



## ORGANIZATIONAL CULTURE AND CYBERLOAFING: ASSESSING THEIR IMPACT ON HOSPITAL EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION

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### ABSTRACT

**Phenomenon/Issue:** *The study examines the effects of organizational culture and Cyberloafing Behavior on employee performance, with job satisfaction as a mediating variable, at RSUD dr. Sayidiman Magetan.*

**Purpose:** *The main objective of this research is to determine how organizational culture and cyberloafing behavior influence employee performance, considering job satisfaction as an intermediary factor.*

**Novelty:** *This research uniquely integrates the mediating role of job satisfaction in the relationship between organizational culture, cyberloafing behavior, and employee performance within a hospital setting.*

**Research Methods:** *A quantitative approach was employed, involving 216 employees of RSUD dr. Sayidiman Magetan as respondent. Data was analyzed using Structural Equation Modeling (SEM) with AMOS software.*

**Results:** *Organizational culture positively and significantly impacts employee performance and job satisfaction. Cyberloafing behavior negatively and significantly affects employee performance and job satisfaction. Job satisfaction positively and significantly influences employee performance.*

**Research Contributions:** *These results provide significant insights for managing RSUD dr. Sayidiman Magetan emphasizes the importance of fostering a supportive organizational culture and reducing cyberloafing behavior to enhance employee performance.*

## INTRODUCTION

The era of globalization and the rapid advancement of information technology has made organizations worldwide encounter complex challenges that affect various aspects of employee performance (Sukmawati et al., 2023). This phenomenon is not only limited to one industrial sector but has spread to various fields, including health services, which should be the top priority in maintaining people's welfare (Aladwan et al., 2021), amid idealization to achieve optimal employee performance at dr. Sayidiman Magetan Hospital, the reality faced shows a different picture. Employee performance in hospitals has yet to be developed. Several factors underlie this reality and reflect the complex dynamics in the work environment. High workload is one of the dominant factors that unsettle employees in

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hospitals. In the face of an increasing number of patients, medical procedures, and administrative tasks, employees feel burdened physically and mentally (Andayani & Tirtayasa, 2019). In the last two years, there has been an imbalance between the number of personnel and the development and addition of existing services at dr. Sayidiman Magetan Hospital. In 2023 and 2024, there will be additional services in the form of pavilion clinic services, the addition of psychiatric inpatient rooms and psychiatric clinics, the development of stroke unit services, the addition of hemodialysis machines, and the addition of pediatric inpatient rooms that are not proportional to the additional number of employees, not to mention the number of patients who retire Annually. It can lead to fatigue, which directly impacts the quality of employee performance.

With the observation of this reality, it is clear that the performance of employees at dr. Sayidiman Magetan Hospital faces serious challenges. The hospital's performance is currently evaluated based on the value of the Minimum Service Standard (SPM) and the National Quality Indicator (INM). Based on the report of the hospital quality committee, it is reported that of the 12 National Quality Indicators that have reached the target, seven indicators have reached the target. In comparison, five indicators have yet to reach the target, so it is still necessary to understand all employees related to the unit's quality indicators to realize services that ensure quality and patient safety. Furthermore, based on patient complaint reports that come in at the Promkes Public Relations Installation in 2023, there are still 39 complaints related to the Behavior and performance of service implementers, in the sense that every month, three to 4 complaints come in. From 2024 until March, eight complaints have been received that criticize the performance and Behavior of employees in providing services.

Identifying the factors that trigger this low performance is crucial in designing an appropriate improvement strategy to restore the vitality and quality of services at dr. Sayidiman Magetan Hospital. It is essential to understand that employee performance in an organization plays a crucial role in significantly impacting various aspects of the operations and reputation of this health institution (Sitopu et al., 2021). Focusing on providing quality health services, dedication, and efficiency of employees are the main pillars that maintain the balance of hospital functions. The importance of employee performance is manifested in the direct influence on the quality of medical and non-medical services provided (Narayanamurthy & Tortorella, 2021). From the physician providing direct care to the administrative staff handling the behind-the-scenes processes, each shapes the overall patient experience. Discipline and proficiency in carrying out these tasks impact patient trust and create a positive image that strengthens the hospital's relationship with the community.

In addition, optimal performance also significantly contributes to maintaining operational efficiency (Ratna Pudyarningsih et al., 2020). From timely scheduling to accurate medical data management, high-performing employees help reduce the risk of delays, errors, and other operational disruptions. This efficiency is essential to increase productivity and ensure the smooth operation of the hospital. The reputation of the hospital and the trust of the public are also greatly influenced by the performance of employees. Patients who receive satisfactory services share their positive experiences, which can increase the popularity and attractiveness of the hospital.

On the other hand, suboptimal performance can cause patient dissatisfaction, harming the hospital's image in the eyes of the public. High-performing employees make a positive contribution to the work climate in the hospital. The institution's support, awards, and development opportunities create a positive work environment. Employees who feel valued and engaged tend to be more motivated and creative and contribute positively to the institution's goals (Aditya, 2021).

By understanding the essence of this employee performance, dr. Sayidiman Magetan Regional General Hospital can take strategic steps to improve working conditions. On the other hand, organizational

culture causes employee performance to decline (Jufrizen & Rahmadhani, 2020). For example, there needs to be more transparent communication about the organization's values or adequate communication about employee expectations (Nasution & Ichsan, 2021). As a result, employees may lose the motivation and sense of engagement that should help improve their performance. A strong hospital organizational culture creates a positive and supportive work environment (Fidyah & Setiawati, 2020). Employees feel clarity regarding the organization's values and goals, creating a strong sense of identity and attachment to the health institution. For example, the organizational culture emphasizes a commitment to patient service and a culture of service. In that case, employees will feel inspired to provide optimal care and support, fulfilling the hospital's mission.

