Organizational Innovation Culture Model for Improving Health Material Service Performance in Police Hospitals:A Literature Review

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ABSTRACT

Background: This literature review aims to identify the ideal concept of health material services, existing organizational culture models, and their development.

Methods: Using a narrative analysis approach. Systematic search through CINAHL, MEDLINE, and google scholar databases. Search keywords using the PICO Worksheet include 1) Patient/Problem Patient: Military hospital, 2) Intervention: Organizational innovation culture, 3) Comparison: Private hospital and 4) Outcome: Material Service Performance Improvement with inclusion criteria, namely 1) quantitative research type and qualitative and other research relevant to the research objectives; 2) Subjects are military, police, and army hospitals; 3) published between 2005-2021; 4) articles using English; 5) article in full text.

*Results.*18 relevant studies have been identified, and the consequences of this research review show that inculcating a culture of innovation is seen as a vital requirement for providing resources for organizations to innovate. A strong organizational culture affects the effectiveness of the organization. Corporate culture, including leadership, norms, innovation culture, is a determining factor for the ideal of health services because it impacts company performance. Organizational innovation culture models in health services include Six Sigma and Supply Chain Management which aims to help improve corporate innovation culture and all elements in health services.

Conclusion: Organizational innovation culture plays a role in improving the performance of all elements in health services, but an environmental atmosphere is needed that supports innovation in optimizing health services

Keywords: Organizational innovation culture, material service performance, Police Hospital

INTRODUCTION

Effective material supply chain management plays an important role in improving organizational performance and hospitals' competitive advantage (1,2). Several innovations have been made to improve the efficiency of material services, such as 1) Forward Commitment Procurement (FCP), which is a technological innovation in supply chain management (3); 2) Modernization of integrated health material supply chain management applied to the First Level Health Facilities (FKTP) of the South Sulawesi Police Biddokkes (4) in the form of a system that ensures the continuity of the health material supply chain within the South Sulawesi Police Biddokkes ranks.

Innovations in the health material service system are expected to make the service process more efficient more scalable with real-time data. However, there are obstacles in its implementation due to the difficulty of HR adapting to the change from conventional services to technology system-based services. The main problem in the health sector is not the scarcity of innovation but the dissemination of innovative concepts, especially in the police hospital, which is bureaucratic and hierarchical, so organizational factors are very important in influencing innovation creativity (5).

One of the strategic steps in creating organizational change is to reform the corporate culture (6). Organizational culture is an important driver of creating a culture of organizational innovation (7,8) which affects organizational performance (9). Organizational innovation culture can strengthen the organization's ability to produce more innovative products, services, or processes (7,10). It is very important because, in the 4.0 era, organizations face a complex and dynamic environment. Usually, companies with a good organizational innovation culture can perform better (11–13). If implementing changes to the corporate innovation culture, the organization can increase its effectiveness and sustainable competitiveness (13,14).

