

The Effect of Organizational Culture and Discipline on Employee Performance Moderated by Work Satisfaction: The Case of Rumah Sakit Umum Pusat Mohammad Hoesin Palembang

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Article Information:

Received: June 03, 2025, Accepted: June 12, 2025, Published: July 01, 2025

Abstract

This study aims to determine 1) The influence of organizational culture on employee job satisfaction at RSMH Palembang. 2) The influence of discipline on employee job satisfaction at RSMH Palembang. 3) The Influence of Organizational Culture on Employee Performance at RSMH Palembang. 4) The Influence of Discipline on Employee Performance at RSMH Palembang. 5) The influence of job satisfaction on employee performance of RSMH Palembang. This type of research is Associative. The variables used by the researcher are organizational culture, discipline, job satisfaction, and performance variables. The sample in this study consisted of 108 employees from RSMH Palembang, who were selected using a Cluster Random Sampling Method. The data used in this study were primary data collected using a questionnaire. The data analysis technique used was Structural Equation Modeling (SEM) with the LISREL program application. The results of this study indicate that: 1) Organizational culture has a significant effect on the job satisfaction of RSMH Palembang employees. 2) Discipline has a significant effect on the job satisfaction of RSMH Palembang employees. 3) Organizational culture has no significant effect on the performance of RSMH Palembang employees. 4) Discipline has a significant effect on the performance of RSMH Palembang employees. 5) Job satisfaction has a significant effect on the performance of RSMH Palembang employees.

Keywords: Organizational Culture, Discipline, Employee Performance, Work Satisfaction, Hospital

1. Introduction

Human resource management (HRM) plays a crucial role as a driver in running operations and production within a company and is essential in maintaining the continuity of the company's survival. The process of utilizing human resources and other resources effectively and efficiently is directed at achieving company goals. Human Resources (HR) are also considered company assets. HR management and development require employee performance assessments as the primary benchmark, as effective human resource management improves employee work performance and company productivity. Human resource management in a company is essential

because it can significantly influence the optimization of employee performance, ultimately impacting the company's overall performance.

Employee performance is directly related to effective human resource management at the individual, company, and workgroup levels. Human resources greatly determine management in the organization, meaning that performance meeting expectations will be realized if humans possess the power and abilities necessary to fulfill the demands of company activities. According to [Mangkunegara \(2017\)](#), employee performance is the result of the work in terms of quality and quantity achieved by an employee.

Based on initial observations that reveal higher disagreement, this suggests that there are issues related to employee performance. When researchers conducted a field survey, they obtained information indicating that the problem conditions at RSUP Mohammad Hoesin Palembang were related to quality, quantity, and relationships between employees, as employees had not been able to improve their performance in accordance with SOPs at the Hospital. Employees have also struggled to maintain the stability of their work achievements at the hospital, which has impacted the relationship between employees. As a result, employees have been unable to improve communication between coworkers. This needs to be evaluated further to find out the problems that occur and the impacts that will be caused if they continue. A company that is able to influence comfort at work will reap many benefits. In this case, it is necessary to improve communication to improve employee comfort at work. The phenomenon of job satisfaction that can be observed includes the absence of awards given for work achievements made by employees, such as job promotions, as a form of recognition in Health Services in Palembang City. The phenomenon that occurs is that some coworkers shift responsibility while working, such as when employees fail to arrive according to shift hours. As a result, within a few minutes, the work becomes the responsibility of employees who are still present that day. The work environment that occurs is characterized by several rooms with inadequate air ventilation, which interferes with the quality of work and comfort while working.

One crucial factor that influences performance is job satisfaction. Job satisfaction, according to [Edy \(2016\)](#), is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and factors related to physical and psychological aspects. Job satisfaction reflects a person's feelings about their work. This is evident in the positive attitude of employees towards their work and everything they encounter, which supports the optimization of their own performance. Employees who do not get job satisfaction will generally never achieve psychological satisfaction and will eventually develop negative attitudes or behavior, which in turn can lead to frustration and lack of discipline; on the other hand, satisfied employees will be able to work well, enthusiastically, actively, and can perform better than employees who do not get job satisfaction ([Octavianti & Hamni, 2022](#)). Research Gap related to the influence of Job Satisfaction on employee performance. [Damanik et al. \(2024\)](#) and [Tajuddin et al. \(2020\)](#) showed that job satisfaction has a significant effect on employee performance. In contrast to [Alfiyah \(2021\)](#) research, her results indicated that work discipline has an effect, albeit not a significant one, on employee performance.

The phenomenon of organizational culture is evident in the fact that some employees are still not detailed or careful in completing their work, resulting in mistakes in task completion. This error occurs because employees are not thorough enough in their work, suggesting that the employee's work attitude is careless and does not meet the agency's expectations. Work does not reflect attitudes and values that are not good, and as a result, the work produced is less than

optimal. The problem that arises is that some employees find it difficult to discuss issues when they occur, which sometimes causes them to disturb other colleagues while they are working. For employees who do not establish good relationships and communication, there is often a colleague in their team who occasionally brings personal problems to work, causing employees struggling with their issues to feel disconnected from the team.

Organizational culture, a term that refers to the shared values, beliefs, and practices within an organization, is a significant factor in employee performance and job satisfaction. This culture is evident in the way employees interact, the decisions they make, and the overall work environment. Research Gap related to the influence of organizational culture on performance. [Tajuddin et al. \(2020\)](#) and [Bilqis et al. \(2023\)](#) found that the results of their research indicate a positive and significant effect of organizational culture on employee performance. This research aligns with the findings of [Alfiyah \(2021\)](#). The results of her study explain that organizational culture has no significant effect on employee performance. Organizational culture is a habit that is repeatedly carried out by employees in an organization. Work culture has a profound meaning because it influences the attitudes and behavior of human resources, enabling them to achieve higher work productivity in the face of future challenges.

Culture is a comprehensive pattern of behavior that is evident in social life, art, religion, institutions, and the work and thoughts of a group of people. Five factors that influence work culture are employee responsibility, innovation, orientation towards results, knowledge, and work systems. These factors will directly affect the work culture of employees in a company or organization. This finding aligns with research conducted by [Shodiyah \(2017\)](#), which suggests that work culture has a significant impact on employee performance. Organizational culture is a key factor in shaping performance. Organizational culture refers to the values and norms that apply to the organization and are accepted by all its members. A thorough assessment of organizational culture can encourage employees to work more effectively and ultimately enhance the performance of individuals within the organization. The higher the quality of the factors contained in organizational culture, the better the organization's performance. Employees who understand the overall values of the organization will make these values an integral part of the organizational personality.

