 meant strongly agree. According to Joshi et al., 2015, the Likert scale is a bunch of statements given to respondents in a study. Respondents had to answer all given statements using a metric scale.

IV. Result and Discussion

4.1 Descriptive Analysis

Table 4. Characteristics of Respondents

Profile	Information	Total (f)	Percentage (%)
Gender	Male	22	13.8%
	Female	138	86.3%

Age	<25 Years old	1	0.6%
	25 - 30 Years old	47	29.4%
	31 - 35 Years old	38	23.8%
	35 - 40 Years old	16	10.0%
	> 40 Years old	58	36.3%
Total		160	100.0%

Source: Primary data, processed in 2022

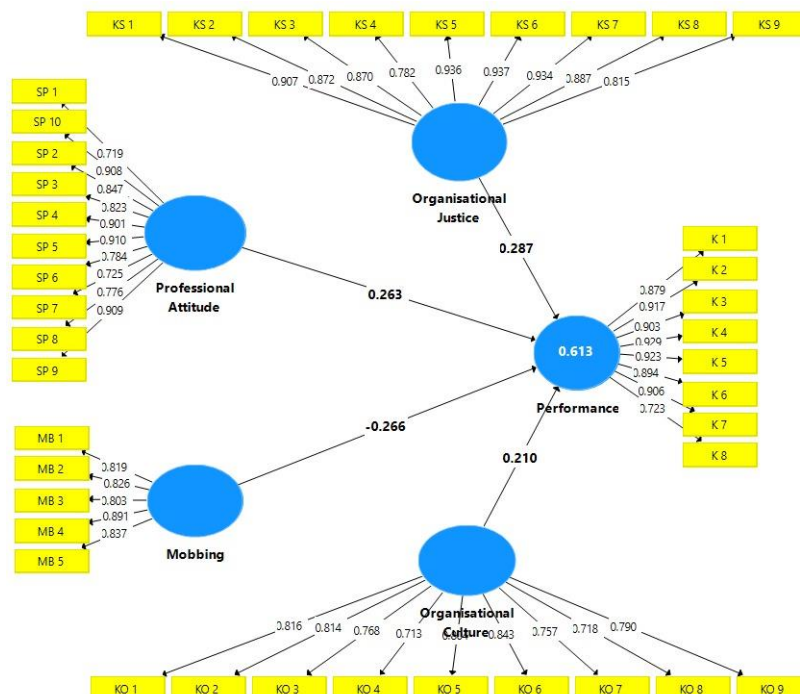
Based on the respondent's profiles presented in Table 1, 13,8% were males, and 86,3% were females. Therefore, the respondents were dominated by female nurses. From the age group, only 0,6% were below 25 years old, 29,4% were in the range of 25-30 years old, 23,8% in the range of 31-34 years old, 10% in the range of 35-40 years old and 36% were aged above 40 years old. Therefore, most respondents were above 40 years old.

4.2 Measurement Model (Outer Model)

The first step in PLS-SEM analysis was the validity and reliability test toward the outer model, also known as the measurement model. The tests will review and evaluate if the chosen indicators are valid and capable of measuring their latent (construct) variable. The construction of output outer model in this study was made using SmartPLS 3.2.9. software

4.3 Validity Test

After data were analyzed using SmartPLD 3.0, the discriminant validity results using the Heterotrait-Monotrait Ratio (HTHMT) method are shown in the following table.



Source: Data analysis result using SmartPLS 3.2.9 (2022)

Figure 1. Measurement Model

Here are the outer loading values of each variable study indicator:

Table 2. Convergent Validity

Variable	Indicator	Loading (>0.7)	Average Variance Extracted (AVE) (>0.5)
Performance	K 1	0.879	0.786
	K 2	0.917	
	K 3	0.902	
	K 4	0.929	
	K 5	0.923	
	K 6	0.894	
	K 7	0.905	
	K 8	0.724	
Organisational Culture	KO 1	0.816	0.611
	KO 2	0.814	
	KO 3	0.768	
	KO 4	0.713	
	KO 5	0.804	
	KO 6	0.843	
	KO 7	0.757	
	KO 8	0.718	
	KO 9	0.790	
Organisational Justice	KS 1	0.907	0.781
	KS 2	0.872	
	KS 3	0.870	
	KS 4	0.782	
	KS 5	0.936	
	KS 6	0.937	
	KS 7	0.934	
	KS 8	0.887	
	KS 9	0.815	
Mobbing	MB 1	0.819	0.699
	MB 2	0.826	
	MB 3	0.803	
	MB 4	0.891	
	MB 5	0.837	
Professional Attitude	SP 1	0.719	0.695
	SP 2	0.847	
	SP 3	0.823	
	SP 4	0.901	
	SP 5	0.910	
	SP 6	0.784	
	SP 7	0.725	
	SP 8	0.776	
	SP 9	0.909	
	SP 10	0.908	

Source: Data analysis result using SmartPLS 3.2.9 (2022)

Based on the data shown in the table above, each dimension indicator had an outer loading value above 0,7. Therefore, all indicators were deemed valid to be used in the study and analyzed further. Another valid criterion was the AVE value, in which the variable had fulfilled all criteria and was furtherly examined.