Overall, organizational innovation culture is important to create an optimal performance (15). This literature review aims to identify the ideal concept of maternal health services in police hospitals and the existing organizational culture model and its development.
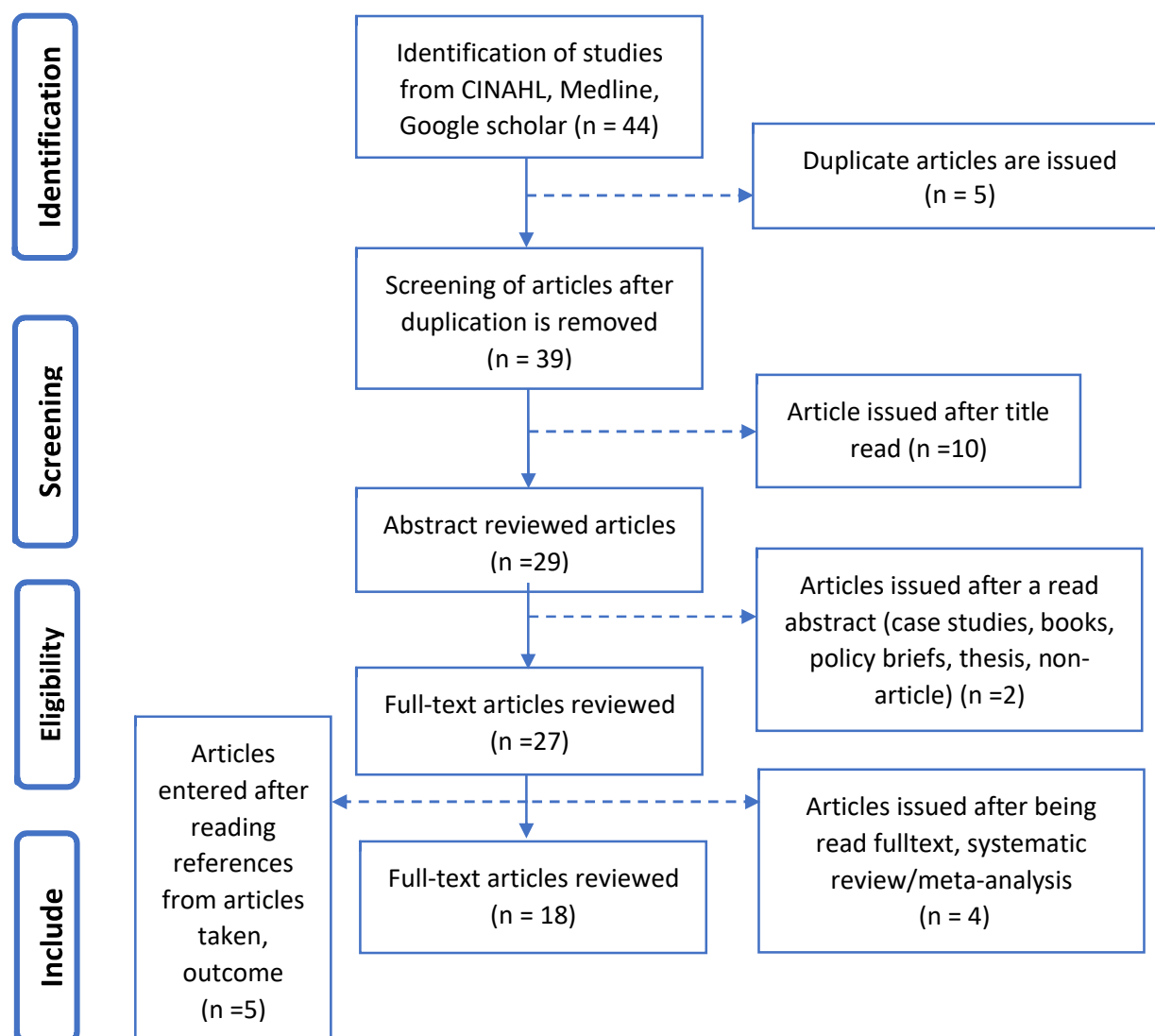
METHOD
Data collection
This study uses a literature review method with a narrative analysis approach in analyzing new findings on the organizational innovation culture model for improving the performance of health material services. The source of the article uses a database from CINAHL and MEDLINE. Another source is obtained from Google Scholar, which was published in 2005-2021. Forty-four articles were identified, which were taken for further screening. Eighteen articles meet the inclusion criteria, namely (1) quantitative and qualitative research types and other research relevant to the research objectives; (2) Subjects are military, police, and army hospitals; (3) published between 2005-2021; (4) articles using English; (5) article in full text.

Search strategy
The search keywords used were Military hospital, Organizational innovation culture model, Organizational innovation, Material Service Performance. A literature Flowchart shows the flow at each stage of the review process by mapping the number of records identified, included, and excluded and the reasons for the exceptions

Gambar 1.1 Flow diagram jumlahartikel yang dikumpulkansesuaitopik

RESULTS

Table 1 shows the study design characteristics with varied subjects: health workers, employees, companies, hospitals, and literature review articles. The whole issues in this review were 3,772, and there were two studies (16,17) did not mention the number of study subjects. The types of research include surveys (18–24), interviews and observations (25–27), literature   reviews   (16,17,28,29),   and   cross-sectional   (5,30)

