

# THE INFLUENCE OF GOOD HOSPITAL GOVERNANCE IMPLEMENTATION ON HOSPITAL PERFORMANCE WITH POSITIVE ORGANIZATIONAL CULTURE AS A MEDIATING VARIABLE

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Received : 01 August 2025

Revised : 15 August 2025

Accepted : 20 September 2025

Published : 04 October 2025

DOI : <https://doi.org/10.54443/morfai.v5i4.4231>

Publish Link : <https://radjapublika.com/index.php/MORFAI/article/view/4231>

## Abstract

This study examines the influence of Good Hospital Governance (GHG) on the performance of Bhayangkara Hospital Pontianak, with positive organizational culture serving as a mediating variable. The research adopts a literature review approach, synthesizing findings from national and international studies that explore the interconnectedness between governance, organizational culture, and healthcare performance. The analysis reveals that effective implementation of GHG characterized by accountability, transparency, fairness, and ethical integrity plays a crucial role in improving hospital outcomes, including service quality, operational efficiency, and patient satisfaction. However, the effectiveness of governance depends largely on the presence of a positive organizational culture that encourages collaboration, open communication, and shared responsibility among healthcare professionals. Such a culture acts as a bridge that transforms governance structures from formal regulations into behavioral norms, fostering motivation and innovation across the organization. Within the context of Bhayangkara Hospital Pontianak, the findings highlight that the integration of disciplined administrative systems with a compassionate, patient-centered culture enhances overall institutional performance.

**Keywords:** *Good Hospital Governance, healthcare performance, positive organizational culture*

## INTRODUCTION

In the era of bureaucratic reform and increasing demands for public service quality, hospitals are required not only to deliver excellent healthcare services but also to uphold the principles of good governance. Within the Indonesian National Police institution, Bhayangkara Hospitals play a strategic role in supporting the core functions of the police force by providing medical services to police personnel, their families, and the public with a high standard of professionalism and integrity. Therefore, the implementation of *Good Hospital Governance* (GHG) serves as a crucial foundation for enhancing hospital performance in accordance with the principles of accountability, transparency, and efficiency that underpin public sector reform in Indonesia.

*Good Hospital Governance* represents an adaptation of the *Good Corporate Governance* framework within the healthcare sector. This concept emphasizes the importance of structures, systems, and processes that ensure every organizational decision and action is based on the principles of responsibility, transparency, accountability, independence, and fairness. In the context of Polri hospitals, implementing these principles presents a unique challenge due to the hierarchical and command-oriented nature of the organization. Consequently, the adoption of GHG is not merely an administrative endeavor but also involves a cultural transformation aimed at fostering professionalism, collaboration, and service quality orientation across all hospital levels.

Hospital performance, as a key indicator of successful governance implementation, reflects the effectiveness of management in achieving organizational objectives. Performance measurement in hospitals extends beyond financial aspects to include non-financial dimensions such as service quality, patient satisfaction, operational efficiency, and innovation. At Bhayangkara Hospital Pontianak, performance challenges may arise from various internal and external factors, including human resource limitations, organizational dynamics typical of a military-police institution, and adaptation to national healthcare service standards. In this context, effective governance functions as a mechanism to ensure procedural compliance, reduce errors, enhance service consistency, and strengthen public trust in Polri as a provider of healthcare services. Nevertheless, the success of GHG implementation

cannot be separated from the role of a positive organizational culture. Organizational culture constitutes a system of values, beliefs, and norms that guide members' behavior within the institution. A positive culture fosters a supportive work environment, strengthens employee commitment, and reinforces organizational integrity in navigating change. Within Bhayangkara Hospital Pontianak, a constructive organizational culture is expected to mediate the relationship between GHG implementation and hospital performance improvement. This occurs because an adaptive and service-oriented culture motivates individuals to work ethically, discipline themselves, and uphold the spirit of dedication aligned with Polri's institutional values.

