

***THE INFLUENCE OF ORGANIZATIONAL CULTURE AND SUPPORT ON
COMMITMENT, SATISFACTION, AND PERFORMANCE OF HEALTH
WORKERS AT RSUD SOE***

**PENGARUH ORGANIZATIONAL CULTURE DAN SUPPORT TERHADAP
KOMITMEN, KEPUASAN, DAN KINERJA TENAGA KESEHATAN RSUD
SOE**

Elbert Kow^{1*}, Oscar Jayanagara²
Universitas Pelita Harapan, Jakarta^{1,2}
elbert_k@gmail.com¹

ABSTRACT

The aim of this study is to analyze the impact of organizational culture, perceived organizational support, organizational commitment, and job satisfaction on employee performance, particularly in the context of healthcare workers at RSUD Soe, a public hospital in Indonesia. This research utilizes a quantitative approach with data collected from healthcare workers at RSUD Soe using surveys. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM), with the SmartPLS software used for data analysis. The survey included questions based on established scales measuring organizational culture, perceived organizational support, organizational commitment, job satisfaction, and employee performance. The findings indicate that organizational commitment has the most significant positive effect on employee performance. Additionally, organizational culture and perceived organizational support positively influence both organizational commitment and job satisfaction, which in turn affect employee performance. The study confirms that these factors are interrelated and collectively contribute to improving healthcare workers' performance. This study is limited to healthcare workers at a single public hospital, which restricts the generalizability of the results. The data collected is cross-sectional, meaning the study captures relationships at one point in time, without examining changes over time. This study contributes to the understanding of how organizational culture, support, commitment, and satisfaction affect employee performance in the healthcare sector. It provides valuable insights for hospital management to improve staff performance and can be useful for other healthcare organizations looking to enhance their workforce productivity and satisfaction

Keywords: *Organizational Culture, Perceived Organizational Support, Organizational Commitment, Job Satisfaction, Employee Performance*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis dampak dari budaya organisasi, dukungan organisasi yang dirasakan, komitmen organisasi, dan kepuasan kerja terhadap kinerja karyawan, khususnya dalam konteks tenaga kesehatan di RSUD Soe, sebuah rumah sakit umum di Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan data yang dikumpulkan dari tenaga kesehatan di RSUD Soe dengan menggunakan survei. Penelitian ini menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM), dengan perangkat lunak SmartPLS yang digunakan untuk analisis data. Survei tersebut mencakup pertanyaan-pertanyaan berdasarkan skala yang telah ditetapkan untuk mengukur budaya organisasi, dukungan organisasi yang dirasakan, komitmen organisasi, kepuasan kerja, dan kinerja karyawan. Temuan menunjukkan bahwa komitmen organisasi memiliki pengaruh positif yang paling signifikan terhadap kinerja karyawan. Selain itu, budaya organisasi dan dukungan organisasi yang dirasakan berpengaruh positif terhadap komitmen organisasi dan kepuasan kerja, yang pada gilirannya mempengaruhi kinerja karyawan. Studi ini menegaskan bahwa faktor-faktor ini saling terkait dan secara kolektif berkontribusi dalam meningkatkan kinerja petugas kesehatan. Penelitian ini terbatas pada petugas kesehatan di satu rumah sakit umum, yang membatasi generalisasi hasil penelitian. Data yang dikumpulkan bersifat cross-sectional, yang berarti penelitian ini menangkap hubungan pada satu titik waktu, tanpa memeriksa perubahan dari waktu ke waktu. Penelitian ini berkontribusi pada pemahaman tentang bagaimana budaya organisasi, dukungan, komitmen, dan kepuasan mempengaruhi kinerja karyawan di sektor kesehatan. Hal ini memberikan wawasan yang berharga bagi manajemen rumah sakit untuk meningkatkan kinerja staf dan dapat berguna bagi organisasi kesehatan lainnya yang ingin meningkatkan produktivitas dan kepuasan tenaga kerja mereka.

