

The Impact of Work Culture and Attitudes on Job Satisfaction and Their Impact on The Performance of Mandau Regional General Hospital Employee

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Abstract

This study aims to determine the relationship between work culture and attitude on job satisfaction and performance of employees of Mandau Regional General Hospital, as well as their respective relationships. This study used a cross-sectional design with simple random sampling technique. Analysis and hypothesis testing using Structural Equation Modeling Partial Least Square (SEM-PLS). It can be concluded that work culture and attitudes are proven to have a significantly positive effect on job satisfaction (T statistic = 1.96). Culture and job satisfaction are not proven to significantly have a positive effect on employee performance (p value > 0.05). Job satisfaction is not proven to significantly have a mediating effect on performance and work culture as well. Future research is intended to include more hospitals and a larger sample size, allowing the analysis's findings to be more broadly generalized.

Keywords

Work culture, job satisfaction, work attitude and performance

Introduction

The hospital is a public organization engaged in the field of health services, which will always be required to provide quality and professional health services (Pamungkas & Widowati, 2020). Human resources (HR) or personnel with skilled performance are required for the sake of the hospital's continuity since the duties performed are vital and will effect the patient's quality of life (Sudaryono, 2016). A qualified employee is one who has achieved good work/performance. Employee performance can be influenced by a variety of factors, including work culture, job satisfaction, and work attitudes (Robbins, 2015). Suardi et al. discovered that work culture had a substantial effect on dr. R. Soedjono Selong's performance. This effect implies that if the work culture is changed or supported, it stimulates an improvement in employee performance (Suardi et al., 2019).

Job satisfaction is a broad attitude that reflects the gap between the amount of compensation employees receive and the amount they consider they should receive. Job satisfaction is a general attitude that shows the difference between the amount of rewards employees receive and the amount they believe they should receive. Mailani & Muhadi found that the effect of job satisfaction on performance has a positive and significant correlation to employee performance. Based on the research results of the 5 dimensions of job satisfaction, namely factors: work, superiors, co-workers, promotions and salary; promotion and supervisor factors are the most influential factors on employee performance at Bhakti Dharma Husada Hospital Surabaya (Mailani & Muhadi, 2016).

Other studies have found that motivation and organizational culture have a significant effect on job satisfaction, which in turn has a significant effect on employee performance at RSU Salatiga, either directly or through increasing employee job satisfaction (Wibowo & Putra, 2016). Different things found that job satisfaction did not significantly affect employee performance in each hospital. (Sukmawati B. et al., and Tarjo, 2019). In addition to work culture

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and job satisfaction, another factor that is considered to play a role in employee performance is work attitude. Work attitude plays an important role and function in influencing the work behavior of employees in the organization (Inuwa, 2015). The inconsistency that occurred in the results of previous studies prompted researchers to carry out further tests regarding the influence of work culture, job satisfaction and work attitudes on employee performance.

Theoretical support

Work culture

Work culture is an organizational commitment, in an effort to build better human resources, work processes, and work results. (Ministry of Administrative Reform and Bureaucratic Reform, 2020). basic assumptions about work, attitudes towards work, behavior at work, work environment and tools, and work ethic are the components of work culture (Sofyan et al, 2019). The main factors that determine the strength of work culture are togetherness, intensity, discipline, openness, job satisfaction and cooperation (Sofyan et al, 2019 and Robbins, 2012). Basic assumptions, adhered beliefs, leaders/groups of creators and developers of work culture, guidelines for solving problems, sharing values, inheritance, and adjustments are important aspects of work culture (Arachim, 2018). Innovation and risk taking, attention to detail, outcome orientation, people and team orientated, aggression and stability are some of the indicators used to assess organizational culture factors. (Robbins & Judge, 2008).

Job satisfaction

Job satisfaction is defined as a person's perception of his work as seen through multiple lenses, such as sentiments and attitudes toward his employment (Soetrisno, 2017). Employee and job characteristics both have an impact on job satisfaction (Mangkunegara, 2013). Job satisfaction can be measured based on psychological satisfaction indicators (promotion opportunities), social (bosses, co-workers), physical (type and condition of work), and financial (salary) (Sutrisno, 2009 and Bismala et al, 2016).

