



The Role of Organizational Culture and Job Satisfaction in Enhancing Employee Performance in the Hospital Sector

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Abstract

This study examines the influence of organizational culture and job satisfaction on employee performance at Private Hospital Type C, Central Java. Hospitals face unique human resource management challenges, including high workloads and expectations for service quality, making organizational culture and job satisfaction critical to optimizing performance. Using a quantitative approach, data were collected from 201 healthcare workers through a structured questionnaire utilizing a Likert scale. The data were analyzed using descriptive statistics and linear regression. The findings reveal that both organizational culture and job satisfaction significantly affect employee performance, with strong statistical significance. The variance in employee performance is explained by these two factors by 65.1%. These results confirm that a positive organizational culture and high job satisfaction contribute substantially to enhancing staff performance in hospital settings. The findings also align with the hospital's mission, vision, and core values, emphasizing holistic care, teamwork, and professional integrity. Strengthening organizational culture and addressing job satisfaction can serve as effective strategies for hospital management to improve service quality and operational efficiency.

Keywords: *Organizational Culture, Job Satisfaction, Employee Performance, Hospital, Human Resource Management.*

INTRODUCTION

The Indonesian healthcare sector continues to struggle with high perceived workload and role overload among health workers, which has been shown to reduce service quality, increase stress, and weaken employee performance (Boyle & Plummer, 2017). These pressures also influence job satisfaction, especially in hospitals where medical and administrative staff operate under strict service demands, limited resources, and expectations for continuous patient-centered improvement. (Pratama & Yufika, 2023). Furthermore, understanding the factors that shape employee performance is essential for maintaining service quality in hospital settings, particularly in private hospitals operating with tighter constraints than large public institutions. One way to overcome stress levels is through organizational culture (Thompson et al., 1996; Williams et al., 2007).

Organizational culture represents the shared values, norms, and behavioral expectations that shape how individuals work and interact within an institution. Organizational culture is a fundamental element that influences individual performance and impacts the quality of health services provided to patients (Abdullah Alharbi et al., 2024; Acar & Acar, 2012; Tannady et al., 2019). According to some research, a strong organizational culture can increase employee engagement, loyalty, and workforce productivity (Abbas, 2017; Hamkar & Watanyar, 2024; Puspita et al., 2020). A positive organizational culture, supported by open communication, innovation, and employee well-being, has the potential to create a healthier and more conducive work environment

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(Hoxha et al., 2024), offering hope for a better work environment in the health sector.

Aruldoss et al. (2022) explain that job satisfaction reflects the extent to which individuals feel comfortable and satisfied with their work, including rewards, work environment, development opportunities, and work-life balance. Some studies show that high job satisfaction contributes to increased intrinsic motivation, which is the internal drive to perform a task for its own sake, and reduced burnout rates among health workers, ultimately positively impacting individual and organizational performance (Ayalew et al., 2021; Mafini & Dlodlo, 2014; Schaufeli & De Witte, 2023).

A similar study was also conducted in a case study where the hospital implemented a holistic approach and emphasized compassionate care as a central aspect of its service delivery (Ashidiqi et al., 2025). Existing research has examined organizational dynamics from the perspective of patients, providing insight into service outcomes and satisfaction. However, fewer studies talk about how employees themselves perceive and evaluate these same organizational dynamics. To address this gap, the present study shifts the analytical focus to employees' perspectives, offering an internal view that complements the predominantly patient-centered literature and delivers a more comprehensive understanding of organizational functioning.

Based on the above explanation, the aim of this research is to:

1. Analyze the effect of organizational culture on Employee Performance
2. Analyze the effect of job satisfaction on employee performance
3. Analyze the findings with Private Hospital type C operational

Prior studies on organizational behavior in Indonesian healthcare have largely focused on service quality from the patient's perspective, leaving a limited understanding of how employees in private Type C hospitals perceive their organizational culture and job satisfaction. This is an important gap because the work dynamics, resource constraints, and operational structures of Type C hospitals differ significantly from larger public or private institutions, meaning that employee experiences and their effects on performance may also differ. Few studies have examined how staff in these smaller hospitals internalize cultural values, respond to workplace conditions, or translate these perceptions into performance outcomes, making this area underexplored in the existing literature.