Kata kunci: budaya organisasi, dukungan organisasi yang dirasakan, komitmen organisasi, kepuasan kerja, kinerja karyawan

INTRODUCTION

Hospitals, as healthcare service institutions, face significant challenges in maintaining and enhancing the performance of their healthcare personnel. The performance of healthcare workers is influenced by various factors, including organizational culture and perceived organizational support, which can either enhance or impede levels of organizational commitment and job satisfaction. According to Indonesia (2023), the number of hospitals in Indonesia has experienced a substantial increase, rising from 2,522 general hospitals and 521 specialized hospitals in 2021 to 3,120 hospitals within the same year. This growth indicates that the healthcare industry in Indonesia continues to expand rapidly; however, it also presents new challenges in human resource management, particularly concerning healthcare professionals (Indonesia, 2023).

The Soe Regional General Hospital (RSUD Soe), the sole government-owned hospital in the South Central Timor Regency, serves as the primary healthcare center for the local community. With a workforce of approximately 180 healthcare professionals, the hospital faces numerous challenges related to the performance of its medical staff, including poor time management, low work motivation, and ineffective communication among medical personnel. These issues are exacerbated by instances of miscommunication, especially during shift changes, leading to inaccuracies in patient care delivery (Hidayat et al., 2021).

A preliminary survey conducted with 15 healthcare professionals at RSUD Soe revealed that organizational

culture, perceived organizational support, organizational commitment, and job satisfaction significantly influence healthcare workers' performance levels. The survey results indicated that the majority of healthcare personnel believe that the hospital's organizational culture requires improvement to foster a more productive work environment. Additionally, they perceive that the organization provides insufficient recognition and support for healthcare professionals in carrying out their duties (Octaviana, 2023).

Organizational culture is a critical factor in the success of any organization, including those in the healthcare sector. Wijaya (2022) emphasizes that a strong organizational culture can enhance employee retention, productivity, and workforce engagement. A positive organizational culture also strengthens healthcare professionals' commitment to the hospitals where they work, ultimately leading to improved performance (Bani & Anggiani, 2024). Perceived organizational support similarly plays a pivotal role in determining healthcare workers' satisfaction and loyalty towards their organizations. Sudiaatmaja et al. (2024) assert that employees who feel valued by their organization tend to be more motivated in performing their duties. A study by Amar & Chusumastuti (2024) demonstrates that perceived organizational support positively correlates with employee performance, work motivation, and job satisfaction.

Job satisfaction and organizational commitment within hospitals are also crucial factors in determining the performance of healthcare personnel. Karida & Dhamanti (2024) found that healthcare professionals with high

levels of job satisfaction tend to deliver superior services and exhibit greater loyalty to their institutions. Furthermore, a study by Hanafi et al. (2023) highlights that organizational commitment significantly impacts employee productivity and efficiency. Based on this background, this study aims to examine the influence of organizational culture and perceived organizational support on the performance of healthcare professionals at RSUD Soe, with organizational commitment and job satisfaction serving as mediating variables.

RESEARCH METHODS

3.1 Research Design

This study employs a quantitative survey-based method, utilizing Partial Least Square - Structural Equation Modeling (PLS-SEM) to analyze the relationships among the research variables (Hair et al., 2019). This research is classified as explanatory research, aiming to explain the causal relationships between organizational culture, perceived organizational support, organizational commitment, job satisfaction, and employee performance.

3.2 Population and Sample

The population of this study consists of all healthcare professionals at RSUD Soe, totaling 180 individuals. The sampling technique used is purposive sampling, with the criterion that respondents must have worked at the hospital for a minimum of one year (Sekaran & Bougie, 2017).

