

## THE EFFECT OF ORGANIZATIONAL CULTURE, TEAM COLLABORATION, AND WORK MOTIVATION ON THE PERFORMANCE OF HEALTH WORKERS IN CAHAYA BUNDA MOTHER AND CHILD HOSPITAL



**Cindy Thiovany Soetomo<sup>1</sup>**

**Universitas Pelita Harapan, Jakarta, Indonesia**

[cindythiovany@gmail.com](mailto:cindythiovany@gmail.com)

**Made Favian Budi Gunawan<sup>2</sup>**

**Universitas Pelita Harapan, Jakarta, Indonesia**

[favian262@gmail.com](mailto:favian262@gmail.com)

**Kelvin Fernaldi<sup>3</sup>**

**Universitas Pelita Harapan, Jakarta, Indonesia**

[kelvinfernaldi0902@yahoo.com](mailto:kelvinfernaldi0902@yahoo.com)

**Halimah Hasan<sup>4</sup>**

**Universitas Pelita Harapan, Jakarta, Indonesia**

[halimahhasant@gmail.com](mailto:halimahhasant@gmail.com)

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### Abstract

Cahaya Bunda Mother and Child Hospital in Bali is dedicated to improving healthcare standards for mothers and children, focusing on reducing maternal and infant mortality rates. The performance of healthcare workers is a critical factor in achieving optimal patient outcomes, particularly in specialized hospitals such as mother and child hospitals. However, health worker performance is influenced by various factors, including organizational culture, team collaboration, and work motivation. This study aims to analyze the individual and collective effects of these factors on health worker performance. Using a quantitative approach, data were collected through a structured questionnaire distributed to 34 nurses and midwives. SmartPLS 3.2 software was employed for analysis. The findings reveal that work motivation significantly impacts health worker performance, underscoring its critical role in driving effectiveness and commitment to healthcare services. Conversely, organizational culture and team collaboration showed no statistically significant effects on performance, which may be attributed to sample size limitations and contextual factors within the hospital environment. The study highlights that while a supportive culture and collaborative environment are essential, intrinsic motivation remains a key driver of performance outcomes. This research contributes to understanding how motivation directly influences healthcare workers' productivity, while organizational culture and team collaboration provide a foundation that indirectly supports performance. Future studies should explore the interplay between these factors to develop targeted strategies for optimizing healthcare delivery in specialized settings like mother and child hospitals.

**Keywords:** Organizational Culture, Team Collaboration, Work Motivation, Health Worker Performance, Hospital Management

## INTRODUCTION

Cahaya Bunda Mother and Child Hospital, based in Tabanan, Bali, is committed to providing specialized healthcare services for mothers and children. The hospital focuses on obstetric-gynecology and pediatric specialties, aiming to enhance the quality of human resources while supporting government programs to reduce maternal and infant mortality rates. With a mission to deliver high-quality healthcare services to the community, Cahaya Bunda Hospital emphasizes professionalism through well-trained human resources and qualified facilities. The hospital prioritizes delivering efficient, reliable, and accessible services, with a commitment to customer satisfaction and holistic care. This alignment of vision and mission reflects this hospital's dedication to improving healthcare standards and meeting the community's needs effectively.

The efficiency of health workers in healthcare services is influenced by various factors, including organizational culture, team collaboration, and individual work motivation (Narayana, 2017; Hidayat and Sembiring, 2024; Sembiring, et al., 2024). Identifying and understanding these factors are crucial for improving operational efficiency and ensuring quality patient care.

Organizational culture encompasses the shared values, beliefs, and norms that shape employee behavior within an organization. Previous studies indicate that a strong organizational culture positively impacts employee performance by fostering alignment between personal and organizational goals. In healthcare settings, this alignment can lead to increased dedication and consistency in delivering patient care (Pham, et al., 2024; Hidayat and Sembiring, et al., 2024). Despite these positive correlation findings, some study also finds that there is no correlation between organizational culture on health workers' performance (Setiani, et al., 2023, Wua, et al., 2022, Sembiring, et al., 2024).

Team collaboration also emerged as another crucial factor in healthcare delivery, but this remains inconsistent. Some studies demonstrate that effective collaboration among healthcare teams leads to improved patient outcomes and enhanced worker performance (Rahmawati, et al., 2020, Rosen, et al., 2019). Meanwhile, the other found no significant correlation between them (Mishra, et al., 2009, and Manojlovich and DeCicco, 2007). Nowadays, the complexity of patient care requires seamless coordination among various

specialists, nurses, and support staff, making team collaboration a critical factor for success. However, studies that report no correlation often overlook key contextual variables related to healthcare teams, such as team composition and size, task characteristics, and the team environment, all of which can significantly influence the impact of teamwork on clinical performance (Schmutz, 2019, Mishra, et al., 2009, and Manojlovich and DeCicco, 2007).