This study makes two distinct contributions. Theoretically, it extends organizational culture research by providing empirical evidence on how organizational culture and job satisfaction shape employee performance within the context of Indonesian private Type C hospitals, an understudied segment of the healthcare system. Practically, the study offers concrete, evidence-based recommendations for hospital management, especially in strengthening cultural alignment, improving job satisfaction, and designing human resource policies that enhance performance and service quality.

LITERATURE REVIEW

Organizational Culture

Organizational culture is usually defined as the shared values, beliefs, and norms that influence how employees behave and work within an organization (Akpa et al., 2021; Cooke & Rousseau, 1988; Sun, 2008). Across the literature, scholars converge on the idea that culture operates through shared values, norms, and expectations that guide daily interactions and influence how work is carried out. In hospitals, these cultural elements become even more critical because the environment depends heavily on coordination, rapid decision-making, and collaborative patient care (Akpa et al., 2021; Subhaktiyasa et al., 2024). In the hospital work setting, cultural traits manifest through teamwork, patient-centered values, and commitment to continuous improvement (Tsai, 2011). Giving the patients the best service and value for them.

Moreover, culture provides a sense of identity and belonging that fosters intrinsic motivation (Paais & Pattiruhu, 2020). Employees who perceive alignment between their personal values and organizational culture tend to exhibit stronger commitment and engagement, which in turn enhances performance (Akpa et al., 2021; Ertosun & Adiguzel, 2018; Gao, 2017). Conversely, a misaligned or overly bureaucratic culture can suppress initiative, discourage open communication, and foster disengagement. In the hospital context, where teamwork and decision-making under pressure are constant, a rigid culture may cause employees to burn out and hinder collaboration. Empirical research supports this notion: hospitals with participative, supportive, and innovation-oriented cultures consistently report higher performance metrics, lower turnover, and greater patient satisfaction (Rafi'i et al., 2025; Shah & Afaq, 2023). Studies consistently show that cultures emphasizing involvement, consistency, adaptability, and mission tend to promote stronger employee commitment and higher performance outcomes. Such cultures provide employees with a sense of identity and belonging, reinforce intrinsic motivation, and create psychosocial stability in a work setting known for its emotional intensity and operational complexity. Conversely, rigid or overly bureaucratic cultures can suppress initiative, heighten stress, and inhibit teamwork, conditions that directly undermine healthcare quality. Based on the explanation above, the hypothesis that can be built is

H1: Organizational Culture has significant relationships with employee performance

Job Satisfaction

Job satisfaction captures the emotional and cognitive appraisal employees make about their work experiences (Wartenberg et al., 2023). It reflects how well an individual's expectations are met by the realities of their job, encompassing dimensions such as recognition, workload, interpersonal relations, and leadership (Locke, 1976; Tria, 2023; Wahyuningrat & Rusmawan, 2022). In healthcare organizations, job satisfaction is particularly critical given the high-stakes and emotionally demanding nature of medical work. Nurses, physicians, and support staff often face long hours, resource constraints, and ethical dilemmas that can erode satisfaction and performance if not properly managed. Studies indicate that employees who are satisfied with their working conditions, professional growth opportunities, and supervisory support are more likely to demonstrate higher levels of effort, accuracy, and care quality (Lee & Scott, 2018; Rathert & May, 2007; Rathi & Lee, 2017). When employees perceive fairness, growth opportunities, and supportive supervision, job satisfaction strengthens, leading to greater accuracy, resilience, and attention to patient needs. In healthcare settings, satisfaction has been closely linked to lower burnout, stronger engagement, and fewer clinical errors, demonstrating its strategic role in sustaining performance. Based on the explanation about job satisfaction and performance by the employee, the hypothesis is

