

Hospital Service Effectiveness: Leadership Style, Organizational Culture, And Organizational Commitment

Kris Kusthanto¹, Harries Madiistriyatno², Kemal Taufik³

¹Graduate Program, Faculty of Management and Business, Universitas Mitra Bangsa (UMIBA)

Jakarta, Indonesia

kustanto75crizs@gmail.com

²Faculty of Management and Business, Universitas Mitra Bangsa (UMIBA)

Jakarta, Indonesia

harriesmadi@gmail.com

³Faculty of Management and Business, Universitas Mitra Bangsa (UMIBA)

Jakarta, Indonesia

Kemaltaufik.1007@gmail.com

Corresponding Author: Kris Kusthanto. Email: kustanto75crizs@gmail.com



Abstract—This study aims to analyze the influence of leadership style, organizational culture and organizational commitment on service effectiveness at Jakarta Port Hospital (JPH). This study uses quantitative approach with multiple linear regression analysis techniques. The independent variables in this study are leadership style (X_1), organizational culture (X_2), and organizational commitment (X_3), while the dependent variable is service effectiveness (Y). The results of analysis show that leadership style variable partially has positive and significant effect on service effectiveness (36.5%). The organizational culture variable also has a positive and significant effect of 35.6%, while organizational commitment variable only has an effect of 9.5% and is not significant. Simultaneously, the three variables have a significant effect on service effectiveness with an F-count value of 61.202, greater than F-table 2.76, and a significance value of 0.000. The magnitude of the contribution of the three independent variables to service effectiveness is shown through the Adjusted R Square value of 0.751 or 75.1%, while remaining 24.9% is influenced by other variables not examined in this research. This research concludes that leadership style and organizational culture are dominant factors that influence service effectiveness, while organizational commitment partially provides positive and insignificant contribution. Therefore, increasing service effectiveness at RSPJ should be focused on strengthening leadership and improving organizational culture, including how to implement more appropriate and effective strategies in building organizational commitment.

Keywords—leadership style; organizational culture; organizational commitment; hospital service effectiveness

I. INTRODUCTION

Innovation in the healthcare sector is an important aspect that can influence the effectiveness of an organization in today's era of global competition. The Jakarta Port Hospital (JPH), as well as other healthcare institutions is currently faced with the challenges of rapid change and also operational complexity. To maintain a competitive advantage, one of the things needed is to create innovative behavior in nurses [1]. With innovation, nurses can play direct role in improving the quality of hospital healthcare services [2], [3].

Although nurses at JPH are generally young and have good knowledge, innovative work behavior practices are still not evenly distributed. The low culture of communication and knowledge sharing practices between nurses are the main obstacles, in addition to the *person-job fit* and *person-organization fit* factors that also influence the tendency of nurses to innovate. Therefore, JPH needs to create a good work environment that supports innovation, one of which is done through transformational leadership and adaptive organizational culture [4], [5], [6].

Transformational leadership has a major influence on increasing innovative work behavior, because it can encourage employees to think creatively, take measured risks, and develop themselves [7], [8]. On the other hand, an organizational culture that supports innovation (such as openness, collaboration and high motivation to create new ideas) can also be the key to encouraging sustainable innovation [9]. Meanwhile, the synergy of transformative leadership with organizational culture can be one of determining factors for the effectiveness of nurses' work [10], [11].

On the other hand, to create effective health services, the implementation of digital-based information systems needs to be a top priority. An integrated management information system also can play an important role in improving coordination between units, accelerating the service process, and producing accurate data in determining a decision or policy. In other words, hospitals are not only required to provide fast and precise medical services in the digital era, but also to be able to utilize technology appropriately to realize efficiency and transparency [12], [13].

With the motto *Humble, Caring, and Friendly* (Ramah, Peduli, dan Bersahabat), JPH is committed to becoming a leading health service center for maritime communities and people around the port. With this commitment, JPH continues to develop technology-based services, improve competence of medical personnel, and collaborate with various parties. JPH's focus on innovation, modern information system, effective leadership, and good organizational culture are the main foundation in achieving service effectiveness and organizational sustainability.

II. PROBLEMS, OBJECTIVE, AND METHODOLOGY

A. Research Problems

In this research, service effectiveness at JPH is influenced by various internal organizational factors, including leadership style, organizational culture, and organizational commitment. These three variables play an important and strategic role in creating work environment that can support the achievement of organizational goals, especially in improving the quality of service to patients.

Regarding the importance of leadership in encouraging innovative and results-oriented work behavior (output), it is relevant to examine whether the leadership style applied at JPH has a positive and significant influence on the effectiveness of service. On the other hand, organizational culture that reflects values, norms, and work habits in hospital environment is also believed to influence medical and non-medical personnel in serving the patients. Therefore, it is necessary to explore further whether the organizational culture that develops in JPH has a positive influence on the effectiveness of services provided to patients.