Previous studies have demonstrated that effective governance in the healthcare sector significantly enhances efficiency, service quality, and patient satisfaction (Harma et al., 2020; Batara et al., 2023). Meanwhile, a positive organizational culture has been found to amplify these effects by promoting organizational learning, inter-professional collaboration, and innovation in healthcare delivery (Nuramalia et al., 2023; Riono et al., 2020). In the context of Polri hospitals, the integration of sound governance and positive culture is expected to form an effective strategy for developing a management system that is not only excellent but also adaptive and sustainable. Therefore, this study is significant in examining the empirical relationship between the implementation of *Good Hospital Governance* within Polri and the performance of Bhayangkara Hospital Pontianak, as well as the mediating role of positive organizational culture in this relationship. The findings are expected to contribute theoretically to the development of governance models for police-affiliated hospitals and provide practical implications for policymakers in strengthening organizational culture and management systems to meet the increasingly complex and competitive demands of public healthcare services.

## **LITERATURE REVIEW**

### **Good Hospital Governance**

The concept of *Good Hospital Governance* (GHG) originates from the broader framework of *Good Corporate Governance* (GCG), which emphasizes the principles of accountability, transparency, fairness, independence, and responsibility in organizational management (Rusydi & Hamzah, 2022). In the healthcare context, these principles are translated into governance mechanisms that ensure the delivery of safe, equitable, and high-quality medical services through efficient resource management and ethical decision-making (WHO, 2021). GHG promotes a balanced distribution of authority and accountability among stakeholders directors, medical staff, patients, and regulatory bodies thus preventing conflicts of interest and enhancing institutional credibility. According to Utami, et al. (2022), hospitals that adopt good governance practices tend to demonstrate improved leadership integrity, stronger internal control systems, and higher levels of public trust, all of which are essential in sustaining service excellence within the health sector.

Effective GHG implementation requires not only regulatory compliance but also an integrated management culture that values ethics, performance measurement, and participatory decision-making. Research by Yusuf, et al. (2022) highlights that hospitals with well-established governance frameworks exhibit greater adaptability to policy reforms, technological innovation, and quality assurance mechanisms. Moreover, the existence of clearly defined roles between clinical governance and corporate oversight helps maintain alignment between medical ethics and administrative efficiency. In developing countries such as Indonesia, the Ministry of Health (Permenkes No. 10/2021) has emphasized the necessity of GHG as a structural reform to improve hospital accountability, risk management, and patient safety standards. However, challenges persist in ensuring consistency of implementation, particularly in public or military-affiliated hospitals, where hierarchical systems may limit participative management and transparency (Santosa et al., 2025).

Recent empirical studies reveal that GHG is a critical determinant of hospital performance, influencing both operational outcomes and patient satisfaction (Harma et al., 2020). Governance mechanisms that promote open communication, ethical leadership, and stakeholder engagement contribute to more effective decision-making and higher service responsiveness. In addition, the integration of GHG with organizational culture has emerged as a key factor in sustaining hospital performance over time. As noted by Achadi (2024), the success of GHG depends on cultural alignment where values such as integrity, collaboration, and patient-centeredness become embedded in daily practice. Thus, the literature consistently suggests that Good Hospital Governance functions not only as a managerial framework but also as a transformational process that links strategic leadership, ethical accountability, and continuous quality improvement to achieve institutional excellence in healthcare organizations.

## Hospital Performance

Hospital performance is a multidimensional construct that reflects the effectiveness, efficiency, and quality of healthcare delivery within a hospital system. It encompasses clinical outcomes, service quality, financial management, patient safety, and organizational sustainability (Pramida & Mulyanti, 2023). The measurement of hospital performance is often based on the *balanced scorecard* framework, which integrates financial and non-financial indicators to provide a holistic view of organizational success. According to World Health Organization (WHO, 2021), a high-performing hospital is one that consistently delivers safe, effective, patient-centered, timely, efficient, and equitable care. In developing countries, such as Indonesia, the performance of hospitals is also influenced by external factors such as government regulation, accreditation standards, and the degree of autonomy in financial and human resource management. Consequently, performance improvement requires not only clinical excellence but also strong institutional governance and adaptive management systems capable of responding to rapid changes in the healthcare environment.

