

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Impact of Organizational Culture and Human Resource Development on Physiotherapist Performance

Dewi Praptiwi¹, Cedaryana², Rindi Nurlaila Sari³

^{1,2,3} Department of Management Faculty of Economy, Universitas Negeri Jakarta, Jakarta, Indonesia.

Email: cedaryana@unj.ac.id¹, dewipt.007@gmail.com², rindibakamla@gmail.com³

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ABSTRACT

This qualitative research uses a case study approach to examine how the organizational culture and human resource development (HRD) initiatives impact the performance of physiotherapists at Klinik Bebas Cedera, PT Fisis Mitra Investasi. The data was obtained through detailed interviews with twelve physiotherapists from multiple branches, which were then analyzed thematically. The findings reveal that a culture that promotes professionalism, teamwork, and ongoing learning significantly enhances the performance of physiotherapists. Moreover, HRD programs such as training in dry needling and manual therapy improve technical competencies and increase self-confidence, resulting in improved patient care quality. Although the results are promising, the study highlights the importance of implementing consistent and comprehensive training across all branches to maintain performance gains. The research proposes strategies to reinforce organizational culture and HRD efforts to elevate the performance of physiotherapists further and improve service standards. This study offers valuable insights into how organizational elements can be optimized to advance health service outcomes.

Keywords: Organizational Culture, Human Resource Development, Physiotherapist Performance, Healthcare Quality, Clinic Management.

JEL Code: I18, M12, M53, L84.

I. Introduction

Human resources (HR) is critical for successfully achieving organizational goals, including in healthcare organizations such as physiotherapy clinics. While existing research highlights the importance of HR development and organizational culture in improving performance, there is a noticeable gap in understanding how these factors jointly influence physiotherapists' performance, specifically within Indonesian healthcare settings. Previous studies have examined the effects of organizational culture or HR development separately, but few have explored their combined impact as mediating factors. Addressing this gap is essential to develop more effective strategies to enhance physiotherapists' performance and service quality in dynamic clinical environments. In physiotherapy, especially in injury recovery and prevention, performance depends heavily on a supportive work environment and ongoing professional development systems. Employee performance is generally defined as the output resulting from efforts that align with



organizational responsibilities (Wibowo & Putra, 2016). However, empirical evidence suggests that organizational culture and HR development significantly influence performance outcomes (Sudirjo & Kristanto, 2006; Noe, 2020). Despite this, little research has addressed how these variables interact specifically in the context of physiotherapy services in Indonesia. A deeper understanding of their role can provide meaningful insights for policymakers and practitioners aiming to sustain high-quality patient care.

One notable example in Indonesia is Klinik Bebas Cedera, operated by PT Fisis Mitra Investasi, which offers diverse services, from sports injury rehabilitation to workplace physiotherapy. The complexity of these services demands HR personnel who are technically competent and adaptable. Strengthening organizational culture alongside HR development strategies is thus vital for maintaining and improving physiotherapists' performance. Previous research by Juliandiny et al. (2022) indicates that HR development significantly impacts healthcare workers' performance, mainly when supported by adequate training and development programs. Hermantoni (2023) also found that organizational culture directly affects staff performance, with environments emphasizing professionalism, collaboration, and mutual respect increasing commitment and productivity. However, studies also show inadequate training, weak supervision, and negative workplace cultures can hinder performance (Fitrianasari et al., 2013; Azizah & Wijaya, 2019). Therefore, further research is needed to explore how organizational culture and HR development programs influence physiotherapists' performance in Indonesia. Based on this background, the current study aims to qualitatively explore the influence of organizational culture and HR development on physiotherapists' performance, focusing on their perceptions and daily experiences. The findings are expected to offer valuable insights for management to formulate more adaptive HR policies and continuously improve the quality of physiotherapy services. Building on the background outlined, there is a need to deepen the understanding of factors influencing physiotherapist performance within organizational culture and human resource development (HRD) programs. Klinik Bebas Cedera, as a rapidly expanding private healthcare facility, faces challenges in maintaining consistent performance amidst the complex roles and dynamic work environment of physiotherapists. Therefore, this study aims to address the following research questions:

1. How do physiotherapists perceive the organizational culture implemented?
2. What is the influence of organizational culture on physiotherapist performance?
3. What is the impact of HRD programs on physiotherapist performance?
4. How do organizational culture and HRD programs interact to shape physiotherapist performance?