Attitudes

Attitudes are defined as evaluative statements, both favorable and unfavorable towards objects, individuals, or events (Robbins, 2015). It reflects how a person feels about something. Several factors influence work attitudes, including: working conditions, supervisor supervision, co-workers, security, opportunities for advancement, work facilities, and salary (Mawarni, 2018). Cognitive, affective, and conative components are needed to support a good work attitude (Azwar, 2011). Indicators that influence work attitudes are attitudes that have intensity, direction, consistency, and spontaneity (Robbins, 2011).

Performances

Performance is defined as the level of success of a person from the results of carrying out tasks and work through work standards, targets and goals and criteria that have been set together in a certain period (Wijaya, 2018). Motivation, leadership, work environment, organizational culture, work performance, competencies, and competencies play an important role in influencing performance (Triatna, 2015; Wibowo, 2014; Virgana & Suprijadi, 2015; Ansori & Hapzi A, 2015; Prayetno & Ali, 2017) . Performance indicators include work results, work behavior and personal characteristics (Wirawan, 2017).

Based on the description above, the conceptual model in this study can be described as showed in Fig 1.

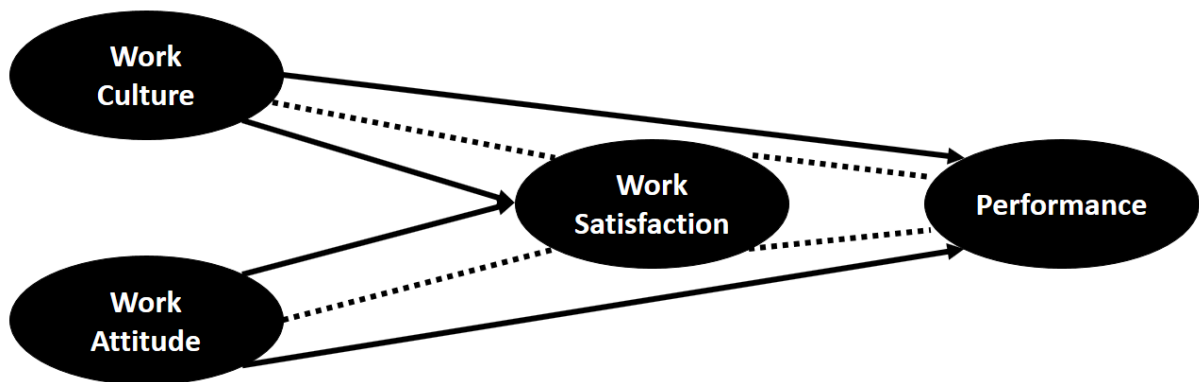


Figure 1. Conceptual model showing the relationship among the study variables.

Research method

Study design and data collection

This was an observational cross sectional study. All participants was employees in the Mandau Hospital. Each eligible participant had to fill out a questionnaire. The sampling technique used is simple random sampling technique. Sociodemografi information was collected prospectively, including age, gender, marital status, profession, last education, length of service in hospital and monthly income.

Research instrument

A questionnaire was utilized in this study to analyze four variables. This questionnaire has five items that examine work culture, five items that assess job satisfaction, seven questions that assess work attitudes, and six questions that analyze employee performance. Leadership (2 questions), appearance (1 question), awareness and time (2 questions), communication (1 question), and respect and trust (2 questions) are used to measure work culture. Salary (2 questions), advancement opportunities (1 question), superiors (1 question), colleagues (2 questions), and working environment (2 questions) are used to estimate job satisfaction. Work attitude is measured using markers of responsible attitude (2 questions), willingness to help (1 question), conscientiousness (1 question), speed (1 question), caution (2 questions), diligence (1 question), and punctuality (1 question). Quality (1 question), quantity (1 question), independence (2 questions), initiative (2 questions), cooperation (1 question), and adaptability (1 question) are used to evaluate employee performance. Each question uses an ordinal scale consisting of five levels (Likert scale), from strongly agree to strongly disagree.

Statistical analysis

Structural Equation Modeling Partial Least Square (SEM-PLS) analysis is used to analyze and test the research hypothesis (Abdillah et al, 2016). In this study there are variables that cannot be measured directly (unobserved variables) so these variables are measured using question items. The Outer Model (Measurement Model) is used to test whether the data is valid and reliable. The Inner Model (Structural Model) is used to test causality, hypotheses, and test prediction models. To test the direct effect can be done by looking at the value of the path coefficient, which shows the parameter coefficient and statistical t value. The t-statistic value $<$ t-table and p-value $>$ 0.05 is stated to have a significant effect.