In addition to leadership style and organizational culture, organizational commitment also plays an important role. In this study, organizational commitment, which is reflected in loyalty, sense of belonging, and dedication to organization, is an important factor in improving the performance and quality of employee services (both medical and non-medical personnel) at JPH.

B. Objective

The aim to be achieved in this research is to analyze the influence of leadership style, organizational culture, and organizational commitment on effectiveness of services at JPH. A comprehensive understanding of how these three factors affect service quality is expected to lead to strategic solutions to improve the performance and competitive advantage of JPH, especially in facing various challenges and dynamics that are always developing in the health service sector.

C. Methodology

This research uses a quantitative approach; the characteristics of the problem and the type of data required in this study make a quantitative approach more appropriate to be applied in this research [14]. Research data collection was carried out through surveys, in-depth interviews, and observations, all of which were adjusted to the characteristics of each variable studied.

Survey. The leadership style variable uses a Likert Scale with various statements that measure employee perceptions of their leaders: whether a leader is transformational, transactional, or even authoritarian. The questionnaire related to organizational culture measures various aspects such as inter-team communication, trust, organizational values, and involvement in the decision-making process. The organizational commitment variable uses indicator: affective (emotional bond), normative (obligation), and continuity (attachment due to dependence on organization). Meanwhile, the questionnaire related to service effectiveness focuses on: patient satisfaction, speed of service, accuracy of diagnosis, and quality of JPH services. The questionnaire was distributed to a number of employees as a sample selected based on certain criteria, such as gender, age, education, length of service, and work unit.

In-depth Interviews. Interviews were conducted with number of employees, both at the managerial and operational levels. The purpose of conducting interviews was to gain deeper insight into employee perceptions of leadership style, organizational culture, and organizational commitment, and how they impact service effectiveness. By conducting in-depth interviews, researchers can dig deeper into dynamics that may not be revealed through questionnaires.

Direct Observation. Observation in this study is used to assess the extent to which leadership style are applied in daily practice as well as how organizational culture and organizational member commitment are reflected in JPH's operational activities.

TABLE 1. CONCEPTUAL FRAMEWORK

No	Variable	Definition	Influence on Service Effectiveness
1	Leadership Style (X_1)	Leadership style includes how a leader motivates, directs, and manages employees to achieve organizational goals.	<i>Direct influence:</i> Leaders who inspire and support teams improve the performance of medical personnel, improving the quality of care <i>Indirect influence:</i> Leaders who encourage innovation will create a better and more efficient work environment
2	Organizational Culture (X_2)	Organizational culture is the values, beliefs, and attitudes that underlie the behavior of organizational members.	<i>Direct impact:</i> A culture that supports change and innovation accelerates the adoption of new technologies and improves the effectiveness of medical processes <i>Indirect impact:</i> Open communication and collaboration among healthcare professionals improves patient care
3	Organizational Commitment (X_3)	Organizational commitment is the extent to which employees feel bound to the goals and values held by the hospital.	<i>Direct impact:</i> High commitment increases dedication of medical staff and impacts quality service <i>Indirect impact:</i> Strong commitment reduces staff turnover, increases continuity of service
4	Service Effectiveness (Y)	Service effectiveness is measured through the quality, speed and accuracy of services provided to patients.	Service effectiveness is influenced by leadership style, organizational culture, and organizational commitment which results in quality service, patient satisfaction, and hospital operational efficiency.

Source: Researcher (2025)

III. RESULTS AND DISCUSSION

Based on the regression results of the data processed using SPSS software version 25, the following results were obtained (Table 2).

TABLE 2. MULTIPLE LINEAR REGRESSION

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std.Error	Beta		
(Constant)	4.206	1.324		3.177	.002
X ₁	.365	.111	.396	3.299	.002
X ₂	.356	.093	.431	3.815	.000
X ₃	.095	.108	.099	.883	.381

Source: Processed by Researchers (2025)

Based on Table 2 above, the results of multiple linear regression are as follows: $Y = 4.206 + 0.365 X_1 + 0.356 X_2 + 0.095 X_3$

Constant (Intercept) = 4.206

If the value of leadership style (X₁), organizational culture (X₂), and organizational commitment (X₃) is zero, then the value of the basis of service effectiveness is estimated at 4.206. This is the initial value before considering the influence of independent variables.

Coefficient X1 (Leadership Style) = 0.365

Every 1 unit increase in leadership style will also increase service effectiveness by 0.365 units, assuming other variables remain constant. This shows that leadership style has a positive influence on service effectiveness.

Coefficient X2 (Organizational Culture) = 0.356

Organizational culture also has a positive influence, and every 1 unit that increase in organizational culture will increase service effectiveness by 0.356 units, assuming other variables remain constant.

Coefficient X3 (Organizational Commitment) = 0.095

Organizational commitment has greatest influence on service effectiveness. Every 1 unit increase in organizational commitment will increase service effectiveness by 0.095 units. This shows that organizational commitment is most dominant factor in increasing service effectiveness.