Table 3. Validity Discriminant

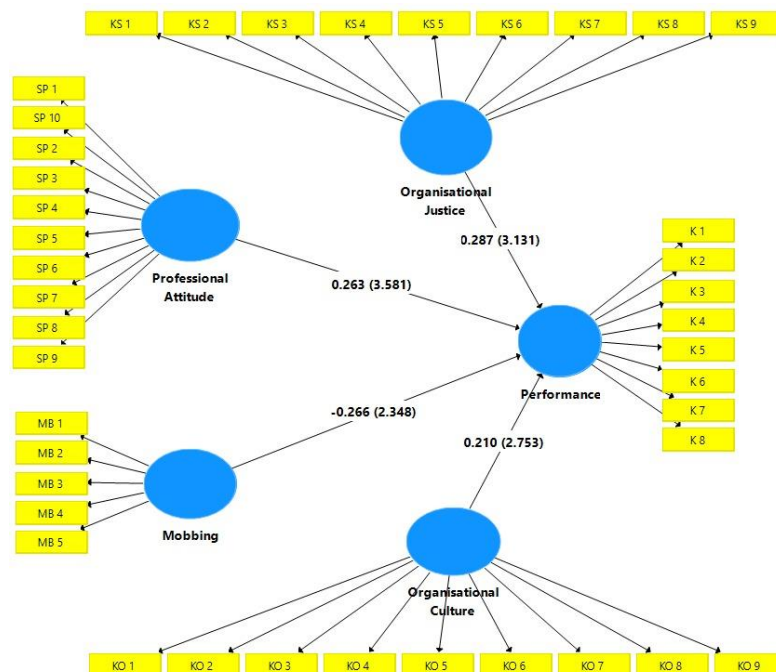
	Organisational Justice	Performance	Organisational Culture	Mobbing	Professional Attitude
Organisational Justice					
Performance	0.706				
Organisational Culture	0.720	0.638			
Mobbing	0.347	0.503	0.301		
Professional Attitude	0.615	0.620	0.532	0.215	

Source: Data analysis result using SmartPLS 3.2.9 (2022)

Based on the table above regarding the output matrix of both validity and reliability test using the HTMT method stated that its matrix value had to be below 0,9 to be deemed significant. All the HTMT matrix values fulfilled the requirement because all variables scored below 0.9.

4.4 Hypothesis Test

In this study, the central aspect of the internal or structural model analysis was to evaluate the significance and coefficient value between the two studied variables. Table 4.2.1. showed data analysis results using PLS-SEM for the hypothesis test results.



Source: Data analysis result using SmartPLS 3.2.9 (2022)

Figure 2. Structural Model

Table 4. Size and significance of path coefficient

Hipotesis	Path Coefficient	T Statistics	P- Value	Hasil
H1 : Professional Attitude -> Performance	0.263	3.581	0.000	Valid
H2 : Mobbing -> Performance	-0.266	2.348	0.009	Valid
H3 : Organisational Justice -> Performance	0.287	3.131	0.000	Valid
H4 : Organisational Culture -> Performance	0.210	2.753	0.002	Valid

Source: SmartPLS Data Processing Results 3.2.9 (2022)

Based on the table above, the t value for professionalism was 3,581 with a significance of 0,000 and a regression coefficient value (Path coefficient) of +0,263. Because Path Coefficient was negative and the p-value was $0,000 < 0,05$, professionalism had a significant negative correlation with work performance. Hypothesis H1, "There is a significant positive correlation between professionalism and work performance," was proven.

The t value for mobbing was 2,348 with a significance of 0,009 and a regression coefficient value (Path coefficient) of -0,266. Because Path Coefficient was negative and the p-value was $0,009 < 0,05$, mobbing had a significant negative correlation with work performance. Hypothesis H2, "There is a negative correlation between mobbing and work performance," was proven.

The t value for organizational justice was 3,131 with a significance of 0,000 and a regression coefficient value (Path coefficient) of +0,287. Because Path Coefficient was negative and the p-value was $0,000 < 0,05$, organizational justice had a significant negative correlation with work performance. Hypothesis H3, "There is a significant positive correlation between organizational justice and work performance," was proven.

The t value for organizational culture was 2,753 with a significance of 0,002 and a regression coefficient value (Path coefficient) of +0,210. Because Path Coefficient was negative and the p-value was $0,002 < 0,05$, organizational culture had a significant negative correlation with work performance. Hypothesis H3, "There is a significant positive correlation between organizational culture and work performance," was proven.