Employee job satisfaction is not just a personal matter; it is a crucial factor that significantly influences the success of an organization. Job satisfaction is a person's perspective, either positive or negative, about their work or a general attitude that reflects several interrelated attitudes from a person towards their work in the company. Several key components that significantly impact job satisfaction include organizational culture, work discipline, and work environment. The organizational culture prevalent in many companies today influences employee behavior. Therefore, when an employee is part of a company, they must be able to follow the habits and culture that prevail within the company. In fact, the dominant culture is not necessarily in accordance with the characteristics of individual employees but must adapt. Differences or shortcomings in the organizational culture disrupt interactions between coworkers. By combining strategic HR with the development of organizational culture, it is hoped that the way employees work and behave will produce an outcome that makes the organizational system more efficient.

Work discipline is not just a tool; it is a powerful means for managers to communicate with employees, encouraging them to change their behavior and increase awareness of and willingness to comply with all company regulations and applicable norms. This structured

approach can significantly improve employee performance, thereby helping the company achieve its goals optimally. Employee performance also depends greatly on the extent of discipline that has been carried out by RSUP Mohammad Hoesin Palembang employees in carrying out their work.

Work discipline also affects performance. According to [Hasibuan \(2018\)](#), work discipline refers to a person's awareness and willingness to comply with all organizational regulations and applicable social norms. With high work discipline, it will help improve employee performance. Discipline is a form of obedience or compliance with applicable regulations, both written and unwritten. This obedience is manifested in the form of attitudes, behavior, and actions that are in accordance with these regulations. How can an organization run well if its employees or human resources are not disciplined and lack awareness and willingness to follow all the rules of the organization?

On the other hand, if employees increase discipline by starting with a high level of awareness and adhering to all organizational regulations, a good or positive work atmosphere will be created, which will significantly impact employee performance. Work discipline is a tool used by managers to communicate with employees, encouraging them to change their behavior and increase awareness of and willingness to comply with all company regulations and applicable norms. Who is trying to improve the performance of their employees in order to achieve company goals optimally? Leadership style is one of the drivers in enhancing employee performance. Research Gaps related to the influence of discipline on employee performance have been addressed by [Damanik et al. \(2024\)](#). The results of their research explain that work discipline has a positive and significant effect on employee performance. In contrast to Alfiyah's (2021) research, her results suggest that work discipline has an impact, albeit not a significant one, on employee performance.

Work discipline has a significant influence on ensuring good employee performance, as it is a form of employee awareness and willingness to comply with all company regulations and applicable norms. Through work discipline, it becomes a determinant of whether employees adhere to the rules or not. Thus, if employees have good work discipline, it will undoubtedly have a positive impact on their performance, as disciplined employees will be far less likely to engage in deviant actions that can hinder their work process. High work discipline also affects performance; it can help improve employee performance. Similar research was conducted by [Sari, Andika and Hasibuan \(2022\)](#). The results of the analysis indicate a significant simultaneous influence among the three variables, as well as a substantial partial influence of the variables of organizational culture, motivation, and work discipline on employee performance at the Forest Area Consolidation Center, Region I, Medan.

Mohammad Hoesin Central General Hospital in Palembang is a hospital owned by the Ministry of Health, located on Jalan Jendral Sudirman, km 3.5, Sekip Jaya, Kemuning District, Palembang City, South Sumatra. It plays a role in implementing health services. The role of employees at Mohammad Hossein Hospital in Palembang City is to carry out tasks in accordance with the regulations that have been set. The following presents the performance achievements of employees at Mohammad Hossein Hospital, Palembang, in 2021, based on the quantity and quality of work completed, as well as the timeliness of its completion. An organization, in achieving its goals, will always encounter problems, as happened in RSUP Mohammad Hoesin Palembang City, where researchers found that Employee performance is significant for a company to know the abilities, skills, goals, work standards, and time used by

employees to work. In this case, employee performance will determine whether a company achieves its goal. The company, in achieving its goals, will encounter various problems—the phenomena of issues that occur in RSUP Mohammad Hoesin can affect the company's success.

2. Literature Review

According to [Afandi \(2018\)](#), several factors influence employee performance, including ability, personality, work interest, clarity and acceptance of a worker, level of worker motivation, competence, work facilities, work culture, leadership, and work discipline. Meanwhile, according to [Kasmir \(2019\)](#), several factors influence performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

One of the critical factors that influences performance is job satisfaction. Job satisfaction, according to [Edy \(2019\)](#), is an employee's attitude towards work-related aspects, including work situations, cooperation between employees, rewards received at work, and factors related to physical and psychological well-being. Job satisfaction reflects a person's feelings towards their work. This is evident in the employees' positive attitude toward their work and everything they encounter, which supports the optimization of their own performance. Employee performance is crucial for a company to understand the abilities, skills, goals, work standards, and time spent by employees on their tasks. In this case, employee performance will determine whether a company achieves its goal. The company, in achieving its goals, will find various problems.

The Influence of Organizational Culture on Job Satisfaction at Mohammad Hossein Hospital, Palembang. According to [Hendri et al., \(2021\)](#), one of the factors that influence employee job satisfaction is organizational culture. If the organizational culture is good, job satisfaction will also increase, and vice versa. According to research by [Tajuddin et al. \(2020\)](#), organizational culture has a significant effect on job satisfaction. In contrast to previous research conducted by [Alfiyah \(2023\)](#), her study found that organizational culture had no significant impact on job satisfaction. The phenomenon that occurred at Mohammad Hossein Hospital, Palembang, related to Organizational Culture and discipline in performance, was that employees did not achieve good work results and were unable to meet the immense workload.

The Influence of Discipline on Job Satisfaction at Mohammad Hossein Hospital, Palembang. According to [Hendri et al., \(2021\)](#), one of the factors that influence employee job satisfaction is work discipline. If work discipline is good, job satisfaction will also increase, and vice versa. Research conducted by [Damanik et al. \(2024\)](#) and [Sari et al. \(2022\)](#) found that work discipline has a significant effect on job satisfaction. In contrast to previous research conducted by [Alfiyah \(2023\)](#), the results showed that work discipline has no significant impact on job satisfaction. The phenomenon that occurred at Mohammad Hossein Hospital in Palembang is related to an organizational culture that is not yet optimal and still requires attention, as evidenced by employees who feel dissatisfied with the culture implemented by the agency. In addition, work discipline is not optimal; for example, there are still employees who ignore the quantity of work while working, there are still employees who are not in the room during working hours, there are still employees who do not arrive on time, and there is a lack of work discipline from the employees themselves. Indeed, not all employees often do things that violate the rules; some employees consistently follow the rules when carrying out the tasks assigned to them. However, the lack of organizational culture and work discipline can certainly affect employee

performance, which in turn will impact the agency.