First of all, the organizational culture in the hospital must reflect the values that support the mission of health services (Rozi & Sunarsi, 2020). As a direct service provider to the community in the health sector, a strong culture of service, a sense of empathy, a culture of smiles, greetings, courtesy, and an influential communication culture are needed to increase service satisfaction. This culture can be realized through a commitment to patient service, a collaboration between units, and the development of an inclusive work environment. Employees must feel involved and recognized in carrying out their duties, understanding that their role positively impacts society's well-being (Fransiska, 2020). Organizational culture creates the foundation for shared values, norms, and attitudes, shaping employees' thinking and acting. When organizational culture is implemented and managed effectively, its positive impact can permeate the entire organizational structure, motivating and improving collective performance.

Additionally, an inclusive organizational culture that supports employees' personal and professional growth can create intrinsic motivation (Cherian et al., 2021). Employees who feel supported and valued in their career development tend to be more engaged, creative, and passionate about improving their skills. The initiative to continuously learn and grow is a crucial feature of an organization's culture that empowers employees.

An organizational culture that is open to innovation can also encourage employees to contribute new ideas (Paais & Pattiruhu, 2020). By understanding that organizational culture is not just a phrase on the office wall but a foundation for daily behavior, dr. Sayidiman Magetan Regional General Hospital can shape and strengthen a culture that supports employee performance. At the regional level, dr. Sayidiman Magetan Hospital, as a representative of the health sector in Indonesia, also faces unique challenges related to the effectiveness of employee performance. Organizational culture is one of the critical elements that help shape employees' identity and behavior patterns. However, challenges arise when organizational culture conflicts with the development of information technology that allows employees to stay connected to the outside world without the limitations of time and place. The development of information technology and organizational culture dynamics in this hospital can impact job satisfaction and, ultimately, employee performance. Ideally, employee performance at dr. Sayidiman Magetan Regional General Hospital can reach optimal levels with a solid organizational culture and effective management of the cyberloafing phenomenon by satisfying employee job satisfaction. All systems in the hospital are integrated with the Internet to facilitate internal operations and provide real-time services in the hospital. However, hospital employees can also use the Internet outside work during working hours, called cyberloafing behavior. Cyberloafing is often seen as hindering productivity, so it is increasingly important to predict and manage it carried out by hospital employees. Along with globalization, organizations are expected to be able to integrate local values with the demands of the global market, creating an inclusive and adaptive work environment (Rostami et al., 2019).

One of the actual impacts of information technology advancements is the emergence of the cyberloafing phenomenon, where employees tend to use their working time for online activities that are not related

to work (Wang et al., 2019). It can harm the organization's overall productivity and create a division between individual and organizational goals. Cyberloafing becomes an escape from monotonous work routines, sometimes triggered by a high workload or lack of involvement in the work environment. This global phenomenon, in particular, significantly impacts the healthcare sector, where the efficiency and accuracy of information can directly affect patient well-being. Employees in this field, who are often faced with time pressures and high levels of responsibility, can be tempted to engage in Cyberloafing, neglecting tasks that are crucial to the healthcare system's success. Faced with this phenomenon, organizations in the health sector need to develop a holistic strategy, including a deep understanding of organizational culture and the role of information technology (Yusefi et al., 2022). Employee involvement in policy design and implementation of technology solutions can help create a healthy balance between productivity demands and individual well-being needs. Awareness of the impact of globalization and information technology is crucial in shaping responsive and sustainable strategies for organizations in this era. Another challenge comes from the need for more Cyberloafing management in the workplace (Sudiardhita et al., 2018). More relaxed policies regarding the use of technology during working hours can allow such Behavior, disrupting employee focus and productivity. Job dissatisfaction also emerged as a crucial element in detailing the reality of low performance. Inadequate working conditions, lack of development opportunities, and discomfort in communicating with Management can create dissatisfaction detrimental to employee motivation (Sudiardhita et al., 2018).

On the other hand, efforts to minimize Cyberloafing are also a strategic step in increasing employee productivity (Zahmat Doost & Zhang, 2023). Understanding cyberloafing behavior, its causes, and its impact can help organizations design effective policies and strategies. It may involve the introduction of internal controls, training, or the development of more explicit policies regarding the use of technology in the work environment. Cyberloafing, or the tendency of employees to carry out non-work-related activities through the Internet during working hours, can be a serious obstacle to achieving optimal performance at the dr. Sayidiman Magetan Regional General Hospital (Khansa et al., 2018). Cyberloafing can be a severe distraction in health services, where tasks require high concentration and responsibility. One of the main impacts of Cyberloafing is a decrease in productivity (She & Li, 2023). Employees who engage in online activities that are not related to work tend to spend time and energy that should be allocated to crucial health tasks. It can result in delays in patient care, imperfections in the implementation of medical procedures, and ultimately, lower the quality of healthcare services (Muthuswamy & Varshika, 2023). In addition, Cyberloafing can impair teamwork and coordination in hospitals. Interprofessional collaboration and effective communication are critical elements in providing integrated health services. Employees who engage in Cyberloafing may lose focus on team tasks, affect group dynamics, and hinder overall operational efficiency (Moningkey & Franksiska, 2020). The psychological impact on employees also needs to be considered. Guilt, anxiety, and decreased motivation can arise due to the realization that time and resources that should have been used to provide quality health care have been spent on unproductive activities (Hafizh & Sumadhinata, 2022).

Furthermore, job satisfaction is a crucial mediating variable that can improve employee performance at the dr. Sayidiman Magetan Regional General Hospital. In health services, where work demands and pressures are often high, job satisfaction levels can be the primary key to achieving optimal performance (Lee et al., 2022). First, high levels of job satisfaction correlate with higher levels of commitment and motivation from employees (Inegbedion et al., 2020). Employees who are satisfied with their jobs tend to be more motivated to contribute to the maximum. They feel attached to the hospital, seeing it as a place where they can thrive and positively impact health services (Baluyos et al., 2019). Additionally, job satisfaction can affect employee retention rates. Employees who are satisfied with their jobs are more likely to remain loyal to the organization, reducing employee turnover rates (Zhang et al., 2020). It reduces the costs and effort associated with hiring and retraining and creates stability within the work

team, which is important in a healthcare environment. A high level of job satisfaction can also create a positive work climate. Open communication, support from colleagues and Management, and feeling valued and recognized for individual achievements can create a healthy work environment (Specchia et al., 2021). It can improve employees' emotional well-being, reduce stress, and increase motivation to achieve organizational goals. As a mediating variable, job satisfaction can be a link between factors such as organizational culture, cyberloafing management, and employee performance. A supportive organizational culture, effective technology-related policies, and a pleasant work environment can positively contribute to job satisfaction (Zhong et al., 2022). In turn, job satisfaction can mediate its impact on employee performance, creating a positive cycle in the hospital's work environment.