TABLE 3. T-TEST

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std.Error	Beta		
(Constant)	4.206	1.324		3.177	.002
X ₁	.365	.111	.396	3.299	.002
X ₂	.356	.093	.431	3.815	.000
X ₃	.095	.108	.099	.883	.381

Source: Processed by Researchers (2025)

The t-value for leadership style variable is 3.299, greater than t-table (1.67) or a sig value of 0.002 is smaller than the significant value of 0.05. Based on the result obtained, H₀ is rejected for the leadership style variable. This shows that leadership style variable partially has a positive and significant effect on the effectiveness of JPH services.

The t-value for the organizational culture variable is 3.815, greater than t-table (1.67) or a sig value of 0.000 is smaller than the significant value of 0.05. Based on these results, H_0 is rejected for the organizational culture variable. Based on the results obtained, the organizational culture variable partially has a positive and significant effect on the effectiveness of JPH services.

Meanwhile, the t-value for the organizational commitment variable is 0.883, smaller than t-table (1.67) or a sig value of 0.381 is greater than the significant value of 0.05. Based on the calculation results, the t-value of 0.883 is smaller than the t-table of 1.67, and the significance value of 0.381 is greater than 0.05. So, H_0 is rejected. This means that the organizational commitment variable partially does not have a significant effect on the effectiveness of JPH services.

TABLE 4. F-TEST

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	482.937	3	160.979	61.202	.000 ^b
Residual	160.448	61	2.630		
Total	643.385	64			

a. Dependent Variable: Service Effectiveness

b. Predictors: (Constant), Organizational Commitment, Organizational Culture, Leadership Style

Source: Processed by Researchers (2025)

Based on Table 4, F-value is 61.202 which is greater than F-table 2.76. and its significance is 0.000 which is smaller than 0.05. Based on the results, H_0 is rejected and independent variables (leadership style, organizational culture, organizational commitment) have a simultaneous effect on service effectiveness.

TABLE 5. MODEL SUMMARY^b

Model	R	R Square	Adjusted R Square	Std.Error of The Estimate
1	.866 ^a	.751	.738	1.622

a. Predictors: (Constant), Organizational Commitment, Organizational Culture, Leadership Style

b. Dependent Variable: Service Effectiveness

Source: Processed by Researchers (2025)

Based on Table 5 above, the Adjusted R Square value is 0.751 or equivalent to 75.1%. Thus, the contribution of the variables of leadership style, organizational culture, and organizational commitment to effectiveness of services at JPH is 75.1%. The remaining 24.9% is influenced by other variables not examined in this study.

IV. CONCLUSION

A. Conclusions

Based on the results of the partial test analysis (t-test), it can be concluded that the variables of leadership style, organizational culture, and organizational commitment have positive and significant influence on the effectiveness of services at JPH. This shows that improvements in leadership style, strengthening a supportive organizational culture, and high organizational commitment from employees, contribute directly to improving the quality and effectiveness of hospital services.

Meanwhile, the results of simultaneous test (F-test) show that the three independent variables together have a significant effect on service effectiveness. So, combination of leadership style, organizational culture, and organizational commitment forms a model that strongly explains changes in service effectiveness at JPH. This emphasizes the importance of implementing holistic managerial approach in order to manage human resources and organizational culture to achieve optimal service performance.

The results of the coefficient of determination (R^2) show that a large percentage of the variation in service effectiveness can be explained by these three variables. This means that the regression model used is good enough to predict service effectiveness based

on leadership style, organizational culture, and organizational commitment. This finding reinforces the importance of strengthening leadership style, organizational culture, and organizational commitment in the strategy for improving service quality at JPH.

B. Suggestions

JPH needs to strengthen its transformational leadership style so it can encourage innovation, collaboration, and empowerment of employees, both medical and non-media personnel, so that they can contribute more actively. In this case, leaders (management) need to provide more intrinsic motivation, listen to ideas from employees, and also create a supportive environment for sharing knowledge and experiences. In context of organizational culture, JPH needs to strengthen an organizational culture that is oriented to innovation, where employees, both medical and non-media personnel, are encouraged to think creatively and try new approaches in completing work. This can be done, for example, by providing special training on innovative work behavior and building forum or platform for sharing knowledge that can increase synergy between employees.

In the context of building and increasing organizational commitment, hospital management can provide award or recognition to nurses who show high dedication, and create a clear career development program. This can include ongoing training, opportunities to be involved in organizational decision-making, and activities such as outbound or family gatherings to strengthen the emotional relationships between employees. Meanwhile, to address the lack of knowledge sharing practices between nurses, JPH can create formal policies related to knowledge sharing such as holding regular presentations or discussion sessions involving all medical staff. In addition to having an impact on improving quality of service, this activity can also strengthen inter-departmental communication while accelerating the spread of innovations that can be applied in work routines.

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