Empirical evidence indicates that hospital performance is closely linked to managerial competence, leadership quality, and the alignment between organizational goals and healthcare delivery processes (Ferawati et al., 2020). Effective leadership plays a vital role in shaping hospital performance through the establishment of clear visions, performance targets, and accountability mechanisms. Moreover, internal coordination among medical, administrative, and support units significantly determines the efficiency of hospital operations (Pratiwi & Ali, 2023). Performance is also influenced by the degree of employee engagement and motivation, as human resources represent the most critical component in service delivery. According to Djaman, et al. (2021), hospitals that implement structured performance evaluation systems incorporating both quantitative indicators (such as bed occupancy rates, average length of stay, and mortality ratios) and qualitative assessments (such as patient satisfaction and service responsiveness) are better able to identify weaknesses, implement corrective strategies, and maintain continuous improvement.

In addition to structural and managerial aspects, hospital performance is strongly affected by the organizational culture and governance environment. Studies by Djaman, et al. (2021) highlight that institutions practicing *Good Hospital Governance* achieve superior performance through improved decision-making transparency, ethical leadership, and accountability. Similarly, a positive organizational culture that promotes teamwork, innovation, and commitment to patient safety has been found to strengthen overall hospital outcomes. Technological advancement and digital transformation have also become important drivers of hospital performance in the post-pandemic era, enabling data-driven decisions, electronic health records, and telemedicine integration. Thus, hospital performance is not merely the result of internal managerial efficiency but a dynamic interplay between governance, culture, innovation, and leadership. To achieve sustainable performance, hospitals must adopt a strategic management approach that balances efficiency with quality, integrates ethical and professional values, and fosters a culture of continuous improvement aligned with global healthcare standards.

## Positive Organizational Culture

Organizational culture represents a shared system of values, beliefs, norms, and assumptions that shape the behaviors and attitudes of individuals within an organization. A *positive organizational culture* is one that fosters psychological safety, trust, collaboration, and continuous learning, enabling employees to perform at their optimal level while aligning individual goals with organizational objectives (Riono et al., 2020). In the healthcare sector, cultivating a positive organizational culture is particularly essential, as hospitals are complex institutions that depend on teamwork, ethical commitment, and adaptability to change. According to Yusnandar, et al. (2020), a positive culture acts as the “social glue” that binds members together, enhances job satisfaction, reduces turnover, and creates a sense of shared mission toward delivering quality patient care. In this regard, a constructive culture not only improves the internal work climate but also strengthens external perceptions of institutional credibility and professionalism.

Empirical studies have demonstrated that positive organizational culture significantly influences employee performance, job satisfaction, and organizational effectiveness (Nuramalia et al., 2023). In healthcare institutions, cultural elements such as mutual respect, open communication, and shared responsibility contribute to reducing medical errors and enhancing service coordination. Djaman, et al. (2021) argue that a *positive culture* promotes “virtuous practices” such as compassion, gratitude, integrity, and resilience behaviors that foster well-being and engagement among hospital staff. This is consistent with findings by Hariyanto, et al. (2021), who reported that healthcare workers in hospitals with empowering and supportive cultures demonstrate higher levels of psychological well-being, stronger commitment to patient safety, and greater innovation in clinical practice. Thus, a positive culture

operates not merely as a social construct but as a strategic resource that drives performance and organizational sustainability through improved morale, ethical conduct, and collective motivation. Moreover, the role of positive organizational culture as a mediating variable has been widely recognized in studies linking governance practices to performance outcomes. According to Nuramalia, et al. (2023), a constructive culture enhances the effectiveness of *Good Hospital Governance* by translating formal policies into daily professional behaviors, ensuring that organizational values are practiced consistently across hierarchical levels. Positive culture encourages employees to internalize governance principles accountability, transparency, and responsibility into their interactions and decision-making processes. This alignment between governance and culture ultimately leads to improved service quality, stronger organizational reputation, and higher patient satisfaction. In the context of Bhayangkara Hospitals under the Indonesian National Police, developing a positive organizational culture is not only a managerial necessity but also a moral imperative to uphold Polri's values of discipline, integrity, and dedication to public service. Therefore, positive organizational culture serves as a vital bridge between strategic governance initiatives and the realization of superior institutional performance in healthcare organizations.