The urgency of this research lies in the fact that the success of hospital operations is highly dependent on employee performance. As an institution that provides health services to the community, the quality and efficiency of services are highly dependent on employees' level of individual and collective performance. Therefore, understanding the factors that affect employee performance, such as organizational culture, Cyberloafing, and job satisfaction, is a must. This research provides urgency through the identification and understanding of existing knowledge gaps. The lack of research that integrates organizational culture, Cyberloafing, job satisfaction, and employee performance simultaneously in public hospitals in Indonesia creates a knowledge gap that needs to be filled. This research acts as a bridge to increase insight and understanding of factors that can improve employee performance at the hospital—the urgency of this research in the context of the Regional General Hospital dr. Sayidiman Magetan, it is hoped that the research results can be a solid basis for developing a more effective and responsive management strategy to the challenges faced by this hospital. The results of this study are expected to contribute to the development of management policies and practices in public hospitals and provide a better understanding for researchers and practitioners in managing these factors to improve employee performance. The practical implications can extend to improving the quality of hospitals' health services.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### Organizational Culture (X1)

Organizational culture is a series of values, norms, beliefs, and behaviors adopted by employees of dr. Sayidiman Magetan Hospital. Culture An organization is a common perception of the members of an organization as a system of organizational values that impact how its members work and behave (Anggraini, 2022). The following are some indicators of the organizational culture of (Setyaki, 2020): (1) Innovation and the courage to take risks, (2) Attention to detail, (3) Results orientation, (4) Employee onboarding, (5) Team onboarding, (6) Aggressive (7) Stability

### Cyberloafing Behavior (X2)

Cyberloafing refers to the Behavior of employees of Dr. Sayidiman Magetan Hospital who use their working time to carry out non-work activities online, such as browsing the Internet, playing social media, or other activities that are not relevant to work (Zhong et al., 2022). Cyberloafing can significantly negatively impact employee performance and organizational productivity (Ngowella et al., 2022). Here are some indicators of Cyberloafing (Abdullah, 2021): (1) Minor Cyberloafing, (2) Serious Cyberloafing

### Mediation Variable (Z) Job Satisfaction

Job satisfaction is an essential factor that affects employee performance at Dr. Sayidiman Magetan Hospital. Job satisfaction refers to the level of satisfaction, happiness, and emotional satisfaction felt by the employees of dr. Sayidiman Magetan Hospital towards their work. Here are some indicators that can illustrate the influence of job satisfaction (Setyaki, 2020): (1) Salary (2) Occupation nature of work (3) Promotional opportunities (4) Supervisor (5) coworkers

### Variable (Y) Employee Performance

Employee performance refers to the extent to which individuals achieve the goals and tasks set by the dr. Sayidiman Magetan Hospital. Employee performance evaluation is essential to measure their contribution to the company's goals (Vincent-Höper & Stein, 2019). Here are some indicators that can be used to assess the performance (Busro, 2018): (1) Quality, (2) Quantity, (3) Timeliness, (4) Effectiveness, (5) Independence, (6) Commitment

## METHOD

This research uses a quantitative approach with descriptive and associative research types. The primary data used was obtained by distributing questionnaires to respondents. The data source comes from company employees in the manufacturing industrial sector. The data collection technique used was a survey technique with a questionnaire. The variables to be studied are Organizational Culture (X1), Cyberloafing Behavior (X2), Job Satisfaction (Z), and Public Awareness (Y). The following is the research conceptual framework:

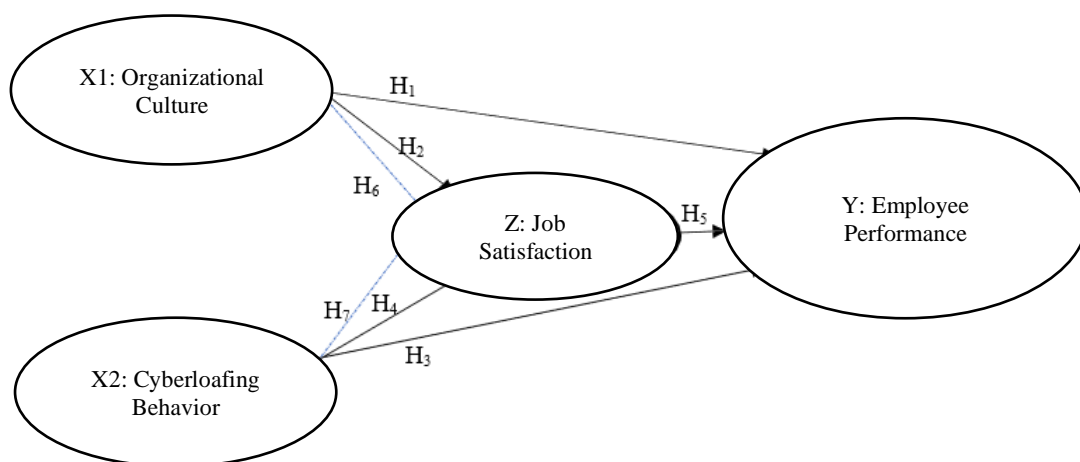


Figure 1 Research Framework  
 Source: Researchers, 2024

The population in this study were employees of RSUD dr. Sayidiman Magetan, totaling 565 employees spread across rooms and installations. The number of samples used in this research was determined using the Slovin formula. The following is Slovin's formula:

$$n = \frac{N}{1 + N e^2}$$

Information:

n: Sample size

N: Population size

e: Percent of inaccuracy due to error

sample withdrawal that is still tolerable or desirable (1%, 5%, 10%).

