



## The Influence of Organizational Climate, Doctor Motivation, and Transformational Leadership Style on Completing Medical Records

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### ABSTRACT:

Complete medical record filling is an indicator of the quality of hospital services. Therefore, it is important to improve the quality of services, including medical record documentation. This study aims to examine the relationship between organizational climate, physician motivation, and transformational leadership style on medical record completion. This study used a cross-sectional design with a total sampling approach, involving 49 doctors involved in filling medical records. The relationship between organizational climate, physician motivation, and transformational leadership style was evaluated to understand their influence on medical record filling. The results showed that organizational climate, physician motivation, and transformational leadership style significantly and positively influenced medical record filling at North Serpong Regional General Hospital. This study has implications for hospitals should develop standard operating procedures (SOPs) related to medical record filling, conduct socialization and training for health workers, and provide sanctions or reprimands for those who do not comply with the established standards.

**Keywords:** Organizational Climate, Doctor Motivation, Transformational Leadership Style, Medical Records.

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### INTRODUCTION

Organizational climate, doctor motivation, and transformational leadership style are interrelated factors that can influence the completion of medical records in healthcare settings. Organizational climate refers to the shared perceptions of the values, attitudes, and practices that shape behaviour in an organization (Mutonyi et al., 2022).

A positive organizational climate can increase job satisfaction, employee motivation, and overall performance (Chu et al., 2021). A positive organizational climate in healthcare can also lead to better patient outcomes (Chu et al., 2021), (Berberoglu, 2018).

Organizational climate is a relatively long-lasting perception regarding the quality of the internal environment that is felt by its members and will then influence work behavior. The climate is based on shared perceptions of "the way" things are done (the intangibles of the internal environment).

Doctor motivation is critical to ensuring high-quality patient care (Chu et al., 2021). Motivated doctors are more likely to provide better care, be more productive, and have better patient

satisfaction (Chmielewska et al., 2020); (Wang et al., 2023). Ideal motivation that can stimulate effort and opportunities to develop abilities.

Transformational leadership focuses on inspiring and motivating individuals to achieve a shared vision (Khan et al., 2020). Transformational leaders often create a positive organizational climate by fostering open communication, encouraging employee development, and promoting a sense of shared purpose (Chu et al., 2021). This leadership style has been shown to be effective in improving employee motivation, job satisfaction, and overall performance (Chu et al., 2021), (Khan et al., 2020), (Qalati et al., 2022).

Filling out medical records is crucial in healthcare, as accurate and timely documentation is essential for effective patient care (Belrhiti et al., 2020); (Adane et al., 2019). Filling outpatient medical records is an obligation that must be carried out by every professional care provider (PPA) and other health workers.

However, this task can be time-consuming and may not be perceived as a priority by some healthcare professionals (Belrhiti et al., 2020). Therefore, understanding the factors that influence the completion of medical records is essential for improving patient care and overall organizational performance in healthcare.

The study could identify the specific aspects of organizational climate, doctor motivation, and transformational leadership style most strongly associated with filling out medical records. This information could then be used to develop targeted interventions to improve the completion of medical records, such as training programs for healthcare professionals or changes to the organizational structure

A preliminary study found that 60% stated that the organizational climate was not running well. The organizational structure and leaders in the office are in accordance with government regulations. Still, the responsibilities and duties in supervision, control, and direction imposed by the organization are less felt.

As many as 80% said there was no work motivation, and many people felt that many policies taken by the leadership were unfair, causing working conditions to become uncomfortable and interpersonal relationships were often created. About 70% said that the leadership style of current leaders shows a lack of communication between leaders and subordinates, leaders have not become role models or role models in solving problems, leaders do not listen to employees' aspirations, and leaders never give individual attention.

Based on these problems and research gaps, this study aims to determine and analyze the effect of organizational climate, doctor motivation, and transformational leadership style on the completeness of medical records at North Serpong Regional General Hospital. The benefit of this study is to provide insight into the relationship between organizational climate, doctor motivation, and transformational leadership style in filling medical records. Practically, the results of the study can help hospital management in developing training programs, policies, and creating a more positive work environment. This aims to improve the completeness of medical record filling, the quality of patient care, and hospital operational efficiency. In addition, this study also provides guidance for leaders in the health sector to implement a more supportive and fair leadership style.