Table 1. Study Characteristics

No	Title (author and year)	Main issue	Characteristics			Research variable	Results	Excess	Weakness
			Subjek	instrumen	Metode				
1	Measuring innovation culture in organizations: A generalized innovation culture construct is developed using exploratory factor analysis(18).	Academic and practitioner interest focuses on innovation as a method of competitive differentiation and creating customer value. However, the lack of attention in particular on developing a culture of innovation	282 employees of the financial services industry	*A model instrument for measuring an organization's innovation culture.*	Commonly used designs involve pretesting, revision, development of an initial tool, ensuring internal consistency, item analysis, and determination of validity. The multi-item measure of innovation culture is based on exploratory factor analysis. Descriptors are derived from existing literature, key informant interviews, and surveys of subjects'	innovation culture construction.	The dimensions of innovation culture include 1) intention to be innovative, 2) infrastructure to support innovation, 3) market orientation for innovation, and 4) environment for implementing innovation. The innovation culture scale is represented through a structure consisting of seven factors: innovation tendencies, organizational constituents, organizational learning, creativity and empowerment, market orientation, value orientation, and implementation context.	This study develops a more specific instrument for measuring organizational culture by looking at various aspects of the cultural dimension. Factor modeling instrument designed to measure corporate culture in multiple institutions not only in financial services	Researchers only list instruments conceptually and do not include how to use and measure cultural innovation in details that readers easily understand

| 2 | Determinants of innovation culture: A study of the textile industry in Santa Catarina(19) | The Brazilian textile industry has suffered the impact of products from other countries.Asian countries, mainly because of low prices | 441 employees from 16 companies | Questionnaire | Survey Method The data collection process begins with pertemuanbersa mamanajermasi ng-masingperusaha an yang dipilih, kemudiandilakuk anpresentasi yang menjelaskanpen elitiandantujuan nya.Data dianalisismengg unakanpemodel anpersamaanstr uktural | Innovation culture | The most influential determinant of innovation culture is Organizational structure.Flexibility and team presence show that the organization is developing a culture of innovation. | Researchers develop theoretical and practical models of the cultural reality of corporate innovation that can be used as a reference in assessing the innovation culture of a health agency. Articles are presented with structured and clear sub-discussions that make it easier for readers to analyze articles | The writing style of the article uses manycapital letters in the name, and there are some blank pages |
| 3 | Organizational culture and innovation culture: exploring the relationships between constructs(20). | Business and technological changes threaten sustainability Organizations are constantly under competitive pressure and forced to re-evaluate to produce new inventions. As a result, innovation is always important for | 245 employees | Questionnaire | Survey method. It was conducted in six-car companies, and employees filled out 245 questionnaires. A conceptual model is developed, and hypotheses are analyzed using ffactor analysis and then direct effects and indirectly from | a. Organizational culture b. Innovation culture | The construction of organizational culture (engagement, consistency, adaptation, mission) correlates with the structure. Innovation culture (intention to be innovative, infrastructure to support innovation, market orientation to creation, and environment to implement innovation). Most of the | The researcher claims that the results of this study have important managerial implications in business environment innovation by prioritizing customers and strengthening teamwork. | This study has limitations on the subject aspect because managers and experts only filled out the questionnaires while some employees, such as technical staff, were not considered. |

		survival danthe organization's long-term growth. Currently, it plays a more important role in the company's future to keep up with the rapid pace of market evolution.			the construction analyzed by path analysis technique.		correlations shown are worth positive except for the relationship between consistency and organizational learning and consistency and increased creativity.		
4	Ownership and leadership in building an innovation culture(21)	The administration has been shown to predict the creativity and innovation of employees, teams, and organizations. Nevertheless, most of the work on leadership and innovation is about broad leadership styles. Not much has been done to define and test leadership behavior's subtle and incremental effects. tertentu terutama dalam innovation and creativity literature.	631 employees and company owners	Questionnaire	Survey method Parallel multiple mediator modelsare used to test the hypothesis of variable relationship.	a. ownership b. leadership	It is found that there is partial support that mediates the culture of innovation. Leadership has a direct impact on innovation. An innovation culture is formed when a leader becomes a role model and supports creation by communicating the innovation vision, encouraging employees to innovate, providing systems and structures that enable innovation, and evaluating and rewarding innovation efforts. However, not all significant variables become mediators, namely training and development	Researchers show leadership models in detail that can improve the innovation culture in the structure and character of employee innovation	The researcher did not mention the standard instrument used in the survey. Researchers only show how to measure the agency using a scale in each sub-section