Based on the number of existing populations where the entire population is spread indoors or on installations at Magetan Hospital, the calculation is as follows:

$$n = \frac{N}{1 + N e^2}$$

$$n = \frac{565}{1 + 565 \cdot (0,05)^2}$$

$$n = \frac{565}{2,4125}$$

$$n = 234,197$$

Based on the calculation above, the number of samples was rounded and determined to be 234 people. This research consists of Independent Variables (a). Organizational Culture (X1) Indicators: Innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, and aggressiveness. (b) Cyberloafing Behavior (X2) Indicators: Private browsing, social media use, and personal email use. Mediating Variables: (a) Job Satisfaction (Z) Indicators: Job itself, salary, promotion, supervision, and coworkers. Dependent Variable (a) Employee Performance (Y). Indicators: Quality, quantity, timeliness, effectiveness, and independence. The data analysis technique used in this research is Structural Equation Modeling (SEM) with AMOS software. Before carrying out SEM analysis, validity, reliability, and classical assumption tests are first carried out.

## RESULTS AND DISCUSSIONS

### Results

The results of the validity test obtained in the test of this study are as follows:

Table 1

#### VALIDITY TEST

| Variable               | Indicators | Loading Factor | CR     | Validity | Reliability |
|------------------------|------------|----------------|--------|----------|-------------|
| Organizational Culture | X1.1       | 0.822          | 0.9774 | Valid    | Reliable    |
|                        | X1.2       | 0.842          |        | Valid    |             |
|                        | X1.3       | 0.823          |        | Valid    |             |
|                        | X1.4       | 0.865          |        | Valid    |             |
|                        | X1.5       | 0.784          |        | Valid    |             |
|                        | X1.6       | 0.623          |        | Valid    |             |
|                        | X1.7       | 0.909          |        | Valid    |             |
|                        | X1.8       | 0.922          |        | Valid    |             |
|                        | X1.9       | 0.771          |        | Valid    |             |
|                        | X1.10      | 0.76           |        | Valid    |             |
|                        | X1.11      | 0.83           |        | Valid    |             |
|                        | X1.12      | 0.611          |        | Valid    |             |
|                        | X1.13      | 0.858          |        | Valid    |             |
|                        | X1.14      | 0.837          |        | Valid    |             |
|                        | X1.15      | 0.946          |        | Valid    |             |
|                        | X1.16      | 0.873          |        | Valid    |             |
|                        | X1.17      | 0.868          |        | Valid    |             |
|                        | X1.18      | 0.799          |        | Valid    |             |
|                        | X1.19      | 0.828          |        | Valid    |             |
|                        | X1.20      | 0.803          |        | Valid    |             |
|                        | X1.21      | 0.799          |        | Valid    |             |
| Cyberloafing           | X2.1       | 0.71           | 0.9580 | Valid    | Reliable    |
|                        | X2.2       | 0.702          |        | Valid    |             |
|                        | X2.3       | 0.744          |        | Valid    |             |
|                        | X2.4       | 0.637          |        | Valid    |             |
|                        | X2.5       | 0.58           |        | Valid    |             |
|                        | X2.6       | 0.639          |        | Valid    |             |
|                        | X2.7       | 0.755          |        | Valid    |             |
|                        | X2.8       | 0.649          |        | Valid    |             |
|                        | X2.9       | 0.63           |        | Valid    |             |
|                        | X2.10      | 0.634          |        | Valid    |             |
|                        | X2.11      | 0.855          |        | Valid    |             |
|                        | X2.12      | 0.66           |        | Valid    |             |
|                        | X2.13      | 0.733          |        | Valid    |             |

|                  |       |       |        |       |          |
|------------------|-------|-------|--------|-------|----------|
|                  | X2.14 | 0.748 |        | Valid |          |
|                  | X2.15 | 0.813 |        | Valid |          |
|                  | X2.16 | 0.688 |        | Valid |          |
|                  | X2.17 | 0.729 |        | Valid |          |
|                  | X2.18 | 0.84  |        | Valid |          |
|                  | X2.19 | 0.732 |        | Valid |          |
|                  | X2.20 | 0.658 |        | Valid |          |
|                  | X2.21 | 0.676 |        | Valid |          |
|                  | X2.22 | 0.627 |        | Valid |          |
|                  | X2.23 | 0.749 |        | Valid |          |
| Job Satisfaction | Z1    | 0.851 | 0.9787 | Valid | Reliable |
|                  | Z2    | 0.793 |        | Valid |          |
|                  | Z3    | 0.823 |        | Valid |          |
|                  | Z4    | 0.89  |        | Valid |          |
|                  | Z5    | 0.85  |        | Valid |          |
|                  | Z6    | 0.88  |        | Valid |          |
|                  | Z7    | 0.896 |        | Valid |          |
|                  | Z8    | 0.924 |        | Valid |          |
|                  | Z9    | 0.881 |        | Valid |          |
|                  | Z10   | 0.879 |        | Valid |          |
|                  | Z11   | 0.899 |        | Valid |          |
|                  | Z12   | 0.852 |        | Valid |          |
|                  | Z13   | 0.822 |        | Valid |          |
|                  | Z14   | 0.891 |        | Valid |          |
|                  | Z15   | 0.884 |        | Valid |          |
| Performance      | Y1    | 0.856 | 0.9847 | Valid | Reliable |
|                  | Y2    | 0.865 |        | Valid |          |
|                  | Y3    | 0.831 |        | Valid |          |
|                  | Y4    | 0.908 |        | Valid |          |
|                  | Y5    | 0.861 |        | Valid |          |
|                  | Y6    | 0.914 |        | Valid |          |
|                  | Y7    | 0.985 |        | Valid |          |
|                  | Y8    | 0.875 |        | Valid |          |
|                  | Y9    | 0.84  |        | Valid |          |
|                  | Y10   | 0.984 |        | Valid |          |
|                  | Y11   | 0.932 |        | Valid |          |
|                  | Y12   | 0.883 |        | Valid |          |
|                  | Y13   | 0.926 |        | Valid |          |
|                  | Y14   | 0.875 |        | Valid |          |
|                  | Y15   | 0.872 |        | Valid |          |
|                  | Y16   | 0.817 |        | Valid |          |
|                  | Y17   | 0.877 |        | Valid |          |

Source: Researchers, 2024

The table above shows the results of the model's validity and reliability test. It shows that, in general, all the variables used are reliable, with a Cronbach alpha value above 0.7. All valid indicators with a loading value of > 0.5 indicate that all dimensions have convergent reliability and construct reliability that meets the criteria.