Results

Participant characteristics

The admission requirements were met by 128 employees (Table 1). The majority of them (52.3%) were between the ages of 30 and 40, female (75%), and married (88.3%). Nurses are the most common profession (25.8%), followed by doctors/dentists (5.5%) and specialized doctors (3.9%), with undergraduate education being the most recent (82%). The majority of employment periods were 5-10 years (37.5%) and >10 years (34.4%). The majority of people earn more than Rp5.000.000,00 per month (67.2%).

Table 1. Participant characteristics.

Description	Category	Frequency	Percentage (%)
Age (y.o)	< 30	15	11.7
	30-40	67	52.3
	>40	48	35.9
Gender	Men	32	25.0
	Women	96	75.0
Marital Status	Not married	10	7.8
	Married	113	88.3
	Widow	5	3.9
Profession	Doctor/Dentist	7	5.5
	Specialist doctor	5	3.9
	Nurse	65	50.8
	Midwife	33	25.8
	Pharmacist	2	1.6
	Physiotherapist	2	1.6
	Analysist	2	1.6
	other	12	9.4
Educational background	Bachelor	21	16.4
	Diploma	105	82.0
	Senior high school	2	1.6
Length of work (years)	<5	36	23.1
	5-10	48	37.5
	>10	44	34.4
Salary (per month)	>Rp5.000.000,00	88	67.2
	Rp5.000.000,00 – Rp10.000.000,00	29	22.7
	Rp10.000.000,00 – Rp20.000.000,00	5	3.9
	>Rp20.000.000,00	8	6.3

The results of the descriptive analysis on the variables can be seen in table 2. The mean values for the eight work culture indicators show that four fall into the agree group and four fall into the highly agree category. The highest mean value is found in the BK3 indication, which is 4.73, while the lowest mean value is found in the BK8 indicator, which is 3.47. The highest SD value is found in the BK5 indication, which has a value of 0.96, and the smallest SD value is found in the BK1 indicator, which has a value of 0.73, with these values having a similar range. The data shows that the respondents' answers tend to be uniform for each indicator. Thus, the respondent's answers can be considered evenly distributed with the respondent's assessment belonging to the agree category for all indicators of the work culture variable. This shows that respondents generally have a positive perception of the work culture they experienced while working as permanent employees at Mandau Hospital.

Table 2. Descriptive Analysis of The Variables

Variable	Indicator	Mean	Median	Min	Max	SD	Category
Work Culture	BK1	4,07	4,00	1,00	5,00	0,73	Agree
	BK2	3,90	4,00	1,00	5,00	0,87	Agree
	BK3	4,73	4,00	1,00	5,00	0,84	Strongly agree
	BK4	4,33	5,00	2,00	5,00	0,83	Strongly agree

	BK5	3,53	4,00	1,00	5,00	0,96	Agree
	BK6	4,23	4,00	2,00	5,00	0,76	Strongly agree
	BK7	4,34	5,00	2,00	5,00	0,80	Strongly agree
	BK8	3,47	4,00	1,00	5,00	0,92	Agree
Work Attitude	SK1	4,50	5,00	1,00	5,00	0,92	Strongly agree
	SK2	5,10	4,00	2,00	5,00	0,79	Agree
	SK3	4,30	4,00	1,00	5,00	0,90	Strongly agree
	SK4	4,30	4,00	2,00	5,00	0,78	Strongly Agree
	SK5	3,20	3,00	1,00	5,00	1,01	Neutral
	SK6	4,13	4,00	2,00	5,00	0,76	Agree
	SK7	4,30	4,00	2,00	5,00	0,78	Strongly Agree
	SK8	4,47	5,00	2,00	5,00	0,81	Strongly Agree
	SK9	4,23	4,00	2,00	5,00	0,76	Strongly Agree
	SK10	4,27	4,00	1,00	5,00	0,85	Strongly Agree
job satisfaction	KK1	4,03	4,00	2,00	5,00	0,87	Agree
	KK2	4,00	4,00	2,00	5,00	0,73	Agree
	KK3	3,90	4,00	2,00	5,00	0,87	Agree
	KK4	3,73	4,00	2,00	5,00	0,84	Agree
	KK5	4,17	4,00	2,00	5,00	0,73	Agree
	KK6	4,20	4,00	2,00	5,00	0,83	Agree
	KK7	4,03	4,00	2,00	5,00	0,75	Agree
	KK8	4,10	4,00	1,00	5,00	0,79	Agree
Performance	KP1	4,23	4,00	2,00	5,00	0,80	Strongly agree
	KP2	4,30	4,00	2,00	5,00	0,74	Strongly agree
	KP3	4,40	5,00	2,00	5,00	0,80	Strongly agree
	KP4	4,17	4,00	2,00	5,00	0,82	Agree
	KP5	4,20	4,00	2,00	5,00	0,75	Agree
	KP6	4,27	4,00	2,00	5,00	0,73	Strongly agree
	KP7	4,37	5,00	2,00	5,00	0,80	Strongly agree
	KP8	4,30	4,00	2,00	5,00	0,82	Strongly agree