							because it is correlated with other variables such as system and structure, evaluation, and rewards.		
5	Organizational culture, innovation, and performance: A test of Schein's model(31)	Schein's multi-layer model of organizational culture offers a useful framework for thinking about the processes that drive innovation. The defining characteristic of this model is the subtle but important distinction between the various "layers" of organizational culture (i.e., values and norms, artifacts and behaviors).	100 head of law firm	Questionnaire and interview	Survey method to develop an empirical model based on Schein's conceptual model; This study reports a practical model test. Data collected from approximately 100 law firm heads (age 24-81 years) provided an appropriate empirical context for model testing. The findings generally support the hypothesized relationship.	A. An organizational culture b. innovation c. performance	The main result is how layers of organizational culture, especially norms, artifacts, and innovative behavior, partially mediate the effect of values that support innovation on firm performance measures. The findings have implications for theory and practice, especially concerning building an organizational culture in professional service firms that foster innovative behavior.	The researcher wrote clearly that the standard questionnaire instrument used was a Likert scale with points 1-5 to assess organizational culture, innovation, and performance within the company.	The researcher wrote clearly that the standard questionnaire instrument used was a Likert scale with points 1-5 to assess organizational culture, innovation, and performance within the company.

| 6 | A framework of the culture of innovation: A revisit(16) | Instilling a culture ofinnovation is an important requirement to provide the necessary materials for innovating. Different approaches have been applied to capture the framework that develops under enabling conditions and in an atmosphere of acceptance. However, most of the work has focused on specific elements of an innovation culture. | Article | - | Instilling a culture of innovation on three basic topics: conceptual aspects of creation, culture, and its relationship to innovation. | Innovation culture | Innovation is a phenomenon thatcomplex and diverse and influenced by many factors. From an organizational point of view, culture has many elements that can complement an organization's innovativeness. Instilling a culture of innovation is seen as a vital requirement to provide the necessary resources for organizations to innovate. The framework resulting from this review includes human factors and cultural-based determinants, which are always dynamic and contextual. | The author explains in detail the innovation culture framework from definition to a holistic model of innovation culture that is easy to understand and can be used as a reference in the development of service companies' innovations, including hospitals | Researchers only include meaning the type of research is a literature review but does not include the number of articles reviewed, the time limit for publication, and the inclusion criteria |
| 7 | A Healthcare innovation: a concept analysis(28). | In health care, the concept of innovation is used freely. Computerization , new treatments, and drug discoveries are labeled as innovations. The question is, what | 30 articles | - | The literature review uses CINHAL, PubMed, Medline, and data sources Google Scholar to clarify the meaning of innovation as a process that | a. Innovation b. health services | From the results of the literature review, it is found that the definition of health innovation is something new or perceived new by the population experiencing innovation, which has the potential to drive | The author describes the concept of innovation in stages and explains the Consequences that companies may face in developing innovations that | The journal format is written descriptively without detailed sub-discussions,maki ng it difficult to understand. In addition, the explanation of innovation in |

		is innovation, and how does it affect health?			requires leadership and other related factors.		change and potentially improve economic status or social status in health services	can be used as references in developing innovations in health services	health services is presented very little. There is only one paragraph
8	Healthcare innovation: Issues and future trends(26).	Although there has been a significant improvement in the healthcare industry, inefficiencies still exist, and little has been achieved in understanding how to overcome these inefficiencies using innovations in healthcare.	21 health executives from 21 health care units	Interview	Researchers conducted in-depth interviews with healthcare practitioners (e.g., CEO, COO, physician, IT director, quality director, board of directors, and administrator) from 15 healthcare providers, including two public hospitals, four community medical centers, four specialty medical centers, two emergency center nursing danthree nursing home	a. innovation b. health services	Future innovation trends are related to (1) information technology and databases, (2) results-based management, and (3) health care reform at various levels (county and state levels). Advances in information technology and databases will help healthcare practitioners build the basis for change in healthcare organizations. This will allow doctors and other health professionals to communicateeasily and quickly with patients and staff. In addition to advances in IT, the health care system in America is moving toward a results-based style of management function. It means that the health practitioner will	Researchers explain the innovation model and development strategy in health services with a technological approach that is easy to understand. It is easy to be used as a reference in implementing innovations in health services.	Researchers only write about innovations in health services from the perspective of health care providers and practitioners but do not involve clients who are objects in providing health services. Related research can be carried out in the future to develop health service innovations with perspective holistic