### Normality Test

Estimation with Maximum Likelihood expects that the factors considered must meet the assumption of reasonableness. The cr (critical ratio) value of -2.58 or 2.58 at 0.05 (5%) significance level is used to conduct normality tests. The results of the normality test are as follows:

Table 2

#### NORMALITY TEST

| Variable | Min | Max | C.R.   | Information |
|----------|-----|-----|--------|-------------|
| X2.23    | 1   | 5   | -1.765 | Usual       |
| X2.22    | 1   | 4   | -1.465 | Usual       |
| X2.21    | 1   | 5   | -1.45  | Usual       |
| X2.20    | 1   | 5   | -2.268 | Usual       |
| X2.19    | 1   | 5   | -1.878 | Usual       |
| X2.18    | 1   | 5   | -2.016 | Usual       |
| X2.17    | 1   | 5   | -1.805 | Usual       |
| X2.16    | 1   | 5   | -2.417 | Usual       |
| X2.15    | 1   | 5   | -1.897 | Usual       |
| X2.14    | 1   | 5   | -1.763 | Usual       |
| X2.13    | 1   | 5   | -1.788 | Usual       |
| X2.12    | 1   | 5   | -0.859 | Usual       |
| X2.11    | 1   | 5   | -1.895 | Usual       |
| X2.1     | 1   | 5   | -2.087 | Usual       |
| X2.2     | 1   | 5   | -1.844 | Usual       |
| X2.3     | 1   | 5   | -1.641 | Usual       |
| X2.4     | 1   | 4   | -2.186 | Usual       |
| X2.5     | 1   | 4   | -2.006 | Usual       |
| X2.6     | 1   | 4   | -1.981 | Usual       |
| X2.7     | 1   | 5   | -1.638 | Usual       |
| X2.8     | 1   | 4   | -1.773 | Usual       |
| X2.9     | 1   | 4   | -2.791 | Usual       |
| X2.10    | 1   | 4   | -1.463 | Usual       |
| X1.21    | 1   | 5   | -1.381 | Usual       |
| X1.20    | 1   | 5   | -1.848 | Usual       |
| X1.19    | 1   | 5   | -1.619 | Usual       |
| X1.18    | 1   | 5   | -1.007 | Usual       |
| X1.17    | 1   | 5   | -1.194 | Usual       |
| X1.16    | 1   | 5   | -1.931 | Usual       |
| X1.15    | 1   | 5   | -1.467 | Usual       |
| X1.14    | 2   | 5   | -1.606 | Usual       |
| X1.13    | 1   | 5   | -2.129 | Usual       |
| X1.12    | 2   | 5   | -1.498 | Usual       |
| X1.11    | 2   | 5   | -1.281 | Usual       |
| X1.1     | 1   | 5   | -1.796 | Usual       |
| X1.2     | 1   | 5   | -1.318 | Usual       |
| X1.3     | 1   | 5   | -2     | Usual       |
| X1.4     | 1   | 5   | -1.202 | Usual       |
| X1.5     | 2   | 5   | -1.574 | Usual       |
| X1.6     | 1   | 5   | -1.027 | Usual       |
| X1.7     | 1   | 5   | -1.715 | Usual       |

|              |   |   |        |       |
|--------------|---|---|--------|-------|
| X1.8         | 1 | 5 | -1.689 | Usual |
| X1.9         | 1 | 5 | -1.648 | Usual |
| X1.10        | 2 | 5 | -1.502 | Usual |
| Y17          | 1 | 5 | -1.159 | Usual |
| Y16          | 1 | 5 | -1.406 | Usual |
| Y15          | 1 | 5 | -1.234 | Usual |
| Y14          | 1 | 5 | -2.006 | Usual |
| Y13          | 1 | 5 | -1.775 | Usual |
| Y12          | 1 | 5 | -1.985 | Usual |
| Y11          | 1 | 5 | -1.571 | Usual |
| Z15          | 1 | 5 | -1.498 | Usual |
| Z14          | 1 | 5 | -2.134 | Usual |
| Z13          | 1 | 5 | -1.637 | Usual |
| Z12          | 1 | 5 | -1.807 | Usual |
| Z11          | 1 | 5 | -1.399 | Usual |
| Y10          | 1 | 5 | -1.626 | Usual |
| Y9           | 1 | 5 | -1.152 | Usual |
| Y8           | 1 | 5 | -1.58  | Usual |
| Y7           | 1 | 5 | -1.632 | Usual |
| Y6           | 1 | 5 | -1.806 | Usual |
| Y5           | 1 | 5 | -1.388 | Usual |
| Y4           | 1 | 5 | -1.638 | Usual |
| Y3           | 1 | 5 | -1.207 | Usual |
| Y2           | 1 | 5 | -1.477 | Usual |
| Y1           | 1 | 5 | -1.806 | Usual |
| Z10          | 1 | 5 | -1.966 | Usual |
| Z9           | 1 | 5 | -1.558 | Usual |
| Z8           | 1 | 5 | -1.59  | Usual |
| Z7           | 1 | 5 | -1.865 | Usual |
| Z6           | 1 | 5 | -1.308 | Usual |
| Z5           | 1 | 5 | -1.852 | Usual |
| Z4           | 1 | 5 | -1.312 | Usual |
| Z3           | 1 | 5 | -1.767 | Usual |
| Z2           | 1 | 5 | -1.47  | Usual |
| Z1           | 2 | 5 | -1.42  | Usual |
| Multivariate |   |   | 2.535  | Usual |

Source: Researchers, 2024

Based on the normality test, it has a c.r. value of  $-2.58 \leq cr \leq 2.58$ , and multivariate is 2.158 where  $-2.58 \leq \text{multivariate} \leq 2.58$ . So that all items in this study are declared normal.

