

The Influence Of Organizational Culture, Compensation, And Work Discipline On Employee Performance At Hospital. Satria Medika Bekasi

Eka Nur Azizah¹, Ibnu Haris Nasution²

Universitas Dian Nusantara, Jakarta^{1,2}

Article Info

Corresponding Author:

Eka Nur Azizah et.al

E-mail:

ibnu.haris.nasution@undira.ac.id

ABSTRACT

The purpose of this research is to explain the influence of organizational culture, compensation and work discipline on the performance of hospital employees. Satria Medika Bekasi. This type of research is quantitative. The population in this study were hospital employees. Satria Medika Bekasi. Retrieval of data using saturated sampling which is distributed to 60 respondents. Data collection techniques in this study were questionnaires and documentation with Multiple Linear Regression Analysis, with the help of SPLS 4.0 software. The results of this study indicate that Organizational Culture, compensation and work discipline simultaneously have a significant effect on employee performance. The adjusted R-square value is 0.722, meaning the contribution of organizational culture, compensation and work discipline. Partially, organizational culture has no significant effect on employee performance, while compensation and work discipline have a significant effect on employee performance.

Keywords:

Organizational Culture, Compensation and Work Discipline on Employee Performance

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INTRODUCTION

Human resources are central figures in organizations and companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. Employee performance is the result or work performance of employees which is assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor for improving employee performance.

Improving employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore efforts to improve employee performance are the most serious management challenge because success in achieving goals and the survival of the company depends on the quality of the performance of the human resources in it.

According to (Anwar King Mangkunegaran, 2017) performance (job performance) is the result of work in quality and quantity achieved by employees in carrying out their duties according to the responsibilities given to them. Individual employee performance will affect the

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overall company performance. The higher the employee's performance, the higher the performance of the company where the employee works.

Organizational Culture can be said to be a habit that continues to be repeated over and over again, repeated and become a value (value) and lifestyle by a group of individuals in the organization followed by the next individual. It can also be said that organizational culture is the norms that have been agreed upon to guide individual behavior in the organization, therefore organizational culture is in making plans or strategies and tactics in developing visions and missions to achieve organizational goals.

Giving compensation from the company can affect overall performance. Compensation is an important factor in the aspect of human resources. By providing compensation to employees, employees will feel valued for the work they do. When employees feel valued, employees will be motivated to work harder to improve their performance in order to achieve company goals. Therefore, compensation must be given to employees on a regular basis as a form of company appreciation for employee performance.

The company will provide different compensation, according to the ability of the company and the success rate of the employee's work. Basically, the purpose of giving compensation is to create awareness for each individual to be willing to work with the company. In this context, employees must perceive that the steps taken by the company are towards satisfying the personal needs of employees. These needs include economic needs, achievement needs, recognition, awards, and so on. According to (Hasibuan, 2019) Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company.

Employee performance is the real behavior that is displayed by each employee as work performance that is produced according to their role in the company for everyone working or in a work group, performance is always expected in quality and quantity. To get the results themselves must be supported by setting goals and starting with planning rational work. In managing human resources various problems will often arise, such as employee performance that is less than optimal. The factors that influence performance are work discipline, which is an employee's effort to carry out his work activities seriously. Work discipline in this case can be in the form of time, for example coming to work always on time. then discipline in doing what is given to him in accordance with the orders that must be done. Disciplined employees will affect performance. Influencing factors are organizational culture which are the habits or norms that apply and have an organization or company. These customs or norms regulate matters that are valid and generally accepted and must be obeyed by all members of a company or organization. The compliance of organizational members to obey or follow these habits or norms will affect one's performance in organizational performance. Likewise, if you do not comply with customs or norms, your performance will decrease. Thus organizational culture affects employee performance. Influencing factors are organizational culture which are the habits or norms that apply and have an organization or company. These customs or norms regulate matters that are valid and generally accepted and must be obeyed by all members of a company or organization. The compliance of organizational members to obey or follow these habits or norms will affect one's performance in organizational performance. Likewise, if you do not comply with customs or norms, your performance will decrease. Thus organizational culture affects employee performance. Influencing factors are organizational culture which are the habits or norms that apply and have an organization or company. These customs or norms regulate matters that are valid and generally accepted and must be obeyed by all members of a company or organization. The compliance of organizational members to obey or follow these habits or norms will affect one's performance in organizational performance. Likewise, if you do not comply with customs or norms, your performance will decrease. Thus organizational culture affects employee performance. These customs or norms regulate matters that are valid and generally accepted and must be obeyed by all members of a company or organization. The compliance of organizational members to obey or follow these habits or norms will affect one's performance in