						perform therapy or treatment based on the patient's history and the individual's past therapy success. In other words, healthcare practitioners are moving toward medical practice that will be more of a science than a craft. Evidence-based medical practice requires the electronic accumulation of patient medical records. This kind of practice will lower health care costs and make it more affordable for Americans.		
9	The sustainability of healthcare innovations: a concept analysis(29)	Despite the significant empirical, theoretical, and practical contributions made to the development and implementation of health care innovations, little attention has been paid to their development.	41 article	-	Concept analysis method by including literature review, theoretical and empirical articles, books, and literature obtained through database searches (ABI/INFORM, Complete Academic Search,	Health service innovation	The sustainability of health care innovation is a multidimensional, multi-factorial notion that is used inconsistently or ambiguously and has different meanings in different contexts. The author proposes a broad conceptualization consisting of three characteristics: benefit, routinization or institutionalization,	Researchers present the process of reviewing literature and presenting data that is easy for readers to understand. In addition, researchers also describe the characteristics of innovation sustainability in easy-to-	The author only presents the concept of sustainability in general but not specifically in health services. Readers must do a deep reading to understand the concept of innovation in health services

No	Title		Sample	Instrument	Method	Variables	Findings		
					Complete Business Sources, CINAHL, Embase, MEDLINE and Web of Science) from 1996–May 2014, reference retrieval and citation search.		and development. Sustainable innovation is influenced by various prerequisites or factors related to innovation, context, leadership, and process.	understand language.	
10	Organizational culture types and their effects on organizational performance in Turkish hospitals (22)	Cultural transformation is beginning to be seen in Turkey's healthcare industry due to important structural changes through the position exchange program implemented by national government policies.	512 employees in 99 major Hospitals in Turkey	Questionnaire	The method used is a qualitative approach and Questionnaire survey. Organizational Culture Assessment is used to assess organizational culture Instruments (OCAI). Data analysis used the statistical package SPSS V.15. Reliability was tested by factor analysis. Correlation and regression analysis were carried out to investigate the relationship between variables	a. organizational culture type b. organizational culture effect on performance.	According to descriptive statistics, the dominant organizational culturein the health care industry in Turkey is a Hierarchical culture and is followed by Market culture and Clan culture. There is a significant difference between the organizational culture variance in public and private hospitals. Differences between public and private hospitals in terms of the Influence of Organizational Culture on Business Performance are as follows: 1. The effect of hierarchical culture on service and financial performance is seen in public hospitals.	Articles are published in structured sub-discussions to find the desired sub-chapter easily. The researcher presents the data in a simple table that makes it easier for the reader to interpret the results.	The author only describes the type of organizational culture in the Hospital in Indonesia, Turkey but gives a little explanation regarding the effects. In addition, the number of research samples still needs to be added to represent the research argument for the organizational culture of hospitals in Turkey

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							The same effect cannot be ascertained in private hospitals 2. The effect of market culture on financial performance is seen in private hospitals. The same effect cannot be ascertained in publichospitals.The corporate culture in Turkey's healthcare industry is based on stability, order, and control. Even though each hospital case has a different treatment, this result is surprising because such an organization effectively emphasizes a stable, predictable, and mechanistic process.		
11	Supply chain innovation and organizational performance in the healthcare industry(32)	Innovation is an important tool for organizations to gain a competitive advantage and improve performance. Thus, do SC innovations and processes improve SC and organizational performance?	243 Hospitals in South Korea	Questionnaire	Survey pilots. A proposed research model explains the impact of SC innovation, supplier collaboration, SC efficiency, and quality management (QM) practices on organizational	a. Supply Chain Innovation b. Organizational performance	*Supply Chain Management (SCM) is achieved through continuous SC innovation with supplier collaboration, improving organizational performance. To achieve SC innovation, corporate leaders must maintain an excellent work environment,*	This study contributes useful information for organizational leaders and managers in the healthcare industry, as the results show that successful implementation of SCM is achieved through continuous SC	Articles are not presented in a structured manner, making it difficult for readers to find the desired sub-discussion