#### Test Outlier

The results of the outlier test of the research data are extreme values. Data declared good is data without having extreme value. The outlier test analysis compares the Mahalanobis distance value with the Chi-Square Table value with a degree of freedom of 2768 and an error rate of 0.001 of 3003.6. The analysis results found that the Mahalanobis distance value did not exceed 3003.6.

Table 3  
**OUTLIER TEST RESULTS**

| Mahalanobis Distance Extreme Values | Chi-Square | Information |
|-------------------------------------|------------|-------------|
| 100,258                             | 3003,6     | No Outlier  |

Source: Researchers, 2024

### Multicollinearity Test

The multicollinearity test aims to test whether the relationship between independent factors is tracked in the relapse model. If there is a relationship, it is called a multicollinearity problem. A good recurrence model should have no relationship between free factors. The results of the multicollinearity test in the AMOS program are as follows:

Table 4  
**MULTICOLLINEARITY TEST RESULTS**

|  |
|--|
| Condition number = 2203.982  |
| Eigenvalues  |
| 30.539 9.832 8.536 6.968 1.364 1.024 .941 .896 .833 .747 .729 .694 .672 .604 .592 .578 .562 .554 .530 .511 .489 .473 .434 .432 .427 .408 .392 .385 .363 .345 .337 .335 .317 .313 .304 .296 .277 .271 .257 .252 .244 .233 .230 .220 .211 .206 .191 .191 .185 .180 .170 .158 .153 .152 .144 .136 .133 .126 .115 .112 .105 .099 .097 .092 .091 .081 .076 .071 .068 .064 .054 .051 .047 .039 .033 .014 |
| Determinant of sample covariance matrix = .000   |

Source: Researchers, 2024

From Table 4, this study's eigenvalues are above 0.00, so independent variables do not have the problem of multicollinearity.

### Structural Model Test Results

Structural Equation Modeling (SEM) is a statistical method that allows us to examine the relationship between unobserved variables and measurable variables and explore the relationship between these variables. In addition, SEM also provides information regarding the extent of uncertainty in measurements. The following is the fit model form of the structural equation model:

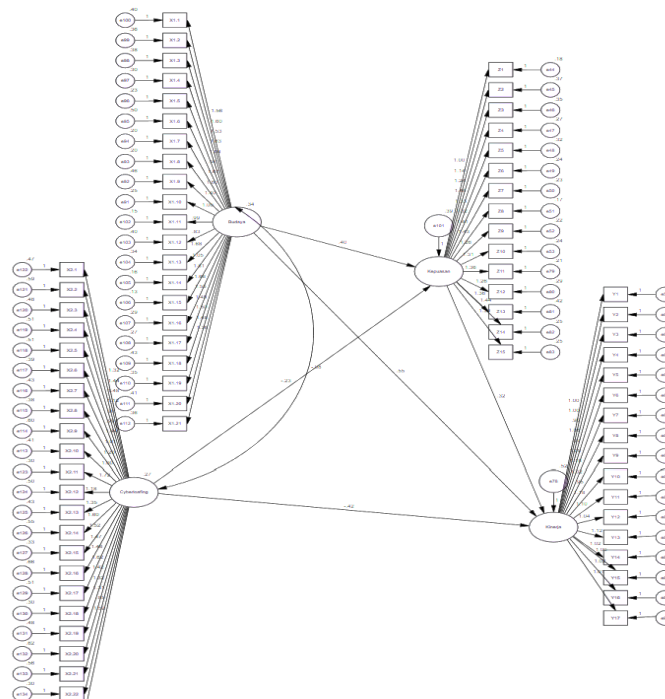


Figure 2 Structural Model  
 Source: Researchers, 2024

### Goodness of Fit Results

Some of the conformance indices and cut-off values used to test whether a model is accepted or rejected are as follows:

Table 5  
**GOODNESS OF FIT**

| GoF Size   | Target Match Rate                                | Estimated Results       | Compatibility Rate |
|------------|--|-------------------------|--------------------|
| Chi-Square | Small Value $p = 0$ (saturated)<br>or $p > 0.05$ | 4549,030<br>$p = 0.000$ | Not good (not fit) |
| RMSEA      | $\leq 0.08$<br>$p < 0.05$                        | 0.055<br>$p = 0.004$    | Good fit           |
| NFI        | $NFI \geq 0.90$                                  | 0,785                   | Good (close fit)   |
| RFI        | $RFI \geq 0.90$                                  | 0,779                   | Good (close fit)   |
| IFI        | $IFI \geq 0.90$                                  | 0,903                   | Good fit           |
| TLI        | $TLI \geq 0.90$                                  | 0,900                   | Good fit           |
| CFI        | $CFI \geq 0.90$                                  | 0,903                   | Good fit           |
| RMR        | $RMR \leq 0.08$                                  | 0,057                   | Good fit           |
| GFI        | $GFI \geq 0.90$                                  | 0,652                   | Good (close fit)   |
| AGFI       | $AGFI \geq 0.90$                                 | 0,632                   | Good (close fit)   |
| PGFI       | $PGFI \geq 0.60$                                 | 0,617                   | Good fit           |
| PNFI       | $PNFI \geq 0.60$                                 | 0,762                   | Good fit           |

Source: Researchers, 2024

Based on the model suitability test, this study has a fit research model, and most of the participants meet the characteristics of the cut-off value. Therefore, this study fulfills the goodness of fit.