organizational performance. Likewise, if you do not comply with customs or norms, your performance will decrease. Thus organizational culture affects employee performance. These customs or norms regulate matters that are valid and generally accepted and must be obeyed by all members of a company or organization. The compliance of organizational members to obey or follow these habits or norms will affect one's performance in organizational performance. Likewise, if you do not comply with customs or norms, your performance will decrease. Thus organizational culture affects employee performance.

According to (Afandi, 2018) Performance is the willingness of a person or group of people to carry out activities or perfect them in accordance with their responsibilities with the expected results. Performance is the result of the work concerned. Performance is an expression of a person's potential in fulfilling his responsibilities by setting certain standards. Performance is one of the total collections of work that exists in workers.

Thus, performance becomes a benchmark in the company to assess its employees in carrying out their duties and responsibilities properly and correctly. Performance will run effectively if it is supported by employee work discipline and fair compensation from the company.

Work discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. This is in line with research conducted by Sutrisno (2017) which says that work discipline is attitudes, behavior and actions that are in accordance with organizational regulations both written and unwritten. With employees complying with the regulations set by the company and having high discipline, it will create a more conducive company atmosphere, so that it will have a positive impact on company activities.

LITERATURE REVIEW

According to (Sudaryono, 2017) argues that "organizational culture is a set of values that are agreed upon and obeyed by all members of the organization that are dynamic and capable of increasing organizational productivity". The dynamics in organizational culture does not mean that it always changes, but something that is considered important in the organization must be maintained. Organizational culture is known as organizational culture terminology, then it is often also known as culture or culture. Discussing culture, clearly cannot be separated from the understanding of the organization. The organization comes from the Greek term, namely "organon" and in other terms organum which means tools, members or body parts. Organizational culture is an important part that must be possessed in developing human resource capabilities (Lawu et al., 2019). According to Phithi Sithi Ammuai in (Syahyuni, 2018) suggests that "organizational culture is a set of basic assumptions and beliefs held by members of the organization, then developed and inherited to overcome adaptation problems". According to (Samsuddin, 2018) argues that "organizational culture is a system of meanings or values shared by all members of the organization". The system of meanings and values will look for the unique characteristics of an organization and will make the organization different from other organizations. Employees who are able to understand these distinctive characteristics will behave in accordance with what is expected by the organizational culture.

According to Enny (2019: 37) compensation can be defined as a form of reciprocal services provided to employees as a form of appreciation for their contributions and work to the organization. This compensation can be in the form of direct or indirect financial, and the award can also be indirect. According to Akbar, et al., (2021: 125) compensation is all forms of financial returns and benefits received by employees as part of an employment relationship. Furthermore, according to Sutrisno (2017: 181) "compensation is an important function in human resource management (MSDM)".

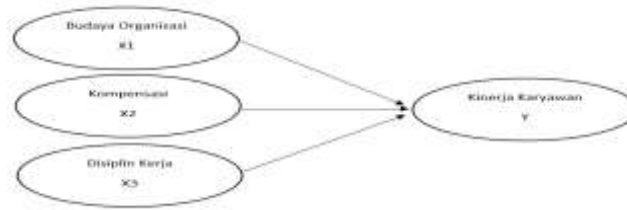
Work discipline is an obligation of the office or agencywork is mandatory to pay attention to employee work discipline so that employee work increases more than before and employees do not arbitrarily carry out activities that are not important during working hours. Work discipline is a concept in the workplace or management to require employees to act regularly.