II. Literature Review and Hypothesis Development

Organizational cultures vary widely across different sectors, and these differences profoundly impact employee performance and overall organizational outcomes. For instance, cultures prioritizing innovation and adaptability tend to promote higher levels of creativity and flexibility, especially in rapidly changing environments (Schein, 2017). On the other hand, organizations with rigid hierarchical structures often emphasize stability over innovation, which can be advantageous in highly regulated contexts like healthcare institutions. Therefore, the influence of organizational culture is highly dependent on the specific context, environmental conditions, and organizational objectives. Although prior research frequently addresses organizational culture in a broad sense, studies focusing specifically on healthcare settings—particularly physiotherapy clinics in Indonesia—are still scarce. This gap highlights the necessity to investigate how cultural dimensions interact with other organizational factors, such as human resource development (HRD), to impact performance outcomes. While many studies have established a positive correlation between organizational culture and employee performance, critics argue that such relationships are often overgeneralized. For example, Hermantoni (2023) emphasizes that cultural traits like collaboration and professionalism are essential in healthcare; however, their effectiveness is heavily influenced by contextual variables such as leadership styles and resource availability. Moreover, there is limited exploration of how organizational culture mediates or moderates the effect of HRD initiatives like training and development

programs. Several scholars suggest that HRD practices yield optimal results when aligned with an organizational culture that supports learning and growth (Schein, 2017). Furthermore, existing research tends to focus narrowly on health workers, ignoring broader cross-sector perspectives that could yield more comprehensive insights. For instance, Noe (2020) stresses that effective HRD enhances skills, motivation, and employee engagement across various industries, from manufacturing to services, indicating that lessons learned are transferable to healthcare. In physiotherapy, performance metrics such as treatment success rates, patient satisfaction scores, and competency assessments are crucial for evaluating the impact of HRD initiatives and organizational culture (Kaplan, 2022). However, current measurement practices often lack standardization and contextual relevance, underscoring the need for more tailored evaluation criteria. Finally, recent studies by Rivai and Sagala (2022) and Susita and Dewi (2024) have confirmed the significant roles of organizational culture and HRD in influencing performance. However, these studies have limited scope and are not the most recent. As healthcare environments evolve rapidly, a nuanced understanding of these relationships becomes increasingly important. Therefore, this study aims to fill the existing research gap by examining how organizational culture and HRD jointly affect physiotherapist performance, particularly within the context of private clinics in Indonesia.

III. Research Method

3.1. Methodology

This study utilizes a qualitative case study approach with an exploratory orientation, designed to understand phenomena in their natural context from the participants' perspectives (Strauss & Corbin, 2003). The case study method is particularly well-suited for addressing "how" and "why" questions about complex organizational and professional phenomena, enabling the researcher to investigate the nuanced interactions between organizational culture, human resource development (HRD) programs, and physiotherapists' experiences within a clinical setting (Yin, 2018).

3.2. Research Setting and Significance

The research was conducted at Klinik Bebas Cedera (PT Fisio Mitra Investasi), a private physiotherapy organization with several branches across Indonesia, renowned for its personalized approach to injury management and its commitment to continuous staff development. Participants were selected using purposive sampling, a technique that allows for the deliberate inclusion of informants based on specific criteria relevant to the research focus (Miles & Huberman, 1994). Inclusion criteria required that physiotherapists had worked at the clinic for at least six months and had participated in at least one HRD program. Twelve physiotherapists from diverse branches and professional backgrounds were recruited, with the sample size determined by data saturation, where no new significant information emerges from additional interviews (Lincoln & Guba, 1985). This approach ensures the depth and breadth of perspectives and aligns with established qualitative research standards.

3.3. Sampling and Participants

Participants were selected using purposive sampling to ensure the inclusion of physiotherapists who could provide rich, relevant insights into the research focus. The inclusion criteria required participants to have at least six months of tenure at the clinic and to have participated in at least one HRD program. Twelve physiotherapists from various branches and backgrounds were recruited; this sample size is justified by data saturation, where further interviews no longer yield new information—a standard supported by qualitative research norms and recent methodological studies. This approach ensures depth and breadth of perspectives, and the sample size is adequate for the study's objectives.

