Organizational Culture, Job Satisfaction Also Employee Accomplishment in the Private Hospital

Abdul Haeba Ramli
Magister of Management Program, Trisakti University, Indonesia
E-mail: abdul.haeba@trisakti.ac.id

ABSTRACT

This investigation aims to assign the impact of Organizational Culture against Employee Accomplishment through the interceding role of job satisfaction at Private hospital in West Jakarta. This investigation using a quantitative approach. Data clarification techniques ordinary in this investigation are using AMOS 20 function; also, conduction clarification is organizational with Sobel's test. The yields denoted that organizational culture has a positive effect too prominent on job satisfaction, job satisfaction has a positive effect also noticeable on employee accomplishment, organizational culture doesn’t affect also hasn’t prominent on employee accomplishment. Also, job satisfaction has positive affect prominent mediates the clout of organizational culture to employee accomplishment.

Keywords: organizational culture, job satisfaction, also employee accomplishment.

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*Corresponding author
INTRODUCTION

In the current competitive era, an enterprise as a business organization with the primary goal of forming maximum profits must be ready to innovate also be competitive (Takaya, Ramli & Lukito, 2019; Ramli, 2019a; Mariam & Ramli, 2019; Chandra, Takaya & Ramli, 2019). This also happened to the health service industry, such as private hospitals (Mariam, 2019; Ramli, 2017a). Especially with the agreement in the ASEAN countries, which makes competition midst health services in each country increasingly competitive (Wangke, 2014; Imran & Ramli, 2019).

Based on the annual report of HR managers from several hospitals. The private sector in West Jakarta that their employees have been given sufficient salaries also good facilities by the enterprise, but the accomplishment of its employees are still low, so it is less supportive of enterprise accomplishment. This situation is undoubtedly considered an anomaly from several theories, also the yields of an empirical investigation on what factors influence the achievement of optimal employee accomplishment. Where employees feel job satisfaction, it should cause high job accomplishment (Puteri & Ramli, 2017). Whereas some previous investigation denotes that job-satisfaction is formed by other arguments, such as compensation (Ramli, 2018b), organizational culture, profession environment (Ramli, 2019b) also other variables.

This investigation was organized on employees who profession at the private hospital in West Jakarta by considering factors that influence such as organizational culture also job-satisfaction job accomplishment.

LITERATURE REVIEW

Organizational Culture

Conforming to Gibson, Ivancevich, Donnelly, and Konopaske's (2012) organizational culture as a method that penetrates the worths, convictions also standards that abide in every comity. Corporate culture can promote or decrease potency turning on the kismet of the values, convictions also standards adopted. Conforming to the apps thing also expressed by Mangkunegara (2009), which mentions that organizational culture is a collection of contenotions or methods of convictions, worths, also standards be expanded in organizations that serve as guidelines for deportment for inhabitants to silence the matter of outside also internecine adaptation.


**Job Satisfaction**

Conforming to Robbins also Timothy (2015), job satisfaction can be interpreted as a generic demeanor against one's profession, which denotes the divergence in the number of appreciations admitted by professionals also the amount they assure they should accept. Mathis also Jackson (2016) mentions that job satisfaction is a determinate affectional mention from evaluating one's professional experience. Job satisfaction is appurtenant to variables such as vicissitude, truancy, age, the grade of profession type, also the measurement of the comity of the enterprise/agency (Mangkunegara, 2009). The impact of job satisfaction appears as an increased accomplishment, positive profession worths, high grades of profession motivation, truancy, vicissitude also extinction are getting lower (Stride & Catley, 2007).

**Employee Performance**

Is the grade of achievement in doing profession as well as the ability to achieve the goals collection. Accomplishment is mentioned as useful also achievement if the goals collection is achieved (Ramli, 2017b; Gibson et al., 2011; Ramli & Yudhistira, 2018). Mangkunegara (2009) mentions that employee accomplishment is the yield of caliber also the amount of profession achieved by personnel in bringing out their assignment in adaptability with the cognizance imposed. Hasibuan (2013) also Priarso, Diatmono Mariam (2019) mentions that employee accomplishment is a yield of profession achieved by personnel in doing the business given, based on skill, experience, even sincerity as well as time.