H2: Job Satisfaction has a significant relationship with employee performance

Interplay Between Culture and Satisfaction

The relationship between job satisfaction and employee performance has long been debated, but evidence generally supports a positive association. Judge et al. (2001) found that satisfied employees tend to be more motivated, creative, and resilient, particularly in service industries where emotional labor is significant. In hospitals, satisfaction translates into better attention to patient needs, fewer clinical errors, and more consistent adherence to safety protocols (Lu et al., 2019). Herzberg (1965, 2017) Two-Factor Theory also provides a useful lens; hygiene factors such as salary and work conditions prevent dissatisfaction, while motivators such as recognition and achievement drive superior performance. When hospitals fail to address either, performance inevitably suffers, manifesting in absenteeism, turnover, and reduced service quality.

Theoretical Lens

Taken together, organizational culture and job satisfaction represent intertwined mechanisms influencing employee performance. A supportive and participative culture fosters satisfaction by creating a sense of fairness, empowerment, and professional pride. In turn, satisfied employees reinforce cultural norms through cooperative behavior and strong work ethics, forming a self-reinforcing cycle of high performance (Tsai, 2011). In healthcare settings where patient outcomes hinge on coordinated human effort, the interplay between culture and satisfaction becomes particularly consequential. Therefore, to enhance performance sustainably, hospital administrators must cultivate cultural environments that promote respect, collaboration, and recognition, ensuring that organizational values are lived, not merely stated.

Overall, the literature positions organizational culture and job satisfaction as mutually reinforcing drivers of employee performance, especially within healthcare organizations where human behavior, teamwork, and emotional labor directly influence service outcomes. This integrated perspective underscores the need for hospitals to cultivate inclusive, value-driven cultures while simultaneously addressing the psychological and material needs of their staff.

Empirical Gaps

Despite extensive research linking culture, satisfaction, and performance, several gaps remain. Most prior studies examine these constructs from the patient perspective, focusing on perceived service quality rather than internal organizational dynamics. Few studies investigate how employees themselves evaluate culture and satisfaction, especially within the operational realities of Indonesian hospitals. Research on Type C private hospitals is particularly limited, despite these institutions representing a substantial portion of Indonesia's healthcare system. Additionally, prior studies often treat culture and satisfaction separately, with fewer examining their interactive effects on performance in a unified model. This gap underscores the need for studies that analyze employee perceptions directly, integrate both constructs simultaneously, and consider the unique sociocultural context of Indonesian healthcare.

RESEARCH METHOD

This study employed a quantitative research design aimed at examining the influence of organizational culture and job satisfaction on employee performance within the hospital sector. The quantitative approach was chosen because it allows for objective measurement of relationships among variables and the use of statistical techniques to test hypotheses systematically (Creswell, 2017). Quantitative data collection also ensures comparability and replicability, which are essential for drawing generalizable conclusions from organizational culture studies conducted in healthcare settings. The research design combined both descriptive and explanatory elements to get an in-depth examination of the existing conditions as well as the relationships between the variables. This research follows the framework that is shown in picture 1. The hypothesis based on picture 1 is:

H₁: Organizational culture has significant relationships with employee performance

H₂: Job Satisfaction has a significant relationship with employee performance

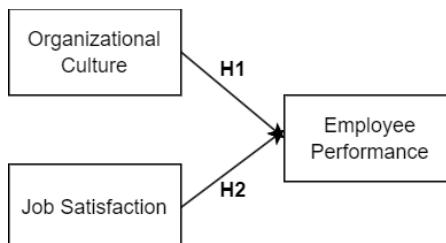


Figure 1. Research Framework

The population of this study consisted of all healthcare workers employed at a Type C private hospital located in the Central Java Province, Indonesia. The hospital was selected purposively based on its comparable size, service capacity, and operational structure to other medium-scale hospitals in the region. Type C hospitals in Indonesia typically provide general and limited specialist services, supported by a workforce of medical, nursing, and administrative personnel, making them ideal for studies on organizational culture and performance. Especially in Indonesia that type C hospital shared the largest number in accreditation hospital ([Statista, 2025](#)).

