

# Digital Transformation and Organizational Behavior in Improving Nurse Performance: The Role of Hospital Management Information Systems, Work Discipline, and Organizational Culture

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### ABSTRACT

This study aims to analyze the effect of the implementation of Hospital Management Information Systems (HMIS), work discipline, and organizational culture on nurses' performance at the Regional Public Hospital of Landak, West Kalimantan. The study is motivated by the increasing demand for high-quality health services, requiring hospitals to be supported by effective information systems, disciplined human resources, and a strong organizational culture. This research employed a quantitative approach with a sample of 125 nurses selected using a specific sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression with the help of SPSS after passing validity and reliability tests. The results show that the implementation of HMIS, work discipline, and organizational culture partially have a positive and significant effect on nurses' performance. Simultaneously, the three variables also have a significant effect on nurses' performance. These findings indicate that improving nurses' performance is not only influenced by technological aspects through the implementation of HMIS, but also by disciplined work behavior and an organizational culture that supports a professional and collaborative work environment. Therefore, hospitals need to continuously strengthen the implementation of HMIS, improve work discipline, and build a conducive organizational culture to support the improvement of healthcare service quality.

### ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh penerapan Sistem Informasi Manajemen Rumah Sakit (SIMRS), disiplin kerja, dan budaya organisasi terhadap kinerja perawat di Rumah Sakit Umum Daerah Landak, Kalimantan Barat. Penelitian ini dilatarbelakangi oleh meningkatnya tuntutan pelayanan kesehatan yang berkualitas sehingga rumah sakit perlu didukung oleh sistem informasi yang efektif, sumber daya manusia yang disiplin, serta budaya organisasi yang kuat. Penelitian menggunakan pendekatan kuantitatif dengan sampel sebanyak 125 perawat yang dipilih melalui teknik sampling tertentu. Data dikumpulkan menggunakan kuesioner dengan skala Likert dan dianalisis menggunakan regresi linear berganda dengan bantuan SPSS setelah melalui uji validitas dan reliabilitas. Hasil analisis menunjukkan bahwa penerapan SIMRS, disiplin kerja, dan budaya organisasi secara parsial berpengaruh positif dan signifikan terhadap kinerja perawat. Secara simultan ketiga variabel tersebut juga berpengaruh signifikan terhadap kinerja perawat. Temuan ini menunjukkan bahwa peningkatan kinerja perawat tidak hanya dipengaruhi oleh aspek teknologi melalui penerapan SIMRS, tetapi juga oleh perilaku kerja yang disiplin serta budaya organisasi yang mendukung lingkungan kerja yang profesional dan kolaboratif. Oleh karena itu, rumah sakit perlu terus memperkuat implementasi SIMRS, meningkatkan kedisiplinan kerja, serta membangun budaya organisasi yang kondusif guna mendukung peningkatan kualitas pelayanan kesehatan.

## 1. Introduction

### 1.1. Research Background

Health services are an important indicator in assessing the level of welfare and development of a region. Hospitals, particularly Regional Public Hospitals (RSUD), play a strategic role in providing comprehensive healthcare services to the community through inpatient, outpatient, and emergency care

services. Within the national health system, hospitals not only function as centers for medical treatment but also perform recovery, prevention, and referral services in an integrated manner [1]. The increasing regulatory demands and higher standards of healthcare quality require public hospitals to continuously improve their organizational performance, both in terms of service quality and resource management [2].

In practice, hospital performance is largely determined by the quality of its human resources, particularly nurses who are directly involved in delivering healthcare services to patients. Nurses serve as the frontline of healthcare services because they interact intensively with patients, perform medical procedures, and coordinate services across hospital units. Several studies indicate that hospital employee performance is influenced by various organizational and individual behavioral factors such as leadership, organizational culture, work discipline, training, and motivation [3]. Other studies also reveal that professionalism, work attitudes, and leadership support have significant relationships with employee performance in hospital settings [4]. Therefore, efforts to improve healthcare workers' performance should be carried out through a comprehensive approach that considers both organizational systems and individual work behaviors.