4.5 Discussion

This section will discuss the study result about organizational culture, organizational justice, mobbing, and professionalism towards XYZ hospital nurse work performance. The results interpretation will be presented in comparison with findings from relevant studies.

a. Impact of Professionalism on Work Performance

Analysis data results concluded that professionalism significantly and negatively affects work performance. Therefore, hypothesis H1 was proven. The result showed that the higher nurses acted professionally, the better the work. Therefore, management to enhance nurse professionalism is needed to help nurses reach standards or skills in working that will positively contribute to work quality. If professionalism increases, work performance will do the same. (Luthan E et al., 2019)

Several prior studies support this study result. One of them was Terzioglu et al., 2016 who stated that professionalism was essential in developing professional standards and adequate guidance. Enhancing nurse professionalism will positively influence work and

effectiveness, so nursing care quality can also increase. Brown T et al. 2020 stated that professionalism significantly affected work performance, and professionalism was perceived as the primary competence for nurse practitioners to improve work quality. Egner B et al., 2017 also added that the concept of professionalism in the health facility and organization could guide decision-making in a complicated, ever-changing, and ethically challenging environment.

b. Impact of Mobbing on Work Performance

Analysis data results concluded that mobbing significantly and negatively affects work performance. Therefore, hypothesis H2 was proven. The result showed that mobbing had an essential role in poor work performance. Thus, hospital management has to take active actions to prevent mobbing. Mobbing threatens workers' psychology and reduces workers' morale. The restoration will require more energy, power, and time, influencing overall work performance.

Several prior studies support this study result. Rasool S et al., 2020 stated that mobbing had a significant negative correlation with work performance. Divincová A and Sivakova B (2014) study found an average decrease in work performance up to 80% in targeted workplace mobbing workers. Terzioglu et al., 2016 also saw a direct correlation between mobbing in isolation or ostracization and threat to work status, causing emotional health problems, discomfort, and poor work intention. Therefore, mobbing prevention can increase nurse work performance and productivity at a hospital.

c. Impact of Organizational Justice on Work Performance

Analysis data results concluded that organizational justice significantly and negatively affects work performance. Therefore, hypothesis H3 was proven. The result showed that a better perception of organizational justice among nurses would positively impact work performance. Therefore, hospital management needs to support organizational justice for all employees, including nurses. Employees who experience workplace injustice might show negative behavior, influencing employees' commitment and work performance.

Several prior studies support this study result. An experiment by Erhan E., 2021 on 374 hospital nurses successfully established a link between organizational justice, patient satisfaction, and nurse work performance. Jafari S. & Cheraghi P., 2018 did a study at 10 Iran hospitals and gained results that divided organizational justice into three dimensions: distributive justice, procedural justice, and interactional justice. All aspects had a significant positive impact on nurse work performance. Another study result by Mohamed S. 2014 stated that justice contributes to several workers' attitudes and behavior like work satisfaction, organization commitment, sabotage intention, work turnover, stress, odd organizational behavior, work performance, and trust.

d. Impact of Organizational Culture on Work Performance

Analysis data results concluded that organizational culture significantly and negatively affects work performance. Therefore, hypothesis H4 was proven. The result showed that a better organizational culture among nurses would

positively impact work performance. Therefore, hospital management must maintain and develop an excellent corporate culture that most employee prefers. The development of organizational culture will promote an ecology that pushes potential growth and necessary changes for successful continuation. Moreover, it might bring financial profit as the company progresses.

Several prior studies support this study result. Salehipour A and Ahmand A., 2018 established a statistically significant positive correlation between organizational culture and work performance. Nwakoby et al. 2019 study also supported the hypothesis that innovative organizational culture positively impacted overall work quality. Mohammed M. and Mohsin A., 2020 showed how an influential organizational culture helps employees fulfill management requirements.

V. Conclusion

This study evaluated the impact of organizational culture, workplace spirituality, mobbing, organizational justice, and professionalism on nurse work performance. There were five empirically studied hypotheses using survey data gained from 160 nurses and doctors from XYZ hospital. Data analysis using PLS-SEM was performed to find answers to proposed research questions. From the analysis, this study concludes that organizational culture, organizational justice, and professionalism had a significant positive impact on work performance. While mobbing had a significant negative correlation with work performance.

Several limitations are affecting the result of this study. The XYZ hospital management team can evaluate nurse work performance factors based on the gained results and create a project to improve work quality and performance, especially among nurses. One of the ways is to enhance the management role regarding organizational culture, mobbing, organizational justice, and professionalism. Some suggestions to make in the follow-up studies are as follows. More variables contributing to work performance like leadership, compensation, and training shall be evaluated in the future. A bigger sample group like doctors, lab staff, pharmacists, and admins should also be added to the following study. This study was done during the COVID-19 pandemic, so the researcher collected data using an online questionnaire, making it hard for the researcher to ensure nurses were filling out the questionnaire. Emotional condition or mood also could influence the given answer, impacting the results. It's best to use direct interviews with medical officers via Zoom or Google Meet. Qualitative methods like focus group discussion (FGD) or In-depth Interviews for deeper insight could also be considered.

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