				performance. The research model and the proposed hypothesis were tested using structural equation modeling based on data collected from 243 hospitals.			*including providing appropriate resources to support efficient operational processes for quality care.*Furthermore, reduce medical errors at the lowest or highest efficiency level.	innovation with supplier collaboration, which in turn improve organizational performance	
12	Factors influencing innovation in healthcare: a conceptual synthesis (17)	Despite the relatively broad period in which innovation has been discussed and studied, how it appears in the literature shows that much remains to be learned. Innovation can mean different things to the people, professions, and businesses that different	Article	-	A literature review was conducted for innovation models in organizations. Secondary data were collected from various NHS publications on health care innovations which were then reviewed and synthesized with models in the literature.	Innovation in healthcare	Overall, this paper provides data showing that several factors are responsible for innovation in the health sector. The invention can be realized by responding to social concerns, supply chain issues, and sustainability efforts.	The researcher presents the results of the literature review in the form of figures regarding the factors that influence innovation in the health sector that are easy for readers to understand	The researcher did not include the number of articles and the limitation of the year of publication and the literature selection process before the review was carried out
13	Organizational innovation culture and firms' new product performance in two emerging markets: The moderating	As a source of competitive advantage for companies, innovation has stimulated the interest of scholars in identifying the	433 manufacturing companies	questionnaire	Metode of survey	a. Organizational innovation culture b. The company's new product performan	The study results found a positive relationship between organizational innovation culture and the new product performance of the company. Organizational	This study claims to have significant implications for practitioners concerned with organizational management. Research resultsprovide	Researchers only focus on the three dimensions of an innovation culture and only use samples from two developing countries that

#	Title		Sample	Instrument	Method	Variables	Findings	Contribution	Limitations
	effects of institutional environments and organizational cohesion(23)	factors.The main determinant is from the perspective of organizational culture. However, there is a paucity of research on innovation culture in the context of emerging markets				ce	cohesion directly affects performanceproducts, and positive moderators incorporate innovation culture and unique product performance. Furthermore, regarding the institutional environment, we find that the effect of organizational innovation culture on the new product performance of firms is stronger in China than in Vietnam.	detailed explanationstowards managerial duties in developing a more innovative culture within the company	have a national cultural equality
14	The mediating role of innovation culture on the relationship between Six Sigma and organizational performance in Dubai police force(24)	Six Sigma is one of the most popular tools used for continuous improvement. These tools can improve the business processes of different organizations. However, implementation ofSuccessful Six Sigma requires an appropriate culture	252 PDF section chief	Questionnaire	A questionnaire survey was conducted to collect research data. The population of this study consisted of the head of the PDF section. A total of 388 questionnaires were distributed, and only 252 people filled in the questionnaire completely. Structural equation	a. Innovation culture model b. Six Sigma c.Organizational performance	Six Sigma is very important for PDF to achieve its objectives and planned performance. Effective and efficient implementation of Six Sigma in PDF can reduce variation in processes and customer complaints, improve customer satisfaction, and improve overall performance. Thus, the level of Six Sigma practice in PDF is sufficient to drive organizational performance. In	This study provides a theoretical contribution to developing performance improvement models through Six Sigma and cultural innovation that can affect organizational performance. In addition, the researchers included recommendations for further research.	The presentation of the data in this study was not made with clear sub-chapters in the results and data analysis section, making it difficult for readers to analyze the desired sub-chapters.

				modeling was carried out to test the hypothesized model.		addition, managers' awareness of Six Sigma primarily leads to better performance and sustainable competitive advantage. In addition, Six Sigma plays an important role in strengthening the culture of innovation and building a reliable work environment. This study shows that the culture of innovation has a positive and significant effect on organizational performance.		
15	Factors influencing the creativity and innovation in managers of military and civilian hospitals in Tehran(5)	Hospitals need creative and innovative managers to survive and thrive together with organisasi pada umumnya.. Mengembangkan dan melatih manajer seperti itu memerlukan konteks yang sesuai, harus disediakan melalui faktor determinants that affect creativity and	90 senior managers	Cuisine	This study used a cross-sectional approach. Senior and middle managers from 9 military and civilian hospitals were sampled. Data were analyzed in SPSS software. The ANOVA test was used to compare the mean scores between groups.	a. a. Factors that affect creativity b. b. Factors Affecting Innovation	Organizational factors are the most important factors influencing the creativity of managers in military and civilian hospitals. Among the subcategories of organizational factors, factors related to the reward system received the maximum score. The most important factor influencing manager innovation hospital is a personal factor consisting of the knowledge and	This research explains that innovation must be supported by an organizational culture that can accept innovation and change. Because without it, the invention will not be useful. The researcher lists the limitations research yang can be a reference for further research	The researcher does not present the data on the percentage of respondents' characteristics in the table but writes descriptively as a result of interpretation