**Hypothesis Development**

**Organizational Culture also Job Satisfaction**

The yields of investigation organized by Chi et al. (2008), Sugiri, (2016), also Taurisa Ratnawati (2012) prove that the robust organizational culture, the better the job satisfaction felt by employees. Based on the above explanations, an investigation assumption can be wording as adhere:

**H1:** Organizational culture has a positive, also prominent influence on job satisfaction.

**Job Satisfaction also Employee Accomplishment**

Conforming to Mathis even Jackson (2016) that people who are relatively contented with their profession will be more pledged to the comity. The influence of a prominent also
positive affinity midst job satisfaction with high employee accomplishment when they feel contented with business, supervision, salary, the promotion also professionals (Harrison also Hubbard, 1998). Conforming to Ramli (2018a), also Ramli Maniagasi (2018), if job satisfaction is high, then the impact is the achievement of brilliant employee accomplishment as well. Based on the yields of the investigation, the investigation hypothesis can be wording as adhere:

**H2: Job satisfaction has a decisive, also prominent clout on employee performance.**

**Organizational Culture also Employee Performance**

Conforming to investigation organized by Sagita, Susilo also Cahyo (2018) denotes that the application of good organizational culture will prominently improve employee accomplishment. Also, vice versa, the use of organizational culture that is not goodwill prominently reduces employee accomplishment. This is evidenced in his investigation on the application of organizational culture in Auto2000, whose yields can improve employee accomplishment. Similarly, the yields of investigation organized by Octaviana (2011), also Hendriawan (2014), concluded that organizational culture influences employee accomplishment. Based on the yields of the investigation, the investigation hypothesis can be wording as adhere:

**H3: Organizational culture has a positive, also prominent clout on Employee performance.**

**The Clout of Conduction on Job Satisfaction**

Investigation organized by Taurisa also Ratnawati (2012) denotes the yields that organizational culture has a positive also prominent clout on job satisfaction, while job satisfaction has a positive also prominent clout on employee accomplishment, as well as organizational culture has a positive also prominent clout on employee accomplishment. Based on some of the explanations above, the investigation hypothesis is wording as adhere:

**H4: Job satisfaction can mediate the clout of Organizational culture on employee performance.**
RESEARCH METHODS

The preparation of this investigation was organized to measure the clout of organizational culture on employee accomplishment through job satisfaction as an interceding variable at Private Hospitals in West Jakarta.

Population and Sample

The sampling method ordinary in this investigation is purposive sampling, which is representative sampling based on the consideration that the sample chosen is based on certain criteria. The sample chosen was employees who professional at several Private Hospitals in West Jakarta. The investigation population from July to September 2019 was 360 employees. The determination of this sample is carried out using the Slovin formula conforming to Tejada also Raymond (2012) as adhere:

\[
n = \frac{356}{1+356(0.05)^2} = 188 \text{ employees/respondents}
\]

Distribution of 200 questionnaires in several Private Hospitals in West Jakarta. After being re-examined, several questionnaires were not filled in adaptability with the instructions that had been given several 8. The questionnaire that could be accepted for investigation was several 192. Thus the sample represented 188 respondents that were desired.

Variables and Measurements

Sugiyono (2009) explains the investigation variables are anything in the form of what is assigned by investigators to be studied so that information is obtained about it, then options are produced. The investigation variables were carried out to help assign the investigation design. The variables ordinary in this investigation are organizational culture as an internet variable, employee performance as the turnent variable, also job satisfaction as an interceding variable. For quantitative clarification in this investigation, respondents’ answers can be given a score of five Likert Scale (1 = robustly not approve, 2 = not approve, 3 = quite approve, 4 = approve, also 5 = robustly approve).
RESEARCH RESULT AND DISCUSSION

