

The Influence Of Benevolen Leadership And Organizational Culture On Innovation Capability At Dewi Sartika General Hospital Kendari

Alfina Fatresia Wulandari

Universitas Sembilanbelas November Kolaka

Niar Astaginy

Universitas Sembilanbelas November Kolaka

Ismanto

Universitas Sembilanbelas November Kolaka

Korespondensi penulis: alfinafatresiwulandari06@gmail.com

Abstract. *This study aims to determine (1) the influence of Benevolen Leadership on Innovation Capability at Dewi Sartika Kendari General Hospital. (2) the influence of Organizational Culture on Innovation Capability. This research uses a quantitative method approach. Data collection in this research used study interviews, literature study, and distributing questionnaires. The population of this study were all nurses at Dewi Sartika Kendari General Hospital, while the sample of this study was 90 people. The research instruments using validity and reliability tests with SPSS 25.0. The data analysis technique used in this study is the measurement model test (outer model) and the structural model testing (inner model) with Smart PLS 3.0. Based on the research results, it is known that there is a positive and significant influence between the Benevolen Leadership variable on Innovation Capability as shown by the average value of 3.426 with a P-Value of 0.001. Meanwhile, the organizational culture variable has a positive and significant effect on innovation capability as indicated by a t-value of 2.254 with a P value of 0.025.*

Keywords: *Benevolen Leadership, Organizational Culture, and Innovation Capability*

Abstrak. Penelitian ini bertujuan untuk mengetahui: (1) pengaruh *Benevolen Leadership* terhadap Kapabilitas Inovasi pada Rumah Sakit Umum Dewi Sartika Kendari. (2) pengaruh Budaya Organisasi terhadap Kapabilitas Inovasi. Penelitian ini menggunakan pendekatan dengan metode Kuantitatif. Pengumpulan data dalam penelitian ini menggunakan, studi pustaka, dan penyebaran kuesioner. Populasi penelitian ini adalah seluruh perawat di Rumah Sakit Umum Dewi Sartika Kendari Sedangkan sampel penelitian ini berjumlah 90 orang. Pengujian instrument penelitian menggunakan uji validitas dan uji reliabilitas dengan SPSS 25.0. Teknik analisis data yang digunakan dalam penelitian ini adalah uji *measurement model (outer model)* dan pengujian model struktural (*inner model*) dengan Smart PLS3.0. Berdasarkan hasil penelitian diketahui bahwa terdapat pengaruh yang positif dan signifikan antara variabel *Benevolen Leadership* terhadap Kapabilitas Inovasi yang ditunjukkan dari nilai *t-statistic* sebesar 3.426 dengan *P-Value* sebesar 0.001. Sedangkan variabel budaya organisasi berpengaruh positif dan signifikan terhadap kapabilitas inovasi yang ditunjukkan dari nilai *t-statistic* sebesar 2.254 dengan *P-Value* sebesar 0.025.

Kata Kunci: *Benevolen Leadership, Budaya Organisasi, dan Kapabilitas Inovasi*

LATAR BELAKANG

The role of human resources in an organization is very dominant because it is the most important driving force in an organization (Sari and Suryalena, 2017: 9-8). Therefore, the efforts that organizations must make to maintain the survival of the organization are increasingly dependent on resource management. human power. An organization is a group of people who have the same vision and mission to achieve the goals set by the organization. Likewise, a hospital is a public facility that operates in the health service sector and the hospital also has the goals of the founder of the hospital concerned, namely a mission in

health services (Sari and Suryalena, 2017: 4-5). One of the human resources in a hospital that really determines the assessment of the quality of health services provided is the nursing staff.

Nurses are one of the professions in hospitals which play an important role in implementing efforts to maintain the quality of health services in hospitals (Sari and Ramadhan, 2020:21-23). Therefore, nurses are required to provide good service to patients. Achieving goals with satisfactory and good nursing service results is of course also influenced by the good organizational innovation capabilities of each nurse. In line with research conducted by Chandra (2017:9-10) which states that to be able to provide satisfactory services, nurses need to optimizing existing innovation capabilities at the hospital so that it will encourage them to innovate at the hospital concerned.

To be able to innovate, health service organizations must increase innovation capabilities. According to the opinion expressed by (Nugroho, 2013: 1), who states that innovation capability is how companies or organizations, especially health services, develop new ideas to achieve the desired existence in innovation. Innovation capability is defined as the ability to apply effective innovation and creativity in order to solve problems to increase the innovation capability of a company or organization (Tatiek, 2015:2).