3.3 Measurement Instruments

This study utilizes a questionnaire-based measurement instrument with a Likert scale ranging from 1 to 10, designed to assess the main research variables: organizational

culture, perceived organizational support, organizational commitment, job satisfaction, and employee performance. Each variable is adapted from validated scales used in previous studies. Organizational culture is measured based on the Competing Values Framework model (Quinn, 2011), which categorizes organizational culture into four main types. Perceived organizational support (POS) is measured using a scale developed by Eisenberger et al. (1986), reflecting employees' perceptions of organizational support and recognition. Organizational commitment is adapted from Meyer & Allen's model (1991), dividing organizational commitment into three key dimensions: affective, continuance, and normative commitment. Job satisfaction is measured using indicators from Spector (1997), covering aspects such as task satisfaction, recognition, work environment, and development opportunities. Employee performance is assessed using Taylor's model (2014), which evaluates productivity, work discipline, contribution to the organization, and the quality of work outcomes.

3.4 Data Analysis

Data analysis is conducted using Partial Least Square - Structural Equation Modeling (PLS-SEM), chosen for its capability to handle models with latent variables and relatively small sample sizes (Hair et al., 2019). The outer model is tested to assess the validity and reliability of the research instruments, including tests for indicator reliability, construct reliability, and discriminant validity (Purwanto & Sudargini, 2021). Meanwhile, the inner model is evaluated to analyze the relationships among variables by examining path coefficients, R-squared

values, effect sizes (f-squared), and predictive relevance (Q-squared) (Isnain et al., 2021). The bootstrapping method is applied to test the significance of hypotheses by comparing t-statistics and p-values, as recommended by Hair et al. (2019). All data analyses are performed using SmartPLS 3.0 software, which facilitates the examination of complex relationships among variables through a partial least square regression approach.

RESULTS AND DISCUSSIONS

4.1 Inferential Analysis

This study utilizes SmartPLS software with the PLS-SEM method to test the hypotheses. The analysis process consists of two stages: evaluating the outer model and the inner model. In the outer model, we assess the validity and reliability of the indicators by examining factor loadings (convergent validity), HTMT values between constructs (discriminant validity), as well as Cronbach’s Alpha and Composite Reliability (composite reliability). Validity and reliability are considered adequate if the values exceed 0.7. In the inner model, we test the hypotheses by evaluating the variance inflation factor (VIF) to identify multicollinearity, R-squared to measure the explanation of the dependent variables, f-squared to evaluate the effect size of constructs, and Q-squared to assess the model’s predictive relevance.

4.1.1 Outer Model

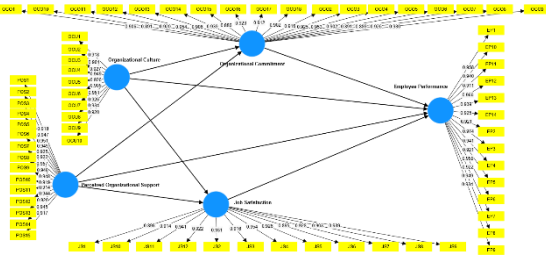


Figure 1. Results Of The Outer Model Of Research

Source: Data processed with SmartPLS (2023)

4.1.1.1 Indicator Reliability

An indicator is considered reliable if it has an outer loading value exceeding 0.708, as explained by Hair et al. (2019). The following section provides a description of the indicator reliability testing conducted in this study.

Table 1. Reliability Indicator

Variabel	Indikator	Outer Loading	Hasil
<i>Organizational Culture</i>	OCU1	0.918	Reliabel
	OCU2	0.961	Reliabel
	OCU3	0.927	Reliabel
	OCU4	0.949	Reliabel
	OCU5	0.926	Reliabel
	OCU6	0.905	Reliabel
	OCU7	0.951	Reliabel
	OCU8	0.926	Reliabel
	OCU9	0.934	Reliabel
	OCU10	0.920	Reliabel
<i>Perceived Organizational Support</i>	POS1	0.918	Reliabel
	POS2	0.919	Reliabel
	POS3	0.914	Reliabel
	POS4	0.944	Reliabel
	POS5	0.920	Reliabel
	POS6	0.945	Reliabel

