



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

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ARTICLE INFO

Keywords:

Organizational Culture; Cyberloafing; Job satisfaction; and Employee Performance

Article History:

Received 7 July 2024

Accepted 5 August 2024

Available online 25 September 2024



10.26740/jpap.v12n2.p287-310

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 respondents. Data analysis was conducted 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. Organizational culture positively affects employee performance through job satisfaction. Cyberloafing behavior negatively impacts employee performance through job satisfaction.*

Research Contributions: *These results provide significant insights for the management of RSUD dr. Sayidiman Magetan, emphasizing 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 have made organizations around the world 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). In the midst of idealization to achieve optimal employee performance at dr. Sayidiman Magetan Hospital, the reality faced shows a different picture. Employee performance in hospitals has been relatively undeveloped. A number of factors underlie this reality reflect the

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complex dynamics in the work environment. High workload is one of the dominant factors that unsettle employees in 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. This can lead to fatigue that has a direct impact on 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 challenges that require serious attention. 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, 7 indicators have reached the target, while 5 indicators have not yet reached the target, so it is still necessary to make efforts 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 there are three to 4 complaints that come in. Then in 2024 until March, 8 complaints have been received that criticize the performance and behavior of employees in providing services.

Identifying the factors that trigger this low performance is a crucial step to design an appropriate improvement strategy to restore the vitality and quality of services at dr. Sayidiman Magetan Hospital. It is important to understand that employee performance in an organization plays a crucial role in having a significant impact on 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 individual shapes the overall patient experience. Discipline and proficiency in carrying out these tasks have an impact on patient trust and create a positive image that strengthens the hospital's relationship with the community.

In addition, optimal performance also makes an important contribution in maintaining operational efficiency (Ratna Pudyaningsih 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 tend to 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 support, awards, and development opportunities provided by the institution create a positive work environment. Employees who feel valued and engaged tend to be more motivated, 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, the factor that makes employee performance decline is organizational culture (Jufrizen & Rahmadhani, 2020). For example, there is a lack of clearly conveying the organization's values, or inadequate communication about expectations for employees (Nasution & Ichsan, 2021). As a result, employees may lose the motivation and sense of engagement that should help improve their performance. A strong organizational culture in hospitals 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, if the organizational culture emphasizes a commitment to patient service and a culture of service, employees will feel inspired to provide optimal care and support the fulfillment of 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, of course, a strong culture of service, a sense of empathy, a culture of smiles, greetings, courtesy, and an effective communication culture are needed to increase service satisfaction. This culture can be realized through a commitment to patient service, 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 has a positive impact on the well-being of society (Fransiska, 2020). At dr. Sayidiman Magetan Regional General Hospital, the role of organizational culture cannot be underestimated in improving employee performance. Organizational culture creates the foundation for shared values, norms, and attitudes that shape the way employees think and act. When organizational culture is implemented and managed effectively, its positive impact can permeate the entire organizational structure, motivating, and improving collective performance. Additionally, an organizational culture that is inclusive and 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 have a passion for improving their skills. The initiative to continuously learn and grow is a key 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 key elements that help shape the identity and behavior patterns of employees in it. 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 have an impact on job satisfaction and ultimately on employee performance. Ideally, employee performance at dr. Sayidiman Magetan Regional General Hospital can reach an optimal level with a strong organizational culture and effective management of the cyberloafing phenomenon through the fulfillment of 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 for purposes outside of work during working hours, which is called cyberloafing behavior. Given that cyberloafing is often seen as hindering productivity, it is increasingly important to predict and manage cyberloafing 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 real 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). This can harm the overall productivity of the organization and create a division between individual and organizational goals. Cyberloafing becomes a kind of escape from monotonous work routines, sometimes triggered by a high workload or lack of involvement in the work environment. This global phenomenon in particular has a significant impact on the healthcare sector, where the efficiency and accuracy of information can have direct consequences on 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 success of the healthcare system. 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 lack of management of the phenomenon of cyberloafing in the workplace (Sudiardhita et al., 2018). Less strict policies regarding the use of technology during working hours can allow such behavior, resulting in disruption to 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 that is 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). A deep understanding of cyberloafing behavior, its causes, and its impact can help organizations design effective policies and strategies. This may involve the introduction of internal controls, training, or the development of clearer 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 in achieving optimal performance at the dr. Sayidiman Magetan Regional General Hospital (Khansa et al., 2018). In the context of health services, where tasks require a high level of concentration and responsibility, cyberloafing can be a serious distraction. 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. This can result in delays in patient care, imperfections in the implementation of medical procedures, and ultimately, lower the standard of quality of healthcare services (Muthuswamy & Varshika, 2023). In addition, cyberloafing can impair teamwork and coordination in hospitals. Interprofessional collaboration and effective communication are key elements in the provision of 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 as a result of 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 has a very important role as a mediating variable that has the potential to improve employee performance at the dr. Sayidiman Magetan Regional General Hospital. In the context of health services, where work demands and pressures are often high, job satisfaction levels can be the

main key to achieving optimal performance (Lee et al., 2022). First of all, high levels of job satisfaction tend to 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 have a feeling of attachment to the hospital, seeing it as a place where they can thrive and have a positive impact on 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). This not only reduces the costs and effort associated with hiring and retraining, but also 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 feelings of being valued and recognized in individual achievements can create a healthy work environment (Specchia et al., 2021). This, in turn, can improve employees' emotional well-being, reduce stress levels, 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 policies related to the use of technology, and a pleasant work environment can make a positive contribution 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.