Along with the increasing complexity of modern healthcare services, the implementation of information technology in hospital management has become increasingly essential. Hospital Management Information Systems (SIMRS) support data recording, information integration, and operational efficiency in healthcare services. Previous studies show that the implementation of hospital management information systems and organizational culture positively influences hospital employee performance [5]. In addition, work discipline has also been proven to be a significant factor in improving hospital employee performance, as it relates to compliance with procedures, work responsibility, and consistency in task implementation [6]. Based on these considerations, this study aims to analyze the influence of Hospital Management Information System implementation, work discipline, and organizational culture on the performance of nurses at the Regional Public Hospital of Landak, West Kalimantan.

Digital transformation in the healthcare sector has encouraged hospitals to implement Hospital Management Information Systems (SIMRS) as an important instrument for improving service efficiency and healthcare workers' performance. However, previous studies have reported varying findings regarding the influence of SIMRS on employee performance. A study conducted at Karawang Pulmonary Hospital found that the implementation of SIMRS had a positive and significant effect on employee performance, contributing 62.2% to performance improvement, indicating that information systems can enhance organizational work effectiveness.

In contrast, another study examining the implementation of SIMRS on hospital employee performance only employed simple linear regression analysis, which does not fully explain the complex relationship between information technology and employee performance [7]. Meanwhile, other research focused more on

organizational culture and work discipline as determinants of employee performance at the Bandung City Health Office [8]. These differences in research focus and methodological approaches indicate a research gap, particularly in comprehensive studies examining how SIMRS implementation directly influences healthcare workers' performance in regional public hospitals such as RSUD Landak in West Kalimantan.

In addition to technological factors, work discipline is frequently identified as an important determinant of healthcare workers' performance. Several studies have reported consistent findings that work discipline positively affects employee performance. Research conducted at Bhakti Rahayu General Hospital in Ambon demonstrated that work discipline had a positive and significant impact on employee performance [9]. Similar findings were reported in a study at the Ciracas Fire Department Sector, which showed that work discipline significantly influenced employee performance, although compensation did not have a significant effect [10]. However, other research found that work discipline and organizational culture at the Bandung City Health Office were only at a moderate level, and several performance indicators had not yet reached their expected targets. These empirical differences indicate inconsistencies in the effect of work discipline on employee performance across different organizational sectors.

Furthermore, several studies demonstrate that the relationship between work discipline and employee performance may vary depending on the organizational context. A study found that work motivation did not significantly influence employee performance at the Social Affairs Office of Jember Regency, while work environment and organizational culture showed significant effects [11]. On the other hand, another study reported that disciplined work behavior is an integral part of organizational culture that significantly improves employee performance at the Ikamala Savings and Loan Cooperative [12]. Studies conducted in the healthcare sector at Kendari Regional Hospital and South Tangerang General Hospital also confirmed that work discipline had a positive and significant effect on healthcare workers' performance [13]. These varying findings highlight a research gap, particularly in examining how work discipline affects employee performance in regional hospitals with diverse human resource structures, such as RSUD Landak in West Kalimantan, where the proportion of contract and BLUD employees is larger than permanent civil servants.

## 1.2. Literature Review

### 1.2.1. Hospital Management Information System (SIMRS)

Previous studies indicate that the implementation of the Hospital Management Information System (SIMRS) plays an important role in improving service effectiveness and employee performance in hospitals. SIMRS enables the integration of administrative, clinical, and operational processes, allowing information to be accessed quickly, accurately, and efficiently to support managerial decision-making [14]. In modern management practices, SIMRS also functions as a central information management system that connects various hospital service activities in a coordinated manner, thereby enhancing the efficiency of healthcare personnel [15]. Furthermore, the implementation of an integrated information system can improve service quality, strengthen administrative transparency, and accelerate coordination across work units, which ultimately contributes to better employee performance.

Other studies also emphasize that the effective implementation of SIMRS can reduce administrative workload, streamline organizational communication, and improve the accuracy of operational data that supports overall hospital performance. Therefore, the more effectively SIMRS is implemented to support work processes and information integration, the higher the level of employee performance will be. Based on this explanation, the following research hypothesis is proposed:

H1: The implementation of the Hospital Management Information System has a positive effect on employee performance in Regional Public Hospitals.