The sample size was determined using Slovin's formula ([Anugraheni et al., 2023](#)) with a total population of 400 workers and an error tolerance of 5%, resulting in a final sample of 201 respondents. Slovin's Formula is considered to meet the criteria for determining the number of samples because the focus of this research is on the workers, and the minimum number of samples taken is half of the total number of workers. Simple random sampling was employed to select participants, ensuring that every healthcare worker had an equal probability of being included in the study ([Acharya et al., 2013](#); [Etikan & Bala, 2017](#); [Kanaki & Kalogiannakis, 2023](#)).

The inclusion criteria specified that respondents must be permanent employees, have worked at the hospital for at least one year, and be directly involved in healthcare service delivery or administrative support. These criteria were intended to ensure that participants possessed sufficient organizational experience and familiarity with hospital practices to provide informed and reliable responses. Temporary staff, interns, and newly recruited employees were excluded from the study to maintain data consistency and reduce variability arising from limited work exposure.

Data were collected through a structured questionnaire distributed directly to hospital employees at a private hospital type C in Central Java Province. The questionnaire consisted of four main sections: demographic information, organizational culture, job satisfaction, and employee performance. Each construct was measured using established items adapted from validated prior studies, modified to fit in the healthcare context. Responses were recorded using a four-point Likert scale, ranging from *strongly disagree* (1) to *strongly agree* (4), to encourage decisive responses and minimize neutral bias ([Cortini et al., 2019](#); [Rajiani et al., 2018](#)).

Before full-scale administration, the instrument underwent a pilot test involving 30 respondents who met the inclusion criteria but were not part of the final sample. The pilot study aimed to assess clarity, validity, and internal consistency of the items. The results indicated that all items achieved acceptable validity levels as determined by corrected item-total correlation values exceeding 0.30. Reliability testing using Cronbach's Alpha yielded a coefficient of 0.96, demonstrating excellent internal consistency and confirming that the questionnaire items measured their intended constructs consistently ([Vaske et al., 2017](#)).

The data collection process was conducted over a three-week period with logistical coordination from the hospital's human resources department. Research assistants distributed and retrieved the questionnaires during scheduled work breaks to minimize disruption to hospital operations. Participation was voluntary, and respondents were assured of confidentiality and anonymity. Each questionnaire was accompanied by a research information sheet outlining the study's objectives, procedures, and confidentiality assurances.

Data analysis was carried out using SPSS version 26. The analysis process involved several sequential stages. First, data cleaning and screening were performed to check for missing values, outliers, and inconsistencies. Descriptive statistics, including frequency distributions, means, and standard deviations, were computed to summarize respondent characteristics and provide an overview of variable distributions.

In the inferential phase, linear regression analysis was employed to examine the direct effects of organizational culture and job satisfaction on employee performance. Linear regression is appropriate for assessing the predictive relationship between continuous variables and has been widely applied in similar studies investigating organizational culture and hospital performance (Lambe et al., 2025; Santoso et al., 2025; Susilawati et al., 2024). A significance level of $p < 0.05$ was applied to determine statistical significance.

Results were interpreted considering existing literature to identify whether findings aligned with or diverged from prior empirical evidence. Both descriptive and inferential analyses are needed in this research because descriptive analysis is used to summarize the characteristics and patterns of the data, showing the condition of the hospital as it is now. Inferential analysis is then applied to test whether the relationships between variables are statistically significant and can be generalized.

FINDINGS AND DISCUSSION

From the 201 respondents included in this study, the demographic characteristics are presented in Table 1. The profile shows that the workforce is predominantly female, with 144 women compared to 57 men, reflecting the gender composition commonly observed in healthcare settings. This shows that the hospital relies heavily on female workers. In terms of job classification, most of respondents work in medical roles (128 employees), followed by administrative positions (39 employees) and operational support roles (33 employees), while only one respondent occupies a management-level position, since in this type of hospital type C, the management level worker is not that many and hard to approach when the data was taken. The age distribution indicates a relatively young to mid-career workforce, with the largest groups being employees aged 30–40 (75 respondents) and 18–30 (68 respondents), while fewer respondents fall into the 40–50 (45 respondents) and 50+ (13 respondents) age.