Innovation capability is strongly influenced by leadership style and organizational culture (Ogbonna and Harris 2017:13). One leadership style that influences innovation capability is benevolent leadership. According to Setiawan (2019:15) who states that innovation capabilities can be formed or can grow if supported by benevolent leadership. Benevolent leadership is defined as kind-hearted leadership, meaning that those who are firm but at the same time humble. Having a humble nature does not mean being weak or unsure of yourself. Humility actually shows that a person has sufficient self-confidence and is aware of his abilities. (Nasarudin, 2019:1). This opinion is in line with the opinion of Karkas et al (2011:332) who state that benevolent leadership is defined as the process of initiating, encouraging and implementing positive change in an organization.

Research conducted by Setiawan (2014: 932) shows that benevolent leadership has a great influence on innovation capability. Likewise, research conducted by Lusitawati (2020:1) stated that benevolent leadership has a positive effect on innovation capability. Apart from benevolent leadership, a variable that also influences innovation capability is organizational culture. Organizational culture is defined as a set or system of values, beliefs, which have long been valid and agreed upon as guidelines for organizational behavior and problem solving. Organizational culture greatly influences innovation capability. Based on

research conducted by Nanda, it shows that organizational culture has a great influence on increasing innovation capability. Likewise, research conducted by Sarfin (2018:1) found that organizational culture is very influential in the development of innovation capabilities in organizations.

Regarding the issue of innovation capability in the health industry sector, observations made by the author found that one of the hospitals that is trying to maintain its sustainability through innovation is the Dewi Sartika Kendari General Hospital. Dewi Sartika Kendari General Hospital has innovation capabilities including:

1. Service innovation capability is the level of an individual's ability to contribute to service development.
2. Process innovation capability is the level of individual ability that is getting better at producing a process and future processes.

From the explanation above, it can be said that the innovation capabilities at the Dewi Sartika Kendari General Hospital include service innovations such as self check, which is a facility that makes it easier for people to check their health, including heart disease and blood sugar. This is a positive thing and is a solution that has been proposed. provide Dewi Sartika Kendari General Hospital without having to queue and wait a long time and online consultation is an online consultation regarding health problems directly to a doctor, whether it's medication issues, healthy diet consultations and so on. This innovation is carried out by Dewi Sartika Kendari General Hospital so that People don't need to bother coming to the hospital, they can have health consultations anywhere and anytime. And process innovations such as Length of stay (LOS) is the length of time it takes for patients to wait for outpatient care from the registration queue until the patient gets the medicine. Now the Dewi Sartika Kendari General Hospital is innovating in the technique of implementing Outpatient LOS monitoring. The Dewi Sartika General Hospital is now using a computer system and is no longer done manually so that it can be monitored or supervised directly every day. This is what makes the Dewi Sartika Kendari General Hospital continue to innovate to make it easier for the public to carry out health checks and treatment safely, comfortably and quickly.

Tabel 1.1
Kapabilitas Inovasi Rumah Sakit Umum Dewi Sartika

No	Rumah Sakit Umum Dewi Sartika	Keterangan
1	Pelayanan Medis	Baik
2	Pelayanan dan Asuhan Keperawatan	Baik
3	Pelayanan Pengunjung Medis dan nonmedis	Baik
4	Pelayanan Kesehatan Masyarakat dan Rujukan	Baik
5	Administrasi Umum dan Keuangan	Baik

(Source: Processed Primary Data, 2023)

From the table above it can be seen that Dewi Sartika Kendari General Hospital has good innovation capabilities compared to other hospitals. This can be seen from table 1.2 which shows that the innovation capability at Aliya 1 Hospital is still not good.

Tabel 1.2
Kapabilitas Inovasi pada Rumah Sakit Aliya 1

Innovation Capability at Aliya 1 Hospital	Innovation capability	Yes/No
Slow reporting system (internal & external), no accurate	SIMRS which is integrated both internally and externally external	Yes
The BPJS administration process is long	Use of signature pad	Yes
Long distance	Patient pick-up and drop-off service	Yes

(Source: Processed Primary Data, 2023)

The ability of good innovation capabilities at the Dewi Sartika Kendari General Hospital was identified as inseparable from the leadership and organizational culture implemented. Since being led by Dr. H. M. Rinvil Amiruddin, M. Kes Dewi Sartika Kendari General Hospital has indeed shown a lot of innovation because the current leaders are able to encourage innovation in hospitals or organizations so they can compete.