The Influence of Organizational Culture on Performance at Mohammad Hossein Hospital, Palembang. According to [Kasmir \(2019\)](#), one of the factors that influence employee performance is organizational culture. Research studies, according to [Tajuddin et al. \(2020\)](#) and [Bilqis et al. \(2023\)](#), indicate that the results of their research explain that organizational culture has a positive and significant effect on employee performance. This research aligns with the findings of [Alfiyah \(2021\)](#). The results of her study explain that organizational culture has no significant impact on employee performance. The phenomenon that occurs at Mohammad Hossein Hospital, Palembang, is that some employees are not careful, resulting in mistakes in data input. Additionally, employees sometimes struggle to control their attitudes or personal problems, which can affect their work performance.

The Influence of Discipline on Performance at Mohammad Hossein Hospital, Palembang. According to [Kasmir \(2019\)](#), one of the factors that influence employee performance is work discipline. High work discipline also affects performance; it will help improve employee performance. The results of research by [Sari et al. \(2022\)](#) and [Damanik et al. \(2024\)](#) indicate that work discipline has a positive and significant effect on employee performance. In contrast to [Alfiyah \(2021\)](#) research, her results suggest that work discipline has an impact, albeit not a significant one, on employee performance. The phenomenon that exists at the Mohammad Hossein Hospital, Palembang, is that there are still employees who do not use their time effectively, which results in less-than-optimal performance results and also from the results of the pre-reset where employees do not always follow the SOP or provisions that have been set.

The Influence of Job Satisfaction on Performance at Mohammad Hossein Hospital, Palembang. According to [Kasmir \(2019\)](#), one of the factors that influences employee performance is job satisfaction. Research conducted by [Damanik et al. \(2024\)](#) and [Tajuddin et al. \(2020\)](#) demonstrated that job satisfaction has a significant impact on employee performance. In contrast to [Alfiyah \(2021\)](#) research, the results of her study indicated that work discipline had an insignificant effect on employee performance.

3. Research Method

The study is conducted at the Mohammad Hoesin Central General Hospital, Palembang, located at Jalan Jenderal Sudirman, km 3.5, Sekip Jaya, Kemuning District, Palembang City, South Sumatra 30126. The variables in this study comprise four categories: independent variables (X1 and X2), dependent variables (Y), and intervening variables (Z). The performance indicators are work quality, quantity, and relationships between employees. The indicators of job satisfaction include coworkers, opportunities for promotion, and the work environment. The indicators of organizational culture include attention to detail, orientation to results, and team orientation. The indicators of discipline are punctuality, work awareness, and responsibility. The population used in this study consisted of all staff and employees at the Mohammad Hoesin Central General Hospital, Palembang, totaling 2,724 people. The sample used in the SEM (Structural Equation Modeling) study consisted of a minimum of 100 to 200 samples. The minimum sample size is typically 5 to 10 times the number of estimated parameters. In this study, there are 15 indicators (estimated parameters) multiplied by 10, and the sample used is 12 indicators x 9 (minimum number of estimated parameters) = 108 samples. The sample to be used in the study on employees of Mohammad Hossein Hospital in Palembang consists of 108 employees. The sampling method used in this study is Cluster random sampling. The data collection method used in this study is interviews and questionnaires, namely the answers from

respondents to a series of questions related to the Influence of Organizational Culture and Discipline on Performance through Job Satisfaction of employees at Mohammad Hossein Hospital Palembang, according to the indicators used by the researcher. The analysis model used in this study is Structural Equation Modeling (SEM).