The mean value of the ten work attitude indicators shows that seven fall into the highly agree category, one falls into the neutral category, and one falls into the agree category. The highest mean value is found in the SK1 indication at 4.50, and the lowest mean value is found in the SK5 indicator at 3.2. The highest SD value is found in the SK5 indication, which has a value of 1.01, and the smallest SD value is found in the SK6 indicator, which has a value of 0.76, with these values having a similar range. The data shows that the respondents' answers tend to be uniform for each indicator. Thus, the respondents' answers can be considered evenly distributed with the respondents' ratings belonging to the agree category for all indicators of the work attitude variable. This shows that respondents generally have positive perceptions of work attitudes while working as permanent employees at Mandau Hospital.

The mean value of the eight job satisfaction measures shows that all indicators are in the agree group. The highest mean value is found in the KK6 indication at 4.20, and the lowest mean value is found in the KK4 indicator at 3.73. The highest SD value is found in the KK1 and KK3 indicators at 0.87, while the smallest SD value is found in the KK5 indication at 0.73, with these values having a similar range. The data shows that the respondents' answers tend to be uniform for each indicator. Thus, the respondents' answers can be considered evenly distributed with the respondents' ratings belonging to the agree category for all indicators of the job satisfaction variable. This shows that respondents generally have a positive perception of the job satisfaction they experienced while working as permanent employees at Mandau Hospital.

According to the mean value of the eight performance indicators, 7 fall into the highly agree group and 1 indicator falls into the agree category. The highest mean value is found in the KP7 indication at 4.37, and the lowest mean value is found in the KP4 indicator at 4.17.

The highest Standard Deviation (SD) value is found in the KP4 and KP8 indicators at 0.82, while the smallest SD value is found in the KP6 indicator at 0.73, with these values having a similar range. The data shows that the respondents' answers tend to be uniform for each indicator. This shows that respondents generally have a positive perception of the performance they experienced while working as permanent employees at Mandau Hospital.

In the outer model results (Fig.2), there are 28 indicators used in this study. The outer loading value for each indicator shows a value above 0.708, so that it can be stated that all of these indicators are reliable for measuring the construct.

