

## ANALYSIS OF THE INFLUENCE OF THE ENVIRONMENT, STRATEGY, CULTURE, STRATEGIC PLANNING, AND LEADERSHIP ON THE PERFORMANCE OF DR. LM BAHARUDDIN REGIONAL GENERAL HOSPITAL, MUNA REGENCY

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### ABSTRACT

*The quality of health services that is not optimal can affect patient return visits to health facilities. Based on data on patient visits at dr. LM Baharuddin Hospital, there was a decrease in the number of inpatient visits from 2019 to 2022. The purpose of this study is to analyse the influence of the strategic environment, culture, strategic planning, and leadership on the performance of Dr. LM Baharuddin Regional General Hospital, Muna Regency. This type of research is quantitative observation using a Cross-sectional study design. The research population is 193 people. The sampling method used Purposive Sampling with a sample of 129 people. The data was processed using the Structural Equation Modelling (SEM) equation model. The results showed that there was an influence of the strategic environment on strategic planning with a p-value of  $0.000 < 0.05$ , there was an influence of work culture on strategic planning with a p-value of  $0.000 < 0.05$ , there was an influence of strategic planning on performance with a p-value of  $0.000 < 0.05$ , and there was an influence of leadership style on performance with a p-value of  $0.000 < 0.05$ . Conclusion The environment, strategy, and work culture have a positive and significant effect on strategic planning, strategic planning and leadership style have a positive and significant effect on performance at dr. LM Baharuddin Hospital, Muna Regency. It is expected that the hospital will develop a strategy for the hospital's strategic planning.*

### INTRODUCTION

Quality and good service is an output that every hospital wants to achieve. To achieve this output, input components including man, money, method, machine, materials, market must be carefully considered. The human component in this case the existing health and non-health Human Resources (HR) must be professional, dexterous and have good performance. This is because the effective function of human resources affects the success or failure of the organization as a whole.(1)

In an effort to improve the efficiency and productivity of the Hospital, the Regional Public Service Agency was formed with the aim of providing services to the community in the form of providing goods and/or services that are sold without prioritizing making profits, with the enactment of a

financial management pattern that provides flexibility in the form of flexibility to implement sound business practices to improve services to the community in order to advance public welfare and educating the life of the nation.(2)

Employee performance is a factor that affects how much they contribute to the organization, including: 1) output quantity, 2) output quality, 3) output duration, and 4) workplace attendance. To find out how much the performance of health and non-health human resources contributes to hospitals, the performance must be measured. Considering that performance is a benchmark for the effectiveness of management in managing the organization, the high efficiency gives an indication that management works very effectively in realizing organizational goals.(3) Performance measurement can be done based on an assessment of strategic planning.(4)

The Regional General Hospital of dr. LM Baharuddin is a regional hospital in Muna Regency which was established in 2015. Dr. LM Baharuddin Hospital has the status of a type C hospital that has been able to provide limited subspecialty medical services. Interview with the Director of RSUD dr. LM Baharuddin, currently the hospital has a strategic planning document in a very simple form, where it only identifies internal and external factors without conducting further analysis, so that the positioning of the organization and the development of the organization in the future have not been described. As a result, in the preparation of the Budget Business Plan and the SKPD Budget Activity Plan every year, it is often not guided by the existing Strategic Plan because it is no longer in accordance with the needs of the organization.

The problems obtained from dr. LM Baharuddin Hospital are currently the quality of service is not optimal, the knowledge and skills of the apparatus are still lacking, the adequacy of human resources has not been met, the type of service is not comprehensive, and the facilities and infrastructure that need to be added. Observations show that the hospital has drawn up a strategic plan. However, the strategic plan did not improve performance. Strategic plan documents are documents that are not used in implementation. This situation arises if the strategic plan is a document that must exist because it is needed in the assessment of superiors, accreditation, or the results of a training. In this case happens what is called a plan on paper. There is a gap between the plan and the implementation in the field. If this is explored further, the strategic plan is not related to the budgeting, implementation, and control system of activities. In fact, furthermore, the strategic plan is not related to the preparation of the structure, staffing, implementation, and construction of physical facilities.