This is supported by the results of a questionnaire distributed to 30 nurses. Where on average the nurses responded that they felt leadership was able to encourage nurses to improve the hospital's innovation capabilities. The following are several questionnaire statements from benevolent leadership that were distributed to respondents, which can be seen in table 1.3 as follows:

Tabel 1.3
Jawaban Responden Terhadap Variabel *Benevolen Leadership*

No	Pernyataan	Yes/No
1	The leader of the Dewi Sartika Kendari General Hospital was able to make changes for the better for the hospital.	Yes
2	The leader of the Dewi Sartika Kendari General Hospital has a clear and realistic (reasonable) strategy in every work agenda he makes.	Yes
3	The leader of the Dewi Sartika Kendari General Hospital always prioritizes honest and trustworthy behavior in carrying out his work at the Hospital.	Yes
4	The leader of Dewi Sartika Kendari General Hospital can always do it invites all members to respect the differences and beliefs held by other members.	Yes
5	The leader of the Dewi Sartika Kendari General Hospital always cares about the problems faced by his employees by giving the right solution.	Yes
6	The leaders of the Dewi Sartika Kendari General Hospital are able to make appropriate decisions and follow the applicable requirements at the Hospital.	Yes
7	The head of the Dewi Sartika Kendari General Hospital is capable communicate well with members regarding the strategy that will be implemented.	Yes
8	The leader of the Dewi Sartika Kendari General Hospital was able to invite its members to work in a solid and harmonious team.	Yes
9	The leader of the Dewi Sartika Kendari General Hospital determines work that is transparent and accountable.	Yes

(Source: Processed Primary Data, 2023)

Seeing the number of private hospitals starting to grow. So leaders continue to create new innovations in order to achieve the goals the organization wants to achieve, and are able to set a good example with good communication skills, leaders know how, develop teams so they are able to encourage innovation capabilities at the Dewi Sartika Kendari General Hospital. This can be seen in the leader's humble, humble and open attitude and often provides positive support and encouragement both from nurses and the services provided for public health.

Apart from benevolent leadership, a factor that can also influence innovation capability is organizational culture. Dewi Sartika Kendari Public House has its own unique culture, namely trust, they try to maintain trust between colleagues, make the organization like a family so that good communication can make the relationship between leaders and employees closer. This can encourage the hospital's innovation capabilities. This can be supported by research conducted by Robbins (2011: 1-3) which states that high

organizational culture, in this case trust, provides the application of values in nursing as an application, appreciation and experience and belief. , which is able to provide innovation in achieving the goals of the Hospital organization.

Seeing the phenomenon that is occurring, it is very necessary to research how benevolent leadership and organizational culture are able to encourage and improve innovation capabilities at the Dewi Sartika General Hospital, Kendari City. And how the Dewi Sartika General Hospital was able to maintain its existence so that it can survive until now.

THEORETICAL STUDY

Innovation Capability

According to Gloet & Samson (2016: 4), the leader's innovation capability is to develop innovation continuously to respond to systems that support the organization both now and in the future. According to Rajapathiraa & Hui (2017: 4) explain that innovation capability is divided into four, namely: development capacity that meets the needs of organizational services, capacity to apply appropriate process technology to produce new breakthroughs for an organization, capacity to develop and adopt new breakthroughs and technology that is useful to the organization to meet future needs, Capacity to respond to deliberate technological activities and unexpected opportunities created by competitors.

From the opinions mentioned above, it can be concluded that innovation capabilities will be very helpful in maintaining services in the medical world because to meet future needs it is necessary innovation capabilities to be able to compete and survive in the health service sector. Avby et al (2019:33) define that innovation capability is an important key in encouraging organizational sustainability in innovation. From this opinion, it is very clear that innovation capability is very important to maintain the sustainability of an organization so that the organization can continue to use its services or services by the community.

There are two indicators of innovation capability, the first is service innovation capability, Process innovation capability. Ussahawanitchakit (2018:4).

- a. Service innovation capability is the level of individual ability to contribute to service development.
- b. Process innovation capability is the level of individual ability that is getting better at producing a process and future processes.

From the several indicators explained above, providing contributions from both service innovation capability and process innovation which are useful in advancing an organization in terms of innovation is very important.