Table 1. Demographic Descriptives

| Demographic Variables | Frequencies |
|---------------------------|-------------|
| Gender | |
| Male | 57 |
| Female | 144 |
| Job Classification | |
| Administrative | 39 |
| Management | 1 |
| Medical | 128 |
| Operation | 33 |
| Age Group | |
| 18-30 | 68 |
| 30-40 | 75 |
| 40-50 | 45 |
| 50+ | 13 |

Based on the descriptive statistical analysis conducted, as shown in Table 2, all variables demonstrate mean scores slightly above 3 on a 1–4 measurement scale. This indicates that organizational culture (3.1458), job satisfaction (3.0841), and employee performance (3.1393) are generally perceived positively by the employees. With minimum values ranging from 2.10 to 2.40 and maximum values reaching 4.00 across all variables, the data suggest that most respondents fall within the moderate-to-high perception range. The relatively small standard deviations indicate low variability in responses, meaning employees tend to share similar views regarding their organizational environment, satisfaction levels, and performance.

The results of perceptions reinforce the idea that the organizational culture in this Type C private hospital is well-internalized, job satisfaction is broadly consistent among staff, and employees generally evaluate their own performance favorably. These results imply that the organizational culture within this Type C private hospital is perceived as good and well-internalized by staff, and stable levels of job satisfaction give favorable self-assessments of employee performance. In addition, based on the results of observations, the employees agree with the vision and mission raised by the hospital, which is “To become an excellent and trusted hospital for the people of community and surrounding areas by providing safe, comfortable, accessible, and prompt services” is operationalized through a mission of holistic care, compassionate service, professional and efficient practices, strong teamwork, and fostering a meaningful professional environment.

Core values such as respect for life, compassion, hospitality, empathy, integrity, collaboration, and inclusivity are deeply embedded in daily operations, as captured in the motto “Serving with love and joy.” This organizational culture plays a pivotal role in enhancing service quality and patient trust, positioning this Private Hospital Type C as a highly reputable healthcare provider. The hospital’s experience exemplifies how value-driven leadership and an adaptive institutional culture can contribute significantly to advancing healthcare delivery in regional contexts.

Table 2. Variables Statistical Descriptive

| Variables | N | Minimum | Maximum | Mean | Std. Deviation |
|------------------------|-----|---------|---------|--------|----------------|
| Organizational Culture | 201 | 2.10 | 4.00 | 3.1458 | 0.35014 |
| Job Satisfaction | 201 | 2.20 | 4.00 | 3.0841 | 0.31772 |
| Employee Performance | 201 | 2.40 | 4.00 | 3.1393 | 0.30675 |

Before conducting the regression analysis, all required assumptions were examined. Four assumptions were tested in this study: normality, linearity, homoscedasticity, and multicollinearity. Normality of residuals was assessed using the Normal Q–Q Plot. As shown in Picture 2, the residual points align closely with the diagonal reference line, with only minor deviations at the tails. This pattern indicates that the residuals are approximately normally distributed and that the normality assumption is satisfied.

Linearity and homoscedasticity were evaluated using the standardized residuals versus standardized predicted values scatterplot shown in Picture 3. The plot displays a random distribution of points around zero with no visible funnel shape, curvature, or systematic pattern. This indicates that the relationship between the independent variables and the dependent variable is linear and that the variance of residuals is constant across all predicted values, thereby meeting both the linearity and homoscedasticity assumptions.

Multicollinearity was assessed using the Variance Inflation Factor (VIF), presented in Table 3. The VIF values for both predictors were 3.139, which is well below the commonly accepted threshold of 5. This result indicates that multicollinearity is not a concern in this model and that the predictors do not exhibit problematic interdependence. Independence of residuals was evaluated

using the Durbin-Watson statistic. The model produced a Durbin-Watson value of 1.843 as shown in Table 4, which falls within the commonly accepted range of 1.5 to 2.5. This indicates that the residuals are not autocorrelated and that the independence assumption is satisfied.