Characteristics of Respondents

The appearance of respondents ordinary in this investigation can be seen in table 1. Judging from gender, there are prominent divergences of men also women where of the total 192 respondents as many as 35.1% are men also the remaining 64.9% are women because the enterprise is engaged in labor-intensive industries so that the number there are more female professionals than men. If seen conforming to the age cluster of the respondents, it also has prominent divergences. The largest number of respondents with the age cluster 31-40 years is 43.6% of the total of 192 respondents because the plethora of employees are contract professionals. Comply with each respondent with an age cluster of 20-30 years as much as 39.9%. Comply by respondents in the age cluster of 40-50 years as many as 12.8% also the least are respondents with age> 50 years, which is as much as 3.7%.

Table 1: Characteristics of Respondents

| No | Karakteristik                             | Frequency | Percent |
|----|------------------------------------------|-----------|---------|
| 1  | Gender                                   |           |         |
|    | Male                                     | 66        | 35.1    |
|    | Female                                   | 122       | 64.9    |
|    | Total                                    | 188       | 100.0   |
| 2  | 19-30 yr                                  | 75        | 39.9    |
|    | 31-42 yr                                  | 82        | 43.6    |
|    | 43-54 yr                                  | 24        | 12.8    |
|    | >54 yr                                    | 7         | 3.7     |
|    | Total                                    | 188       | 100.0   |
| 3  | SMA/SMK/Sekolah Perawat                   | 123       | 65.4    |
|    | Nursing Academy Diploma                   | 30        | 16.0    |
|    | Bachelor - Generic Practitioners          | 33        | 17.6    |
|    | Master - Medical Specialist               | 2         | 1.1     |
|    | Total                                    | 188       | 100.0   |
| 4  | Married                                   | 102       | 54.3    |
|    | Total                                    | 188       | 100.0   |
| 5  | < 1 yr                                    | 20        | 10.6    |
|    | 1-6 yr                                    | 101       | 53.7    |
|    | 7-12 yr                                   | 46        | 24.5    |
|    | > 12 yr                                   | 21        | 11.2    |
|    | Total                                    | 188       | 100.0   |

Source: processed data.
Judging from the grade of school of qualification, the plethora of respondents' school of qualification is SLTA / vocational / nursing school graduates, as many as 65.4% of the total 192 respondents because the type of school of qualification needed to be administrative staff, nurses also front-liners is quite a high school /vocational/nursing school. Bachelor's Degree or Generic Practitioner School of qualification ranked second with a total of 17.6%, comply by respondents with a Diploma 3 / Nursing Academy grade of 16%, also the smallest number of respondents with Postgraduate the Specialist school of qualification grades of 1.1%.

**Validity Test**

Validity testing in this investigation was carried out using factor clarification by looking at the factor loading of each measurement indicator of each variable. Criteria for an indicator are mentioned to be correct if it has a loading factor> 0.4 based on a sample of 200 (Hair, 2010). The yields of validity testing for investigation variables can be seen in table 2. The test yields for organizational culture variables consisting of 8 indicators indicate that there are four valid indicators, job satisfaction consisting of 8 indicators denotes that there are four valid indicators also employee accomplishment consisting of 8 indicators denoting that there are four valid indicators.

**Table 2: Validity Test yields**

| Variable              | Item | Correlations | Information |
|-----------------------|------|--------------|-------------|
| **Organizational Culture** | OGC 1 | 0.954 | Valid* |
|                       | OGC 2 | -0.144 | not-valid |
|                       | OGC 3 | 0.941 | Valid* |
|                       | OGC 4 | -0.159 | not-valid |
|                       | OGC 5 | 0.961 | Valid* |
|                       | OGC 6 | -0.056 | not-valid |
|                       | OGC 7 | 0.957 | Valid* |
|                       | OGC 8 | -0.134 | not-valid |
| **Job Satisfaction**  | JSF 1 | 0.981 | Valid* |
|                       | JSF 2 | -0.254 | not-valid |
|                       | JSF 3 | 0.950 | Valid* |
|                       | JSF 4 | -0.194 | not-valid |
|                       | JSF 5 | 0.946 | Valid* |
|                       | JSF 6 | -0.003 | not-valid |
|                       | JSF 7 | 0.976 | Valid* |
Reliability Test

