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Shaping organizational culture in psychiatric hospitals: the roles of values, leadership, and motivation

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Abstract

Background: Organizational culture is widely recognized as a central determinant of institutional effectiveness and quality services. The complexity of patients need in psychiatric hospital requires cohesive teamwork and strong commitment. The formation of organizational cultures was influenced by a variety of factors, but it has not been widely identified.
Purpose: The study was investigated the influence of organizational values, leadership, and employee motivation in shaping the organizational culture of psychiatric hospitals.
Method: A descriptive quantitative with cross-sectional approach. The study took place from June 2024 in H.M Syukur Mental Hospital. The independent variables studied were values, leadership, and motivation, while the dependent variable was organizational culture. Using purposivel sampling and slovin formula 87 respondents were selected, who meet specific inclusion and exclusion criteria. The analysis proceeded with a univariate test to determine the frequency distribution of respondents characteristics, followed by bivariate analysis using chi-square test.
Results: The statistical test results show that all shaping factors are significantly related to organizational culture ($p<0.05$). Specifically, the values shaping factor has a significant relationship ($p=0.003$), the leadership factor also shows a significant relationship ($p=0.001$), and the motivation factor has a very significant relationship with organizational culture ($p=0.000$). These findings confirm that these three factors play an important role in shaping organizational culture.
Conclusion: All three shaping factors—values, leadership, and motivation—are significantly associated with organizational culture, with motivation showing the strongest significance, confirming their key role in shaping it.

Keywords: Leadership; Motivation; Organizational Culture; Values.

INTRODUCTION

Organizational culture encompasses the values, principles, traditions, norms, rules, and ways of working that shape employees' behaviors and actions within an organization (Bogale & Debela, 2024). Crucial role in achieving organizational goals, supporting the organization's vision and mission, and enhancing performance (Schein, 2010). A strong culture minimizes confusion and politics, reduces turnover, increases engagement and productivity, and ensures consistent results. Leaders are responsible for fostering and strengthening this culture to guide employees toward organizational success (Burningham, 2019).

Organizational culture varies across types, with hierarchical and market cultures being dominant, while clan and adhocratic cultures are often preferred, most organizations exhibit a mix of clan and adhocracy (Basar, Ilkan, & Mutair, 2022). The type of culture, based on competing values, influences both employee and organizational

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performance (Manis, 2024). Among the cultures, clan culture is most desired by members, followed by hierarchical, adhocracy, and market cultures (Nugraha, 2024). Key factors shaping organizational culture include values, leadership, and motivation. Values play a crucial role in guiding organizational behavior and responses to internal and external challenges and recognition or awards positively impact organizational values (Ali & Ali, 2023).

Leadership and motivation are key factors in shaping organizational culture. Leaders guide organizational direction and goals, with transactional leadership directly influencing employees' innovative behavior and contributing to an ideal organizational culture (Jerab & Mabrouk, 2023). Motivation drives members to exert maximum effort toward organizational goals and is positively related to organizational culture (Akpa, Asikhia, & Nneji, 2021). The nursing and mental health services, organizational culture is often poorly understood, which negatively impacts performance (Yustiawan, 2018). Effective culture in psychiatric hospitals should promote compassionate care, effective communication, and transformative leadership. Challenges such as high workloads, stigma, and work stress can hinder culture internalization, highlighting the need for ongoing training and reward systems to foster an innovative and adaptive organizational culture (Mannion & Davies, 2018).

The Jambi Regional Mental Hospital (RSJ), accredited until 2026, lacks efforts to build and evaluate its organizational culture, including the development of supporting values. No research has analyzed the factors shaping its culture. Identifying these factors demographics, organizational culture, values, leadership, and motivation is essential to enhance hospital performance.

RESEARCH METHOD

A descriptive quantitative with cross-sectional approach. The study took place from June 2024 in H.M Syukur Mental Hospital. The independent variables studied were values, leadership, and motivation, while the dependent variable was organizational culture. Using purposivel sampling and slovin formula 87 respondents were selected, who meet specific inclusion and exclusion criteria.

The inclusion criteria included healthcare workers/hospital staff working at a Mental Hospital, currently employed and with a minimum of 6 months to 1 year of service at the hospital. Exclusion criteria required staff who are experiencing acute psychological conditions that make it impossible to complete the instrument, and staff who are in the orientation/initial training period.

Data obtained from measurement. Organizational Values Questionnaire (OVQ) generally contains 35 statements, measured on a 1–5 Likert scale to assess the extent to which organizational values are applied. Scores are calculated from the mean of the items/dimensions, then categorized as poor 1.00-3.50) and good 3.67–5.00, where a higher score means that organizational values are more strongly felt and implemented.

The MLQ (Multifactor Leadership Questionnaire) Form 5X consists of 45 questions with a Likert scale of 0–4 (0 = never to 4 = always). Scores are calculated as the mean for each leadership dimension, the higher the score, the more frequently the leadership behavior occurs. Mean score categories 0.81–3.00 poor and 3.21–4.00 good.

Work motivation of respondents measured using the Work Motivation Scale (WMS) consists of 32 questions, each rated on a 1–5 Likert scale. Results are interpreted based on average scores, with 2.34–3.66 considered poor and 3.67–5.00 considered good, where higher scores indicate higher levels of work motivation among respondents.