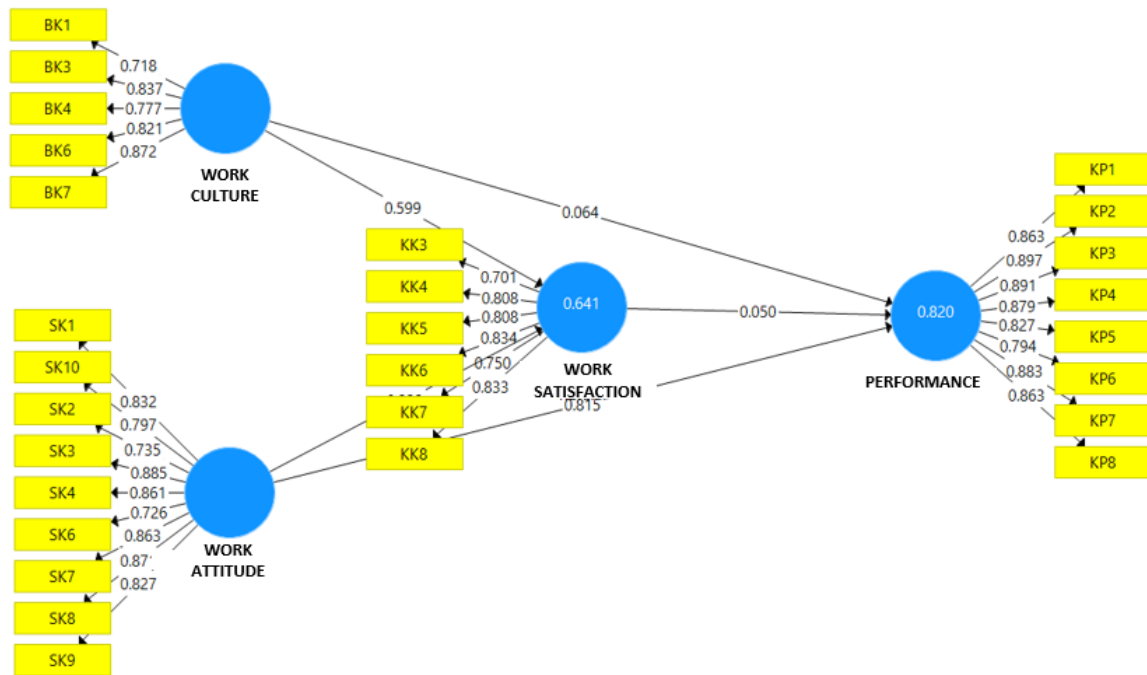


Figure 2. Outer loading.

All variables have a composite reliability value and Cronbach's alpha is above 0.7, so it can be concluded that the indicators have shown internal consistency and each of these indicators is reliable for measuring its construct. The table above shows that all variables have an average variance extracted (AVE) value above 0.5, so it can be concluded that the variables in this research model have demonstrated convergent validity (Table 3). Table 4 shows that the average value of the former-larcker varies so that it is considered significant valid.

The T-statistic value (Fig. 3 and Table 5) for the three hypotheses is = 1.96 and the P-value is <0.05, so there is a significant influence between the variables, namely work culture on job satisfaction, work attitudes on job satisfaction, and work attitudes on employee performance. On the other hand, work culture on performance and job satisfaction on employee performance have no effect between the variables. The R-Square value of the employee performance variable is 0.820, so the ability to predict performance in this research model is classified as strong. The R-Square value on the mediating variable job satisfaction which can be seen in the table above has a value of 0.641 which is classified as moderate (Table 6).

Table 3. Construct reliability

	Chronbach's Alpha	Rho_Q	Composite Reliability	Average Varians Extrattion (AVE)
Work cuture	0,846	0,868	0,903	0,61
job satisfaction	0,880	0,887	0,909	0,625

Performance	0,951	0,953	0,959	0,745
Work attitude	0,940	0,842	0,950	0,678

Table 4. Discriminant validity

	Work culture	Work satisfaciton	Performance	Work attitude
Work cuture	0,807			
job satisfaction	0,789	0,791		
Performance	0,767	0,688	0,863	
Work attitude	0,814	0,721	0,903	0,824