## **METHOD**

This study employs a systematic literature review (SLR) method to examine and synthesize theoretical and empirical findings regarding the influence of Good Hospital Governance (GHG) on hospital performance, with positive organizational culture as a mediating variable. The literature review approach was chosen to provide an integrative understanding of existing research, identify knowledge gaps, and develop conceptual linkages among governance, organizational culture, and performance in the healthcare context. A systematic literature review allows researchers to summarize and critically analyze the body of knowledge on a given topic through a transparent and replicable process. This methodological choice is suitable for conceptual model development and theory-based analysis, particularly in topics related to organizational behavior and healthcare management. The review process followed three main stages: identification, screening, and synthesis. In the identification stage, academic sources were retrieved from reputable electronic databases including Scopus, ScienceDirect, SpringerLink, Emerald Insight, and Google Scholar, covering publications between 2019 and 2024. The search strategy employed combinations of relevant keywords such as "Good Hospital Governance," "hospital performance," and "positive organizational culture" Boolean operators (AND/OR) were applied to refine search results and ensure comprehensive coverage of relevant studies. The inclusion criteria encompassed: (1) peer-reviewed journal articles, books, and official institutional reports; (2) studies written in English or Indonesian; (3) publications focusing on governance frameworks, hospital performance indicators, or cultural mediators within healthcare organizations. Articles were excluded if they were conceptual papers without empirical support, duplicated records, or unrelated to healthcare governance. In the screening stage, all identified articles were reviewed for relevance, methodological rigor, and data adequacy. Abstracts and full texts were assessed independently to ensure that only studies meeting the inclusion criteria were retained.

The data extraction process focused on key aspects such as research objectives, variables used, measurement methods, main findings, and limitations. The extracted data were then categorized into thematic clusters (1) implementation of Good Hospital Governance, (2) determinants and indicators of hospital performance, and (3) the mediating role of positive organizational culture. In the synthesis stage, findings from the selected studies were analyzed through a narrative synthesis approach. Thematic comparison and conceptual mapping were employed to identify convergent and divergent findings across studies. Relationships among GHG principles (accountability, transparency, responsibility, independence, and fairness) and performance outcomes were examined, along with the role of positive organizational culture in strengthening these linkages. The analysis also considered contextual factors such as hospital ownership type, leadership model, and national healthcare policy frameworks. This synthesis process enabled the development of a conceptual framework that integrates governance mechanisms, cultural values, and performance indicators in healthcare institutions.

## **RESULTS AND DISCUSSION**

### **The Relationship Between Good Hospital Governance and Hospital Performance**

Good Hospital Governance (GHG) and hospital performance are tightly coupled through a network of institutional, managerial, and behavioral mechanisms. Conceptually, GHG comprises the systems, rules, and practices that allocate authority, define accountability, and shape decision-making in hospitals (principles commonly cited include accountability, transparency, responsibility, fairness, and independence). Hospital performance is a multidimensional outcome construct encompassing clinical quality and safety, patient experience, operational



efficiency (e.g., throughput, length of stay), financial sustainability, human-resource outcomes (e.g., staff retention, productivity), and innovation capacity. The central proposition is straightforward: governance structures determine how resources are allocated, how risks are managed, and how information flows; these governance determinants in turn enable (or impede) the processes that produce desirable performance outcomes. Theoretical explanations for the link between governance and performance draw on multiple traditions. From an agency perspective, robust governance reduces information asymmetries and misaligned incentives between decision-makers and care providers, thereby curbing opportunistic behavior, moral hazard, and resource leakage. Stewardship and resource-based views frame governance as an organizational capability that mobilizes internal resources leadership, human capital, and know-how toward collective goals, improving coordination and adaptive capacity. Institutional theory highlights how external legitimacy requirements (regulation, accreditation, and public expectations) make governance practices a conduit for conformity to quality norms, while contingency theory emphasizes that the effectiveness of any governance arrangement depends on contextual factors (size, ownership, patient mix, and socio-political environment). Collectively these lenses explain why identical governance reforms may yield different performance effects across settings.

Mechanistically, GHG affects performance through several proximate pathways. First, decision-quality: clear roles and transparent processes shorten decision cycles, improve prioritization, and reduce discretionary misallocation of funds leading to better supply availability, equipment maintenance, and service continuity. Second, accountability and control systems (audit, clinical governance committees, performance dashboards) provide feedback loops that detect errors and support continuous quality improvement, thereby lowering adverse events and improving clinical outcomes. Third, stakeholder engagement and transparency build public trust and staff legitimacy; trust fosters voluntary cooperation, reporting of near-misses, and interprofessional collaboration factors directly tied to patient safety and satisfaction. Fourth, governance shapes human-resource practices (hiring, appraisal, training, promotion), which determine workforce competence and motivation key proximate determinants of clinical quality and responsiveness. Finally, financial stewardship budget discipline, cost-accounting, and procurement governance affects resource availability for frontline care and investment in innovation (digital records, telemedicine), which in turn influence efficiency and access.

