

## THE EFFECT OF VISION AND MISSION STATEMENT ON PERFORMANCE OF HOSPITAL IN ASIA : A SYSTEMATIC REVIEW

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### ABSTRACT

**Introduction:** Few studies evaluate hospital mission, vision, and values. Just one reveals how hospital managers view their mission statements. According to study, the hospital's purpose, vision, and values stimulate employee dedication and improve staff performance and operational efficiency.

**The aim:** This study demonstrated the effect of vision and mission statement on performance of Hospital in Asia.

**Methods:** Comparing itself to PRISMA 2020 standards showed that this study met all requirements. Therefore, the specialists were able to keep the study current. This search method considered 2010–2024 publications. This was done using Google Scholar and other web sources. Review pieces, previously published works, and unfinished works were excluded.

**Result:** In the Google Scholar database, the results of our search brought up 512 articles. The results of the search conducted for the last year of 2010 yielded a total 162 articles. In the end, we compiled a total of 3 papers.

**Conclusion:** There will be a connection between the organizational culture and the vision and mission of a health service providing agency. The level of performance that will be achieved as a result of this will be both effective and efficient.

**Keyword:** Hospital; Mission; Performance; Vission

**INTRODUCTION**

At its most fundamental level, the hospital's culture is reflected in its purpose, vision, and values. Although mission, vision, and value statements have been the subject of a great deal of prior comparative research. In healthcare, there is a dearth of research on hospitals' goals, purposes, and worth. Effective strategic planning for organizational improvement has long been acknowledged as requiring organizations to clearly articulate and foster a sense of purpose (i.e., their mission, vision, values, and goals) that is widely shared. One way hospitals can grow is by articulating and adhering to their purpose, vision, and values.<sup>1,2</sup>

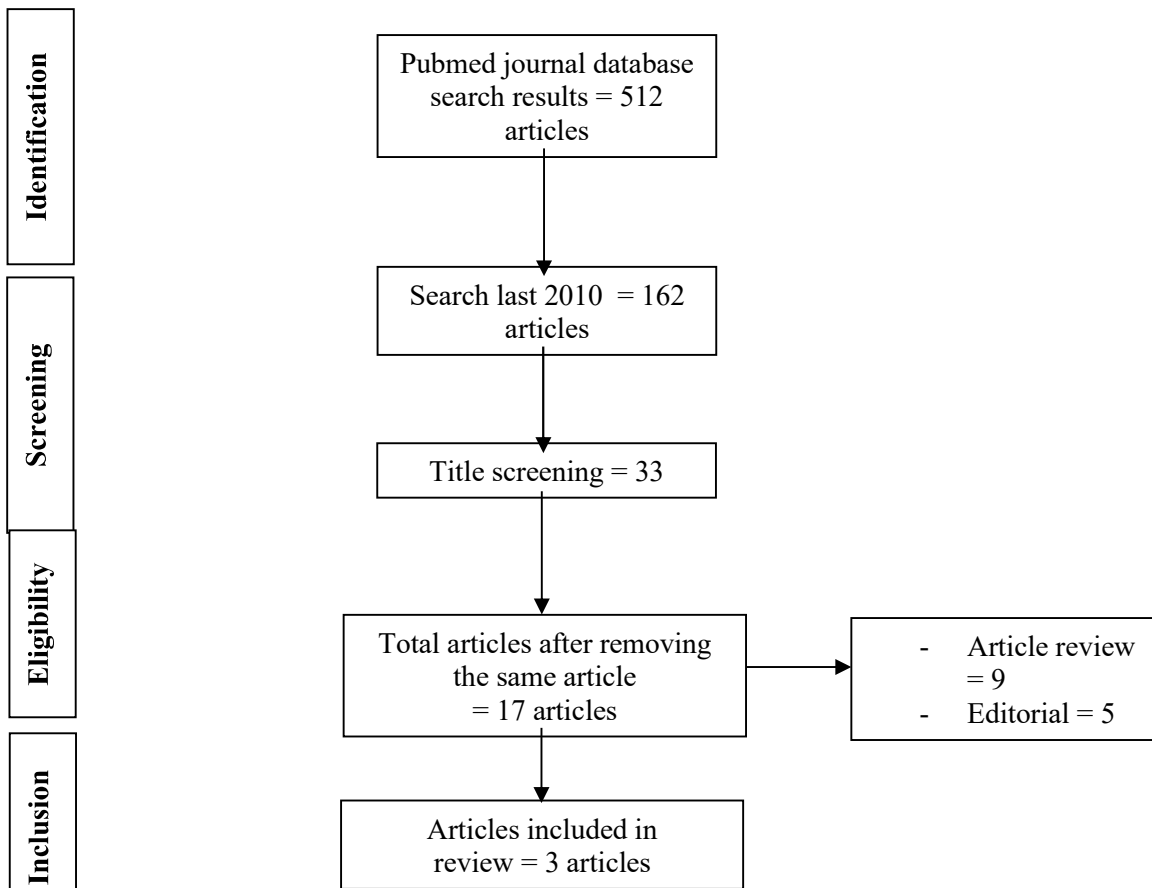
Through their stated goals, beliefs, and missions, nearly every US healthcare institution has made its cultural ambitions quite plain. A hospital's mission statement is an evocative summary of the institution's raison d'être.<sup>2</sup> A vision statement lays out the essential qualities that the hospital's leadership hopes to see in the future. Additionally, the hospital's vision statement should reflect the desired general direction and is based on market research. The values statement lays out the foundational beliefs, goals, and philosophy of the hospital. It is possible to orient the stakeholders of the organization to the hospital's purpose, goals, and principles.<sup>3</sup>