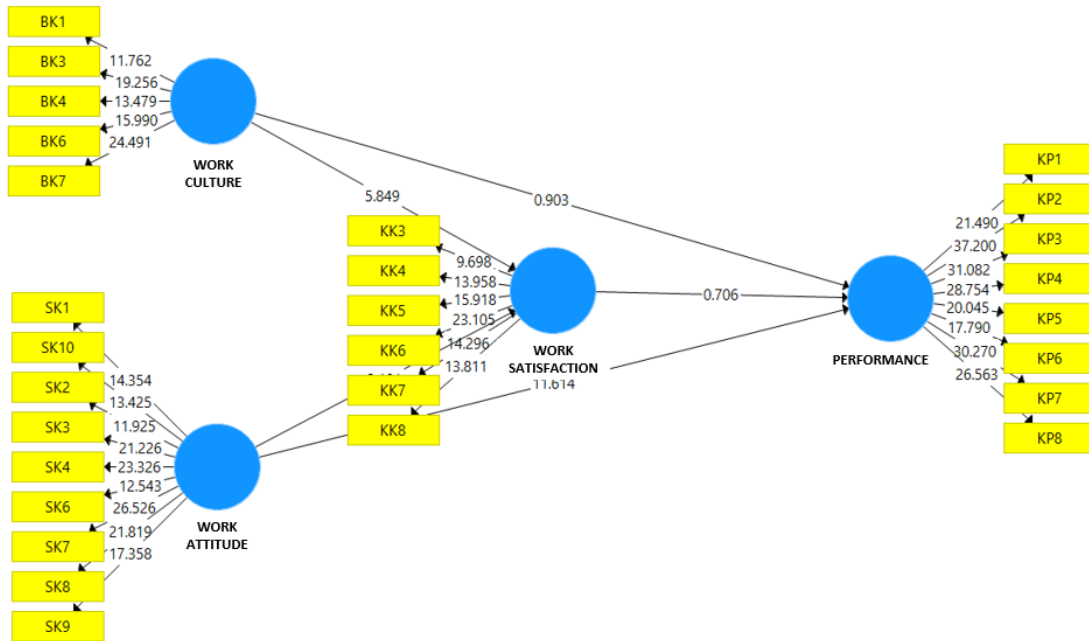


Figure 3. Inner model

Table 5. Hypothesis test

	Original sample (O)	Mean (M)	SD	T statistic	P values
Work cuture > job satisfaction	0,599	0,594	0,102	5,849	0,000
Work cuture > performance	0,094	0,093	0,070	1,355	0,176
job satisfaction > performance	0,050	0,050	0,071	0,706	0,480
Work attitude > job satisfaction	0,233	0,240	0,111	2,101	0,036
Work attitude > performance	0,826	0,827	0,063	13,158	0,000

Table 6. R-square value

	R square	Adjusted R square
job satisfaction	0,641	0,635
Performance	0,820	0,815

Work culture variable on job satisfaction has a significant effect with f-Square value 0.337 (> 0.15). The work culture variable has a weak effect on performance with a value of 0.006. Job satisfaction variable on employee performance has a weak effect with a value of 0.005. The work attitude variable has a weak effect on job satisfaction with a value of 0.051 and the work attitude variable has a strong effect with a value of 1.182. (Table 7)

The Q-Square value on the variable job satisfaction is 0.418, meaning that it has a large predictive relevance value. The employee performance variable also has a large predictive relevance value because the Q-Square value is 0.571. (Table 8)

Mediation test results (Table 9), namely the indirect effect on performance through the mediating variable of job satisfaction. In the work culture on employee performance variables through the mediation variable job satisfaction has a P-value <0.05, which is 0.491. This concludes that the work culture variable on performance variables through the mediating variable job satisfaction has a significant indirect effect. On work attitudes towards employee performance variables through the mediation variable job satisfaction has an indirect effect with a P-value <0.05, namely 0.552. This concludes that the work attitude variable on employee performance variables through the mediating variable job satisfaction has a significant indirect effect.

Table 7. F-square value

	job satisfaction	Performance
Work cuture	0,337	0,006
job satisfaction		0,005
Work attitude		
Performance	0,051	1.182

Table 8. Construct crosscalidated redudancy (Q2)

	SSO	SSE	Q2 (=1-SSE/SSO)
Work cuture	512000	512000	
job satisfaction	384000	223475	0,418
Work attitude	768000	768000	
Performance	640000	274640	0,571

Table 9. Mediation test (specific indirect effect analyzed)

	Original sample (O)	Mean (M)	SD	T statistic	P values
Work cuture > job satisfaction > Performance	0,030	0,031	0,043	0,689	0,491
Work attitude > job satisfaction > Performance	0,012	0,011	0,020	0,595	0,552

Discussions

Effect of Work Culture on Job Satisfaction

There is a significant influence between work culture on job satisfaction (T-statistic value is 5.849, and the P-value is 0.000), so that hypothesis H1: work culture has a significant positive effect on job satisfaction can be accepted. The results of the hypothesis can be interpreted that if employees' perceptions of work culture are improved, the job satisfaction they feel will also increase. Work culture is a means of supporting the smooth running of company activities where comfort at work is also very much taken into account in creating a good work culture, so that it can lead to satisfaction in employees in carrying out their duties (Usuh et al., 2020)

Research conducted by Sundari in 2021 on employees at Medan Haji General Hospital shows that work culture has a significant influence on the level of job satisfaction. Work culture has a positive effect on job satisfaction as assessed by a path coefficient of 0.804. The probability value obtained is 0.000 (<0.05) which indicates that work culture has a significant effect on employee job satisfaction at RSU Haji Medan (Sundari, 2021). The same results were obtained by Setyawan, that work culture has a significant effect on employee job satisfaction. (Setyawan, 2015)

Job satisfaction is a form of emotional attitude that pleases and loves the work they do. Employees who can enjoy job satisfaction will prefer to prioritize their work. Employees will feel more satisfied if the remuneration is proportional to the results of the work done. In the research conducted by Jainurakhma on employees of the Dlanggu District Health Center.