	POS7	0.917	Reliabel		OCO15	0.886	Reliabel
	POS8	0.947	Reliabel		OCO16	0.923	Reliabel
	POS9	0.951	Reliabel		OCO17	0.912	Reliabel
	POS10	0.919	Reliabel		OCO18	0.902	Reliabel
	POS11	0.914	Reliabel		JS1	0.898	Reliabel
	POS12	0.944	Reliabel		JS2	0.931	Reliabel
	POS13	0.920	Reliabel		JS3	0.916	Reliabel
	POS14	0.945	Reliabel		JS4	0.954	Reliabel
	POS15	0.917	Reliabel		JS5	0.926	Reliabel
	OCO1	0.906	Reliabel		JS6	0.895	Reliabel
	OCO2	0.916	Reliabel	<i>Job Satisfaction</i>	JS7	0.928	Reliabel
	OCO3	0.925	Reliabel		JS8	0.903	Reliabel
	OCO4	0.953	Reliabel		JS9	0.939	Reliabel
	OCO5	0.902	Reliabel		JS10	0.914	Reliabel
	OCO6	0.891	Reliabel		JS11	0.941	Reliabel
	OCO7	0.889	Reliabel		JS12	0.922	Reliabel
<i>Organizational Commitment</i>	OCO8	0.926	Reliabel		EP1	0.958	Reliabel
	OCO9	0.930	Reliabel		EP2	0.921	Reliabel
	OCO10	0.891	Reliabel		EP3	0.974	Reliabel
	OCO11	0.920	Reliabel	<i>Employee Performance</i>	EP4	0.941	Reliabel
	OCO12	0.954	Reliabel		EP5	0.921	Reliabel
	OCO13	0.906	Reliabel		EP6	0.959	Reliabel
	OCO14	0.939	Reliabel		EP7	0.922	Reliabel

EP8	0.949	Reliabel
EP9	0.934	Reliabel
EP10	0.940	Reliabel
EP11	0.911	Reliabel
EP12	0.966	Reliabel
EP13	0.939	Reliabel
EP14	0.925	Reliabel

Source: Data processed with SmartPLS (2023)

From the results of the PLS model calculation on the available diagram, it can be seen that each number on each construct shows an outer loading above 0.708. Therefore, it can be stated that all indicators in this study can be considered reliable to measure their respective constructs.

4.1.1.2 Construct Reliability

According to Hair et al. (2019), the composite reliability and Cronbach's alpha values are recommended to reach more than 0.7 to show an adequate level of reliability. The following are the results of the calculation of research construct reliability.

Table 2. Construct reliability

Variabel	Cronbach's Alpha	Composite Reliability	Hasil
<i>Employee Performance</i>	0.990	0.991	Reliabel
<i>Job Satisfaction</i>	0.984	0.986	Reliabel
<i>Organizational Commitment</i>	0.989	0.989	Reliabel
<i>Organizational Culture</i>	0.983	0.985	Reliabel
<i>Perceived Organizational Support</i>	0.990	0.991	Reliabel

Source: Data processed with SmartPLS (2023)

All constructs, both dimensional and variable, have AVE values greater than 0.5. This finding proves that all indicators in each construct have met the requirements of convergent validity.

4.1.1.4 Discriminant Validity

To ensure that each idea or idea in each unobserved variable is different from the other variables in the model, discriminant validity is used. The squared AVE value of each independent concept must be greater than the correlation relationship between the construct and other components for the model to be considered to have good discriminant validity. Hair et al., (2019) stated that it is recommended to evaluate the heterotrait-monotrait (HT-

MT) value between constructs as a method to check discriminant validity in the outer PLS model.

Table 3. Rasio HT-MT

Variabel	<i>Employee Performance</i>	<i>Job Satisfaction</i>	<i>Organizational Commitment</i>	<i>Organizational Culture</i>	<i>Perceived Organizational Support</i>
<i>Employee Performance</i>					
<i>Job Satisfaction</i>	0.682				
<i>Organizational Commitment</i>	0.702	0.718			
<i>Organizational Culture</i>	0.698	0.735	0.754		
<i>Perceived Organizational Support</i>	0.657	0.726	0.719	0.745	

Source: Data processed with SmartPLS (2023)

Each indicator within each construct has met the discriminant

validity standard, as shown by the discriminant validity assessment results in the previous table, which reveal that the HTMT value between constructs is less than 0.9. These results indicate that all indicators are valid and reliable tools for measuring each construct, which bodes well for moving on to the internal model review.