### Hypothesis Testing

Table 6  
**PATH ANALYSIS**

| Hypothesis         |   |                | Estimate | P     | Information |
|--------------------|---|----------------|----------|-------|-------------|
| Direct Influence   |   |                |          |       |             |
| H1                 | Culture                                   | → Performance  | 0.555    | 0.000 | Accepted    |
| H2                 | Culture                                   | → Satisfaction | 0.403    | 0.000 | Accepted    |
| H3                 | Cyberloafing                              | → Performance  | -0.421   | 0.000 | Accepted    |
| H4                 | Cyberloafing                              | → Satisfaction | -0.226   | 0.01  | Accepted    |
| H5                 | Satisfaction                              | → Performance  | 0.323    | 0.000 | Accepted    |
| Indirect Influence |   |                |          |       |             |
| H6                 | Performance → Satisfaction → Culture      |                | 0.13     | 0.002 | Accepted    |
| H7                 | Cyberloafing → → Performance Satisfaction |                | -0.073   | 0.034 | Accepted    |

Source: Researchers, 2024

Based on the table above, this study finds that as follows:

H1: The results of the study found that the estimated value of the influence of Organizational Culture (X1) on Employee Performance (Y) was 0.555 with a p of  $0.000 < 0.05$ , so that Organizational Culture (X1) had a significant positive influence on Employee Performance (Y). Thus, H1 is accepted.

H2: The results of the study found that the estimated value of the influence of Organizational Culture (X1) on Job Satisfaction (Z) was 0.403 with a p of  $0.000 < 0.05$  so that Organizational Culture (X1) had a significant favorable influence on Job Satisfaction (Z). Thus, H2 is accepted.

H3: The results of the study found that the estimated value of the influence of Cyberloafing Behavior (X2) on Employee Performance (Y) was -0.421 with a p of  $0.000 < 0.05$ , so that Cyberloafing Behavior

(X2) had a significant negative influence on changes in Employee Performance (Y). Thus, H3 is accepted.

H4: The results of the study found that the estimated value of the influence of Cyberloafing Behavior (X2) on Job Satisfaction (Z) was -0.226 with a p of  $0.01 < 0.05$ , so that Cyberloafing Behavior (X2) had a significant negative influence on changes in Job Satisfaction (Z). Thus, H4 is accepted.

H5: The results of the study found that the estimated value of the influence of Job Satisfaction (Z) on Employee Performance (Y) was 0.323 with a p of  $0.000 < 0.05$ , so Job Satisfaction (Z) had a significant favorable influence on changes in Employee Performance (Y). Thus, H5 is accepted.

H6: The results of the study found that the estimated value of the influence of Organizational Culture (X1) on Employee Performance (Y) through Job Satisfaction (Z) was 0.13 with a p of  $0.002 < 0.05$  so that Organizational Culture (X1) had a significant influence on changes in Employee Performance (Y) through the mediation of the Job Satisfaction variable (Z). Thus, H6 is accepted.

H7: The results of the study found that the estimated value of the influence of Cyberloafing Behavior (X2) on Employee Performance (Y) through Job Satisfaction (Z) was -0.973 with a p of  $0.0034 < 0.05$ , so that Cyberloafing Behavior (X2) had a significant influence on changes in Employee Performance (Y) through the mediation of the Job Satisfaction variable (Z). Thus, H7 is accepted

In this section, the discussion is based on empirical findings, theories, and several relevant previous studies that support this research. The discussion in this section aims to explain the suitability of the relationship between each bound variable as well as its independent variable as follows:

H1 The Influence of Organizational Culture (X1) on Employee Performance (Y)

This study found that Organizational Culture affects the performance of employees of dr. Sayidiman Magetan Hospital. The better the organizational culture, the higher the performance of the employees of dr. Sayidiman Magetan Hospital. Similarly, on the contrary, the worse the organizational culture, the worse the performance of the employees of dr. Sayidiman Magetan Hospital. The results of this study also show that the organizational culture is fairly good, and the performance of the employees of dr. Sayidiman Magetan Hospital is in the fairly good category. Organizational culture consists of values, habits, behaviors, or norms used as guidelines for organizational members in running the system and followed by all organization members. Suppose employees who feel supported and valued in their career development tend to be more engaged, creative, and passionate about improving their skills. The initiative to continuously learn and grow is a crucial feature of an organization's culture that empowers employees. The organizational culture of the employees of Dr. Sayidiman Magetan Hospital is quite good. From the indicators of innovation and risk-taking courage, hospitals are enough to provide opportunities for employees to innovate. Hospitals are quite good at accepting ideas from all parties. In addition, employees can also bear the risks of their work. Employees who dare to take risks tend to be more creative and innovative in developing services. This innovation can improve the company's performance by providing added value to consumers. Employees who dare to take risks will be more willing to give time, resources, and energy to produce quality services. If innovation and courage to take risks increase, employee performance will also increase.

H2 The Influence of Organizational Culture (X1) on Employee Job Satisfaction (Z)

This study found that organizational culture affects the job satisfaction of dr. Sayidiman Magetan Hospital. The better the organizational culture, the higher the job satisfaction of dr. Sayidiman Magetan Hospital employees. Similarly, on the other hand, the worse the organizational culture, the worse the job satisfaction of employees of dr. Sayidiman Magetan Hospital. The results of this study also show that the organizational culture is quite good, and the job satisfaction of dr. Sayidiman Magetan Hospital is in the category of quite good—the organizational culture of the employees of dr. Sayidiman Magetan Hospital is quite good. From the orientation indicators to the employees, the hospital is enough to give

attention and care to employees. Employees work according to the target of the organization/hospital and work earnestly. Good employee orientation can strengthen an employee's emotional connection with the hospital. Employees who feel emotionally connected are more satisfied with their jobs and have higher levels of loyalty. Employee orientation helps employees understand their duties and responsibilities better. Employees can work more efficiently and achieve the expected results with a clear understanding of the job. Employee orientation also helps employees understand the hospital culture so they can understand the hospital's values, norms, and goals. It will increase satisfaction with their work environment. Employees who get clear directions about their job goals will feel more confident so that they can reduce stress and increase job satisfaction.