### 1.2.2. Work Discipline

Empirical studies indicate that work discipline plays a significant role in improving employee performance, particularly in healthcare organizations that require accuracy, responsiveness, and efficiency in service delivery. Work discipline reflects employees' compliance with organizational rules, professional responsibility, and commitment to performing tasks in accordance with established operational standards.

In an organizational context, discipline is a fundamental managerial principle that contributes to order and organizational stability [16]. Furthermore, the implementation of effective discipline has been shown to enhance employee performance by reducing absenteeism, increasing adherence to work procedures, and creating a more productive work environment [17]. Work discipline also reflects the level of responsibility and professionalism demonstrated by employees in carrying out their duties. Therefore, the higher the level of work discipline among employees, the better the performance they are likely to produce in delivering

public health services. Based on this empirical review, the following research hypothesis is proposed:

H2: Work Discipline has a positive effect on the performance of employees at Regional Public Hospitals.

### Organizational Culture

Organizational culture is an essential element that shapes employees' work behavior and influences service effectiveness within healthcare organizations. In the hospital environment, organizational culture is not only related to work values and norms but also reflects the level of professionalism, responsibility, and employees' ability to adapt to changes in healthcare service systems [18]. A strong organizational culture can create a supportive work environment that enhances both individual and team performance. This finding is consistent with previous studies stating that a strong organizational culture can improve both individual and team performance because it fosters an environment that encourages engagement and innovation. Furthermore, other scholars emphasize that organizational culture plays a significant role in shaping employees' behavior when responding to policy changes and challenges in healthcare services.

Conceptually, organizational culture is defined as a set of values, norms, and behaviors that guide organizational members in carrying out their duties and responsibilities [19]. In the context of hospitals, values such as discipline, responsibility, innovation, and continuous evaluation become important foundations for improving service quality and employee performance. Therefore, the stronger the organizational culture implemented within the hospital environment, the greater the opportunity to achieve optimal employee performance.

H3: Organizational Culture has a positive effect on employee performance in Regional Public Hospitals.

### 1.2.3. Performance of Nurses

Empirical studies indicate that employee performance in hospitals plays a crucial role in determining the quality of healthcare services provided to the community. Performance is not only reflected in the outcomes achieved but also in the professional behavior demonstrated in carrying out medical service responsibilities [20]. Employee performance reflects the level of achievement of work results produced in a work process, both individually and collectively [21]. A study explains that employee performance includes both work outcomes and individual behavior in completing assigned tasks within a certain period [22]. Another study emphasizes that performance can be measured through the effectiveness and efficiency of task execution as well as public satisfaction with the services provided [23]. In the context of hospital organizations, technological factors such as the implementation of Hospital Management Information Systems (SIMRS),

individual behavioral factors such as work discipline, and organizational environmental factors such as organizational culture are key elements that may influence employee performance [24]. Therefore, the integration of information system support, work discipline, and a conducive organizational culture is expected to enhance the performance quality of healthcare personnel, particularly nurses, in delivering effective and professional services. Based on this explanation, the research hypothesis is formulated as follows:

H4: The implementation of the Hospital Management Information System, work discipline, and organizational culture simultaneously have a positive effect on the performance of nurses at Regional Public Hospitals.

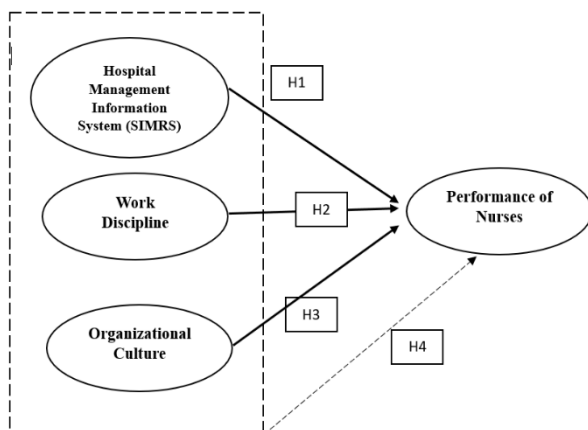


Figure 1. Research Model

2. Research Method

This study employed a descriptive and verificative approach to examine the effect of the implementation of

the Hospital Management Information System (SIMRS), work discipline, and organizational culture on nurses' performance at Landak Regional General Hospital, West Kalimantan. The population of this study consisted of 182 nurses, while the sample size was determined using the Slovin formula with a 5% margin of error, resulting in 125 respondents considered statistically representative of the population. The respondent criteria included nurses with employment status as civil servants (PNS), PPPK, PTT, or BLUD who were actively working at RSUD Landak and had at least one year of work experience, ensuring familiarity with the hospital's work system and organizational culture. Furthermore, respondents were directly involved in the use of SIMRS or healthcare service activities. The exclusion criteria included employees who were ill, on leave, or otherwise unable to participate during the data collection process. All respondents voluntarily participated by completing the questionnaire in accordance with the research guidelines [25].