Benevolent Leadership

According to Nasarudin (2019:1) kind leadership or known as benevolent leadership refers to authoritarian leadership, but negative factors are replaced with positive appreciation as the main motivating factor. This leadership will have more communication and teamwork. For example, the leader will give rewards and some punishments. Because this allows the leader or leader to collect several ideas and opinions from individuals. So this is very necessary in maintaining an organization that is constantly required to innovate.

Karkas and Sarigollu (2011:331) developed the values contained in "common good" to translate them into a leadership concept called "benevolent leadership". The values that are used as the basis for developing flexible leadership consist of morality (morality), spirituality (spirituality), positivity (positive values), and community (social community). Of these four values, benevolent leadership is expected to be capable and provide a positive impact.

Karkas & Saringollu (2011:332) defines benevolence leadership as the process of initiating, encouraging and implementing positive change in an organization.

From the various explanations above, it is quite clear that flexible leadership is an effective leadership style that is able to make people in the organization able to work together with encouragement from a firm leader so that this is able to bring the organization to achieve the goals that the organization wants to achieve. . So that the people inside are able to be controlled well, and this will have a very helpful effect on the organization, in terms of maintaining its existence both now and in the future.

According to research conducted by Gallup (2016:1) indicators of supportive leadership consist of:

- a. Having a vision, effective leadership must be able to create and develop their vision, then make it attractive and convincing. With a vision, a leader has a clear idea of where they want to go, how to get there and what success looks like.
- b. Being able to make strategic plans, an effective leader must be able to have the ability to look ahead and anticipate accurately where the team or organization is heading. He must be able to anticipate trends well in advance of competitors. A leader must also continuously ask questions based on what is happening, the organization's goals and the

possible development of the team or company in the next three months, six months or one year.

- c. Integral, a leader with integrity will use their values to guide their decisions, behavior and relationships with others. They have clear beliefs about what is right and wrong, and are respected for being sincere, principled, ethical and consistent.
- d. The ability to influence others, influencing others also requires trust from colleagues. That's why to be able to influence other people leaders must focus on understanding employee motivation and encouraging them to share their opinions. From there leaders can show that team members or employees' voices matter. Ability to set an example as a leader.
- e. The best way, to build credibility and gain respect from others is to set the right example. For example, if as a leader you demand a lot from your team, then you must also be willing to set high standards for yourself.
- f. Decision-making ability To be an effective leader, the ability to make decisions quickly even with limited information is very important. This can be achieved by determining what you want to achieve every time you face a difficult decision, as well as considering the possible consequences of the decision and each available alternative.
- g. The ability to communicate effectively, the ability to communicate clearly and tactfully is an important leadership skill. Communication here is not only understood as the ability to listen to others attentively and provide appropriate responses but also the ability to share valuable information, clarify misunderstandings, and explain what do you want,
- h. Know how to develop a team, one of the main characteristics of an effective leader is being able to develop a team through training, teaching and coaching. In this way, the leader can encourage the team to achieve organizational goals. Effective leaders can build people and make their teams stronger, benefiting everyone involved. This can all be done if the leader is able to pay attention to the strengths and weaknesses of the team as a whole and those of each member.
- i. Transparency, the more transparent a leader is about the goals and challenges of the organization, the easier it is for employees or teams to understand their roles and how they can contribute individually to the overall success of the company. These feelings can then be translated into the level of employee engagement higher. However, effective leaders still have to know the limits of transparency that are appropriately goal-oriented.

Rather than just focusing on the problem at hand, effective leadership will direct attention to the solution. He won't just complain and worry about problems. However, focus on the goal and create plans and strategies to achieve that goal.

Organizational culture

According to Rohman (2021:122) organizational culture is a way of communication or theory that includes all communication and actions of people in a company or organization where this can benefit the organization, for example, when communication is well established it will help the company in advancing the organization. This, because this will become a habit within the organization. Meanwhile, according to Sarpin (2018:21), it is not much different from the previous opinion, namely that organizational culture is a system of values, beliefs and habits within an organization that interact with its formal system structure to produce the organization's behavioral habits.

From the two opinions above, it can be concluded that organizational culture focuses on internal systems or norms so that good communication can be formed which will later become a habit. According to Robins (2012:4) explains that all organizations have an unwritten culture that defines standards of behavior that are acceptable or not for employees. And the process will take place several months later, after which most employees will understand their organizational culture, such as how to dress for work and so on. According to Anshari et al (2017:27), organizational culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, which has worked well enough to be considered correct, therefore to be taught to new members as a way to correctly to see, think and feel in relation to existing problems.