Examples include assisting hospitals in conveying to patients whether their treatment satisfies their concerns, increasing the accessibility and efficiency of healthcare services, and influencing patients' propensity to seek treatment.<sup>4</sup> In addition to assisting with things like social responsibility in healthcare, it can assist employees in identifying and assimilating into the organizational culture of the hospital, which can help them choose the best workplace for them. In a nutshell, the key to a successful hospital is having the correct people in the right roles, guided by the correct values, vision, and goal.<sup>5</sup>

Few studies examine the hospital's goal, vision, and values. Only one shows how hospital managers relate to their hospitals' mission statements. This study found that managers' perceptions of mission statement content's impact on organizational performance differed from the most popular variety. The hospital's mission, vision, and values impact employee behavior and encourage high levels of dedication, which increases staff performance and operational effectiveness, according to certain research. Some studies of small and medium-sized enterprises linked vision to performance.<sup>6</sup>The results of this study indicated that a hospital's vision and mission statement has an effect on the hospital's overall performance in Asia.

**METHODS**

The data acquisition, processing, and reporting requirements of PRISMA 2020 were duly adhered to. The decision to enact additional restrictions was impacted by a multitude of variables. This analysis illustrated the impact that a hospital's vision and mission statements have on its performance in Asia. All written materials concerning the impact of a hospital's vision and mission statement on its performance in Asia must be composed in English, according to the study's key findings.



**Figure 1. Article search flowchart**

This systematic review assessed scholarly articles that were published subsequent to 2010 and fulfilled the inclusion criteria of the study. Editorials, entries lacking a DOI, book reviews that have been previously published, and excessively lengthy duplicate journal articles will be excluded from the compilation. The search for studies to be included in the systematic review was carried out from February, 11<sup>th</sup> 2024 using the Google Scholar databases by inputting the words: “*visi*”; “*misi*”; “*kinerja*” and “*rumah sakit*” or “*vission*”; “*mission*”; “*performance*”; and “*hospital*”.

The titles and abstracts of the studies had an equivalent effect on their acceptability. They must thus place their trust in historical archives. As a result of the consistent nature of research findings, it is mandatory to submit unpublished English papers. The inclusion criteria were strictly adhered to in order to select studies for inclusion in the systematic review. By doing so, the search is restricted to outcomes that exclusively satisfy the given criteria. The subsequent sections delineate the evaluation procedure.

Authors, publication dates, geographic locations, activities, and motivations were all taken into account in the study. Following the recording of search results by EndNote, the database proceeded to identify and eliminate duplicate articles. Prior to making coverage decisions, every author thoroughly evaluates relevant abstracts and article titles. Every paper that meets the specified criteria for review will undergo a thorough and rigorous analysis. After the investigation has been completed, we will reexamine any relevant scientific publications that we may have failed to consider during our initial examination. Irrespective research was omitted in favor of pertinent research.

**RESULT**

Butar et al. (2022) conducted a study with 49 specialist doctors who work in Putri Hijau hospital. They shown that the management needs to strengthen the dedication of the doctors and offer a knowledge of the organization's vision and objective in order to produce good service quality that is in compliance with the requirements of the hospital.

Study conducted by Ekasari, et al (2020)<sup>7</sup> with 58 nurses participated in they study. They findings demonstrated that the culture of the organization has a considerable and favorable influence on the quality of nursing work life and nurse performance. QNWL, on the other hand, does not have a substantial influence on the clinical performance of nurses. Therefore, QNWL does not act as a mediator between the influence of organizational culture and the performance of nurses.

**Table 1. The litelature include in this study**

Author	Origin	Method	Sample	Conclusion
Butar, 2022 <sup>8</sup>	Indonesia	Cross sectional	49 specialist doctors	The variables that significantly affected doctors' performance were job satisfaction (p = 0.006), organization (p = 0.04), and leadership (p = 0.398). The sub-variables that did not significantly affect doctors' performance were age (p = 0.283) and length of work (p = 0.942).
Ekasari, 2020 <sup>7</sup>	Indonesia	Cross sectional	58 nurses	Nurse performance and Quality of Nursing Work Life are both significantly and positively impacted by organizational culture, according to the findings.
Setyawam, 2016 <sup>9</sup>	Indonesia	Cross sectional	156 employers	Spearman Correlation Analysis shows that there is a significant influence between the level of internalization of mission and vision

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on employee  
performance (p-value  
0.000 and correlation  
coefficient 0.458).