Mojokerto shows that the application of a strong organizational culture from officers can influence officer job satisfaction (Jainurakhma, 2022).

Effect of Work Attitude on Job Satisfaction

There is a significant influence between work attitude on job satisfaction (the T-statistic value is 2.101, and the P-value is 0.036), so that hypothesis H2: work attitude has a significant positive effect on job satisfaction is acceptable. The results of the hypothesis can be interpreted that if employees' perceptions of work attitudes are improved it will significantly affect job satisfaction.

Rochman shows that work attitude variable has a significant effect on employee job satisfaction. So if there is a change in work attitude it will affect the increase and decrease in employee job satisfaction ($p < 0.05$). Work attitude as perceived organizational support makes employees believe that the organization values their contribution and cares about their welfare and employee involvement, namely individual involvement, satisfaction and enthusiasm with the work they do. Work attitude as a state of an individual in favor of the organization and its goals and desire to maintain membership in the organization. Having a good employee work attitude towards the company will encourage employees to work even better (Rochman et al, 2019).

Effect of Work Culture on Performance

There is no significant effect between work culture on performance (the T-statistic value is 1.355, and the P-value is 0.176), so that hypothesis H3: work culture has a significant positive effect on performance is unacceptable. The results of the hypothesis can be interpreted that if employees' perceptions of work attitudes are improved it will not significantly affect job satisfaction.

Suardi et al found different things in their research on dr. R. Soedjono Selong, East Lombok Regency, West Nusa Tenggara Province. In his research, he found that work culture had a significant effect on employee performance (p value < 0.05). This means that if the work culture is improved or supported, the increase is stimulated followed by an increase in performance (Suardi et al., 2019).

Research conducted by Sundari et al on employees of RSU Haji Medan also obtained similar results, work culture variables have a significant effect on employee performance with a path coefficient of 0.804 with a p-value of 0.000 ($p < 0.05$). This relationship is interpreted that the better the employee's acceptance of the work culture, the better the employee's performance will be. And vice versa, if the work culture is not well received, it will further reduce the employee's performance. An optimal work culture can increase trust and be able to do something to change events around it and vice versa (Sundari, 2021).

Effect of Work Attitude on Performance

There is a significant effect between work attitude on performance (the T-statistic value is 13.158, and the P-value is 0.000), so that hypothesis H4: work attitude has a significant positive effect on acceptable performance. The results of the hypothesis can be interpreted that if employees' perceptions of work attitudes are improved then performance will increase significantly.

This is in line with previous research conducted by Cabrera which found that work attitude statistically has a positive and significant effect on employee performance (Cabrera and Estacio, 2022). This means that the better the work attitude, the higher the employee's

performance. Similar results were also obtained by Sukma Manggarsari which shows that work attitude has a positive and significant effect on employee performance, which means that the higher the work attitude possessed by employees at work, the higher the resulting performance will be (Manggarsari, 2022). In line with Mawarni's research results prove that work attitude has a significant influence on employee performance at PT. Telekomunikasi Indonesia Tbk, Witel Medan (Mawarni, 2018)

Effect of Job Satisfaction on Performance

There is a negative but not significant effect between job satisfaction on performance (the T-statistic value is 0.706, and the P-value is 0.480), so that hypothesis H4: work attitude has a significant positive effect on acceptable performance. The results of the hypothesis can be interpreted that if employees' perceptions of work attitudes are improved then performance will increase significantly.

The same thing was also found by Tarjo who conducted research on H. Hanafie Muara Bungo Hospital employees. The results of the analysis conclude that job satisfaction has no significant effect on employee performance (Tarjo, 2019). The results of a study conducted by Sukmawati et al also found similar results. The results of the data analysis show that the job satisfaction of midwives at Mataram City Hospital has a positive but not significant effect on performance. This shows that a midwife who is satisfied or dissatisfied with her work is still able to have good performance in her organization (Sukmawati et al., 2019).