## RESEARCH METHODS

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This study employs a quantitative approach with a cross-sectional design to assess the influence of the independent variables—organizational climate (X1), doctor motivation (X2), and transformational leadership style (X3)—on the dependent variable, which is the completion of medical records (Y). The research is conducted at the North Serpong Regional General Hospital between December 2023 and January 2024. The study sample consists of 49 doctors who are responsible for providing services and completing medical records. Given the limited number of participants, total sampling was applied as the sampling technique. Inclusion criteria, include: 1) specialist and general practitioners involved in filling out medical records; 2) willingness to participate in the study; and 3) a minimum of one year of service at the hospital. Doctors who were unavailable during data collection were excluded from the study.

The data collection method involves administering questionnaires. The measure for completing medical records evaluates the accuracy and comprehensiveness of patients' medical histories, provided by healthcare professionals. This instrument consists of three dimensions: 1) adequacy of medical record content, 2) timeliness, and 3) proper documentation of results. Responses are recorded on a Likert scale with options ranging from 4 (strongly agree) to 1 (strongly disagree), with a total of 20 items. A higher total score reflects a more positive patient experience.

An organizational climate questionnaire was utilized to gauge participants' perceptions of the quality of the internal environment and its impact on work behavior. This instrument consists of five dimensions: 1) structure, 2) responsibility, 3) reward, 4) warmth, and 5) support. Like the medical record instrument, responses are measured using a Likert scale from 4 (strongly agree) to 1 (strongly disagree), with a total of 20 items. A higher score indicates a more positive organizational climate.

All research instruments underwent validity and reliability testing with a sample of 30 participants. The results of the reliability tests indicated that the instruments had acceptable reliability: the organizational climate questionnaire (Cronbach's alpha = 0.745), the motivation questionnaire (Cronbach's alpha = 0.749), and the leadership style questionnaire (Cronbach's alpha = 0.74).

Descriptive statistics are employed to present the characteristics of respondents. The three-box method analysis is applied to determine the tendency of respondents' answers to each variable, utilizing index analysis. Regression analysis is used to explore the relationship between the dependent variable and one or more independent variables. The t-test (partial) is conducted to determine the individual effect of each independent variable on the dependent variable, while the F-test (simultaneous) assesses the collective influence of all independent variables on the completion of medical records.

## RESULTS AND DISCUSSION

Almost half of the respondents in this study were aged 26-35 (44.9%) and were male (51.0%) and female (49.0%). Based on employment status, there were 33 ASN respondents, or 67.3%, and 16 non-ASN respondents, or 32.7%.

Regarding respondents' education, less than half (46.9%) were general practitioners, and more than half (53.1%) were specialist doctors. They worked as doctors for less than 1 year (20.4%) and more than 1 year (79%). Regarding income and status, respondents with income less than Rp. 10,000,000 IDR (20.4%) and more than 20,000,000 IDR almost half (40.9%).

Testing the first hypothesis states that organizational climate, doctor motivation, and leadership style jointly influence the filling out medical records. The formula for the multiple linear regression equation is:  $Y = a + bx_1 + bx_2 + bx_3$

This equation concludes that the organizational climate, doctor's motivation, and transformational leadership style influence the filling out medical records at the North Serpong Regional General Hospital. If the organizational climate, doctor's motivation, and transformational leadership style are 0, the medical record filling will be 32.834%. Every improvement in the organizational climate will increase the number of medical records filled by 11.7%. Every increase in doctor motivation will increase medical record filling by 4%. Each increase in transformational leadership style will increase medical record filling by 5.2%.