4.1.2 Inner Model

The results of processing the research inner model can be seen in Figure 2 below.

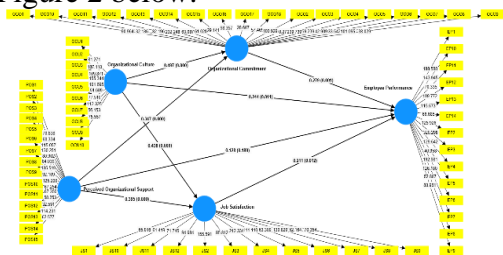


Figure 2. Results of the research inner model

Source: Data processed with SmartPLS (2023)

4.1.2.1 Multicollinearity

According to Hair et al. (2019), a VIF value below 3 is considered desirable, but a number above 5 indicates a possible multicollinearity problem that may affect the route coefficients in the study model.

Table 4 Results of VIF

Variabel	Employee Performance	Job Satisfaction	Organizational Commitment	Organizational Culture	Perceived Organizational Support
Employee Performance					
Job Satisfaction	2.703				
Organizational Commitment	2.838				
Organizational Culture	3.104	2.195	2.195		
Perceived Organizational Support	2.763	2.195	2.195		

Source: Data processed with SmartPLS (2023)

It has been determined through multicollinearity testing that no

Variance Inflation Factor (VIF) exceeds the 5th criterion. The absence of multicollinearity restrictions in the study model structure means that the route coefficients can be estimated freely. Based on these findings, the study model is acceptable when multicollinearity is taken into account.

4.1.2.2 Determinant Coefficient (R-squared)

The coefficient of determination (R-squared), which measures the impact of independent factors on the dependent variable, shows how much influence they have. When the R-squared value is equal to or more than 0.75, it is considered strong. According to Hair et al. (2019), the R-squared is considered poor when the value is between the range of 0.25 and 0.50.

Table 5. R-squared value

Variabel	R-squared
Employee Performance	0.596
Job Satisfaction	0.604
Organizational Commitment	0.623

Source: Data processed with SmartPLS (2023)

4.1.2.3 Effect Size (f-squared)

The f-squared test presents data on effect size, which is useful as an assessment to measure the substantial impact of predictor variables. According to Darma (2021), the range of f-squared values between 0 to 0.02 indicates a low effect, which reflects the small contribution of the independent variable to the dependent variable. Values between 0.02 to 0.15 indicate moderate effect and moderate contribution, while the range of 0.15 to 0.35 indicates considerable effect and significant contribution. Values above 0.35 signify a large effect and a very strong contribution.

Table 6. f-squared Value

Variabel	Employee Performance	Job Satisfaction	Organizational Commitment
Job Satisfaction	0.041		
Organizational Commitment	0.068		
Organizational Culture	0.047	0.221	0.298
Perceived Organizational Support	0.015	0.180	0.146

Source: Data processed with SmartPLS (2023)

4.1.2.4 Predictive Relevance (Q-squared)

If the Q-squared value is in the range of 0 to 0.25, it indicates a low level of prediction. If the value is between 0.25 to 0.5, it is concluded that the level of prediction is moderate. Meanwhile, if the Q-squared value exceeds 0.5, it indicates a high level of prediction regarding the relevance of the variable. The higher the Q-squared value, the more accurate the variable's predictive ability and the estimation of research results when data changes occur (Hair et al., 2019).

Table 7. Q-squared Value

Jalur	Standardized Coefficient
Employee Performance	0.517
Job Satisfaction	0.510
Organizational Commitment	0.517

Source: Data processed with SmartPLS (2023)

4.2 Hypothesis Test and Path Coefficient

The following are the results of the hypothesis test and path coefficient that have been carried out using SmartPLS.