3. Results and Discussion

Based on the analysis Table 1 of respondent characteristics, this study involved 125 nurses, most of whom were in the 26–35 years age group (37.6%), predominantly female (72.0%), and holding a diploma (D3) level of education (56.0%). The majority of respondents worked in inpatient units (38.4%) with a working period of 4–7 years (32.8%). This composition indicates that nurses at Landak Regional General Hospital, West Kalimantan, are largely dominated by a productive age group with relatively mature work experience in healthcare services.

Table 1. Respondent Characteristics Summary

Characteristics	Dominant Category	Frequency	Percentage (%)
Age	26–35 years	47	37,6
Gender Female	Female	90	72,0
Education	D3	70	56,0
Position	Inpatient Nurse	48	38,4
Work Experience	4–7 years	41	32,8
Number of Respondents		125	100,0

Based on Table 2, this condition reflects a combination of work energy, operational experience, and professional stability that may influence how the implementation of the Hospital Management Information System, work discipline, and organizational culture operate in daily service activities. With most nurses positioned in frontline service units such as inpatient wards and emergency departments,

perceptions regarding the effectiveness of information systems, the level of work discipline, and organizational values become important factors that potentially affect nurses' performance in delivering optimal healthcare services.

Table 2. Summary Table of Data Quality Test

Variable	Number of Items	Validity Range (r)	Cronbach's Alpha	Description
Hospital Management Information System (SIMRS)	5	0.611 – 0.725	0.714	Valid & Reliable
Work Discipline (WD)	3	0.775 – 0.858	0.759	Valid & Reliable
Organizational Culture (OC)	4	0.607 – 0.892	0.784	Valid & Reliable
Nurse Performance (NP)	5	0.520 – 0.778	0.712	Valid & Reliable

The results on Table 3 of the classical assumption tests indicate that the regression model used in this study meets the statistical feasibility requirements and can therefore be used for further analysis. The normality test using the Kolmogorov–Smirnov method produced a significance value of 0.200 (>0.05), indicating that the residual data are normally distributed. Furthermore, the multicollinearity test shows that all independent variables have tolerance values greater than 0.10 and VIF values below 10, suggesting that there is no multicollinearity among the independent variables, namely Hospital Management Information System (SIMRS), Work Discipline, and Organizational Culture. The heteroscedasticity test using the scatter plot method demonstrates that the residual points are randomly

distributed without forming any particular pattern, indicating the absence of heteroscedasticity in the model. In addition, the autocorrelation test using the Durbin–Watson statistic resulted in a value of 1.953, which is close to 2, implying that no autocorrelation occurs in the regression model. Overall, these findings confirm that the regression model examining the influence of Hospital Management Information System implementation, work discipline, and organizational culture on nurse performance at Landak Regional General Hospital, West Kalimantan, satisfies the classical assumptions, indicating that the regression results are valid, reliable, and appropriate for hypothesis testing.

Table 3. Summary Table of Classical Assumption Tests

Test Type	Statistical Result	Criteria	Conclusion
Normality (Kolmogorov-Smirnov)	Sig = 0.200	Sig > 0.05	Normally distributed data
Multicollinearity	Tolerance > 0.10 ; VIF < 10	Meets criteria	No multicollinearity
Heteroscedasticity	Random scatter plot	No specific pattern	No heteroscedasticity
Autocorrelation (Durbin-Watson)	DW = 1.953	Close to 2	No autocorrelation

The results Table 4 of the multiple linear regression analysis indicate that the implementation of the Hospital Management Information System (SIMRS), work discipline, and organizational culture simultaneously influence nurses' performance at the Landak Regional General Hospital, West Kalimantan. The regression equation obtained can be calculated using Equation (1).

$$Y = 1.410 + 0.318X_1 + 0.127X_2 + 0.220X_3 \quad (1)$$

This result indicating that all independent variables have a positive effect on nurses' performance. The SIMRS variable shows the largest coefficient (0.318), followed by organizational culture (0.220) and work discipline (0.127), with all t-test values indicating statistical significance.