**Table 1. Regression table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.202	3	7.067	4.544	.004 <sup>b</sup>
	Residual	584.145	45	12.981		
	Total	605.347	48			

a. Dependent Variable: medical record filling  
b. Predictors: (Constant), leadership style, motivation, organizational climate

### Association between the independent variables and the dependent variable

Table 2 describes the association between the independent variables and the dependent variable. The results found that there is an association between organization and medical record filling ( $p$ -value<.05); motivation was positively association with medical record filling ( $p$ -value<.05); and leadership style also has an association with medical record filling ( $p$ -value<.05);

**Table 2. Association between variables**

		B	Std. Error	t	p-value
1	(Constant)	32.834	9.150	3.588	.001
	Organizational climate	.117	.110	2.835	.007
	Motivation	.040	.053	1.730	.010
	Leadership style	.052	.079	1.751	.028

The study results showed that the F-score was 4.544, greater than the F table score of 2.81, with a  $p$ -value of  $0.004 < 0.050$ . Thereby, organizational climate, doctor motivation, and

transformational leadership style have a significant effect on the variable of filling in medical records simultaneously

The results of this study explain that filling out medical records includes the adequacy of medical record content data, timeliness, and correct documentation of results as a whole, which respondents consider as important factors for hospitals.

The results of the three-box method also show the highest index score of data adequacy dimension in the contents of medical records. Therefore, the data adequacy in the contents of medical records must be maintained as indicators of the adequacy of the data, namely the contents of the medical record at least consist of the patient's identity, History results, Results of physical and supporting examinations, Diagnosis; Treatment and health service follow-up plans; and Name and signature of the Health Personnel providing health services

The previous research showed that leadership style and organizational climate influence the simultaneous filling of medical records (YUNINDA, 2024). Another researcher, (Ahmad, 2020), in the Analysis of Factors that Influence the Filling of Medical Records in Dental and Oral Hospitals, showed quantitative research results to show knowledge, motivation, and attitudes toward filling out medical records.

#### **The influence of organizational climate on filling out medical records**

The research results show that organizational climate influences filling out medical records. The results of this research also explain that to improve filling in medical records, the organizational climate must be improved by improving Structure, Responsibility, Respect, Warmth, Support, Loyalty, organizational identity, and Risk.

Apart from that, the results of the three-box method analysis show that loyalty and organizational identity are related to feelings of pride in one's existence in the organization and loyalty shown during work. The level of loyalty to achieving organizational goals will be associated with strong commitment. High commitment to employees shows a need to increase loyalty so that the organization's identity is created well.

This is in accordance with (Maslow, 2007) theory regarding the motivation of human needs arranged in a hierarchy. One of these needs is esteem, which includes self-esteem and respect from others. These needs include internal respect, such as self-esteem, autonomy, and achievement, as well as external factors, such as status, recognition, and attention.

With respect for employees, it is hoped that understanding of the principles of organizational climate or employees' views on the environment will be felt by all parts of the organization because this will last a long time and will influence behavior (Lussier, 2017) in filling out medical records so that it will improve employee performance. Organizational climate focuses on perceptions that are reasonable or can be assessed, especially those that give rise to motivation so that they have a direct influence on employee performance (Parker et al., 2003).

This research supports the organizational climate theory from (Lussier, 2017), which states that organizational climate is a relatively long-lasting perception regarding the quality of the internal environment that is relatively felt by its members and will then influence work behavior.

This research also supports (Luthans, 2011) theory that organizational climate is an overall feeling conveyed by physical rules, ways of interacting, and how organizational members behave towards themselves and customers or outsiders. Under positive control, people work to be recognized for contributing to the company. Positive control through reinforcement intervention strategies is much more effective and long-lasting than negative control. This creates a much healthier and more productive organizational climate

### **The influence of doctor's motivation on filling out medical records**

The research results show that the doctor's motivation influences filling in the medical record. Thus, to increase the filling of medical records, it is necessary to increase doctor motivation.

The results of the three-box method show that salary is one of the reasons someone has high motivation. A salary is a form of payment or a right given by a company or agency to employees. In this study, respondents with the highest income, namely >Rp. 20,000,000, showed that income influenced the filling out of medical records.