		innovation in individuals.					expertise of the manager. Providing a conducive organizational environment can encourage hospital managers to be creative. In addition, making changes in corporate culture can make innovation a positive value and norm.		
16	Police culture and change: The case of Compstat in police organizations(27)	The multidimensional role of the concept of culture in changing organizations; if so, has the introduction of Compstat considered to have changed the values of organizational culture?	26 police officers	Interview, observation, and document analysis	Surveys are collected in case of studies through in-depth interviews, documents, and observations. Interview Data were analyzed using grounded theory.	a. Police culture b. Changes in the police organization	This study reveals that technological change (i.e., computerization of work), generational differences (i.e., educational level, new priorities), societal change, leadership, dissemination of new ideas about management, and new policing approaches (i.e., community policing, oriented policing) which developed in the academic world all contribute to cultural change in NPD. Apart from these factors, there is unusual agreement on the influence of	This research provides a dynamic and contextual understanding of the change process; presents the perspectives of not only police managers but also officers of various ranks and positions	The researcher did not include the research time and interview aspects used for the research instrument

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							Compstat on cultural change in the NPD in terms of 'policing approaches' and 'policing organization management.'		
17	Assessment of organizational culture types, leadership styles, and their relationships within governmental and non-governmental hospitals in Gaza Strip of Palestine(30)	Organizational culture and leadership have been studied several times in various fields. However, the research tries to determine the relationship between corporate culture and leadership because it is still indistinguishable, or more evidence is needed.	400 hospital staff	Organizational culture Assessment Inventory (OCAI) dan Multifactor Leadership Questionnaire (MLQ)	The research design is a descriptive cross-sectional approach carried out in three government hospitals and two non-government hospitals from June to December 2018. The target population includes all categories of staff who work in hospitals as doctors, nurses., paramedics and administrators.	a. Organizational culture type b. Leadership style c. Relationship with Hospital	The sample characteristics are 82.5 % from government hospitals, while 17.5 % are from non-government hospitals. Clan culture and hierarchical culture are the most dominant forms of organizational culture in hospitals in Gaza. Managerial styles in the investigated hospitals are transformational and transactional. The results showed a significant positive relationship between transformational style and transactional leadership with organizational culture.	Research is presented in sub-chapters that make it easier for readers to find the needed discussion. Researchers explain in detail the research procedures and present data in easy-to-understand language	The cross-sectional design of this study has several weaknesses because it can cause contextual changes in the interpretation of the results
18	Organizational culture and Employee Health and Wellness Programme service delivery in South African	Although stress is an inevitable aspect of human nature, employees need to be helped to cope in their work	15 EAP personnel	Semi-structured interview	Applied research method with qualitative approach Interview	a. Budaya organisasi b. Program kesehatan dan kesejahteraan karyawan	Research findings reveal that the lack of management support for EHW services affects service delivery. They point out that commanders do not use EHW	This study provides topic recommendations for further research that are still relevant.	Researchers do not present research results with good margins, and there are many sub-discussions in each theme

		Police Service in Limpopo(25)	environment. Therefore, it is the responsibility of management to implement strategies within their organizations that promote the well-being of their employees					services except in a state of crisis. The key points in this finding are: 1) Some police officers do not have a clear understanding of organizational culture; 2) Organizational culture is seen as the image of the organization which is determined by rules and regulations; 3) Police define organizational culture as practices such as respect and judgment, the use of uniforms and work expectations as viewed by SAPS; 4) Training is seen as preparation for police officers towards adherence to organizational culture; 5) Police officers are seen as emotionally strong people, leading to underutilization of existing EHW services; 6) Police officers lack confidence in EHW services which results in lower service utilization.		that can confuse readers.