From the opinion explained above, we can draw the conclusion that organizational culture will be able to have a positive influence on an organization, especially hospitals, which require them to always pay attention to various aspects, starting from cleanliness, clothing, which will really help encourage innovation capabilities in the organization. that organization. According to Alindra (2015:12) organizational culture indicators consist of:

- a. Responsiveness: Responsiveness is needed to be responsive in carrying out organizational orders or responsive in determining attitudes and thinking.
- b. Encouragement, in organizations there needs to be encouragement or support from leadership so that employees can carry out their duties well.
- c. Leadership, this applies in determining the values and attitudes that will be implemented in the organization by company leaders.

- d. Friendliness, leaders need to increase friendliness to employees so that they can be role models for employees. Ability is very important in relation to achieving organizational goals because good abilities from a leader will get good results while bad abilities from a leader will get bad results too.
- e. Team Orientation, the extent to which work activities are organized around teams, rather than being carried out by individuals
- f. Aggressiveness, taking firm action to confront other organizations.
- g. Stability, the extent to which organizational activities emphasize and maintain stability.

From the indicators explained above, we can understand that culture is very important in an organization, where responsiveness, encouragement (support) and leaders have the ability and friendliness, which are very important in the culture of an organization.

RESEARCH METHODS

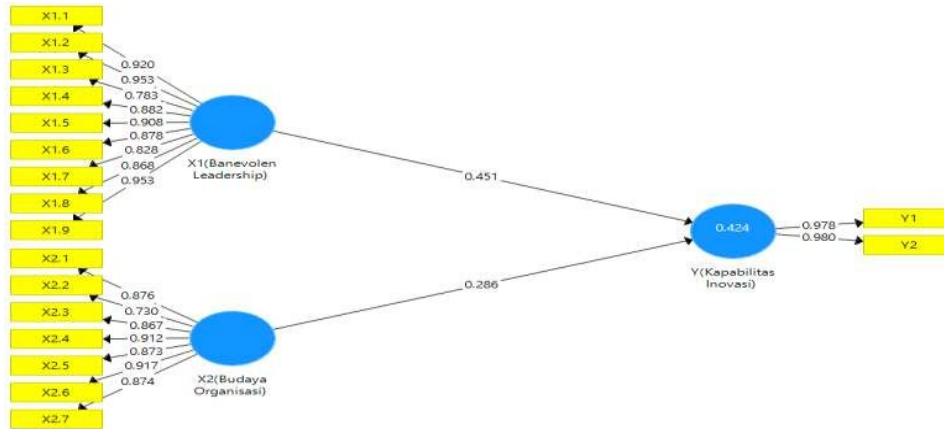
According to Sugiyono (2017:35) research methods are used as a scientific way to obtain data with specific purposes and uses. This research is quantitative research by applying explanatory studies. According to Sugiyono (2017:35), explanatory research is research that builds causal relationships between variables. The emphasis in this type of research is studying situations or problems to explain the relationships between variables. In this research, researchers will examine Benevolent Leadership and Organizational Culture towards Innovation Capability. This research was carried out at the Dewi Sartika Kendari General Hospital, JL. Captain Piere Tendean No. 16, Baruga, Kec. Baruga, Kendari City, Southeast Sulawesi 93563.

The population in this study were nurses at the Dewi Sartika Kendari General Hospital, totaling 90 people. According to Sugiyono (2017:127) a sample is a portion of the population that has relatively the same characteristics and is considered to represent the population. The sampling method used in this research is the saturated sample method. According to Sugiyono (2017:133) the saturated sampling method is a sample determination technique when all members of the population are used as samples (Sugiyono, 2017). So the sample from this research was 90 people who provided responses about the Dewi Sartika General Hospital, Kendari City.

DATA ANALYSIS RESULTS

Measurement Model Testing (Outer Model)

By using the PLS Algorithm method in the SmartPLS 3.0 application, the test value results for each statement item used can be seen in the image below:



Picture 1.1 PLS Algorithm Output

R-Square Determinant Coefficient Test

Variance analysis is a test carried out with the aim of determining the magnitude of the influence of a variable, in this case the independent variable. The values from the analysis of variance (R²) or determination test are as follows.