Empirical evidence, while varied in method and context, tends to support a positive association between strong governance practices and superior performance. Quantitative studies frequently report that hospitals with institutionalized governance mechanisms formalized boards with clinical representation, routine performance monitoring, transparent procurement, and protected reporting channels achieve better process indicators, higher patient satisfaction scores, and improved compliance with safety standards. However, the magnitude and consistency of effects vary: governance reforms yield larger gains when combined with capacity-building (managerial training), when clinicians are meaningfully engaged in governance roles, and when information systems allow timely measurement and feedback. In low-resource or highly hierarchical organizations (e.g., some public or security-affiliated hospitals), governance reforms that are only formal (paper compliant) without behavioral change produce limited improvements, underscoring that governance must be implemented, not merely prescribed.

Importantly, the governance → performance relationship is seldom direct and unmoderated. Positive organizational culture, leadership quality, and clinician engagement commonly operate as mediators that translate formal governance into everyday practice. Meanwhile, ownership form (public vs private), hospital size, regulatory stringency, socio-economic setting, and technological readiness act as moderators altering the strength and sometimes the direction of effects. For example, transparency initiatives produce more pronounced performance gains in environments where civil society and regulatory enforcement are strong; in settings of weak enforcement, transparency without accountability can expose problems without producing corrective action.

Measurement and methodological considerations complicate inference. "Hospital performance" is multidimensional and often measured with heterogeneous indicators; clinical outcomes require risk adjustment for case mix, while financial and patient-reported outcomes require different data infrastructures. Many studies are cross-sectional, making reverse causality plausible (high-performing hospitals may attract better governance attention). Endogeneity from unobserved confounders (leadership ability, prior institutional history) is common. Best practice therefore calls for mixed-methods, longitudinal, or quasi-experimental designs (e.g., difference-in-differences around governance reforms, instrumental variables, or interrupted time series) and multilevel modeling that accounts for unit-level and system-level influences. From a practical standpoint, translating governance into performance requires integrated implementation: (1) inclusive governance bodies with clinical and managerial representation to bridge professional and administrative logics; (2) reliable performance measurement systems and data governance to support timely feedback; (3) aligned incentive structures that reward quality and efficiency rather than volume

alone; (4) capacity development for managers and clinician leaders to enact governance responsibilities; and (5) attention to culture change so that formal rules become embedded in everyday practice. Neglecting any of these can convert governance into mere ritual compliance, with limited performance returns.

### **The Role of Positive Organizational Culture**

Positive organizational culture plays a pivotal role in shaping hospital performance and in mediating the effects of Good Hospital Governance (GHG) on institutional outcomes. In the healthcare context, organizational culture refers to the shared values, beliefs, norms, and behavioral expectations that influence how healthcare professionals interact, make decisions, and respond to challenges. A positive culture is characterized by trust, collaboration, open communication, ethical integrity, mutual respect, and a commitment to excellence in patient care. It establishes the emotional and psychological foundation that aligns individual and collective behaviors with organizational goals thereby transforming formal governance mechanisms into lived practices that directly enhance performance, safety, and service quality.

From a theoretical standpoint, positive organizational culture functions as both an enabling condition and a mediating mechanism between governance and performance. Governance systems may establish accountability frameworks, performance standards, and transparency mechanisms, but their effectiveness depends on how these are internalized by staff. When organizational culture promotes openness and shared responsibility, employees perceive governance not as control but as support for professional practice. This psychological alignment enhances compliance with quality standards, encourages proactive problem-solving, and facilitates continuous learning. In contrast, a culture of fear or excessive hierarchy can suppress feedback, conceal errors, and weaken the very mechanisms governance seeks to strengthen. Thus, culture translates structural governance provisions into behavioral norms that sustain high performance.