The resulting Impact If strategic planning Is not achieved on hospital performance Is a decrease in hospital accreditation, hospitals are unable to compete with other hospitals. Based on the description above, the researcher conducted a study entitled “Analysis of the Influence of Strategy, Culture, Strategic Planning, and Leadership Environment on the Performance of Dr. LM Baharuddin Regional General Hospital, Muna Regency.

## METHODOLOGY

This type of research is quantitative research with a Cross-Sectional Study approach. The population in this study is all employees/staff with civil servant status at dr. LM Baharuddin Hospital in Muna Regency, which is 193 people with a sample of 129 respondents. The sampling method uses the Purposive Sampling technique. The sources and methods used in this sampling were carried out by distributing questionnaires. The data analysis technique uses the Structural Equation Modelling (SEM) equation model.

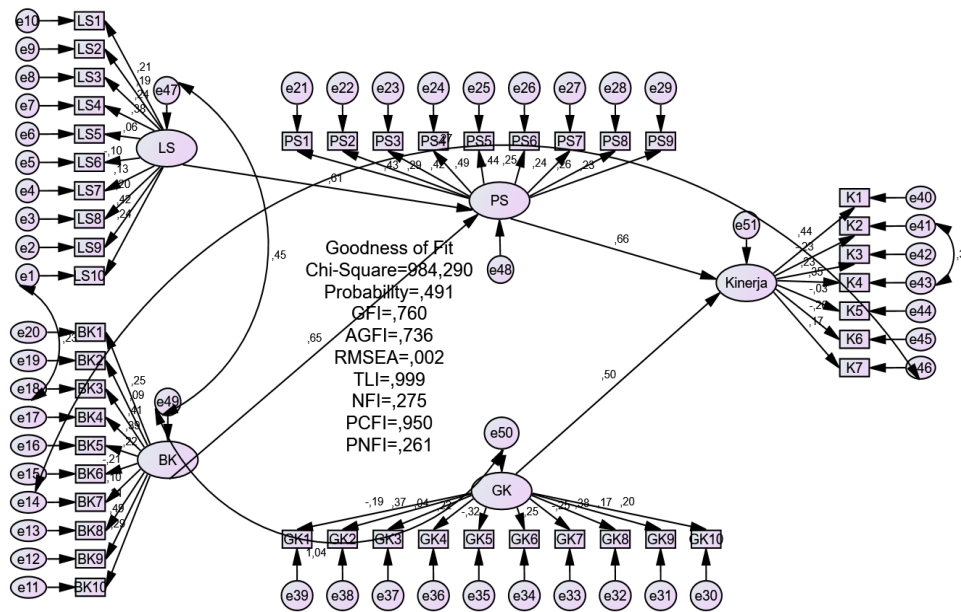


Figure 1. Goodness of Fit Modification Results

Figure 1 shows the results of model modification after connecting variable indicators, it can be seen that the research model mostly has a level of good fit. Of the seven criteria, there are four criteria that include good fit, namely, Significant probability, RMSEA, TLI, and CFI. The results show that the overall model can be said to be Fit, meaning that the model proposed in this study is accepted.

Table 1. Relationship between variables

Hipotesis	Dependent Variable	Garis Hubungan	Independent Variable	Estimate	P	Keterangan
H1	PS	<---	LS	1,000	0,000	Significant positives
H2	PS	<---	BK	1,000	0,000	Significant positives
H3	K	<---	PS	1,000	0,000	Significant positives
H4	K	<---	GK	1,000	0,000	Significant positives

Source: Primary Data, 2023

Table 1 shows that hypothesis 1 (H1) in this study which states that there is a significant influence between the strategic environment (LS) on strategic planning (PS) obtained a probability value of 0.000 ( $p < 0.05$ ), hypothesis 2 (H2) in this study which states that there is a significant influence between work culture (BK) on strategic planning (PS) obtained a probability value of 0.000 ( $p < 0.05$ ), Hypothesis 3 (H3) in this study which states that there is a significant influence between strategic planning (PS) on performance (K) obtained a probability value of 0.000 ( $p < 0.05$ ) and hypothesis 4 (H4) in this study which states that there is a significant influence between leadership style (GK) on performance (K) obtained a probability value of 0.000 ( $p < 0.05$ ).