3.4. Data collection

Data were collected through in-depth, semi-structured interviews guided by a protocol designed to explore three primary domains: (1) perceptions and experiences of organizational culture, (2) engagement with HRD activities, and (3) perceived impacts on clinical performance and professional identity. The interview guide included open-ended questions and prompts to elicit detailed narratives, allowing flexibility to probe emergent topics. Interviews were conducted in-person and online, depending on participant availability and location, ensuring inclusivity and logistical feasibility. All interviews were audio-recorded with participant consent and transcribed verbatim for analysis.

3.5. Data Analysis

Data for this study were collected through in-depth, semi-structured interviews guided by a protocol designed to explore three primary domains: (1) perceptions and experiences of organizational culture, (2) engagement with human resource development (HRD) activities, and (3) perceived impacts on clinical performance and professional identity. The interview guide comprised open-ended questions and prompts to elicit detailed narratives, providing flexibility to probe emergent topics as they arose. Interviews were conducted in-person and online, depending on participant availability and location, ensuring inclusivity and logistical feasibility. All interviews were audio-recorded with participant consent and transcribed verbatim for subsequent analysis. A thematic analysis technique was employed, following the framework developed by Miles and Huberman (1994), which involves iterative cycles of data reduction, display, and conclusion drawing or verification. Two researchers performed coding independently to enhance reliability, with any discrepancies resolved through discussion. Emergent themes were systematically compared with both foundational and recent literature to assess the originality and contribution of the findings. To ensure trustworthiness, member checking was conducted by sharing preliminary interpretations with participants for validation, and triangulation of data sources and methods was used to strengthen the credibility of the results further.

3.6. Ethical Considerations

Ethical approval for this study was obtained from the relevant institutional review board before data collection. All participants provided informed consent and were assured of confidentiality and the voluntary nature of their participation. The study adhered to established ethical principles, including autonomy, justice, and beneficence, with reflexivity maintained throughout the research process to address and minimize potential biases. While the case study approach allows for in-depth exploration, the findings may not be generalizable to all physiotherapy settings. The reliance on self-reported data introduces the possibility of recall or social desirability bias. Variations in interview mode (in-person vs. online) may also influence the depth and nature of responses. These limitations are acknowledged and discussed in relation to the study's relevance and transferability to other organizational contexts.

IV. Results and Discussion

4.1. Analysis Result

This study explored the influence of organizational culture and human resource development (HRD) programs on the performance of physiotherapists at Klinik Bebas Cedera. Through in-depth interviews with twelve physiotherapists from various clinic branches who met the inclusion criteria, several key findings emerged across three focal areas: organizational culture, HRD programs, and physiotherapist performance.

4.2. Organizational Culture

Most respondents described the work culture at Klinik Bebas Cedera as professional, collaborative, open, and supportive of employee growth. This culture was perceived to shape work practices and interactions among physiotherapists in patient care. One participant noted, "The company supports us in developing our knowledge. Teamwork and delivering the best patient care encourage us to be meticulous and continually evaluate our results." Another respondent emphasized the values of professionalism, integrity, and responsibility, stating, "We work with professionalism, integrity, and responsibility, always prioritizing patient satisfaction." The culture of knowledge sharing and continuous learning was also highlighted as a key driver of performance: "Bebas Cedera always upgrades our physiotherapy knowledge by providing training opportunities...knowledge is always shared here, so even those who have not attended training still benefit." Overall, the organizational culture at Klinik Bebas Cedera provides a nurturing environment for growth, strengthens intrinsic motivation, and enhances professional confidence.

4.3. Human Resource Development Programs

The HRD programs at Klinik Bebas Cedera were identified as a significant strength in improving physiotherapist performance. Most respondents reported participating in various training activities, such as dry needling, manual therapy, COMT workshops, and clinical management seminars. These training programs were perceived to enhance skills and confidence directly. One participant reflected, "The training made me realize I still have much to learn, and it has improved the success rate of physiotherapy programs for patients." Another noted that training increased readiness for clinical decision-making: "Participating in training has optimized patient rehabilitation processes." However, some respondents desired more frequent and comprehensive training across all branches to prevent team disparities.