Tabel 1.4
Nilai R-Square

Variabel	R-Square
Innovation Capability (Y)	0.424

(Source: Data processed using PLS 3.2023)

From Table 4.13 which shows the R-Square value, it is clear that the innovation capability construct can be explained by 0.424 or 42.4% by the variables benevolent leadership and organizational culture, while the remaining 57.6% is explained by other variables outside of this research model. So in this case the influence of the determining variables of benevolence leadership and organizational culture has a high category. It can be interpreted that nurses have good leadership and good organizational culture, both variables are able to become dominant predictors of increasing nurse innovation capability at the Dewi Sartika Kendari General Hospital. The predictions made by researchers are in the strong high category, this occurs because of the high innovation capability variable at the Dewi Sartika Kendari General Hospital.

Based on the results of the researcher's interview with the management of the Dewi Sartika Kendari General Hospital, it was found that the variable explored by the researcher but which greatly influences the hospital's innovation capability is the presence of a vision, demonstrated by achieving organizational goals, nurses are continuously encouraged to innovate in order to advance the Dewi Sartika General Hospital. Kendari, so this is what encourages them to be highly innovative (answers or responses to interview results in attachment 2).

Apart from teamwork and communication, based on respondents' reasons, it is known that benevolent leadership also encourages nurses to innovate highly, because when nurses feel that the work environment with a high sense of family is comfortable and safe, then nurses can increase innovation capabilities at Dewi Sartika General Hospital.

Hypothesis Testing (Path Coefficient)

Path coefficient is carried out with the aim of strengthening the relationship between constructs in each hypothesis. The path coefficient was tested using PLS Bootstrapping by looking at the P-Values of the independent variable on the dependent variable. According to Abdillah & Jogiyanto (2015: 197) the rule of thumb used in research is T-Statistic > 1.64 with a significance level of P-Values or probability value < 0.05 and is positive. The path coefficient results in this research are as follows.

Tabel 1.5
Value Path Coefficient

Hypothesis	Original Sample Estimate (O)	Mean of Sub Sample (M)	Standar Deviation (STEDEV)	T-Statistic (IO/STDEV)	P Values
BL- > KI	0.451	0.447	0.132	3.426	0.001
BO - > KI	0.286	0.341	0.127	2.254	0.025

PEMBAHASAN

Benevolent Leadership Influences Innovation Capability

Based on the research results, the first hypothesis was accepted, namely that there was a positive and significant influence between Benevolent Leadership on Innovation Capability at the Dewi Sartika Kendari General Hospital. The acceptance of this hypothesis is confirmed by the respondents' responses regarding Benevolent Leadership which can be seen in table 4.5 regarding the respondents' descriptions which have an average answer of 4.5 and are at a very high level. Benevolent Leadership at the Dewi Sartika Kendari General Hospital tends to be well demonstrated by the indicators of Benevolent Leadership, namely

having a vision, setting an example, integrating, knowing how to develop a team and the ability to influence other people, so that this also influences how they innovate.

Based on the results of the analysis by looking at the outer loading values (Table 4.8), it shows that Benevolen Leadership is more dominantly influenced by the indicator of having a vision, which means leaders at the Dewi Sartika Kendari General Hospital. Regarding leaders who have organizational goals to be able to compete with other organizations and leaders who are able to convey talking points quickly, precisely, straightforwardly, and can provide support to employees in hospitals so that leaders are able to build trust with employees and encourage them to be enthusiastic about working. and innovate in the hospital.

This is supported by research conducted by Nasarudin (2019: 1) which states that kind leadership, known as benevolent leadership, refers to authoritarianism, but negative factors are replaced by positive appreciation as the main driving factor. This leadership will have more communication and teamwork.

The results of this research are in line with research conducted by Listiani (2020:60) which found that benevolent leadership had a positive and significant effect on the East Java General Hospital. This is in line with research by Antasari (2019: 88) which states that the results of benevolent leadership have a very positive and significant influence on the innovation capabilities of the hospital.

Organizational Culture Influences Innovation Capability

Based on the research results, the second hypothesis is accepted, namely that there is a positive and significant influence between Organizational Culture on Innovation Capability at the Dewi Sartika Kendari General Hospital. The acceptance of this hypothesis is confirmed by the respondents' responses regarding the organization's attention to the Organizational Culture of nurses at the Dewi Sartika General Hospital, which can be seen in table 4.6 regarding the respondents' descriptions which have an average of 4.4 and are at a very high level. Organizational Culture in the Hospital Dewi Sartika Kendari's good general performance is shown by indicators of organizational culture, responsiveness, encouragement from leaders, friendliness and team orientation, so that this also influences how they innovate.