Empirical research consistently underscores this linkage. Studies have demonstrated that hospitals with cultures emphasizing teamwork, learning, and patient-centeredness tend to exhibit superior clinical outcomes, lower error rates, higher patient satisfaction, and stronger employee retention. Positive culture encourages staff to communicate openly about risks and errors (a critical component of patient safety), fosters innovation in care processes, and enhances inter-professional collaboration factors that directly influence both efficiency and quality indicators. Moreover, a supportive culture reduces burnout and turnover among healthcare workers by cultivating psychological safety, recognition, and meaning in work thereby stabilizing the workforce and maintaining continuity of care. Leadership is crucial in this dynamic: transformational leaders who model ethical behavior, empathy, and commitment to service values reinforce a positive culture that in turn amplifies the impact of governance on performance outcomes.

In the specific case of hospitals operating under the Indonesian National Police (Polri) framework, such as Bhayangkara Hospitals, the role of culture is especially salient. These institutions often blend military-style discipline with the humanitarian ethos of healthcare, creating potential tensions between hierarchy and compassion. Positive organizational culture can bridge this divide by promoting professionalism, accountability, and ethical service while maintaining operational discipline. When governance reforms are implemented within a culture that values transparency, teamwork, and patient dignity, their effectiveness multiplies yielding better alignment between organizational objectives and frontline behavior. Conversely, if culture remains rigid or punitive, governance improvements may remain superficial, with limited behavioral uptake. Therefore, fostering a positive organizational culture is not a peripheral concern but a strategic imperative: it is the living medium through which Good Hospital Governance generates sustainable hospital performance, resilience, and public trust.

### **The Mediating Effect of Positive Organizational Culture**

Positive organizational culture serves as a crucial mediating variable in the relationship between Good Hospital Governance (GHG) and hospital performance, translating formal governance mechanisms into behavioral and operational outcomes that drive efficiency, quality, and patient satisfaction. While GHG establishes the structural and procedural foundation for accountability, transparency, and ethical management, it is the cultural environment within the hospital that determines whether these principles are effectively internalized and enacted by staff. In essence, governance provides the “hardware” of organizational management rules, systems, and procedures while culture represents the “software” that animates these systems through shared values, beliefs, and norms. Without a positive culture, even well-designed governance frameworks risk becoming symbolic or bureaucratic rather than transformative.

The mediating role of positive organizational culture operates through several mechanisms. First, culture influences the degree of acceptance and engagement with governance policies. When employees perceive governance initiatives such as quality audits, accountability measures, or transparency programs as aligned with shared values of integrity and patient-centeredness, they are more likely to participate willingly and conscientiously. This voluntary compliance strengthens the functional impact of governance on hospital operations. Second, a culture that promotes open communication, teamwork, and psychological safety enhances information sharing and collective problem-solving, which are essential for continuous improvement and innovation. In such environments, governance mechanisms are supported by active feedback loops from staff, allowing for adaptive and responsive decision-making. Third, positive culture amplifies governance effects on employee motivation and performance: by fostering trust, recognition, and shared purpose, it enhances morale and commitment, which translate into better service delivery and patient outcomes.

Empirical evidence supports this mediating relationship. Numerous studies indicate that hospitals with high levels of organizational culture maturity characterized by cooperation, learning orientation, and ethical awareness demonstrate stronger links between governance quality and performance indicators. For instance, governance policies designed to improve clinical accountability or resource management show significantly greater effects in organizations where cultural norms support openness and professional responsibility. Conversely, in hospitals with rigid hierarchies, blame-oriented cultures, or weak communication, governance reforms often fail to penetrate daily routines, limiting their impact on performance metrics. Therefore, positive organizational culture acts as the behavioral bridge that connects governance intent with operational execution, ensuring that governance principles translate into tangible improvements in patient safety, quality of care, and staff productivity.

In the context of Bhayangkara Hospitals under the Indonesian National Police (Polri), this mediating function is particularly vital. These institutions operate within dual frameworks military discipline and healthcare professionalism that can sometimes produce structural rigidity or communication barriers. A positive organizational culture helps harmonize these frameworks by promoting shared values of service, integrity, and compassion alongside accountability and order. Through such integration, culture enables governance systems to function more effectively, fostering cooperation between medical staff, administrators, and law enforcement stakeholders. Consequently, the mediating role of positive organizational culture is not merely theoretical but practical it transforms governance into performance by cultivating the attitudes, behaviors, and interpersonal dynamics that sustain excellence in healthcare delivery.