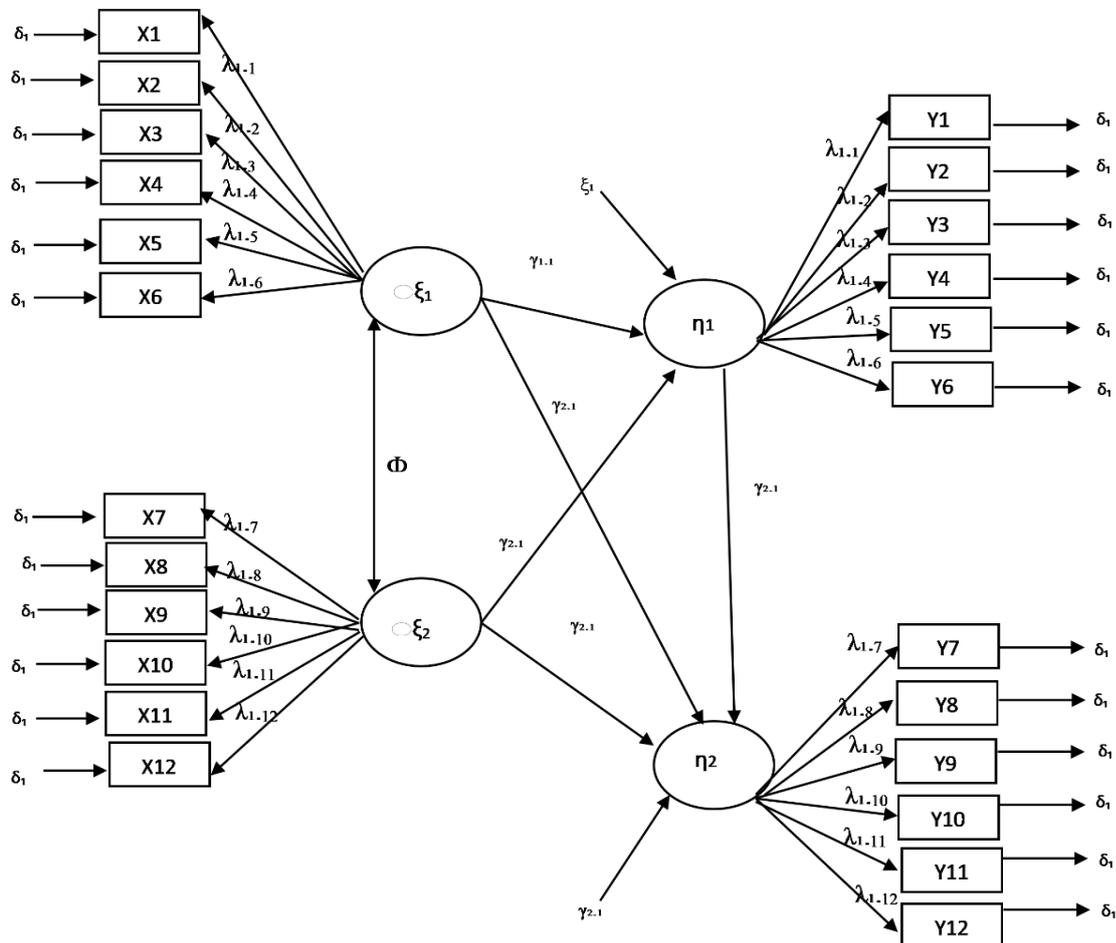


Figure 1. Structural Equation Modeling

ξ_1 = (ksi1); exogenous latent variable organizational culture

ξ_2 = (ksi2); exogenous latent variable discipline

η_1 = (eta1); endogenous latent variable job satisfaction

η_2 = (eta2); endogenous latent variable performance

γ = (gamma); direct relationship of exogenous variables to endogenous variables

ζ = (zeta); error in the equation is between exogenous variables and/or endogenous variables to endogenous variables.

β = (beta); direct relationship of endogenous variables to endogenous variables

δ = (delta), measurement error of exogenous variables

ϕ = (psi), how to show the covariance or correlation matrix between a set of constructs

ϵ = (epsilon), measurement error of exogenous variable indicators

λ = (lambda), relationship between exogenous and endogenous latent variables to their indicators.

x_1, \dots, x_6 = indicators of exogenous latent variables organizational culture

x7,...,x12 = indicators of exogenous latent variables discipline
 y1,...,y6 = indicators of endogenous latent variables job satisfaction
 y7,..,y12 = indicators of endogenous latent variables performance

4. Findings and Discussions

Confirmatory Factor Analysis (CFA). This analysis is conducted separately for each construct to test the measurement model through the evaluation of construct validity and construct reliability. Organizational culture (Budaya), discipline (Disiplin), job satisfaction (Kepuasan), employee performance (Kinerja).

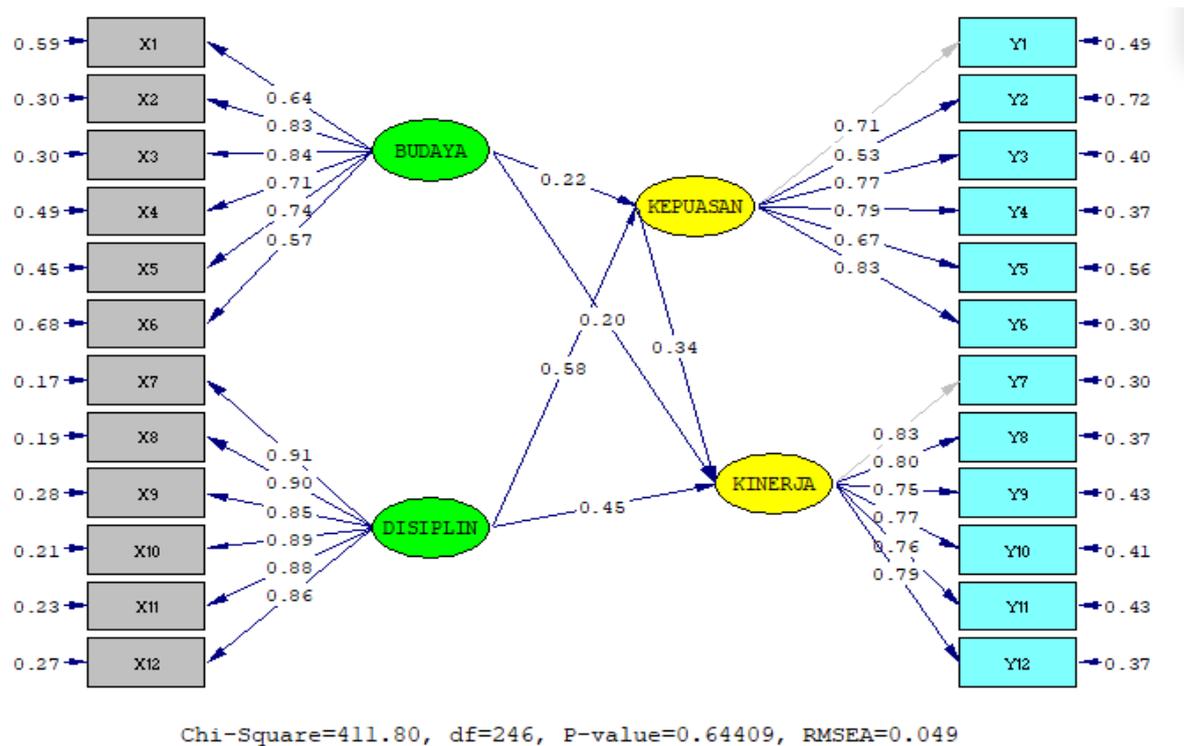


Figure 2. Confirmatory Factor

Analysis Based on the image above, it shows that all loading factor variables have values greater than the error value (0.05). This shows that the CFA (Confirmatory Factor Analysis) test at the initial stage has met the requirements for the next stage of testing.

Table 1. Goodness of Fit Result

<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	Result	Model Evaluation
P-Value	≥ 0,05	0.64	Good Fit
RMSEA	≤ 0,1	0.49	Good Fit
GFI	≥ 0,90	0.76	Fit
NNFI	≥ 0,90	0.96	Good Fit
SRMR	≤ 0,1	0.065	Good Fit
IFI	≥ 0,90	0.97	Good Fit
CFI	≥ 0,90	0.97	Good Fit
RFI	≥ 0,90	0.92	Good Fit
NFI	≥ 0,90	0.93	Good Fit

Based on the table above, the model is good because the overall goodness-of-fit index criteria are in the good fit category.