Based on the results of the analysis by looking at the outer loading values (Table 4.8), it shows that Organizational Culture is more dominantly influenced by indicators of feeling the existence of organizational culture related to their ability to carry out decisions and pay

attention to detail, so that the Dewi Sartika Kendari General Hospital is able to maintain accuracy in all matters and they feel able to show their own identity towards the Dewi Sartika Kendari General Hospital. This is in accordance with the variable description where the organizational culture at the Dewi Sartika Kendari General Hospital is in the high category.

Based on the existing answers, the organizational culture in the hospital is caused by indicators of detailed and detailed attention and individual orientation in which trust is a core value that reflects the public's trust in the services provided by the Dewi Sartika General Hospital, Kendari City. This can be assessed and seen from the number of people who come to visit for treatment and health checks. That means they really entrust their health problems to the Dewi Sartika General Hospital, Kendari City. Then the hospital service provides health services at affordable costs so that all levels of society can enjoy comfort both in terms of price, quality and other health services. Because of this trust, the Hospital is able to provide optimal service to the community.

This is supported by research conducted by Sarpin (2018:21) which states that organizational culture is a system of values, beliefs and habits within an organization that interact with each other with its formal system structure to produce the organization's behavioral habits. Apart from that, they also assume that the leaders in the hospital can solve problems well and can innovate for the progress of the hospital.

The results of this research are in line with research conducted by Nanda (2018: 1) which states that organizational culture has a positive and significant effect on the innovation capability of Surabaya Hospital, namely that organizational culture has a very strong influence on increasing innovation capability. This research is in line with research conducted by Fitriani et al (2019) which states that Organizational Culture has a positive and significant effect on Innovation Capability (Case study of Jember Hospital Service Innovation Capability).

CONCLUSIONS AND SUGGESTIONS

Based on the results of hypothesis testing and the discussion in chapter IV, the following conclusions can be drawn in this research. Based on the results of testing the first hypothesis, it is known that there is a positive and significant influence between the benevolent leadership variable on the innovation capability of nurses at the Dewi Sartika Kendari General Hospital. So in this case the benevolent leadership variable is measured using indicators of the importance of having a vision, being able to make strategic plans,

integrating, the ability to influence other people, the ability to set an example as a leader in the best way, the ability to make decisions, the ability to communicate effectively, knowing how to develop a team, transparency has a positive and significant effect on innovation capabilities at the Dewi Sartika Kendari General Hospital. Based on the results of testing the second hypothesis, it is known that there is a positive and significant influence between organizational culture on innovation capability. So in this case the variables measured use indicators of innovation and risk taking, attention to detail and details, results orientation, individual orientation, team orientation, aggressiveness, stability, has a positive and significant effect on the innovation capability of nurses at the Dewi Sartika Kendari General Hospital.

BIBLIOGRAPHY

- Abdillah, W., & Hartono, J. (2015). *Partial Least Square (PLS)*. Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis.
- Alindra. (2015). *Budaya organisasi dan kinerja*. Deepublish.
- Anning, T. (2017). Customer involvement capability and service firm.
- Anshari, H., & Amin, M. J. (2017). Pengaruh komunikasi organisasi dan budaya organisasi terhadap kinerja pegawai bagian sosial Sekretariat Daerah Kabupaten Kutai Timur. *Jurnal administrative reform*, 2 (3), 397-409.
- Avey, J. B., Palanski, M. E., & Walumbwa, F. O. (2011). When leadership goes Bandung: Alfabeta, Terhadap Kinerja Karyawan PT. MADU BARU PG/PS MADUKISMO. Universitas Negeri Yogyakarta.
- Dewi, I.P. (2014). Pengaruh Gaya Kepemimpinan dan Budaya organisasi terhadap unnoticed: The moderating role of follower self-esteem on the relationship between ethical leadership and follower behavior. *Journal of business Ethics*, 98 (4), 573-582. <https://www.researchgate.net/publication/259634264>
- Fitriani. (2019). Gaya Kepemimpinan Dalam Hal Ini Benevolent Leadership Dan Budaya Organisasi Terhadap Kapabilitas Inovasi. (Studi Kasus Kapabilitas Inovasi Rumah Sakit Jember) pelayanan.
- Ghozali, I., & Latan, H. (2016). *Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS)*. Badan Penerbit Universitas Diponegoro.
- Ghozali. (2017). *Structural Equation Modeling Metode Alternatif Dengan Partial Least Squares (PLS)* (Ghozali (ed.); 4th ed.). Badan Penerbit Universitas Diponegoro.