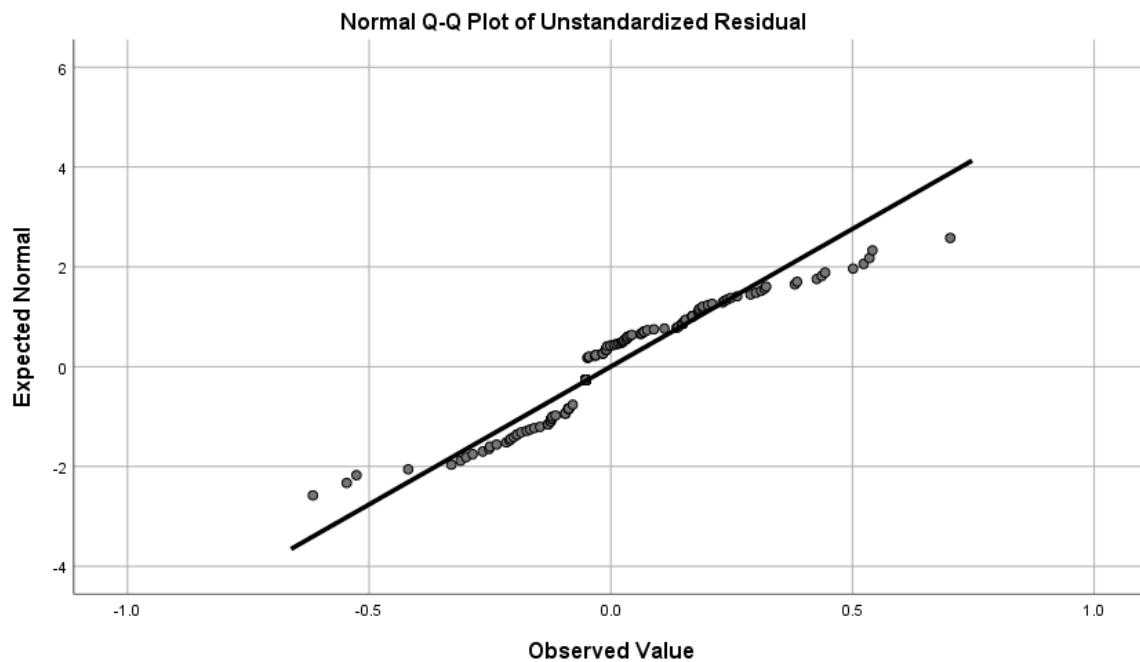


Figure 2. Q-Q Plot

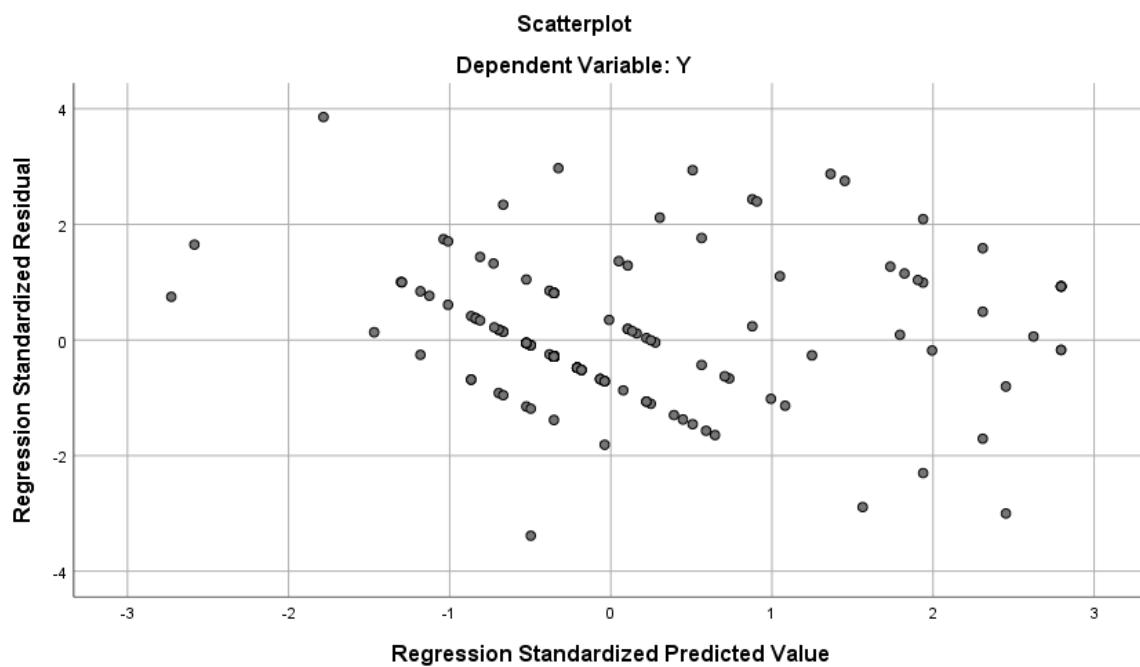


Figure 3. Scatterplot

For the inferential statistics that were shown in Table 3, the results of this study demonstrate that both organizational culture and job satisfaction have a significant positive influence on employee performance within the hospital context, as indicated by the significance values of $p < 0.001$, below the alpha of 0.05. These findings confirm that organizational culture and job

satisfaction have significant associations with employee performance, and how effectively hospital employees perform their duties.

Table 3. Regression Analysis

| Model | Unstandardized Coefficients | | Beta | t | Sig. | VIF |
|------------------------|-----------------------------|------------|-------|-------|-------|-------|
| | B | Std. Error | | | | |
| (Constant) | 0.714 | 0.128 | | 5.589 | 0.000 | |
| Organizational Culture | 0.355 | 0.065 | 0.405 | 5.454 | 0.000 | 3.139 |
| Job Satisfaction | 0.424 | 0.072 | 0.439 | 5.908 | 0.000 | 3.139 |

Furthermore, the regression model constructed in this study demonstrates a satisfactory level of explanatory power, as evidenced by the adjusted R^2 value of 0.648. This indicates that approximately 65.1% of the variation in employee performance can be accounted for by the independent variables of organizational culture and job satisfaction. Nevertheless, it is important to acknowledge that 34.9% of the variance remains unexplained, suggesting the potential influence of other factors not included in the current model. As highlighted by [Ozili \(2023\)](#), in the field of social science research, adjusted R^2 values as low as 0.1 may still be considered acceptable given the inherent complexity of human behavior and organizational dynamics, which often involve numerous latent or unobservable variables. Therefore, the strength of the regression model in this study can be regarded as adequate and sufficient to support the conclusions derived from the empirical findings.