Table 8. Hypothesis testing results and path coefficients

No.	Jalur	Standardized Coefficient	Hasil
H1	Organizational Culture → Employee Performance	0.244	Hipotesis Didukung
H2	Perceived Organizational Support → Employee Performance	0.128	Hipotesis Didukung
H3	Organizational Culture → Organizational Commitment	0.497	Hipotesis Didukung
H4	Organizational Culture → Job Satisfaction	0.438	Hipotesis Didukung
H5	Perceived Organizational Support → Organizational Commitment	0.347	Hipotesis Didukung
H6	Perceived Organizational Support → Job Satisfaction	0.395	Hipotesis Didukung
H7	Organizational Commitment → Employee Performance	0.279	Hipotesis Didukung
H8	Job Satisfaction → Employee Performance	0.211	Hipotesis Didukung
H9	Organizational Culture → Organizational Commitment → Employee Performance	0.139	Hipotesis Didukung
H10	Organizational Culture → Job Satisfaction → Employee Performance	0.092	Hipotesis Didukung
H11	Perceived Organizational Support → Organizational Commitment → Employee Performance	0.097	Hipotesis Didukung
H12	Perceived Organizational Support → Job Satisfaction → Employee Performance	0.083	Hipotesis Didukung

Source: Data processed with SmartPLS (2023)

4.2.1 The Influence of Organizational Culture on Employee Performance

The hypothesis proposed in this study is that there is a positive relationship between organizational culture and employee performance. The analysis results show a typical coefficient of 0.244, indicating that organizational culture positively influences employee performance. With this value, the alternative hypothesis (Ha) is accepted, confirming that organizational culture affects the performance of healthcare professionals at RSUD Soe.

4.2.2 The Influence of Perceived Organizational Support on Employee Performance

In this test, the hypothesis proposed is that there is a positive relationship between perceived organizational support (POS) and employee performance. The standardized coefficient value of 0.128 indicates a significant positive influence between perceived organizational support and employee performance. Therefore, the alternative hypothesis (Ha) is accepted, supporting the theory that POS can enhance the performance of healthcare professionals.

4.2.3 The Influence of Organizational Culture on Organizational Commitment

Statistical tests show a positive relationship between organizational culture and organizational commitment. The standardized coefficient value of 0.497 strengthens this finding, meaning that a strong organizational culture increases organizational commitment among healthcare professionals. Thus, the alternative hypothesis (Ha) is accepted, indicating that organizational

culture influences employee commitment to the organization.

4.2.4 The Influence of Organizational Culture on Job Satisfaction

The analysis shows a positive influence between organizational culture and job satisfaction. A typical coefficient of 0.438 indicates a significant relationship, meaning that a supportive organizational culture can enhance job satisfaction among healthcare professionals. Therefore, the alternative hypothesis (Ha) is accepted, reinforcing the influence of organizational culture on job satisfaction levels.

4.2.5 The Influence of Perceived Organizational Support on Organizational Commitment

Statistical analysis reveals that perceived organizational support (POS) has a positive effect on organizational commitment. With a standardized coefficient of 0.347, this finding indicates that healthcare professionals who feel supported by the organization are more committed to it. The alternative hypothesis (Ha) is accepted, emphasizing the importance of POS in enhancing employee commitment.

4.2.6 The Influence of Perceived Organizational Support on Job Satisfaction

Statistical tests show a positive relationship between perceived organizational support (POS) and job satisfaction. A standardized coefficient of 0.395 indicates that perceived organizational support can increase job satisfaction among employees. Thus, the alternative hypothesis (Ha) is accepted, strengthening the influence of POS on job satisfaction among healthcare professionals.

4.2.7 The Influence of Organizational Commitment on Employee Performance

The analysis indicates a positive relationship between organizational commitment and employee performance. With a standardized coefficient value of 0.279, this result shows that healthcare professionals with high organizational commitment tend to have better performance. Therefore, the alternative hypothesis (Ha) is accepted, reinforcing the role of organizational commitment in improving employee performance.