Work motivation represents a fundamental driver of healthcare worker performance, directly influencing both individual and organizational outcomes. Studies have shown that highly motivated healthcare workers demonstrate greater commitment to patient care, increased job satisfaction, and improved performance metrics (Sembiring, et al., 2024, Berenson and Rice, 2015, Cerasoli, et al., 2014). The relationship between motivation and performance is particularly relevant in specialized healthcare facilities, where the emotional and physical demands of patient care require sustained motivation levels. In contrast, a recent systematic review found that motivation is either not associated or negatively associated with healthcare professionals' core task behaviors.

In the context of maternal and child healthcare facilities, these factors become even more critical. However, the relationship between these factors and the performance of healthcare workers remains unclear. At the same time, Indonesia faces unique challenges in maintaining high-performance standards in mother and child hospitals to reduce maternal and infant mortality rates, especially as the nation strives toward achieving developed-country status. Therefore, it is essential to conduct a deeper investigation into these dynamics to better understand their impact and develop targeted strategies for improvement.

The main objective of this study is to determine which factors significantly impact health worker performance and how these factors interact within a healthcare context. Understanding these relationships will provide valuable insights for hospital management in formulating strategies to enhance health worker performance. It is hoped that the findings will contribute to improved healthcare delivery and patient outcomes at Cahaya Bunda Mother and Child Hospital and other similar institutions.

## REVIEW OF LITERATURE

### Health Worker Performance

Performance refers to the execution of tasks, duties, or activities in a manner that is evaluated based on specific criteria or standards. It is often measured in terms of effectiveness, efficiency, and the ability to achieve desired outcomes. Health worker performance is influenced by many factors, including workload, organizational culture, motivation, stress, and interpersonal relationships (Mutmainah et al, 2023). Good performance from health workers is a combination of clinical expertise, interpersonal skills, professionalism, and the ability to adapt and improve continuously.

### The Effect of Organizational Culture on Health Workers' Performance

Organizational culture is a set of norms, values, beliefs, and behaviors shared by members of an organization, which significantly influences health workers' interactions and overall performance. The development of organizational culture research, emphasizes its importance in areas such as job satisfaction, innovation, leadership, organizational transformation, and overall performance. It can be categorized into several key dimensions, including innovation, collaboration, outcome orientation, masculinity, employee engagement, and hierarchical power dynamics (Bogale and Debela, 2024). Therefore, organizational culture beliefs have significant effects on job satisfaction and work motivation directly. Organizational culture has an indirect effect on performance through job satisfaction, meaning that fostering a positive organizational culture enhances performance primarily by improving job satisfaction (Wahjoedi, 2021). The organizational culture has a significant and positive influence on the performance of healthcare professionals (Asrawijaya and Hidayah, 2022). As a result, the researchers propose a positive influence and derived the following hypothesis:

**H1:** Organizational culture has a significant and positive effect on health workers' performance in hospitals.

### The Effect of Team Collaboration on Health Workers' Performance

Team collaboration is especially important in healthcare, where interdisciplinary teams—including doctors, nurses, and other health professionals. Team collaboration in healthcare is shaped by various factors such as remuneration, job satisfaction, and

management practices. Effective team collaboration involves cooperation, communication, and shared responsibility among healthcare workers, which is essential for achieving organizational goals and ensuring high-quality patient care (Wahyuhadi et al, 2022). When healthcare providers from various disciplines work together, they can better address patient needs, ultimately leading to improved outcomes, which emphasizes the importance of coordinating care and aligning team goals with patient needs. As a result, the researchers propose a positive influence and derived the following hypothesis:

**H2:** Team collaboration has a significant and positive effect on health workers' performance in hospitals.

### **The Effect of Work Motivation on Health Workers' Performance**

Work motivation is the combination of internal and external influences that inspire individuals to engage in activities aimed at achieving work-related objectives. These influences drive people to put forth effort, stay committed to tasks, and pursue success in their professional roles. Motivation is highlighted as a key factor that drives health workers to perform better, noting how both intrinsic and extrinsic factors influence employee performance. Enhancing motivation among healthcare workers by strengthening leadership, offering incentives, and improving working conditions can greatly elevate their performance, resulting in increased productivity and improved quality of healthcare services (Mutmainah et al, 2023). While extrinsic motivators are important, fostering intrinsic motivation may also be crucial to improving nurse satisfaction, performance, and retention in healthcare settings (Deressa and Zeru, 2019). As a result, the researchers propose a positive influence and derived the following hypothesis:

**H3:** Work motivation has a significant and positive effect on health workers' performance in hospitals.

## **RESEARCH METHOD**

This study uses a survey method by distributing questionnaires via Google Forms which is distributed online and the questionnaire will use a Likert scale ranging from 1 ((1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. The research population is nurses and midwives who worked at Cahaya Bunda Mother and Child Hospital

in October 2024. The research sample used purposive sampling techniques and took samples from 36 participants of nurses and midwives who worked at Cahaya Bunda Mother and Child Hospital.

The data analysis method used in this study is the partial least squares-structural equation model (PLS-SEM) using the SmartPLS 4.0 software. The study tested both the measurement (outer model) and structural (inner model). The measurement model (outer model) assessed the validity and reliability of the questionnaires. A loading factor of  $>0.7$  from convergent analysis indicates validity. The reliability test was confirmed if Cronbach's alpha and composite reliability were  $> 0.7$ . The structural model (inner model) was evaluated through multicollinearity and R-square tests, with the Variance Inflation Factor (VIF) for each variable required to exceed 10. The R-square determined the extent of the independent variables' contribution to the dependent variable. (Muhson, 2022).

## RESULTS AND DISCUSSION

The outer model is the stage of testing the measurement model which aims to prove the validity and estimate the reliability of indicators and variables. To ensure data is valid and reliable, this study used a validity and reliability test. For the validity test, this study uses convergent validity and the AVE test.

**Table 1**  
**Convergent Validity**

	<b>Organizational Culture</b>	<b>Team Collaboration</b>	<b>Work Motivation</b>	<b>Performance</b>
X1.1	0.856			
X1.2	0.831			
X1.3	0.884			
X1.4	0.859			
X2.1		0.861		
X2.2		0.764		
X2.3		0.914		
X2.4		0.854		
X2.5		0.860		
X3.1			0.832	
X3.2			0.904	
X3.3			0.849	
X3.4			0.828	
Y1.1				0.845
Y1.2				0.842
Y1.3				0.912

Y1.4	0.872
Y1.5	0.914

**Table 2**  
**Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Organizational Culture	0.736
Performance	0.770
Team Collaboration	0.725
Work Motivation	0.729

Based on the results of Table 1 convergent validity, shows that organizational culture (X1), team collaboration (X2), work motivation (X3), and performance (Y1) have a loading factor greater than 0.7. This shows all data are valid and have convergent validity. Table 2 shows all variables have an AVE value greater than 0.5. In conclusion all the variables' data are valid. (Muhson, 2022).

**Table 3**  
**Cronbach's Alpha and Composite Reliability**

Variable	Cronbach's Alpha	Composite reliability
Organizational Culture	0.886	0.918
Performance	0.925	0.944
Team Collaboration	0.904	0.929
Work Motivation	0.876	0.915

Based on the results of Table 3, the analysis of Cronbach's alpha and Composite reliability values are greater than 0.7. In conclusion, all the data in this study are valid and reliable.

**Table 4**  
**Variance Inflation Factor (VIF)**

Variable	Performance
Organizational Culture	1.420
Performance	-
Team Collaboration	1.912
Work Motivation	1.419

Variance inflation factor (VIF) is used to measure how much the variance of the estimated regression coefficient is inflated if the independent variables are correlated. (Shrestha, 2020). Table 4 shows the variance inflation factor (VIF) value for each variable lesser than 10 (organizational culture 1.420, team collaboration 1.912, work motivation 1.419). It can be concluded that there is no multicollinearity. The structural test also evaluated the R-square value to determine the extent of the independent variables' contribution to the dependent variable. The R-square test in this study has a value of 0.483 which shows that the influences of the independent variables on the dependent variable contribute 48.3% and is classified as a weak model because it is smaller than 0.50.

**Table 5**  
**Hypothesis Results**

Hypothesis	P values	Decision
H1: Organizational Culture has a significant and positive effect on health workers' performance in hospital	0.093	Data does not support the hypothesis
H2: Team Collaboration has a significant and positive effect on health workers' performance in hospital	0.059	Data does not support the hypothesis
H3: Work Motivation has a significant and positive effect on health workers' performance in hospital	0.000	Data supports the hypothesis

Table 5 shows that 1 of 3 hypotheses are supported because P-values are less than 0.05, which means only hypothesis 3 (H3) is supported and has a positive effect on performance.