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 the level of individual and collective performance of employees. 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 results of the research can be a solid basis for the development of 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, as well as 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 health services provided by hospitals.

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 have an impact on the way 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 have a significant negative impact on employee performance and organizational productivity (Ngowella et al., 2022). Here are some indicators of cyberloafing by (Abdillah, 2021) (1) Minor cyberloafing (2) Serious cyberloafing

Mediation Variable (Z) Job Satisfaction

Job satisfaction is an important 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) Co workers

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 important 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 data used is primary data obtained through 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:

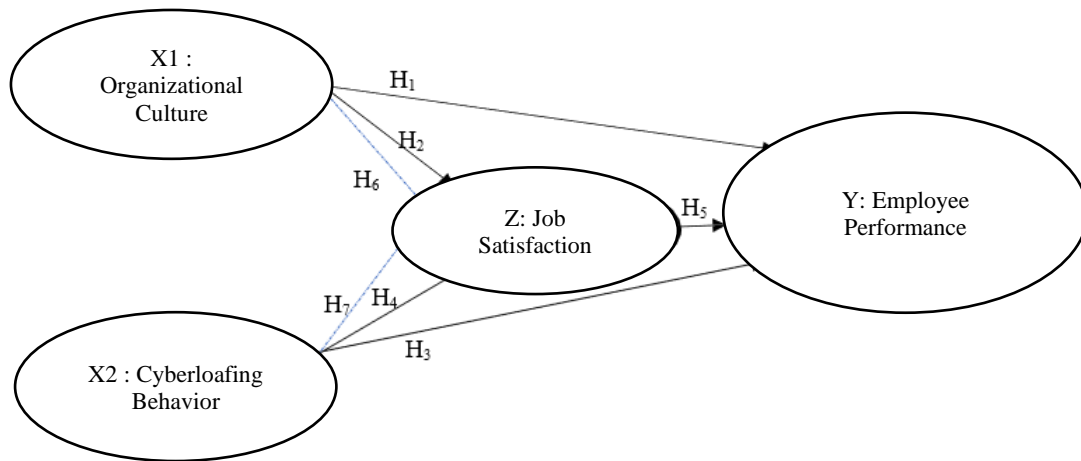


Figure 1 Research Framework
 Source: Researchers, 2024

The population in this study were employees of RSUD dr. Sayidiman Magetan, totaling 565 employees spread across rooms and installations. Determination of 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 installations at Magetan Hospital, the calculation is as follows:

$$\begin{aligned}
 n &= \frac{N}{1 + N e^2} \\
 n &= \frac{565}{1 + 565 \cdot (0,05)^2} \\
 n &= \frac{565}{2,4125} \\
 n &= 234,197
 \end{aligned}$$

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, use of social media, and use of personal email. 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 validity and reliability test of the model. The table above 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 $-2.58 \leq multivariave \leq 2.58$. 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 by comparing the value of Mahalanobis distance with the value of Chi Square Table with a degree of freedom of 2768 and an error rate of 0.001 is 3003.6. The results of the analysis found that the value of Mahalanobis distance 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 the table above, it appears that in this study all eigenvalues are above 0.000 so that the independent variables in this study 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, as well as explore the relationship between these unobserved 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:

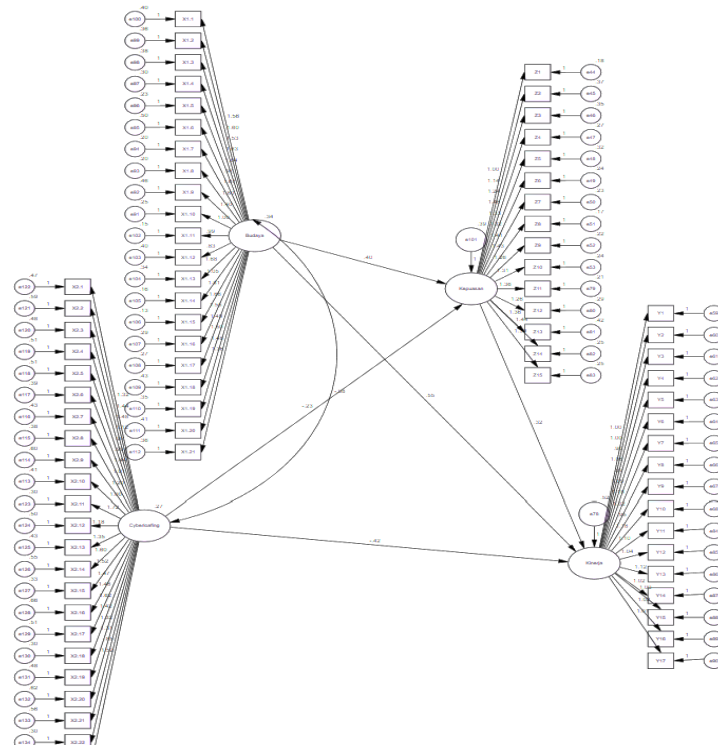


Figure 2 Structural Model

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) or $p > 0.05$	4549,030 $p = 0.000$	Not good (not fit)
RMSEA	≤ 0.08 $p < 0.05$	0.055 $p = 0.004$	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, where most of them have met the characteristics of the cut-off value. Therefore, this study fulfills the goodness of fit.