Discipline is a condition that causes or encourages employees to act and carry out all activities according to predetermined rules. Good discipline is reflected in the amount of a person's sense of responsibility towards the task given to him. Sinambela (2019: 332) "then regulations are really needed to create good order in the office where you work, because the discipline of an office or place of work is said to be good if some employees obey the existing regulations". Discipline is needed both the individual concerned and agencies, because discipline really helps individuals to straighten out what can and can't be done in an office. Discipline shows a condition or attitude of respect that exists in employees towards office rules and regulations. Sutrisno (2019: 86) argues "Discipline shows a condition or the attitude of respect that exists in employees towards rules and regulations agencies". Keith Davis in Mangkunegara (2020: 129) suggests that "Discipline is management action to enforce organization standards". It can be interpreted that work discipline is the implementation of management to strengthen organizational guidelines. Singodimedjo in Sutrisno (2019: 86) "Discipline is the attitude of a person's willingness and willingness to obey and comply with the norms that apply around him and employee discipline greatly affects agency goals".

Nadeak(2020:181) "one way to increase employee work productivity is to have good work discipline". Dewi and Harjojo (2019: 93) etymologically "Discipline comes from the English word disciple which means followers or adherents, teaching, training and so on". Whereas Singodimedjo and Sutrisno in Agustini (2019:90) "discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him". Hasibuan in Rizki and Suprajang (2017) "work discipline is an operative use of human resource management which is important for employee performance to be higher, and good work discipline is of course the duties and authority given to him. Agustini (2019:81) "work discipline is also will and obedience to behave in accordance with the regulations in the agency concerned". Ansory and Indrasari (2018:36) "discipline is a feeling of obedience and obedience to work that is responsible". This discipline is closely related to authority. If authority does not work properly, then discipline will disappear. Therefore, the holder of authority must be able to instill self-discipline so that he has responsibility for work in accordance with the authority he has.

Performance comes from performance or actual performance, work performance or actual achievements achieved by a person. The definition of performance is the performance of work in quality and quantity presented by an employee in carrying out his duties in accordance with the responsibilities given to him.(Lawu et al., 2019). According to Rivai & Basri in Masram (2017: 138) states: "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon". Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance from one person to another may differ, due to different driving factors. Employee performance is very important because the performance of an employee in an institution will determine the effectiveness of the institution's performance(Frimayasa & Lawu, 2020). Meanwhile, according to Mathis and Jackson in Masram (2017: 138) also states "Performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

conceptual framework



METHODS

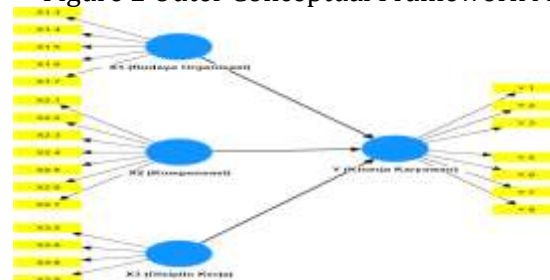
The type of research approach that the author uses is quantitative as a scientific method because the data used are concrete, objective, measurable, rational, and systematic. The positivistic method (based on positivistic philosophy), and the discovery method (found new science and technology). This method is called quantitative because the research data is in the form of numbers and the analysis uses statistics. Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn(Sugiono, 2019). In this case, the population is hospital employees. Satria Medika Bekasi numbered 130 people. The sampling technique is saturated sampling / census. The use of this sampling technique is to use all of the existing population to be sampled. Using the SmartPLS application and the Structural Equation Modeling (SEM) analysis approach. Each related variable is measured using validity test, reliability test, coefficient determination test, redundancy validity test, and path coefficient test.

RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

According to Ghozali (2015: 39) the purpose of evaluating the outer model is to assess validity through convergent validity and discriminant validity, as well as the reliability of the model evaluated for composite reliability and Cronbach's alpha for the indicator block.