### H3 The Effect of Cyberloafing Behavior (X2) on Employee Performance (Y)

This study found that cyberloafing behavior affects the performance of employees of dr. Sayidiman Magetan Hospital. The higher the cyberloafing behavior, the lower the performance of Dr. Sayidiman Magetan Hospital employees. Similarly, vice versa, the lower the cyberloafing behavior, the higher the performance of employees of dr. Sayidiman Magetan Hospital. The results of this study also show that cyberloafing behavior is in a fairly low category, as well as the performance of employees of dr. Sayidiman Magetan Hospital is in a fairly high category. Cyberloafing behavior is accessing the Internet to do things outside of work. Cyberloafing can have a significant negative impact on employee performance and organizational productivity. In terms of the intensity of their Behavior, it is categorized into two, namely minor Cyberloafing and serious Cyberloafing. Minor aspects of Cyberloafing include sending and receiving personal emails, visiting sports sites, updating social network status, and online shopping. Thus, minor Cyberloafing is similar to other behaviors that are not by the job but are tolerated. This has a detrimental impact on the organization, such as reducing productivity.

### H4 The Effect of Cyberloafing Behavior (X2) on Job Satisfaction (Z)

This study found that cyberloafing behavior affects the job satisfaction of employees of dr. Sayidiman Magetan Hospital. The higher the cyberloafing behavior, the lower the job satisfaction of Dr. Sayidiman Magetan Hospital employees. Similarly, on the contrary, the lower the cyberloafing behavior, the higher the job satisfaction of employees of dr. Sayidiman Magetan Hospital. The results of this study also show that cyberloafing behavior is in a fairly low category, as well as the job satisfaction of employees of dr. Sayidiman Magetan Hospital is in a fairly high category—the cyberloafing behavior of employees of dr. Sayidiman Magetan Hospital is in a fairly low category. Employees rarely play online games during working hours and rarely open gambling sites during working hours. Employees rarely try to open other people's social media accounts during working hours. Employees rarely manage privately owned sites or accounts (such as blogs, vlogs, or personal websites) during business hours. Employees never open online gambling sites during working hours or open "adult" sites during working hours. Employees rarely manage a specific site or account that is privately owned. Employees rarely open the stock exchange website during working hours. Employees do not create hoax content and spread it during working hours. Employees never open illegal websites. Employees rarely share content on social media that is hate speech during working hours. Employees rarely open stock exchange sites or trade during working hours.

### H5 The Effect of Job Satisfaction (Z) on Employee Performance (Y)

This study found that job satisfaction affects the performance of employees of dr. Sayidiman Magetan Hospital. The better Job Satisfaction, the higher the performance of dr. Sayidiman Magetan Hospital employees. Similarly, on the contrary, the worse job satisfaction, the worse the performance of dr.

Sayidiman Magetan Hospital employees will be. The results of this study also show that job satisfaction is in the fairly good category, as well as the performance of employees of dr. Sayidiman Magetan Hospital is in the fairly good category as well. High employee job satisfaction is characterized by salaries, standards and regulations, and job responsibilities, and it is sufficient to meet the needs of life. An appropriate salary allows employees to focus on their work and not try to find a new job again. This will encourage employees to focus more on work to improve their performance. Employees are satisfied with their work, which is characterized by a sense of satisfaction with the work that matches their abilities and like exciting and challenging work. Happiness in their work makes employees more active and diligent in their work. Employees work without pressure and coercion but because of their desires. It will improve employee performance.

#### H6 Indirect Influence of Organizational Culture (X1) Through Job Satisfaction (Z) on Employee Performance (Y)

The results of the hypothesis test that has been carried out show that there is a significant influence between organizational culture that can create positive job satisfaction and employee performance of employees of dr. Sayidiman Magetan Hospital. It means that a good organizational culture can increase job satisfaction and improve employee performance. Job satisfaction has an influential role as a partial mediator between organizational culture and employee performance. A good organizational culture encourages employees to feel job satisfaction, improving their performance. In terms of work quality, a good organizational culture and job satisfaction enable employees to complete work tasks well. Employee work tasks can be completed carefully by the standards set by the company. In terms of quantity, organizational culture, and reasonable job satisfaction encourage employees to achieve the targets set by the hospital. Employees can complete all the responsibilities given and can complete the work according to procedures (SOPs). Similarly, in terms of punctuality, good organizational culture, and job satisfaction, employees can be encouraged to complete work according to the specified time, to try to come on time, and never postpone work tasks.

#### H7 Indirect Influence of Cyberloafing Behavior (X2) through Job Satisfaction (Z) on Employee Performance (Y)

The results of the hypothesis test that was carried out show a significant influence between cyberloafing behavior that can reduce job satisfaction and the performance of dr. Sayidiman Magetan Hospital. This means that low cyberloafing behavior can increase job satisfaction and improve employee performance. Job satisfaction has an effective role as a partial mediator between cyberloafing behavior and employee performance. Low cyberloafing behavior through job satisfaction improves employee performance. Low cyberloafing behavior and high job satisfaction encourage employees to increase effectiveness and work. Employees can complete their work effectively, minimizing errors when working with the facilities that have been provided. Low cyberloafing behavior and high job satisfaction encourage employees to increase independence at work. Employees can complete work tasks because it is their responsibility, and they can be responsible for the results of their work. Low cyberloafing behavior and high job satisfaction encourage employees to increase their commitment to work. Employees are committed to always working well and earnestly. Employees work well because they feel a bond with the hospital.

## CONCLUSION

Based on the research findings, organizational culture positively impacts employee performance and job satisfaction, with higher levels of organizational culture leading to improved performance and satisfaction. Conversely, cyberloafing behavior negatively affects both performance and satisfaction, with increased Cyberloafing leading to declines in these areas. Job satisfaction itself is a crucial factor,

significantly enhancing employee performance. Furthermore, organizational culture indirectly boosts performance through increased job satisfaction, while cyberloafing behavior indirectly diminishes performance via reduced job satisfaction. To improve the situation at dr. Sayidiman Magetan Hospital, it is recommended that a positive organizational culture that encourages innovation be fostered and provides clear job directives be fostered. Employees should minimize Cyberloafing, particularly activities unrelated to work, such as downloading entertainment files. Enhancing employees' skills and addressing the tendency to procrastinate will also be beneficial.

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