In order to understand employee job satisfaction, a leader must understand the characteristics of each subordinate. By understanding individual characteristics, it will be possible to determine jobs that suit the characteristics of each individual. If this can be realized then job satisfaction will be achieved, so that performance will be better. In addition, job satisfaction is an effect or response in the form of emotional feelings from individuals to various aspects that exist within an organization. These aspects can be in the form of pleasure or displeasure, work situations, interactions with other people, and feelings of comfort about their work. These factors will then provide a sense of satisfaction to the individual and make the individual work harder and be able to improve their performance (Sukmawati et al., 2019).

Effect of Work Culture on Performance Through Job Satisfaction as a Mediating Variable

There is a positive but not significant effect between between work culture on performance with job satisfaction as mediating variables (the T-statistic value is 0.689, and the P-value is 0.491), so that hypothesis H6: work culture has a positive and significant effect on performance through job satisfaction mediating variables is unacceptable. The results of the hypothesis can be interpreted that even though employees' perceptions of work culture and job satisfaction are improved it will not have a significant effect on employee performance.

Different things were obtained by Winandar who found that the estimates obtained between work culture, performance and job satisfaction met the requirements for a value of $P = 0.020$ ($p < -0.05$). So it can be concluded that employee performance is influenced by work culture mediated by job satisfaction (Winandar, I Ketut R. Sudiarditha and Dewi Susita, 2021). This is also supported by the results of previous research conducted by Tajuddin who concluded that organizational culture has an indirect influence on employee performance through job satisfaction at Semen Gresik Hospital as evidenced by the results of path analysis which shows the indirect effect is greater than the direct effect (Tajuddin et al, 2020).

Another study conducted by Jayanti et al., also found that there is an influence between work culture on employee performance through job satisfaction. The results of the analysis obtained a greater influence value between work culture on performance through job satisfaction compared to the direct effect of work culture on performance (0.657 vs 0.480) (Jayanti and Nazwirman, 2020).

Effect of Work Attitude on Performance Through Job Satisfaction as a Mediating Variable

There is a negative but not significant effect between work attitude on performance with job satisfaction as mediating variables (the T-statistic value is 0.595, and the P-value is 0.552), so that hypothesis H7: work attitude has a significant positive effect on performance through unacceptable job satisfaction mediating variables. The results of the hypothesis can be interpreted that even though employee perceptions of work attitudes and job satisfaction are improved, it will not have a significant effect on employee performance. Different results were obtained from Shahab's research (2014) indicating that job satisfaction can mediate the effect of attitudes on employee performance. (Shahab and Nisa, 2014).

Conclusion

Workplace culture has been shown to have a considerable positive impact on job satisfaction. Mandau Hospital personnel will be more satisfied with their jobs if the work culture improves. Work attitude has been shown to have a considerable beneficial influence on job satisfaction. Employees at Mandau Hospital will be more satisfied if their work attitudes improve. Work culture has not been shown to have a major positive effect on employee performance. Increased work culture will not significantly boost staff performance at Mandau Hospital. Work attitude has been shown to have a major positive impact on employee performance. Employee performance at Mandau Hospital will improve as work attitudes improve. Job satisfaction has not been shown to have a major positive effect on employee performance. Employee performance at Mandau Hospital will not improve considerably if job satisfaction rises. It has not been demonstrated that job satisfaction has a major mediating effect on performance and work culture. It has not been demonstrated that job satisfaction has a major mediating effect on work performance and attitudes.

In research that focuses on the factors that influence the performance of employees of the Mandau General Hospital identified as having several limitations. First, this study has limitations because the research model was only tested empirically in one hospital with a limited number of samples. Therefore, there are limitations in generalizing the findings of this study. It is recommended in future studies to include more hospitals, as well as a larger sample size so that the results of the analysis can be generalized more broadly.

The second limitation is that the sampling of this study using the Googleforms platform can be biased because in taking the questionnaire it is not seen directly whether the respondent correctly filled it out. To overcome this, it is suggested that respondent data collection can be done in a written form so that it can be viewed directly. The third limitation is that not all respondents have the same perspective on the questions in the questionnaire, so this can also cause research bias. To overcome this, it is recommended to collect respondent data directly so that the researcher can explain the meaning of the question well to the respondent.

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