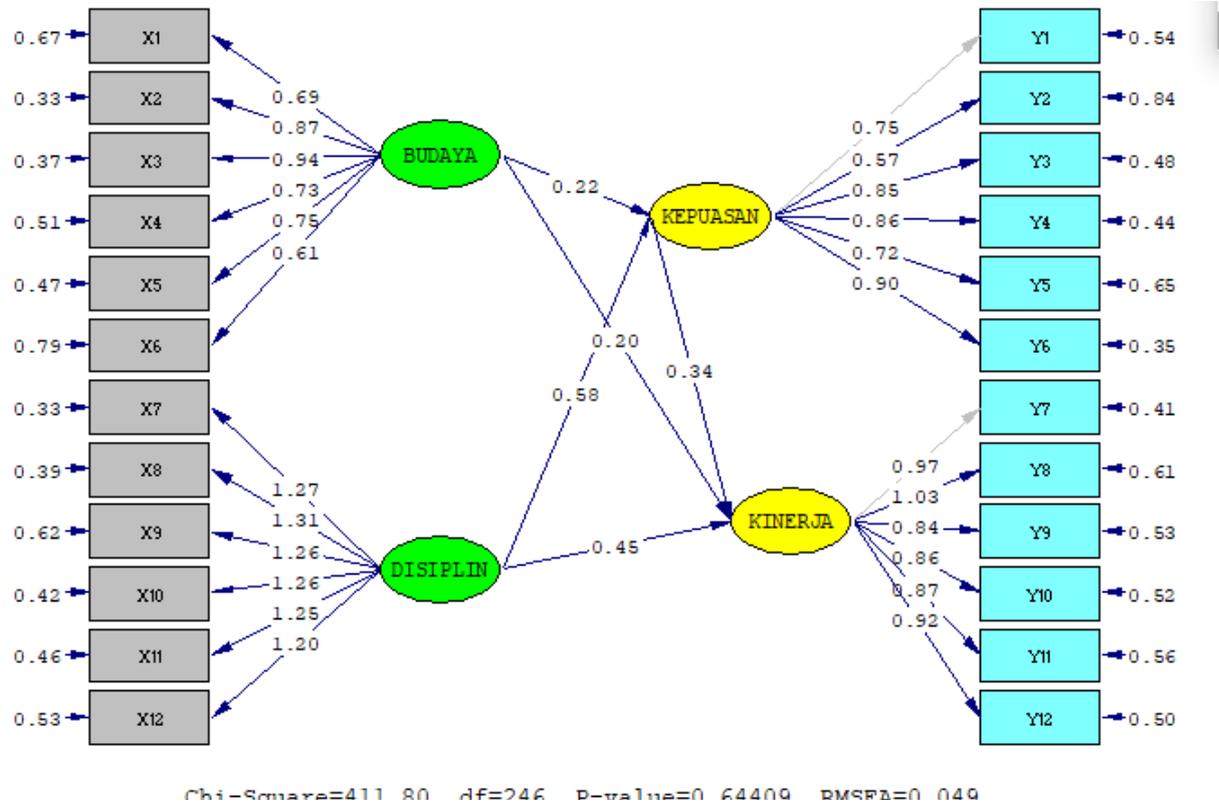


Figure 3. Structural Equation Modelling Result

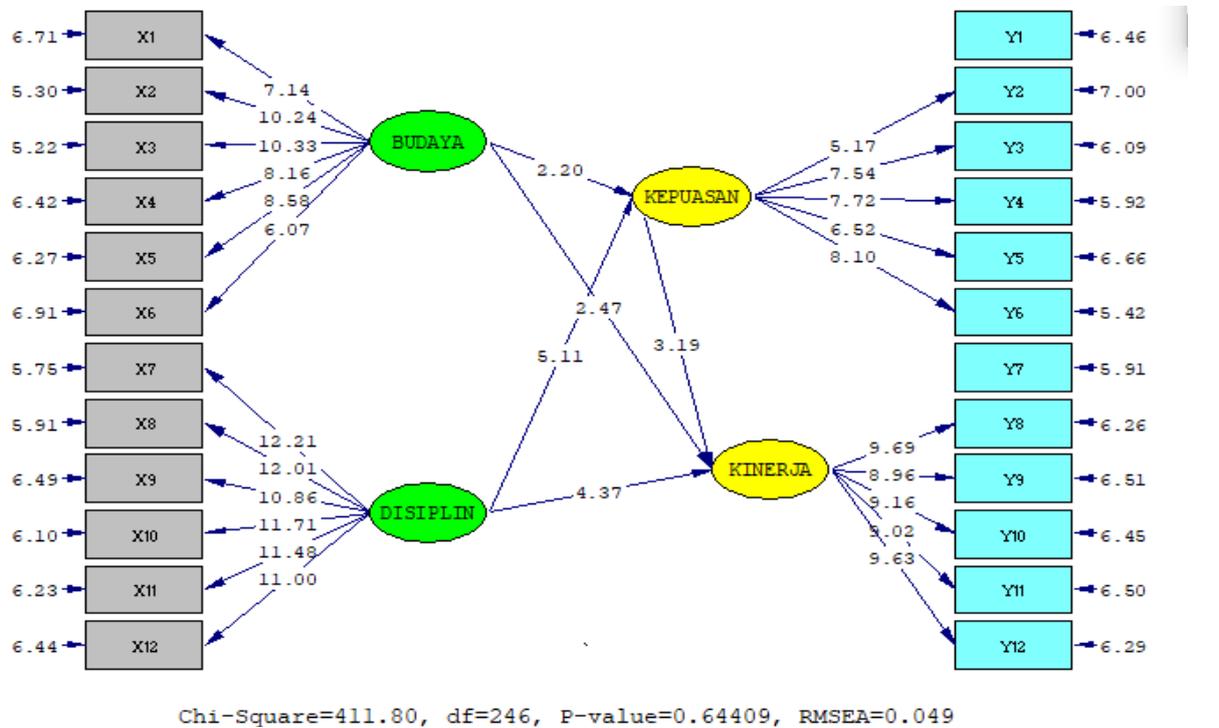


Figure 4. t-value

It can be seen that the calculated t-values are $2.47 > 1.96$, indicating that H_0 is rejected. This suggests that organizational culture has a substantial impact on performance. It can be seen that the calculation results of the t-values are $4.37 > 1.96$, so H_0 is rejected. This suggests that discipline has a significant impact on performance. It can be seen that the calculation results of the t-values are $3.19 > 1.96$, so H_0 is rejected. This suggests that job satisfaction has a significant impact on performance. The direct effect of organizational culture variables on job satisfaction, as shown in the table above, is 0.22 (positive), indicating that as organizational culture increases, job satisfaction also increases. Based on the test results, the effect of organizational culture on job satisfaction is proven to be significant. The direct impact of discipline variables on satisfaction, as shown in the table above, is 0.58 (positive), indicating that an increase in discipline will lead to an increase in satisfaction. Based on the test results, discipline is proven to have a significant impact on job satisfaction. The direct effect of organizational culture variables on performance, as shown in the table above, is 0.20 (positive), indicating that as organizational culture increases, performance also increases. Based on the test results, the influence of organizational culture on performance is proven to be significant. The direct influence of discipline on performance, based on the table above, is 0.45 (positive), indicating that as discipline increases, performance also increases. Based on the test results, the influence of discipline on performance is proven to be significant. The direct influence of job satisfaction variables on performance, as shown in the table above, is 0.34 (positive), indicating that increasing job satisfaction will also lead to increased performance. Based on the test results, the influence of job satisfaction on performance is proven to be significant. The direct influence of organizational culture on performance is 0.20, while the indirect influence of organizational culture variables on performance, mediated by job satisfaction, is 0.29. This means that job satisfaction strengthens the influence of organizational culture on employee performance. The direct influence of discipline on performance is 0.58, while the indirect influence of discipline variables on performance, mediated by job satisfaction, is 0.78. This means that job satisfaction strengthens the relationship between discipline and employee performance.

The Influence of Organizational Culture on Job Satisfaction of Employees at Mohammad Hoesin Central General Hospital, Palembang. Based on the test results, organizational culture has a significant positive impact on employee job satisfaction at Mohammad Hoesin Central General Hospital, Palembang. The results of this study indicate that an increase in organizational culture is associated with increased job satisfaction, and vice versa; a decrease in organizational culture is associated with decreased job satisfaction among employees at Mohammad Hoesin Central General Hospital, Palembang. The results of this study are in accordance with the theory, as [Afandi \(2018\)](#) states that one of the factors influencing job satisfaction is organizational culture. This study aligns with research conducted by [Tajuddin et al. \(2020\)](#), who found that organizational culture has a significant effect on job satisfaction. In contrast to previous research conducted by [Alfiyah \(2023\)](#), her study found that organizational culture had no significant impact on job satisfaction. The reason this study differs from [Alfiyah's \(2024\)](#) study is that it is based on several aspects, namely the difference in indicators used. Previous studies have employed indicators such as behavior, values, dreams, assumptions, hopes, commitment, performance, innovation, and communication. While this study only focuses on three indicators, namely attention to detail, orientation to results, and orientation to the team, the sample used in [Alfiyah \(2023\)](#) study was 100 respondents, while in this study, there were 108 respondents, in general, a larger sample can get more accurate results. Based on the findings of researchers regarding organizational culture that need to be observed and need