This research review shows that embedding a culture of innovation is vital for providing resources for organizations to innovate. Strong organizational culture affects organizational effectiveness (16). Corporate culture, including leadership, norms, innovation culture, is a determining factor for the ideal of health services because it impacts company performance (21,31). Organizational innovation culture models in health services include Six Sigma (24) and Supply Chain Management (SCM) (32), which aim to help improve corporate innovation culture and the performance of all elements in health services
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DISCUSSION
Ideal Concept of Police Hospital health material services

The sustainability of healthcare innovation is a multidimensional, multi-factorial notion that is used inconsistently or ambiguously and has different meanings at different times in other contexts.
Continuous innovation is influenced by various prerequisites or factors related to innovation, context, leadership, and process (29).

Leadership has a direct impact on innovation. An innovation culture is formed when a leader becomes a role model and supports creation by communicating the innovation vision, encouraging employees to innovate, providing systems and structures that enable innovation, and evaluating and rewarding innovation efforts (21). The most influential determinant of innovation culture is organizational structure. Flexibility and team presence are indicators that the organization is developing a culture of innovation (19).

Future innovation trends are related to (1) information technology and databases, (2) results-based management, and (3) health care reform at various levels. Information technology and databases will help healthcare practitioners build the foundation for change in healthcare organizations. This will enable doctors and other healthcare professionals to

communicate easily and quickly with patients and staff. In other words, healthcare practitioners are moving toward medical practice that will be more of a science than a craft. An evidence-based medical procedure that requires the electronic accumulation of patient medical records. Such a practice will lower the cost of health care and make it more affordable for society (26).

Several factors are responsible for healthcare innovation. Innovation can be realized by responding to supply chain issues, social concerns, and sustainability efforts (17). Technology (i.e., computerization of work), generational differences (i.e., educational level, new priorities), community change, leadership, dissemination of new ideas about management, and new policing approaches (i.e., community policing, problem-oriented policing) developed in the academic world all contribute to cultural change in the police force (27). Health material services in the police force are influenced by management support and examples from the highest leadership to understand organizational culture regulatory rules (25).

The organization is the most important factor influencing the creativity of managers in military and civilian hospitals. Providing a conducive organizational environment can encourage hospital managers to be creative. In addition, making changes in corporate culture can make innovation a positive value and norm (5). The most important factor influencing the creation of hospital managers is the personal factor which consists of the knowledge and expertise of the manager.

Organizational innovation culture model

Innovation is a complex and diverse phenomenon and is influenced by many factors. From an organizational point of view, culture has many elements that can complement an organization's ability to innovate (16). From a health perspective, innovation is considered something new or

perceived as new by the population experiencing innovation, which can encourage change and potentially improve economic status or social status in health services (28). Organizational innovation culture positively impacts product performance in a company (23), including health institutions.

Innovation culture is (intention to be innovative, infrastructure to support innovation, market orientation to innovation, and environment to implement innovation) (20). The dimensions of innovation culture include 1) intention to be innovative, 2) infrastructure to support innovation, 3) market orientation for innovation, and 4) environment for implementing innovation. The innovation culture scale is represented through a structure consisting of seven factors: innovation tendencies, organizational constituents, organizational learning, creativity and empowerment, market orientation, value orientation, and implementation context (18). Corporate culture construction (engagement, consistency, adaptation, mission) correlates.

Six Sigma

In addition, there is a model of innovation culture in police hospitals, namely Six Sigma, which functions in helping hospitals achieve planned performance goals. Six Sigma is one of the popular tools used for continuous innovation (24). Its effective and efficient implementation reduces process variation and customer complaints, increases customer satisfaction, and improves overall staff performance.

Supply Chain Management (SCM)

Organizational innovation culture models such as Supply Chain Management (SCM) improve organizational performance through continuous collaboration with suppliers. To achieve Supply Chain innovation, corporate leaders must maintain an excellent work environment, including providing the right resources to support efficient operational processes for high-quality care and reducing medical

errors at the lowest cost or the highest efficiency level (32).

LIMITATIONS OF THE RESEARCH
This review describes an organizational culture of innovation that can be applied to improve performance in police hospitals. Some of the corporate innovation culture models mentioned can be implemented directly in hospital management. However, in the articles analyzed, some articles do not mention the number of subjects, time, and interview points given to respondents in the survey research, each consisting of 1 piece.

CONCLUSION
Organizational innovation culture plays a role in improving the performance of all elements in health services. However, it must be supported by a creative and innovative leadership style and an environmental atmosphere that promotes optimizing health services.

CONFLICT OF INTEREST
The author declares no conflict of interest in preparing the manuscript.

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