Figure 2 Outer Conceptual Framework Model



The image above shows the results of the measurement model using computer assistance through the SmartPLS 4 program. The following are the results of the tests carried out using this measurement model:

Convergent validity

In this testing phase, all statement items in the study must have a statistically significant outer loading value. It is considered high for an individual reflexive measure if it correlates with the measured constructs of more than 0.70(Hair et al., 2021).

Table 1 Convergent Validity

Variable	Indicator	Outer Loading	Results
Organizational Culture (X1)	X1.1	0.663	Invalid
	X1.2	0.682	Invalid
	X1.3	0.811	Valid

	X1.4	0.782	Valid
	X1.5	0.770	Valid
	X1.6	0.736	Valid
	X1.7	0.808	Valid
	X2.1	0.785	Valid
	X2.2	0.822	Valid
	X2.3	0.882	Valid
Compensation (X2)	X2.4	0.840	Valid
	X2.5	0.918	Valid
	X2.6	0.820	Valid
	X2.7	0.870	Valid
	X2.8	0.538	Invalid
	X3.1	0.602	Invalid
	X3.2	0.717	Valid
	X3.3	0.714	Valid
Work Discipline (X3)	X3.4	0.617	Invalid
	X3.5	0.786	Valid
	X3.6	0.798	Valid
	X3.7	0.609	Invalid
	X3.8	0.830	Valid
	X3.9	0.771	Valid
	Y1	0.869	Valid
	Y2	0.861	Valid
	Y3	0.901	Valid
Employee Performance (Y)	Y4	0.489	Invalid
	Y5	0.841	Valid
	Y6	0.799	Valid
	Y7	0.809	Valid
	Y8	0.811	Valid

Source: Data processed by Smart Pls (2023)

Table 1 shows the outer loading value of all statement items in the study showing a value greater than 0.70(Hair et al., 2021). Statements X1.1, X1.2, X2.8, X3.1, X3.4, X3,7 and Y4 have an outer loading value of less than 0.70 so that the seven items are omitted.

Discriminant validity

In this test, the cross loading value of a variable must be greater than the cross loading value of the other variables that follow it. The research instrument can be said to be valid if it meets these criteria.

Table 2 Discriminant Validity

Variable	Organizational Culture (X1)	Compensation (X2)	Work Discipline (X3)	Employee Performance (Y)
Organizational Culture (X1)	0.808			
Compensation (X2)	0.435	0.869		
Work Discipline (X3)	0.603	0.359	0.852	
Employee Performance (Y)	0.631	0.294	0.832	0.844

Source: Data processed by Smart Pls (2023)

The table above shows all the cross loading values are greater than the values of the variables that follow. This indicates that all instruments can be said to be valid, so that the data in this study are feasible to continue.

Average variance extracted(AVE)

The next test is to evaluate the AVE (Average Variance Extracted) value to assess the validity of a model. A model is said to have high validity if it has a value greater than 0.5 (Hair et al., 2021).

Table 3 Average Variance Extracted (AVE)

Variable	AVE value
Organizational Culture (X1)	0.653
Compensation (X2)	0.755
Work Discipline (X3)	0.726
Employee Performance (Y)	0.712

Source: Data processed by Smart Pls (2023)

Based on the table above, the Average Variance Extracted (AVE) values for all variables have a value greater than 0.5 (Hair et al., 2021). Therefore, all models in the study can be said to have a high validity value

Composite reliability

A measuring instrument can provide constant results if the measuring instrument is reliable or reliable. The reliability test was carried out to test a tool in research. A measuring instrument is said to be reliable if the rule of thumb value of composite reliability is greater than 0.6 (Hair et al., 2021).

Table 4 Composite Reliability

Variable	Composite Reliability	Rule Of Thumb	Results
Organizational Culture (X1)	0.880	>0.6	Reliable
Compensation (X2)	0.964	>0.6	Reliable
Work Discipline (X3)	0.896	>0.6	Reliable
Employee Performance (Y)	0.938	>0.6	Reliable

Source: Data processed by Smart Pls (2023)

The table above shows the composite reliability value of all variables in the study having a value greater than 0.06. So it can be concluded that all measuring instruments in the study are reliable or reliable.