to be improved regarding the following: (a). attention to detail: As many as 65% of employees answered 'disagree' or 'strongly disagree,' indicating that there are still employees who do not always work carefully, paying attention to the details of their work. Because when there is a mistake, employees rarely ask other coworker coworkers. (b). orientation to results: As many as 67% of employees answered 'disagree' or 'strongly disagree,' indicating that some employees still do not agree with the reward system in their organization. This is because the current reward system is not based on work results but instead has been determined by the assessment of related management. (C). Team orientation: As many as 67% of employees answered 'disagree' or 'strongly disagree,' meaning that there are still employees who do not prioritize team interests over personal interests. This can be observed in employees who still often work individually and do not prioritize teamwork in their work. As a result, this problem has an impact on job satisfaction, especially on the coworker indicator; as many as 55% of employees answered 'disagree' or 'strongly disagree,' indicating that employees do not often ask for help from coworker coworkers at the Hospital. For the work environment indicator, as many as 54% of employees answered disagree and strongly disagree, meaning that there are still many employees who consider that the employee's work environment is not in a room that has sufficient ventilation so that it does not add comfort while working. As many as 53% of employees answered 'disagree' or 'strongly disagree,' meaning that employees who consider a comfortable work environment may not necessarily experience increased employee loyalty. As a practical study, researchers suggest paying attention to organizational culture, particularly in relation to attention to work details, where routine evaluation is necessary to ensure that work and services are carried out according to established procedures. In addition, orientation on results and team orientation can be achieved by holding training or workshops that involve teamwork, thereby forming a habit of working together. If these improvements are made, employees will be motivated and feel satisfied by having good coworkers, receiving promotions based on their performance, and working in a harmonious environment, which will positively impact their work.

The Influence of Work Discipline on Job Satisfaction of Employees at Mohammad Hoesin Central General Hospital, Palembang. Based on the test results, work discipline has a significant positive effect on the job satisfaction of Employees at Mohammad Hoesin Central General Hospital, Palembang. The results of this study indicate that an increase in work discipline is associated with increased job satisfaction, and vice versa; a decrease in work discipline is associated with decreased job satisfaction among employees at Mohammad Hoesin Central General Hospital, Palembang. The results of this study are in accordance with the theory ([Hendri et al., 2021](#)), which states that one of the factors that influences job satisfaction is work discipline. This study aligns with research conducted by [Damanik et al. \(2024\)](#) and [Sari et al. \(2022\)](#), who found that work discipline has a significant effect on job satisfaction. In contrast to previous research conducted by [Alfiyah \(2023\)](#), she found that work discipline had no significant impact on job satisfaction. The reason this study differs from [Alfiyah \(2023\)](#) study is that it is based on several aspects, namely the difference in indicators used. Previous studies have employed indicators such as behavior, values, dreams, assumptions, hopes, commitment, performance, innovation, and communication. While this study only focuses on three indicators, namely attention to detail, orientation to results, and orientation to the team, the sample used in [Alfiyah \(2023\)](#) study was 100 respondents, while in this study, there were 108 respondents, in general, a larger sample can get more accurate results. Based on the findings of researchers regarding work discipline that need to be observed and need to be improved