The Denison Organizational Culture Survey (DOCS) generally consists of 60 questions covering 4 cultural dimensions (Involvement, Consistency, Adaptability, Mission). Measurements use a 1–5 Likert scale, then scores are calculated using the average per dimension/indicator and displayed as an organizational culture profile. The results are usually converted into percentile scores and categorized as follows, 1–75 poor and 76–100 good.

The analysis proceeded with a univariate test to determine the frequency distribution of respondents characteristics, followed by bivariate analysis using chi-square test. This research has obtained permission from the Research Ethics Committee Polytechnic of Health Jambi with number No: LB.02.06/2/1445/2024.

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RESEARCH RESULTS

Table Characteristics of Respondents (N=87)

Variable	Results	p-value
Age (Mean±SD)(Range)(Year)	(37.103±6.349) (23-52)	
Age (n/%)		
23-28	10/11.5	
29-34	20/23.0	
35-40	25/28.7	
41-46	17/19.5	
47-52	15/17.3	
Gender (n/%)		
Male	15/17.2	
Female	72/82.8	
Long Term Employment (n/%)		
2-7	25/28.7	
8-13	20/23.0	
14-19	15/17.3	
20-26	10/11.5	
27-31	8/9.2	
32-37	9/10.3	
Organizational Culture (n/%)		
Good	53/60.9	
Poor	34/39.1	
Values (n/%)		
Good	47/54.0	0.003
Poor	40/46.0	
Leadership (n/%)		
Good	50/57.5	0.001
Poor	37/42.5	
Motivation (n/%)		
Good	49/56.3	0.000
Poor	38/43.7	

Tabel Characteristics of respondent with a mean age and standard deviation (37.103±6.349) ranging from 23-52 years. Many respondents were female, totaling 72 people (82.8%), had been working for 2–7 years, numbering 25 people (28.7%), and had a good organizational culture, amounting to 53 people (60.9%). Most respondents had good values 47 people (54%), good leadership skills 50 people (57.5%), and good motivation 49 people (56.3%).

The statistical test results show that all shaping factors are significantly related to organizational culture ($p<0.05$). Specifically, the values shaping factor has a significant relationship ($p=0.003$), the leadership factor also shows a significant relationship

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(p=0.001), and the motivation factor has a very significant relationship with organizational culture (p=0.000). These findings confirm that these three factors play an important role in shaping organizational culture.

DISCUSSION

This study highlights the impact of leadership, motivation, and values on organizational culture in mental hospitals, which in turn influences organizational performance (Hapsari, Fahrudda, & Samiyah, 2024). Over 60% of the implemented organizational culture was categorized as good, though improvements are needed to achieve a superior level. Values emerged as a significant shaping factor (p<0.05), with higher organizational values such as compassion, integrity, and respect correlating with better organizational culture. High values positively influenced 72.3% of organizational culture, while low values led to a 52.5% reduction. Strong values align staff behavior with institutional missions, enhance nurse performance, and foster commitment, whereas misalignment between personal and organizational values can hinder achievement of organizational goals (Ludolf, Silva, Gomes, & Oliveira, 2017). Implementing value-based training can strengthen organizational culture in psychiatric hospitals, supporting a positive work environment despite staff shortages (Mutonyi, Slatten, Lien, & Gonzales, 2022).

Employees with strong, positive values tend to align with a good organizational culture, fostering unity, collaboration, and improved patient outcomes in mental hospitals, while misaligned values can lead to conflict and a fragmented culture (Nelson, Quick, & Khandelwal, 2016). Leadership significantly influences organizational culture (p<0.05), with strong leadership supporting a positive culture (72%) and moderate leadership corresponding to moderate organizational culture (54.1%). Effective leadership styles, particularly transformational leadership, promote teamwork, innovation, and alignment with organizational culture (Kargas & Varoutas, 2015). Authoritarian or disengaged leadership can create a toxic culture, increase burnout and reduce care quality (Nilasari, Nisfiannoor, & Pongoh, 2024).

This study found that motivation has a significant impact on organizational culture (p=0.000), with high motivation positively influencing 77.5% of organizational culture, while low motivation corresponds to 60.5% of weaker culture. Motivated employees are more likely to contribute to and thrive in a positive organizational culture (Sharma & Aparicio, 2022). Mental hospitals, intrinsic motivation such as a sense of purpose in helping patients promotes empathy, dedication, and high standards of care. Extrinsic motivation, including recognition, fair compensation, and professional development, reinforces a culture of compassion, ethics, and respect for patients (Wishom, 2025). The strong correlation between motivation and organizational culture highlights the need for psychiatric hospitals to implement strategies like regular feedback, career growth opportunities, and staff mental health support to sustain a healthy work environment (Yulianti, & Lailiyah, 2025).

The findings imply that instilling organizational values in the workplace helps nurses internalize these values, reflected in the quality of nursing care. In mental hospitals, a unique environment with high emotional demands and complex interpersonal dynamics, leadership plays a key role in shaping staff morale, collaboration, and patient care quality (Anam, Purwanto, & Iswari, 2023). High nurse motivation fosters a positive work culture, demonstrated by resilience in meeting the challenges of mental health services (Sandin, Hultman, Kolevzon, Gross, MacCabe, & Reichenberg, 2012).

CONCLUSION

The findings show that values, leadership, and motivation significantly influence the shaping of organizational culture, with motivation being the dominant factor. These three elements form the main pillars that support a work environment conducive to nurse performance and psychiatric hospital services.

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