Hypothesis Testing

The results of the hypothesis test can be seen in Table 6 below:

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 positive 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 that Job Satisfaction (Z) had a significant positive 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 a number of previous studies that are relevant and support this research. The discussion in this section aims to provide an explanation of 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 in the fairly good category, as well as the performance of the employees of dr. Sayidiman Magetan Hospital is in the fairly good category as well. Organizational culture is values, habits, behaviors or norms that are used as guidelines for organizational members in running the system and followed by all members of the organization. Suppose employees who feel supported and valued in their career development tend to be more engaged, creative, and have a passion for improving their skills. The initiative to continuously learn and grow is a key 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 or ideas given by all parties. In addition, employees are also able to 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 because it provides 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 are increased, employee performance will also increase.

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

This study found that organizational culture has an effect on the job satisfaction of employees of dr. Sayidiman Magetan Hospital. The better the organizational culture, the higher the job satisfaction of employees of Dr. Sayidiman Magetan Hospital. 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 in the category of quite good, as well as the job satisfaction of employees of Dr. Sayidiman Magetan Hospital is in the category of quite good as well. 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 help 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. With a clear understanding of the job, employees can work more efficiently and achieve the expected results. Employee orientation also helps employees understand the hospital culture, so they can understand the values, norms, and goals of the hospital. This 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 employees of Dr. Sayidiman Magetan Hospital. 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 the act of 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. From minor aspects of cyberloafing such as sending and receiving personal emails, visiting sports sites, updating social network status as well as online shopping. Thus, minor cyberloafing is similar to other behaviors that are not in accordance with 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 has an effect on the job satisfaction of employees of dr. Sayidiman Magetan Hospital. The higher the cyberloafing behavior, the lower the job satisfaction of employees of Dr. Sayidiman Magetan Hospital. 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, 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 websites that are illegal. 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 employees of Dr. Sayidiman Magetan Hospital. Similarly, on the contrary, the worse job satisfaction, the worse the performance of employees of Dr. Sayidiman Magetan Hospital 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 in accordance with standards and regulations, in accordance with job responsibilities and 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 so that their performance will improve. Employees are satisfied with their work characterized by a sense of satisfaction with the work, work that matches their abilities and like interesting and challenging work. Happiness with their work makes employees more active and diligent in their work. Employees work without pressure and coercion, but because of their own desires. This will improve employee performance.

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

Based on the results of the hypothesis test that has been carried out, it shows that there is a significant influence between organizational culture that can create positive job satisfaction so that it is able to create employee performance of employees of dr. Sayidiman Magetan Hospital. This means that a good organizational culture can increase job satisfaction and can create employee performance. Job satisfaction has an effective role as a partial mediator between organizational culture and employee performance. A good organizational culture encourages employees to feel job satisfaction, thereby improving their performance. In terms of work quality, the existence of a good organizational culture and good job satisfaction make employees able to complete work tasks well. Employee work tasks are able to be completed carefully in accordance with the standards set by the company. In terms of quantity, organizational culture and good job satisfaction encourage employees to be able 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, a good organizational culture and job satisfaction can encourage employees to be able to complete work according to the specified time, encourage employees 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)

Based on the results of the hypothesis test that has been carried out, it shows that there is a significant influence between cyberloafing behavior that can reduce job satisfaction and also reduce the performance of employees of dr. Sayidiman Magetan Hospital. This means that low cyberloafing behavior can increase job satisfaction and can create 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 through high job satisfaction encourage employees to increase effectiveness and work.

Employees are able to complete their work effectively, minimizing errors in working with the facilities that have been provided. Low cyberloafing behavior and through high job satisfaction encourage employees to increase independence at work. Employees can complete work tasks because it is their responsibility, can be responsible for the results of their work. Low cyberloafing behavior and through high job satisfaction encourage employees to increase their commitment to work. Employees are committed to always working well, working earnestly. Employees work well because they feel a bond with the hospital

CONCLUSION

Based on the research findings, it can be concluded that organizational culture positively impacts both 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 to foster a positive organizational culture that encourages innovation and provides clear job directives. 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.

ACKNOWLEDGMENTS

I would like to extend my heartfelt gratitude to my academic advisors, Mr. Anang Kistyanto, and Mrs. Dewie Tri Wijayati Wardoyo, for their invaluable guidance and support throughout my studies in the Master's in Management program at Universitas Negeri Surabaya. My sincere thanks also go to the faculty members and fellow students for their encouragement and insightful discussions, which greatly enriched my learning experience. Finally, I thank all the participants of my research for their cooperation, which was crucial to the success of this study.

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