Table 2. Most Related Factor of Performance

Sub Variable	B	SE	Beta	Sig
Strategic environment	0,081	0,091	0,088	0,371
Work culture	-0,010	0,132	-0,008	0,941
Strategic planning	0,213	0,095	0,224	0,027
Leadership style	-0,050	0,120	-0,039	0,675

Source: Primary Data, 2023

Table 2 of the results of the linear regression test shows that the significant value of the strategic environment is 0.371, the work culture is 0.941, the strategic planning is 0.027, and the leadership style is 0.675. Based on the significant value, the most dominant variable related to performance events at dr. LM Baharuddin Hospital, Muna Regency is strategic planning.

## Discussion

### The influence of the strategic environment on strategic planning

Environmental factors that are increasingly undergoing changes encourage the achievement of highly competitive advantages, and require careful strategic planning. On the other hand, if the role of strategic planning in dealing with changes and complexity of the environment is not good, it will hinder the resulting competitive advantage.<sup>(4)</sup> Based on the results of this study, it is shown that the strategic environment has a positive and significant effect on strategic planning at dr. LM Baharuddin Hospital, Muna Regency, which is supported and can be stated if there is a direct influence between the strategic environment and strategic planning.

Based on the results of the study, it is shown that the strategic environment is one of the main factors that plays an important role in the successful implementation of strategic planning in hospitals. This can be seen from the strategic environment indicators which state that there is a harmonious relationship between the local government and hospital leaders, a harmonious relationship between hospital leaders and health workers in the hospital environment, and the political environment from the local community supports the improvement of the quality of health services in hospitals.

The results of the study also showed that there were still some respondents who stated that they experienced obstacles related to strategic environmental indicators in this study, namely leaders rarely involve health workers in every decision-making, health equipment does not adapt to the latest technology in terms of providing health services to patients in hospitals. In addition, hospital facilities and infrastructure are still incomplete and far behind other hospitals.

The results of this study are in line with the research of Taufiqurrahman et al. (2015) that the influence of the strategic environment on the performance of nurses is 0.375 and significant and positively related, thus the strategic environment is able to influence the performance of nurses which is manifested from a nurse's attitude that reflects the feeling of liking the existing environment.<sup>(5)</sup> The results of this study are also in line with Asmarani's (2018) research that based on SEM modeling, the Second Hypothesis (H2) environmental factors have a positive effect on strategic planning is accepted. This can be seen that the CR value (3.025) is greater than + 2.00 with a probability of 0.002 below the value of 0.05 (real level  $\alpha=5\%$ ).<sup>(6)</sup>

### The Influence of Work Culture on Strategic Planning

Work culture or organization is a pattern of organizational beliefs and values that are believed and imbued by all its members in doing work as the right way to understand, think, and feel related problems, so that it will become a value or rule in the organization.<sup>(7)</sup> Based on the results of this study, it is shown that work culture has a positive and significant effect on strategic planning at

dr. LM Baharuddin Hospital, Muna Regency is supported and can be stated if there is a direct influence between work culture and strategic planning.

Based on the results of the study, it shows that work culture is one of the main factors that plays an important role in the implementation of strategic planning in hospitals. This can be seen from the work culture indicators which state that there is good cooperation between fellow employees in achieving the success of a job, the hospital always maintains safety and peace of mind for its employees, the regulations that will be enforced by the hospital are socialized first to its employees, the decisions taken by the hospital leadership are always based on considerations and the hospital requires employees to complete the work accurately and meticulously.

The results of the study also show that there are still some respondents who experience obstacles related to work culture indicators, namely leaders rarely motivate their employees to have initiative and creativity at work, hospitals do not provide rewards or punishments for employees to improve their employee performance and hospitals only pay attention to the results of a job without needing to see the process to carry out the work.

The results of this study are in line with other studies that from the regression results, the value of the work culture regression coefficient is obtained (0.681) with the results of partial testing of t-count (10,215) > t-table (1,988) and sig-t (0.000) < alpha (0.05). So it can be concluded that work culture has a positive and significant influence on employee performance.<sup>(8)</sup>

### **The influence of the strategic planning on performance**

Strategic planning, allows decision-makers/leaders to use their resources appropriately, effectively and successfully, so that hospitals can have good / effective performance. Good/effective performance must begin with sufficient/effective planning.<sup>(9)</sup> Based on the results of this study, it is shown that strategic planning has a positive and significant effect on performance at dr. LM Baharuddin Hospital, Muna Regency, which is supported and can be stated if there is a direct influence between strategic planning and performance.