4.2.8 The Influence of Job Satisfaction on Employee Performance

The analysis results indicate a positive influence between job satisfaction and employee performance. The standardized coefficient value of 0.211 suggests that healthcare professionals satisfied with their jobs will demonstrate better performance. Thus, the alternative hypothesis (Ha) is accepted, confirming the influence of job satisfaction on employee performance.

4.2.9 The Influence of Organizational Culture Mediated by Organizational Commitment on Employee Performance

This study also examines whether organizational culture affects employee performance through organizational commitment as a mediator. With a standardized coefficient value of 0.139, the results indicate that organizational culture influences employee performance through organizational commitment. Therefore, the alternative hypothesis (Ha) is accepted, confirming that organizational commitment can mediate the effect of organizational culture on performance.

4.2.10 The Influence of Organizational Culture Mediated by Job Satisfaction on Employee Performance

This analysis examines whether organizational culture affects employee performance through job satisfaction. The results show a standardized coefficient of 0.092, indicating a positive influence of organizational culture on performance through job satisfaction. Therefore, the alternative hypothesis (Ha) is accepted, reinforcing the role of job satisfaction as a mediator in this relationship.

4.2.11 The Influence of Perceived Organizational Support Mediated by Organizational Commitment on Employee Performance

The analysis tests whether perceived organizational support (POS) affects employee performance through organizational commitment. With a typical coefficient value of 0.097, the results indicate the influence of POS on performance mediated by organizational commitment. Therefore, the alternative hypothesis (Ha) is accepted, confirming that organizational commitment mediates the relationship between POS and employee performance.

4.2.12 The Influence of Perceived Organizational Support Mediated by Job Satisfaction on Employee Performance

This test examines whether perceived organizational support (POS) affects employee performance through job satisfaction. A standardized coefficient of 0.083 indicates that POS can enhance performance through job satisfaction. Thus, the alternative hypothesis (Ha) is accepted, supporting the theory that job satisfaction acts as a mediator in the influence of POS on employee performance.

4.3 Importance-Performance Analysis

A combination of descriptive and inferential statistics, often known as

total effects analysis, is the data analysis method used. After compiling the mean results and total effect coefficient values from respondents' latent variable responses, the data will be presented graphically. The IPMA construct results of this study are shown in Table 11 below.

Table 9. IPMA konstruk Value

Terhadap Employee Performance	Importance (Total Effect)	Performance
Job Satisfaction	0.248	58.746
Organizational Commitment	0.326	58.074
Organizational Culture	0.551	58.189
Perceived Organizational Support	0.342	56.887
Mean	0.366	57.974

Source: Data processed with SmartPLS (2023)

In the IPMA analysis, two axes are formed, namely the x-axis and the y-axis. The x-axis holds the importance value obtained from the total effect, while the y-axis contains the average value that describes performance. The effect size will later become a guide to grouping the IPMA analysis results into quadrants. The results of the IPMA analysis of the target construct can be seen in Figure 3 below.

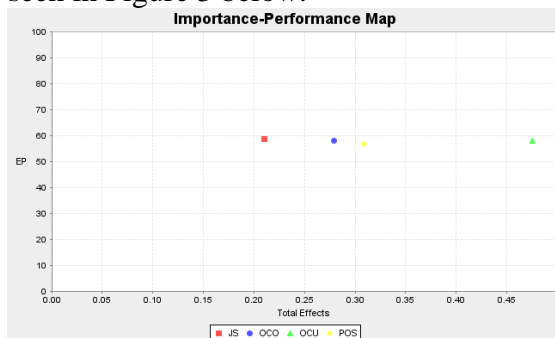


Figure 3. IPMA konstruk Value

Source: Data processed with SmartPLS (2023)

Based on the research results, there are four quadrants that analyze the

relationship between importance and performance. Quadrant II includes factors such as job satisfaction and organizational commitment, which have high importance and performance, indicating that these factors are important and perform well. Quadrant I includes organizational culture, which is considered important with fairly high performance, but not exceptional. Quadrant III involves perceived organizational support, which has low importance and performance. Quadrant IV is absent in this study, indicating there are no factors with high importance and low performance. By analyzing these quadrants, management can determine priorities for improving certain factors, such as improving organizational culture performance and increasing perceived organizational support for more optimal results. The IPMA analysis is then continued by analyzing the research indicators which can be seen in Figure 4 below.