regarding the following: a. On time, as many as 50% of employees answered 'disagree' and 'strongly disagree,' meaning that there are still employees who do not always arrive on time to work. This is because employees often arrive late for work due to traffic congestion, which is caused by employees leaving for work early. b. Work awareness: As many as 53% of employees answered 'disagree' or 'strongly disagree,' indicating that some employees do not consistently comply with company regulations and follow established work methods. This is because the tight work schedule confuses employees, so they seek alternatives to completing tasks that do not align with the company's work methods. c. Responsibility, as many as 50% of employees answered 'disagree' or 'strongly disagree,' indicating that there are still employees who are unable to take full responsibility in the field. This is because employees work according to the instructions given and are afraid to make their own decisions that pose risks to their work. d. Responsibility: As many as 50% of employees answered 'disagree' and 'strongly disagree,' meaning that employees are unable to work professionally with full responsibility. This is because employees do not get attention from the company, so there are still employees who do not always carry out their duties with enthusiasm. As a result, this problem has an impact on job satisfaction, especially with co-worker indicators, with as many as 55% of employees answering agree and 'strongly disagree, meaning that employees do not often ask for help from co-workers. For work environment indicators, as many as 54% of employees answered 'disagree' or 'strongly disagree,' indicating that many employees still consider the work environment to be inadequate, lacking sufficient ventilation, which detracts from their comfort while working. As many as 53% of employees answered 'disagree' or 'strongly disagree,' meaning that employees who consider a comfortable work environment may not necessarily experience increased employee loyalty. As a practical study, researchers suggest paying attention to employee work discipline, especially among employees who frequently leave the workplace or are not always present, fail to follow established rules and do not consistently complete assigned tasks. This results in reprimands and evaluations regarding their performance. If these improvements are implemented, employees will be motivated and satisfied, which will have a positive impact on their work.

The Influence of Organizational Culture on Employee Performance at Mohammad Hoesin Central General Hospital, Palembang. Based on the test results, organizational culture has a significant positive effect on employee performance at Mohammad Hoesin Central General Hospital, Palembang. The results of this study indicate that an increase in organizational culture is associated with improved employee performance, and vice versa: a decrease in organizational culture is associated with decreased employee performance at Mohammad Hoesin Central General Hospital, Palembang. The results of this study are in accordance with the theory, as stated by [Kasmir \(2019\)](#), who posits that one of the factors influencing employee performance is organizational culture. This study aligns with research conducted by [Tajuddin et al. \(2020\)](#), [Bilqis et al. \(2023\)](#), whose findings indicate that organizational culture has a positive and significant impact on employee performance. This finding contrasts with [Alfiyah \(2023\)](#) research, which suggests that organizational culture has no significant effect on employee performance. The reason this study differs from [Alfiyah \(2023\)](#) study is that it is based on several aspects, namely the difference in indicators used. Previous studies have employed indicators such as behavior, values, dreams, assumptions, hopes, commitment, performance, innovation, and communication. While this study only focuses on three indicators, namely attention to detail, orientation to results, and orientation to the team, the sample used in [Alfiyah \(2023\)](#) study was 100 respondents, while in this study, there were 108 respondents, in general,

a larger sample can get more accurate results. a. attention to detail: As many as 65% of employees answered 'disagree' or 'strongly disagree,' indicating that there are still employees who do not always work carefully, paying attention to the details of their work. Because when there is a mistake, employees rarely ask other coworkers. b. orientation to results: As many as 67% of employees answered 'disagree' or 'strongly disagree,' indicating that there are still employees who do not agree with the reward system in their organization. This is because the current reward system is not based on the orientation of work results but instead has been determined by the assessment of related management. c. Team orientation: As many as 67% of employees answered 'disagree' or 'strongly disagree,' meaning that there are still employees who do not prioritize team interests over personal interests. This can be observed in employees who still often work individually and do not prioritize teamwork in their work. The impact of this problem on employee performance is that the quality of work as many as 57% of employees answered disagree and strongly disagree, meaning that employees do not always try to improve the quality of their work, and as many as 59% of employees answered disagree and strongly disagree, meaning that employees are unable to maintain stable performance quantity, work relationships, as many as 61% of employees answered disagree and strongly disagree, meaning that employees are unable to improve communication relationships with coworkers. This means that employee performance is decreasing. As a practical study, researchers suggest paying attention to organizational culture, particularly in relation to attention to work details, where routine evaluations are necessary to ensure that work and services are carried out according to established procedures. In addition, orientation to results and team orientation can be achieved by holding training or workshops that involve teamwork, thereby forming a habit of working together. If these improvements are made, it will enhance employee performance, ensuring that the quantity of employee work aligns with the specified target, the quality of employee work results is satisfactory, and the relationship between employees is positive, thereby improving teamwork and increasing work productivity. Based on the test results, the direct influence of organizational culture on performance is 0.20, while the indirect impact of organizational culture variables on performance, mediated by job satisfaction, is 0.29. This means that job satisfaction strengthens the influence of organizational culture on employee performance. In this case, the organizational culture variable needs to be supported by the intervening variable of job satisfaction because supporting the job satisfaction variable strengthens the influence of organizational culture on employee performance. This statement is based on the results of the questionnaire distribution and responses to the existing statement items, indicating that organizational culture influences employee performance through the intervening variable of job satisfaction with the results of the questionnaire statement from the job satisfaction variable dominated by respondents' answers agreeing and strongly agreeing, however, out of 100 respondents there were respondents' answers stating that they disagreed and strongly disagreed, which means that there is still a need for re-evaluation of the organizational culture and current employee job satisfaction. Management needs to create policies that can regulate the direction and goals of the company, fostering a culture that unites diversity among employees. This will increase employee satisfaction and performance.

The Influence of Work Discipline on the Performance of Employees at the Mohammad Hoesin Central General Hospital, Palembang. The study found that work discipline has a significant influence on the performance of employees at Mohammad Hoesin Central General Hospital, Palembang. The results suggest that an increase in work discipline is likely to enhance employee performance, while a decrease in work discipline is expected to decrease employee