These findings suggest that effective implementation of information systems, strong work discipline, and a supportive organizational culture significantly contribute to improving nurses' performance. Furthermore, the coefficient of determination ( $R^2 = 0.424$ ) indicates that 42.4% of the variation in nurses' performance can be explained by these three variables, while the remaining variance is influenced by other factors outside the research model. These results emphasize that digital transformation through SIMRS, strengthening work discipline, and fostering an adaptive organizational culture are essential elements for enhancing nurses' performance and improving the quality of healthcare services.

Table 4. Summary Table of Multiple Regression Results

Independent Variables	Coefficient (B)	t-value	Description
Constant	1.410	5.072	-
SIMRS (X1)	0.318	4.114	Significant
Work Discipline (X2)	0.127	2.180	Significant
Organizational Culture (X3)	0.220	3.232	Significant
R	0.652		
R Square	0.424		

The results of multiple linear regression analysis indicate that the implementation of Hospital Management Information Systems (SIMRS), work discipline, and organizational culture have a positive and significant influence on nurse performance at Landak Regional General Hospital, West Kalimantan. The SIMRS variable has a coefficient of 0.318 with a t-value of 4.114 and a significance level of 0.000. This finding suggests that the implementation of an integrated information system can improve nurses' performance through easier access to medical information, faster patient data processing, and more efficient coordination among hospital service units.

Furthermore, work discipline also shows a positive contribution to nurse performance with a coefficient value of 0.127 and a t-value of 2.180 (sig. 0.031). This result indicates that adherence to work procedures, punctuality, and professional responsibility are important factors in improving the quality of healthcare services. Meanwhile, organizational culture demonstrates a relatively strong effect with a coefficient of 0.220 and a t-value of 3.232 (sig. 0.002), implying that a supportive work environment, shared values, and organizational commitment can enhance nurses' motivation and productivity.

Simultaneously, the three variables significantly influence nurse performance with an F-value of 29.748 and a significance level of 0.000. The coefficient of determination ( $R^2$ ) of 0.424 indicates that 42.4% of the variation in nurse performance can be explained by SIMRS implementation, work discipline, and organizational culture, while the remaining 57.6% is influenced by other factors outside the research model. These findings confirm that improving nurse performance in hospitals requires not only technological support but also strong individual discipline and a conducive organizational culture.

The findings indicate that the implementation of Hospital Management Information Systems, work discipline, and organizational culture plays a significant role in improving nurses' performance at RSUD Landak, West Kalimantan. The implementation of an integrated information system facilitates access to data, accelerates administrative processes in healthcare services, and supports more effective clinical decision-making. In addition, work discipline serves as the foundation of professional behavior, ensuring that service procedures are carried out consistently and responsibly. Meanwhile, a supportive organizational culture creates a work environment that encourages collaboration, communication, and commitment to healthcare service quality. The interaction of these three factors forms a work ecosystem that supports the continuous improvement of nurses' performance, highlighting the importance of strengthening technological systems, individual behavior, and organizational values as strategic efforts to enhance hospital service quality.

#### 4. Conclusion

This study indicates that the performance of nurses at the Regional Public Hospital of Landak, West Kalimantan, is influenced not only by individual capabilities but also by the support of organizational systems and the working environment. The implementation of the Hospital Management Information System contributes to improving the effectiveness of data management and facilitating service processes, enabling nurses to perform their duties in a more structured manner. In addition, work discipline serves as an essential foundation that ensures the consistent implementation of tasks in accordance with established operational standards. Meanwhile, a supportive organizational culture fosters collaboration, strengthens communication, and encourages a sense of professional responsibility among nurses. Overall, these three factors complement one another and create a synergistic effect that enhances nurses' performance while supporting the delivery of more effective, efficient, and high-quality healthcare services.

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