4.4. Physiotherapist Performance

Performance was assessed through indicators identified by participants, including increased patient satisfaction, successful rehabilitation outcomes, and more returning patients. One physiotherapist stated, "I believe every patient should show progress, and my goal is to help patients recover from injuries and improve their quality of life." Patient trust was also considered an important performance metric: "When patients return to me because they feel comfortable and trust me, it indicates that I am doing my job well". Supportive work environments and collaborative teams were further cited as motivating factors for optimal performance.

4.5. Discussion

The findings demonstrate that organizational culture and HRD programs significantly improve physiotherapist performance at Klinik Bebas Cedera. This aligns with Robbins and Judge (2015), who argue that a strong organizational culture fosters shared values and positive work behaviors over the long term. The results also corroborate Hermantoni (2023), who found that organizational culture significantly influences healthcare professionals' performance, particularly in fostering professionalism and responsibility toward patients. At Klinik Bebas Cedera, a culture emphasizing collaboration, communication, and continuous learning motivates physiotherapists to perform optimally. Regarding HRD, the results support Juliandiny et al. (2022), who reported that training and competency development positively affect motivation and work outcomes among healthcare workers. The training provided at Klinik Bebas Cedera enhances technical skills and cultivates a growth mindset among physiotherapists. While a minority of respondents noted disparities in training distribution and recognition, the overall findings highlight the importance of an integrated approach, combining supportive work culture and active HRD systems, in enhancing the performance of healthcare professionals in private sector settings. Notably, the study found no major contradictions with

existing theories; it extends previous findings by emphasizing the synergistic effect of culture and HRD on performance. However, the study also identifies areas for improvement, such as the need for consistent culture implementation across branches and the reinforcement of performance-based recognition systems.

V. Conclusion

This study highlights the significant influence of organizational culture and HRD programs on physiotherapist performance within Klinik Bebas Cedera. The findings suggest that a culture characterized by professionalism, teamwork, open communication, and a commitment to lifelong learning creates an environment that fosters high performance and employee motivation. These insights contribute to the theoretical understanding that a supportive organizational culture serves as a crucial contextual factor that mediates the effectiveness of HRD initiatives in healthcare settings, aligning with existing theories on organizational learning and performance (Schein, 2017; Noe, 2020). From a managerial perspective, the results underscore the importance of cultivating a favorable organizational climate and continuously investing in targeted training programs—such as workshops on dry needling and manual therapy—to enhance clinical skills and confidence among physiotherapists. Managers are encouraged to develop integrated strategies that combine a nurturing work environment with ongoing professional development to optimize performance outcomes, such as improved patient results, higher satisfaction levels, and strengthened stakeholder trust. These findings provide valuable guidance for healthcare leaders seeking to sustain high-quality physiotherapy services and foster a culture of continuous improvement within their organizations. Overall, organizational culture and HRD are interrelated elements that contribute significantly to enhancing professional performance in physiotherapy. Based on the findings of this study, several strategic recommendations are proposed to enhance organizational effectiveness and physiotherapist performance at Klinik Bebas Cedera. First, management needs to apply organizational culture across all branches consistently. To foster a cohesive and high-performing work environment, the core values of professionalism, teamwork, and employee recognition must be felt equally by all staff members, regardless of their location.

In addition, human resource development (HRD) initiatives should be implemented continuously and distributed fairly across the organization. Equal access to competency development opportunities must be guaranteed for all physiotherapists, irrespective of their length of service. This approach will improve individual capabilities and contribute to overall service excellence. The performance evaluation and reward systems should be strengthened and communicated with greater transparency to support staff motivation further and minimize perception gaps. Clear expectations and fair recognition mechanisms can significantly boost morale and reinforce a culture of accountability. Moreover, establishing regular communication forums between branches and teams will foster knowledge exchange and reinforce an inclusive, adaptive organizational culture. These forums can be platforms for sharing best practices, addressing operational challenges, and promoting mutual support among colleagues. Lastly, future research should adopt quantitative or mixed-methods approaches involving larger sample sizes. This will allow for a more measurable understanding of the impact of HRD programs on clinical outcomes such as patient retention and service quality. By implementing these recommendations, Klinik Bebas Cedera is well-positioned to strengthen its commitment to professional excellence and ensure the delivery of sustainable, high-quality physiotherapy care.

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