performance. These findings align with [Kasmir \(2019\)](#) that work discipline is a key factor in employee performance. This study is supported by research conducted by [Sari et al. \(2022\)](#) and [Damanik et al. \(2024\)](#), whose findings indicate that work discipline has a positive and significant impact on employee performance. In contrast to [Alfiyah \(2023\)](#) research, her results suggest that work discipline has an effect, albeit not a significant one, on employee performance. The reason this study differs from [Alfiyah \(2023\)](#) study is that it is based on several aspects, namely the difference in indicators used. Previous studies have employed indicators such as obeying time rules, obeying company rules, obeying behavioral rules, and obeying other rules. While this study focuses on only three indicators —being on time, work awareness, and responsibility —the sample used in [Alfiyah \(2023\)](#) study consisted of 100 respondents, whereas this study had 108 respondents. Generally, a larger sample can yield more accurate results. Based on the findings of researchers regarding work discipline that need to be observed and need to be improved regarding the following: a. On time, as many as 50% of employees answered 'disagree' and 'strongly disagree,' meaning that there are still employees who do not always arrive on time to work. This is because employees often arrive late for work due to traffic congestion, which is caused by employees leaving for work early. b. Work awareness: As many as 53% of employees answered 'disagree' or 'strongly disagree,' indicating that some employees do not consistently comply with company regulations and follow established work methods. This is because the tight work schedule confuses employees, so they seek alternatives to completing tasks that do not align with the company's work methods. c. responsibility, as many as 50% of employees answered 'disagree' or 'strongly disagree,' indicating that there are still employees who are unable to take full responsibility in the field. This is because employees work according to the instructions given and are afraid to make their own decisions that pose risks to their work. d. responsibility, as many as 50% of employees answered 'disagree' and 'strongly disagree,' meaning that employees are unable to work professionally with full responsibility. This is because employees do not receive sufficient attention from the company, resulting in some employees not always carrying out their duties with enthusiasm. The impact of this problem on employee performance is that the quality of work, as many as 57% of employees answered disagree and strongly disagree, meaning that employees do not always try to improve the quality of their work, the quantity of work; as many as 59% of employees answered disagree and strongly disagree, meaning that employees are unable to maintain stable performance quantity, work relationships, as many as 61% of employees answered disagree and strongly disagree, meaning that employees are unable to improve communication relationships with coworkers. This means that employee performance is decreasing. As a practical study, the researcher suggests that companies should pay more attention to employee work discipline to ensure efficiency and improve employee performance, especially regarding problematic indicators where employees who still leave the workplace or are not always at work do not obey the rules given and do not always carry out tasks given by leaders so that they are given reprimands and evaluations regarding their performance. If these improvements are made, it will enhance employee performance, ensuring that the quantity of employee work aligns with the specified target, the quality of employee work results is satisfactory, and relationships between employees are positive, thereby improving teamwork and increasing productivity. Based on the test results, the direct influence of work discipline on performance is 0.58, while the indirect impact of the work discipline variable on performance, mediated by job satisfaction, is 0.78. This means that job satisfaction strengthens the relationship between work discipline and employee performance. In this case, the work discipline variable needs to be supported by the intervening variable of job satisfaction because

supporting the job satisfaction variable strengthens the influence of work discipline on employee performance. This statement is based on the results of the distribution of questionnaires and responses to the existing statement items showing that work discipline affects employee performance through the intervening variable of job satisfaction with the results of the questionnaire statement from the job satisfaction variable dominated by respondents' answers agreeing and strongly agreeing, however, out of 100 respondents there were respondents' answers who stated that they disagreed and strongly disagreed, which means that there is still a need for re-evaluation regarding work discipline and current employee job satisfaction.

The Influence of Job Satisfaction on Employee Performance at Mohammad Hoesin Central General Hospital, Palembang. Based on the test results, job satisfaction has a significant positive impact on employee performance at Mohammad Hoesin Central General Hospital in Palembang. The results of this study indicate that job satisfaction has a positive correlation with employee performance and vice versa. Specifically, at Mohammad Hoesin Central General Hospital in Palembang, a decrease in job satisfaction is associated with a reduction in employee performance. The results of this study are in accordance with the theory, as stated by [Kasmir \(2019\)](#), who posits that job satisfaction is one of the key factors influencing employee performance. The study is supported by research conducted by [Damanik et al. \(2024\)](#) and [Tajuddin et al. \(2020\)](#), which show that job satisfaction has a significant effect on employee performance. In contrast to [Alfiyah \(2023\)](#) research, the results of her study suggest that work discipline has a modest impact on employee performance. The reason this study differs from [Alfiyah \(2023\)](#) is that it is based on several aspects, namely the difference in indicators used. Previous studies have employed indicators such as work, salary, promotion, leadership, and coworkers. While this study focuses on only three indicators — coworkers, promotion, and work environment — the sample used in [Alfiyah \(2023\)](#) study consisted of 100 respondents, whereas this study included 108 respondents. Generally, a larger sample yields more accurate results. Based on the findings of researchers regarding job satisfaction that need to be observed and need to be improved regarding the following: a. Coworker indicator: As many as 55% of employees answered 'disagree' or 'strongly disagree,' meaning that employees do not often ask for help from coworkers at the Hospital. b. Work environment indicators, as many as 54% of employees answered disagree and strongly disagree, meaning that there are still many employees who consider that the employee work environment is not in a room that has sufficient ventilation so that it does not add comfort while working and as many as 53% of employees answered disagree and strongly disagree, meaning that employees who consider a comfortable work environment cannot necessarily increase employee work loyalty. The impact of this problem on employee performance is that the quality of work, as many as 57% of employees answered disagree and strongly disagree, meaning that employees do not always try to improve the quality of their work, the quantity of work; as many as 59% of employees answered disagree and strongly disagree, meaning that employees are unable to maintain stable performance quantity, work relationships, as many as 61% of employees answered disagree and strongly disagree, meaning that employees are unable to improve communication relationships with coworkers. This means that employee performance is decreasing. As a practical study, researchers suggest paying attention to employee job satisfaction, especially regarding the supervision carried out and policies related to employee promotion systems, where management upholds professionalism to motivate and satisfy employees with policies that support them. If these improvements are made, it will increase employee job satisfaction,

thereby improving performance. The quantity and quality of work will improve, and relations between employees will run smoothly, which will enhance teamwork and ultimately lead to increased work productivity.

5. Conclusion

It can be concluded that organizational culture and discipline affect employee performance, which is moderated by the variable of job satisfaction at the Mohammad Hosein Central General Hospital, Palembang. Employees can pay attention to organizational culture, work discipline, and job satisfaction because these three variables have a significant effect on employee performance. A good organizational culture, combined with disciplined employees, can enhance employee performance. It is also necessary to increase job satisfaction, as satisfaction can strengthen the influence of organizational culture and discipline on employee performance. Employees can enhance the organizational culture, with primary areas for improvement being related to attention to detail in their work. Routine evaluations are necessary to ensure that work and services are carried out according to established procedures. In addition, orientation to results and team orientation can be achieved by holding training or workshops that involve teamwork, thereby forming a habit of working together. Management needs to establish policies that can guide the direction and goals of the company, fostering a culture that unites employees across diverse backgrounds, thereby increasing employee satisfaction and performance. Employees can improve work discipline, where things that employees need to improve are mainly related to problematic indicators where employees who still leave the workplace or are not always at work, do not obey the rules given, and do not always carry out tasks given by the leadership so that they are given a warning and evaluation regarding their performance. RSMH needs to improve employee job satisfaction, with the primary areas for improvement being the supervision carried out and policies related to the employee promotion system. Management should uphold professionalism to motivate and satisfy employees who feel supported by the policies in place.

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