Cronbac'h alpha

Table 5 Cronbac'h Alpha

Variable	Composite Reliability	Rule Of Thumb	Results
Organizational Culture (X1)	0.868	>0.7	Reliable
Compensation (X2)	0.947	>0.7	Reliable
Work Discipline (X3)	0.876	>0.7	Reliable
Employee Performance (Y)	0.932	>0.7	Reliable

Source: Data processed by Smart Pls (2023)

The table above shows all constructs in reliable research, because they have cronbac'h alpha values of more than 0.7(Hair et al., 2019). This shows that all variables in the research model can be said to have consistent reliability.

Structural Model (Inner Model)

The structural model in this study will be tested using Smart PLS 4 Software which includes:

Path Coefficient

This test was conducted to see the influence and strength of the relationship between variables on other variables. The path coefficients get closer to the +1 value, the stronger the relationship between the two constructs. A relationship that is getting closer to -1 indicates that the relationship is negative(Sarstedt et al, 2017).

Table 6 Algorithm Path Coefficient

Variable	Customer Experience(X1)	Hedonic Values(X2)	Guest Satisfaction(X3)	Likelihood to Recommend(Y)
Organizational Culture (X1)				0.225
Compensation (X2)				-0.062
Work Discipline (X3)				0.719
Employee Performance (Y)				

Source: Data processed by Smart Pls (2023)

The table above shows that all the variables in the study have path coefficients that are less close to +1. This indicates that the relationship to variable X2 in the study is negative or not strong.

R Square

Evaluation of the structural model in this study used the SamrtPLS 4 program by looking at the R Square results of the dependent latent variable. This study uses a dependent variable that is influenced by other variables. The Likelihood to Recommend variable is influenced by the variables Customer Experience, Hedonic Value, Guest Satisfaction. R Square values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak (Sarstedt et al., 2017).

Table 7 R Square

Variable	R-square
Y (Employee Performance)	0.722

Source: Data processed by Smart Pls (2023)

The table above shows the R Square value of the Likelihood to Recommend variable of 0.722 So that it can be said that the variables in the study have a high prediction because it has a value of more than 0.25.

CONCLUSIONS

The influence of organizational culture on employee performance is based on the results of the research and results of the tests that have been carried out. Organizational culture has a significant and positive effect on employee performance. However, there are still a number of indicators that have values below the average score indicating that employees are sometimes not careful about the details of the tasks assigned, the company is always oriented towards work results compared to the process, in making policies the management is considered not as expected by employees such as policies regarding the work contract system where employees must extend it every month, and employees have not fully complied with and implemented the culture that exists in the company. Based on the research results, the compensation variable is included in the good category. However, there are still indicators that have scores below the average, so there are several things that need to be considered, such as the amount of salary, incentives, and benefits provided that are not in accordance with what employees expect. For this reason, companies should consider based on input from several employees regarding the amount of salary, incentives and benefits so that the range of salaries, incentives and benefits expected by employees is obtained. In the work discipline variable, the factors that affect the level of employee work discipline are employees arriving late to work and following the rules set by the company. For that, RS. Satria Medika Bekasi can provide motivation and direction to employees to provide clear reasons if they cannot come to work and provide advice to employees to always follow the rules in the company. In the employee performance variable, the factors that affect the level of employee performance are employees maximizing the time they have at work. For that, RS. Satria Medika Bekasi can provide motivation and enthusiasm for employees not to waste working hours and take advantage of the available time to complete work to support good work results. factors that affect the level of employee performance are employees maximizing the time available at work. For that, RS. Satria Medika Bekasi can provide motivation and enthusiasm for employees not to waste working hours and take advantage of the available time to complete work to support good work results. factors that affect the level of employee performance are employees maximizing the time available at work. For that, RS. Satria Medika Bekasi can provide motivation and enthusiasm for employees not to waste working hours and take advantage of the available time to complete work to support good work results. For companies, it is hoped that this research can be used as material or input or as material for consideration to continue to improve employee performance, because with increased employee performance, the vision, mission and goals of the company can be achieved as expected.

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