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Setyawan, et al (2016)<sup>9</sup> showed significant influence between the level of internalization of mission and vision on employee performance (p-value 0.000 and correlation coefficient 0.458). The effectiveness of the process of internalizing the hospital's mission and vision among employees provides understanding and awareness for employees to participate in cultivating the hospital's core values so that employees live up to the hospital's mission and vision which is manifested in performance.

## DISCUSSION

The Institute for Healthcare Improvement has identified the "triple aim" problem that hospitals in the Asia-Pacific region must now overcome: enhancing population health and quality of care while keeping costs under control. However, many hospitals today find it difficult to pursue these difficulties together, as does the case in most of the region's countries. It is necessary to redefine and alter the roles and duties of public hospitals in local health systems in light of demographic and epidemiological shifts. It is the responsibility of management, policymakers, and medical experts to change public hospitals going forward.<sup>10</sup>

Problems are piling up for healthcare organizations these days for two main reasons: first, it's getting harder and harder to satisfy an increasingly "aware" and demanding user; and second, organizations need to restructure internally to stay up with the lightning-fast changes happening in technology and approach. Increasing complexity and doctors' abilities won't guarantee a company's most basic need: to provide customers with what they want. For this reason, a paradigm shift from a physician-centered to a "organization-driven" care process is necessary, as is a new approach to (i) maximizing patient value through achieving the best outcomes at the lowest cost.<sup>11</sup>

Over the course of the past few years, hospitals, both public and private, have placed a larger emphasis on the value of mission statements (MSs) and the dissemination of these documents to both internal and external stakeholders. A hospital's mission statement (MS) is the official document that outlines the objectives of the hospital as well as the primary reasons for the hospital's existence. Specifically, it is utilized within the framework of the hospital setting. In this particular case, the MS ought to be immediately associated with the healthcare requirements of the society that is being serviced, and it ought to become the initial stage in the process of preparing for the future.<sup>12</sup>

To begin a strategic change, it is necessary to define the institution's purpose, long-term objectives, and short-term targets. The "mission" statement articulates the unique goal or rationale of the organization. While carrying out its mission, the organization aspires to realize its vision, which reflects the goals set by its leaders. An organization's strategic goals are the broad, long-term objectives it sets out to achieve in order to fulfill its purpose.<sup>13</sup> Other study showed top five hospitals in the world have a number of valuable cultures in their missions, visions, and values. This is true regardless of the characteristics of the hospitals or the management strategies that they employ. Additionally, each hospital contains some illuminating descriptions that represent the particularities that are unique to that specific institution.<sup>14</sup>

In this way, mission statements can be considered to be the consequence of socially created organizational identity. Mission statements are a reflection of the members of an organization's shared understanding of the organization's values and beliefs. In addition, organizations separate themselves from other organizations by utilizing their purpose statements. In point of fact, management studies that take into account the mission and vision statements of companies have resulted in the provision of insights into corporate identity and can even function as substitutes for it. The mission statements of an organization not only establish the goals and purposes of the organization, but they also place an emphasis on the allocation of resources and describe the values (such as a religious orientation or academic focus) that underpin the behaviors of the organization. This helps to define the distinct roles that organizations play and further differentiate them from one another.<sup>15</sup>

Research carried out in Indonesia demonstrates that there is a substantial relationship between the degree to which employees internalize the mission and vision of a hospital and the level of performance that they exhibit in their jobs. Recommendations for increasing the internalization of the hospital's mission and vision among employees include increasing the role and example of leaders, involving employees in the preparation of the hospital's vision, and considering how to disseminate the hospital's strategic plan through more intensive and frequent efforts as well as through a special team that was formed. These recommendations were made in order to increase the internalization of the hospital's mission and vision among employees.<sup>9</sup>

The strategy for transitioning to a high-value healthcare organization involves five key factors: establishing and executing a corporate structure specifically focused on cardiovascular patients, which includes implementing new rules for clinical governance; driving changes through a unified matrix based on work volume and performance; enhancing innovation in

clinical processes and integrating clinical research as a fundamental element of clinical procedures; expanding geographical networking; and developing a sophisticated information technology (IT) platform.<sup>16</sup>

Additionally, the development of a mission is a good reflection of the focus and direction of the hospital's leaders and leadership, as well as the hospital's distinctive history, the hospital's role in the community, the social context, the human health orientation, and the expectations of the part of healthcare providers, demonstrating more about social responsibility and sustainability. Furthermore, there is a consensus on the vision of the hospital among the five hospitals, with a focus on the following aspects: the equity of patients and staff, the development of staff, and even staff leadership.<sup>14</sup>

These aspects can assist the hospital in attracting top staff, as well as improving the efficiency and results of hospital management in order to guarantee patient service. Finally, in the process of developing values, each of the five hospitals has a framework of guiding principles for achieving performance standards such as improving the quality of care and putting the patient at the center of care. These principles can be of great assistance to hospitals in developing strategic plans and improving their day-to-day management by using values as a benchmark.<sup>14</sup>

## CONCLUSION

There will be a connection between the organizational culture and the vision and mission of a health service providing agency. The level of performance that will be achieved as a result of this will be both effective and efficient.

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