- Gumusluoglu, L., Aygiin, Z.K.,& Scandura, T . A. (2017). A Multilevel Examinatoin.
- Hadi, S. (2014). *Meteorodologi Reaserch* Jilid 3. Yogyakarta:Andi.
- Hair, J. F., Thomas, G., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*.
- Hendriawan. (2014). *Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap*.
- Hersey. (2004). *Kunci Sukses Pemimpin Situasional*. Jakarta: Delaprasata
- Ivan, A.I. (2015). *Analisis Pengaruh Budaya Organisasi terhadap Kinerja Karyawan Depok Sports Centre*.Skripsi.Universitas Negri Yogyakarta.
- Antasari, J. (2019). *Pengaruh Perkembangan Kapabilitas Inovasi Pada Budaya Organisasi Terhadap Kinerja Dalam Meningkatkan Pelayanan Keachatan. (Studi Khasud Rumah Sakit Dalam Meningkatkan Kualitas Pelayanan Kesehatan)*.
- Kartono, K. (2013). *Pemimpin dan Kepemimpinan*. Jakarta: PT. Raja Grafindo Perasa. *Kinerja Karyawan pada PT. Wimitra Multiguma Sejahtera di Kabupaten Konawe Utara Provinsi Sulawesi Tenggara*.
- Kiptiyah, M. (2015). *Pengaruh Gaya Kepemimpinan Transformational dan Kompensasi*
- Rubenstein, A. L., Lin, W., Wang, M., & Chen, X. (2018). *The curvilinear effect of banevolen leadership on team performance*.
- Listiani. (2021). *Pengaruh Banevolen Leadership dalam Mengembangkan Budaya Organisasi Terhadap kapabilitas Inovasi (Studi Kasus Rumah Sakit Umum Jawa Barat)*
- Mathis, R.L & J.H Jacskson. (2006). *Human Resorce management: Manajemen Sumber daya Manusia*. Terjemahan Dian Angelia. Jakarta Selemba Empat.
- Nanda. (2018). *Pengaruh Banevolen Leadership dan Budaya Organisasi Serta kapabilitas inovasi Terhadap Kinerja Rumah Sakit (Analisis Data Rumah Sakit Surabaya).pelayanan.performance: The meaditing role of innovatin. Journal of Business effective innovation capability rumah sakit public*.
- Nasarudin. (2019). *Banevolent leadership: Conceptualization and construct development. Journal of Business Ethics, 108, 537-553.*
<https://www.reserchgate.net/publication/325369753>
- Sarfin. (2018). *Pengaruh Leadership Dalam Hal Mempengaruhi Budaya Inovasi dalam mempengaruhi kapabilitas inovasi Kinerja.(Studi Kasus Rumah Sakit Banjarmasin)*
- Setiawan. (2014). *Pengaruh Banevolen Leadership dan Budaya Organisasi Terhadap Kabailitas Inovasi Karyawani (Studi Kasus Rumah Sakit Mawar Jogjakarta)*
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*.

- Sugiyono. (2018). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif Dan R&D)*. Alfabeta
- Sumartini, N. W. E. (2021). Kepemimpinan Wanita Dalam Kehidupan Sosial Perspektif Hukum Perkawinan. In *ProsidingS eminar Nasional IAHN- TP Palangka Raya* (No. 1, pp. 68-77).
- Ukkas. (2017). Karya Tulis Ilmiah Literature Review Produktivitas Kerja Perekam Medis Dan Informasi Kesehatan Ditinjau Dari Aspek Usia, unnoticed: The moderating role of follower self-estem on the relationship between ethical leadersip and follower behavior. *Journal og business Erhics*, 98 (4), 573-582.
- Ussahawanitchakit, P. (2018). Innovation Capability and Export Performance: An Epirical Study of Textile Businesses in Thailand. *International Journal of Business Strategy*, 7(1): 1-9. <https://www.researchgate.net/publucation/259634264>