The first hypothesis and the study's findings indicate that organizational culture has a beneficial effect on the performance of health workers in hospitals, although no substantial effect was identified. This demonstrates that H1 is not fully acceptable. This demonstrates that organizational culture is not a significant factor in health worker performance, particularly at the hospital where the study was conducted. Several other research has demonstrated that organizational culture influences health worker performance (Tasik et al., 2023; Khairullah et al., 2023). Hidayah et al. (2019) found that organizational culture in transformational leadership can have both direct and indirect effects on nurse performance. There is another study that aligns with our findings, which found this factor did not affect worker performance, but they found organizational culture that focuses on social



responsibility and patient satisfaction can reduce the length of stay of patients (Zhou et al., 2011). The hospital's organizational culture may promote principles and practices that influence attitudes, although this influence may be subtle and take a longer time to manifest in performance indicators.

The second hypothesis and study data show that team collaboration improves the performance of health workers in hospitals, however no significant effect was found. This demonstrates that H2 is not completely acceptable. There is a study that found that team collaboration has an impact on the performance of heat workers (Aprilla, 2020; Lackie et al., 2020). In healthcare settings, team collaboration is crucial because interdisciplinary teamwork has a direct impact on both individual and group outcomes. Effective collaboration improves communication, reduces error rates, and ensures that different expertise is included in patient care choices (Lackie et al., 2020).

The results of the third hypothesis match with the study, which shows that job motivation has a considerably significant effect on health workers' performance in hospitals. This emphasizes that H3 is acceptable. Several other studies support our findings with similar results showing a significant relationship between work motivation and health worker performance (Mutmainah et al., 2023; Priyantini and Ayatulloh, 2023). The significant influence of work motivation on performance is consistent with larger research, indicating that driven health workers are more likely to be productive, dedicated, and satisfied with their jobs. Job motivation is likely to increase devotion to high-quality patient care, efficiency, and willingness to participate in professional development activities, all of which are critical in the healthcare industry (Hoxha et al., 2024).

Although the data indicate that organizational culture and team collaboration have positive but statistically insignificant effects on health worker performance, these characteristics remain critical in building a setting that promotes motivation, accountability, and cooperation. The absence of statistical significance suggests that other underlying factors, such as individual capabilities, resource availability, and leadership support, may also influence success. The possibility of extra elements contributing to the criteria we are looking for, as well as the number of questions that might be addressed by health personnel,

can all influence the results we discover. These elements can also be taken down and described in more depth to produce more specific results, as well as more solid conclusions.

While the hypotheses on organizational culture and team cooperation (H1 and H2) had no significant effects in this study, their cumulative, indirect effects may nevertheless contribute considerably to health worker performance through subtle, long-term implications on morale and cohesiveness. For example, Zhou et al. (2011) propose that a culture stressing social responsibility may influence operational measures such as patient length of stay, thereby raising team morale and improving performance over time. In contrast, the considerable effect identified for work motivation (H3) is consistent with previous research, emphasizing its direct importance in affecting worker productivity and satisfaction. Motivation becomes a direct driver of performance results in healthcare settings due to the continual high expectations and fast-paced conditions. The findings support the claim that motivated health workers are more engaged and productive, which is critical for managing the changing needs of patient care. This study suggests that, while there may not always be a direct relationship between organizational culture and collaboration among teams, they serve important supporting functions. Future studies might look at how these elements interact over time to maintain or magnify the motivational factors that directly influence health worker performance.

## CONCLUSION

The findings of this study demonstrate that work motivation plays a significant role in enhancing health workers' performance at Cahaya Bunda Mother and Child Hospital, Bali. Meanwhile, organizational culture and team collaboration remain important elements but were found to be not statistically significant. The positive correlation between individual motivation suggests that internal drive and personal commitment of healthcare professional are crucial determinants of their effectiveness and efficiency. Despite the supportive environment provided by the hospital's culture and collaborative practices, without strong intrinsic motivation, health workers may not fully realize their potential. This highlights the need for management to not only build a positive organizational culture and teamwork but also to implement targeted strategies aimed at boosting and sustaining each worker's work

motivation. Future research should search deeper into the interactions between these factors to provide more comprehensive insights into optimizing healthcare worker performance in specialized areas like mother and child hospitals.

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