Reliability tests are carried out to ensure the instruments of the mensuration instruments ordinary for investigation are consistent also accurate. Reliability is appurtenant to the uniformity, fidelity, also certainty of a mensuration instrument. Conforming to Sekaran (2013), the principle for forming this reliability test is as adhere:

a. Coefficient of the Cronbach’s Alpha ≥ 0.6, which means the Cronbach’s Alpha is acceptable (reliable construct).

b. Coefficient of the Cronbach’s Alpha < 0.6, which means the Cronbach’s Alpha is poorly acceptable (unreliable construct).

Table 3: Reliability Test yields

| Variable                  | Cronbach’s Alpha | Indicator | Information |
|---------------------------|-------------------|-----------|-------------|
| Organizational Culture    | 0.966             | 8         | Reliable    |
| Job Satisfaction          | 0.974             | 8         | Reliable    |
| Employee Accomplishment   | 0.949             | 8         | Reliable    |

Source: data processed 2019

Theory Hypothesis Testing

The processing yields for the SEM model can be seen in Table 6; also, the yields of the investigation theory hypothesis test can be seen in table 7. The explanation of the hypothesis testing proposed in this investigation can be seen as adhere:

Table 6: Results of Estimated Direct Clout Model SEM

| Hypothesis | Description                                           | Estimate | C.R.   | 1-Tailed p | Option          |
|------------|-------------------------------------------------------|----------|--------|------------|-----------------|
| H₁         | Organizational Culture has a positive, also prominent | 0.871    | 19.176 | 0.000      | Hypothesis accepted |
### Table 7: Indirect Effect Model Sobel Test Estimation Results

| Hypothesis | Description                                                                 | Estimate | Z Worth | 2-Tailed P | Option          |
|------------|------------------------------------------------------------------------------|----------|---------|------------|----------------|
| H4         | Job Satisfaction can mediate the prominent influence of organizational culture on employee performance. | 0.395    | 9.105   | 0.000      | Hypothesis accepted |

Source: data processed 2019

### Option

Based on the findings also testing of hypothesis described in the previous chapter, the following options can be produced from the yields of this investigation: (1) organizational commitment has a positive also prominent clout on job satisfaction. (2) organizational culture has a positive also prominent clout on job satisfaction. (3) Job satisfaction has a positive also prominent clout on employee accomplishment. (4) Organizational culture-positive also prominent influence on employee accomplishment through job satisfaction.

### Managerial Implications

From the yields of investigation organized on Private Hospitals personnel in West Jakarta is that managers or leaders need to improve: (1) Organizational Culture namely Building
a good organizational culture can be improved by implementing a professional atmosphere that is full of family also instill positive, productive worths that are being expanded in organizations that serve as guidelines for comportment for all employees to quell outside also internecine adaptation matters. If an employee is very good at bringing out a profession, based on organizational rules, he will easily admit a higher salary.

(2) Job Satisfaction, namely, the appreciation of employees, needs to be considered by managers to increase employee productivity. In this case, the intended appreciation does not necessarily have to be appurtenant to salary increases or other material rewards. Other appreciations that can be done, for example, a race to improve the process of production, also sports both in teams also clusters. So employees can channel their ideas also talents in the field. (3) Employee accomplishment, namely fostering employees to be able to the profession in teams also increasing their sense of responsibility by denoting attention to the aspects of detail, accuracy, accuracy also accuracy in professional. Companies must conduct evaluations appurtenant to internecine factors, namely job satisfaction, profession motivation, also organizational commitment, also outside factors, namely organizational culture, leadership style; also organizational climate. Employees complete tasks well in terms of the caliber of profession, timeliness, supervision also produces innovative ideas solutions.

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