Based on the results of the study, it is shown that strategic planning is one of the main factors that affect the performance of health workers in hospitals. Adequate strategic planning can provide a comprehensive view of all the tasks, functions and roles that will be carried out and become a demand in the process of achieving the vision, mission, goals and motto of the hospital. Adequate strategic planning can also sharpen the organization's focus, so that all organizational resources are used optimally to serve the hospital's mission. The results of the study also show that there are still some respondents who state that strategic planning in hospitals is still lacking. The hospital's insufficient strategic planning is caused by the fact that the hospital has not optimally analysed the internal and external environment, and the hospital has also not identified strategic issues related to the problems that will be faced.

Other research supports that the higher the company's performance, the higher the competitive advantage. The relationship between the influence of company performance on competitive advantage can be achieved when the ability of management and the use of creativity and implementation of strategies to withstand the advantages that are often imitated, are able to create obstacles over a long period of time. The results of the data analysis show that the relationship between the company's performance and competitive advantage is shown with a CR of 4.028 which is greater than 2.00 and a p value of 0.000 which is far below 0.05.<sup>(6)</sup> The results of this study are also in line with Nurhapna's research that based on the results of the statistical test with a value of  $\alpha = 0.05$ , a value of p-value = 0.019 was obtained so that  $p (0.019) < \alpha (0.05)$  then  $H_0$  was rejected, meaning that there was an influence of strategic planning on hospital performance.<sup>(4)</sup>

### **The influence of leadership style on performance**

Leadership style is an overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership style describes a consistent combination of philosophy, skills, traits and

attitudes that underlie a person's behaviour.<sup>(10)</sup> According to Yundelfa (2020), leadership has an influence on the results of a performance. Effective leadership in nursing services will result in good performance from nurses in achieving organizational goals by providing optimal nursing services.<sup>(11)</sup> Based on the results of this study, it is shown that leadership style has a positive and significant effect on performance at dr. LM Baharuddin Hospital, Muna Regency is supported and can be stated if there is a direct influence between leadership style and performance. Based on the results of the study, it shows that leadership style is one of the main factors affecting the performance of health workers in hospitals. This can be seen from the results of interviews with respondents that leaders help overcome problems faced by subordinates until the completion of the implementation of tasks, leaders always give advice to subordinates to carry out work, leaders provide the necessary information in the implementation of work, and leaders demand that subordinates prioritize the implementation of tasks over other matters.

The results of the study also show that there are still some respondents who state that leadership in hospitals is still lacking. This can be seen from the results of interviews with respondents that leaders lack initiative to make changes in company performance, leaders lack encouragement to their subordinates in their work, and leaders sometimes discriminate between the treatment of their subordinates.

Supporting research is another study that the results of the standout test with chi square obtained a value of  $P = 0.000$ . Because the  $P$  value  $< 0.05$ ,  $H_0$  is rejected. This means that there is a relationship between the leadership style of initiating the structure and the performance of officers at Namlea Hospital, Buru Regency, Maluku Province.<sup>(10)</sup> It is also in line with the research of Giawa and Tinambunan that the t-count test value for the leadership style variable is  $3.297 > 1.66462$  and the significant level is  $0.001 < 0.05$ , that is, leadership style has a positive and significant effect on the performance of nurses at Mitra Sejati Hospital Medan.<sup>(12)</sup>

## CONCLUSION

This study reveals that strategic planning plays a crucial role in enhancing the performance of Dr. LM Baharuddin Regional General Hospital in Muna Regency. Key factors such as the strategic environment, work culture, and leadership style all contribute significantly to the effectiveness of strategic planning, ultimately impacting the hospital's overall performance. The results indicate that while the strategic environment and work culture positively influence strategic planning, it is strategic planning itself that most dominantly affects performance outcomes. However, challenges remain, as inconsistencies between strategic planning and implementation hinder optimal performance and service quality. Addressing these gaps, particularly by strengthening the integration of strategic planning with budgeting, implementation, and evaluation processes, can lead to improved hospital services and competitiveness.

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