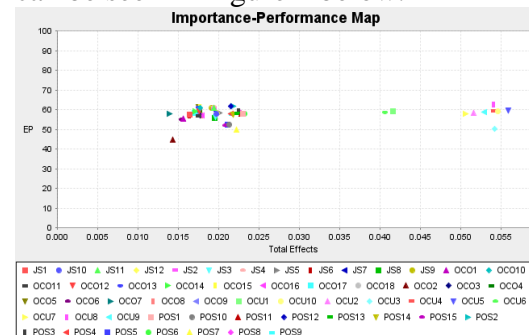


Figure 4. IPMA result indicator

Source: Data processed with SmartPLS (2023)

Based on the study, the factors of organizational commitment, job satisfaction, perceived organizational support, and organizational culture have different impacts on hospital performance. The data was divided into four quadrants based on significance and average performance. OCU indicators showed excellent performance and high relevance, falling into Quadrant 1 (High Performance &

Very Important), which management should maintain. POS indicators are in Quadrant III with low performance and low relevance, indicating the need for management efforts to improve organizational support. OCO shows good performance despite low relevance, falling into Quadrant 2 (Low Importance, High Performance), which should be maintained. JS is also in Quadrant 2, with moderately strong performance but low relevance. Management can use this analysis to identify areas for improvement to enhance the hospital's overall performance.

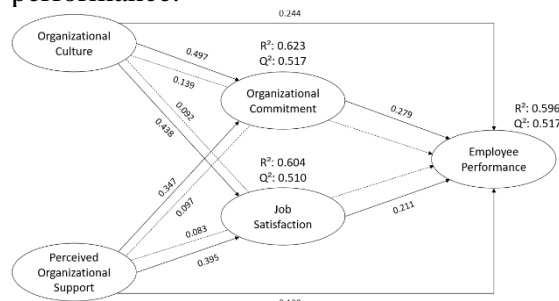


Figure 5. Research result model

Source: Data processed with SmartPLS (2023)

This research model shows the correlation between organizational culture, perceived organizational support, organizational commitment, job satisfaction, and employee performance. The effect of organizational commitment on employee performance is the most significant (0.279). The results of this study are consistent with previous findings showing that organizational culture and perceived organizational support improve employee performance. The model explained 62.3% of the variance in organizational commitment and 60.4% of the variance in job satisfaction, indicating the important role of both factors in improving productivity. All twelve hypotheses tested in this study proved to be as predicted. Partial mediation

showed that organizational commitment and job satisfaction moderated the relationship between these factors and employee performance, with a significant VAF. This study suggests management to focus on improving job satisfaction and tangible evidence of organizational commitment to improve performance. The model has good predictive relevance, and further research with a larger sample may improve the accuracy of predicting employee performance.

CONCLUSION AND SUGGESTION

This study found that organizational culture, perceived organizational support, organizational commitment, and job satisfaction significantly influenced the performance of health workers at RSUD Soe. From the analysis, organizational commitment has the greatest influence on employee performance, followed by other factors. This finding reinforces the importance of creating a supportive organizational culture and providing sufficient rewards to increase health workers' motivation, commitment and job satisfaction. Overall, these factors were shown to play an important role in improving performance in the healthcare sector, particularly in government hospitals.

Limitations and further studies

This study has several limitations, including a sample limited to health workers at Soe General Hospital, so the results cannot be generalized to other hospitals. In addition, the data used is cross-sectional data, which only describes the relationship between variables at one point in time. Future studies are recommended to expand the sample to other hospitals and use longitudinal data to analyze changes in factors affecting employee performance over time. Future research could also

consider additional factors that may affect health worker performance, such as the physical environment or broader organizational policies.

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