Apart from that, competence is important in increasing doctors' motivation to fill out medical records. The competencies possessed by human resources need to be continuously developed so that productivity and performance, both personally and organizationally, continue to increase. It is necessary to carry out human resource development activities as a form of the hospital's commitment to supporting all employees so that they have the latest knowledge and competencies to create a conducive work environment and optimize the performance of all existing employees.

The results of this research also support the motivation theory of (Herzberg, 1966), who proposed the Two Factor Theory. Based on what Herzberg stated, satisfaction is caused by a series of factors called motivator factors/ intrinsic motivators/ with the job motivator. Factor, while not dissatisfied, is caused by the absence of a different series of motivators, which are referred to as maintenance factors/ extrinsic motivators/ with the maintenance factors.

The results of this research support previous research by Jaufan (2019) regarding the relationship between hygiene factors and motivation factors in filling out medical records. The results of research conducted quantitatively show that hygiene factors and motivation factors influence filling out medical records.

Another research is (Boris et al., 2023) regarding Motivational Analysis of Inpatient Medical Records at Ganesha Hospital in Gianyar City with the results of research carried out quantitatively, which showed a significant relationship between knowledge and inpatient medical records at Ganesha Hospital in City. Gianyar.

### **The influence of leadership style and filling in medical records**

The research results show that leadership style influences the filling out of medical records. The results of this research also explain that to improve the filling of medical records, it is necessary to improve the transformational leadership style by increasing Charisma, Idealism, Inspirational Motivation, Intellectual stimulation, and Individual Attention.

Transformational and charismatic leaders have the ability to develop great symbolic power, which they then use to influence their employees. Employees idealize such leaders and often develop a strong emotional attachment to their vision. Charismatic and transformational leaders

engage in behavior that instills a strong sense of idealism in their employees, as stated by (Lussier, 2017).

This research supports the Transformational Leadership theory according to (Bass et al., 1987), where the leadership style of a leader who influences followers in an organization to achieve the goals set by the company makes followers more aware of the importance and value of work and persuades followers not to put their own interests first. For the sake of the organization

This research supports the Transformational Leadership theory, according to (McShane, S. and Glinow, 2018), which is a leadership perspective that explains how leaders change teams or organizations by creating, communicating, and modeling a vision for an organization or work unit and inspiring employees to fight for that vision. In addition to supporting the transformational leadership theory, according to (Kinicki, 2008), it is the transformation of employees to pursue organizational goals above organizational leadership above personal interests.

The results of this research support previous research by (Ridwan, 2021) on the Influence of Work Motivation and Leadership Style and Their Contribution to Filling in Medical Records. The research results show that work motivation and leadership style have a positive effect on filling in medical records. The results of research by (Ernawati et al., 2020) regarding the relationship between workload and leadership style on filling in the EMR method in inpatient rooms, with the results of research conducted quantitatively showing that workload and leadership style influence filling in the EMR.

In the Inspirational Motivation dimension, the respondents responded that hospital leaders could understand the vision and mission and increase their employees' enthusiasm and ability to communicate with others in the hospital. In the Intellectual Stimulation dimension, the respondent responds that hospital leaders can stimulate the creation of new ideas and innovations in their work but are still not optimal in completing their tasks.

## **CONCLUSION**

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The conclusion that can be stated in this study is that the organizational climate, doctor motivation, and leadership style simultaneously affect the filling of medical records. This means that the better the organizational climate, doctor motivation, and leadership style, the better the filling of medical records. Hospitals need to make standard operating procedures (SOPs) for filling medical records properly and correctly. Regular monitoring and evaluation of medical record filling with socialization of medical record filling also needs to be done. This study contributes to improving the quality of health services through improving the completeness of medical record filling, which in turn will improve patient safety and hospital operational efficiency. In addition, the results of this study can serve as a reference for other hospitals in developing policies and training programs aimed at improving organizational climate, motivating medical personnel, and implementing more effective leadership styles. In the future, this study can serve as a foundation for further research examining other factors that influence medical record completion, as well as expanding the analysis to other aspects of hospital services, such as patient satisfaction and the efficiency of digital medical record management.

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