## **Integrative Discussion**

The integration of Good Hospital Governance (GHG), positive organizational culture, and hospital performance reveals a dynamic, interdependent relationship that determines the overall effectiveness and sustainability of healthcare institutions. These three constructs are not isolated components but rather form a holistic system in which governance provides the structural foundation, culture acts as the behavioral and psychological enabler, and performance represents the ultimate outcome. Understanding this triadic relationship is crucial, particularly in the context of complex organizations such as Bhayangkara Hospitals under the Indonesian National Police (Polri), where professional service delivery must coexist with hierarchical discipline and administrative accountability.

At its core, GHG establishes the formal mechanisms policies, accountability structures, transparency protocols, and ethical guidelines that ensure hospitals are managed responsibly and in accordance with principles of equity, quality, and efficiency. However, governance alone does not guarantee success. Without the proper cultural environment, governance systems often remain procedural, producing compliance rather than commitment. This is where positive organizational culture functions as the transformative element. Culture provides meaning to governance by embedding its principles into everyday behavior, shaping how staff interpret policies, interact with each other, and respond to leadership expectations. In hospitals with a culture grounded in trust, collaboration, and patient-centeredness, governance rules are not perceived as external controls but as shared values guiding professional excellence. Thus, culture serves as the conduit through which governance frameworks evolve from abstract standards into operational realities.

This interaction manifests in measurable outcomes. When GHG and culture are aligned, hospitals typically experience improvements across multiple performance dimensions enhanced clinical quality, reduced medical errors, higher patient satisfaction, financial stability, and stronger workforce engagement. The alignment encourages proactive decision-making, open communication, and collective problem-solving, which are vital in high-pressure healthcare environments. Conversely, when governance and culture are misaligned such as in institutions with rigid

hierarchies, punitive feedback systems, or low trust organizational inertia emerges, and even well-intentioned governance reforms may fail to deliver meaningful performance gains. In such cases, performance declines not because governance is absent but because its spirit is not internalized within the organizational fabric. In the specific context of Bhayangkara Hospital Pontianak, this integrative framework becomes particularly significant. As a public health institution operating within the Polri structure, the hospital must balance dual imperatives: maintaining administrative discipline characteristic of the police system while adhering to professional and ethical standards of medical care. GHG implementation ensures accountability and transparency, yet without a supportive cultural foundation one that values compassion, teamwork, and ethical service its impact on performance may be limited. A positive organizational culture helps reconcile these institutional dualities, transforming formal regulations into shared behavioral norms that support patient-centered governance. It nurtures inter-professional respect among medical, nursing, and administrative personnel, reduces hierarchical barriers, and builds an environment conducive to learning and continuous improvement.

Integratively, the mediating role of culture explains how and why governance affects performance. Governance reforms create the structural potential for improvement, but it is culture that actualizes this potential by influencing employee motivation, communication, and commitment. Thus, the pathway from governance to performance is not linear but mediated through cultural mechanisms that determine whether governance principles translate into sustainable behavioral change. This understanding advances both theoretical and practical perspectives: theoretically, it highlights the need for multi-level governance models that incorporate cultural and behavioral dimensions; practically, it suggests that interventions targeting hospital performance must address not only managerial structures but also the underlying values and interpersonal dynamics that sustain them.

## CONCLUSION

The study underscores that Good Hospital Governance (GHG) exerts a significant influence on hospital performance, but this relationship is not direct it is substantially mediated by positive organizational culture. Governance provides the essential structural and procedural framework that ensures accountability, transparency, and ethical integrity, while a positive culture transforms these formal mechanisms into lived values and daily practices that enhance staff motivation, collaboration, and patient-centered service. In the context of Bhayangkara Hospital Pontianak, the synergy between governance and culture is particularly vital to balance administrative discipline with professional compassion in healthcare delivery. When both elements are aligned, hospitals achieve higher efficiency, quality of care, and institutional trust; when misaligned, governance reforms remain superficial and performance stagnates. Therefore, fostering a strong, positive organizational culture is indispensable for translating governance principles into sustainable hospital performance and long-term organizational excellence.

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