Table 4. Regression Model Summary

| Model Summary | | | | | |
|---------------|-------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R-Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .807a | 0.651 | 0.648 | 0.18204 | 1.843 |

The significant relationship between organizational culture and employee performance aligns with the theoretical framework proposed by [Schein \(2010\)](#), who emphasized that shared values, norms, and assumptions within an organization guide employee behavior, decision-making, and interaction patterns. In hospital settings, where coordination, precision, and teamwork are essential, a strong and positive organizational culture fosters a work environment that supports high levels of collaboration, accountability, and patient-centered care. This is particularly relevant in Indonesia, where cultural factors such as high-power distance and collectivism ([Ameer, 2017](#)) may shape how organizational culture influences employee behavior.

Moreover, it reinforces the argument that satisfied employees are more likely to be motivated, committed, and productive in their roles ([Berliana et al., 2018; Buntaran et al., 2019](#)). In the hospital sector, job satisfaction is often linked to factors such as fair compensation, supportive leadership, career development opportunities, and a safe working environment ([Abdullah Alharbi et al., 2024](#)). When these needs are met, employees tend to demonstrate higher levels of commitment, which in turn enhances their ability to deliver high-quality patient care.

The findings of this study are consistent with prior empirical studies. [Tannady et al. \(2019\)](#) found that organizational culture plays a crucial role in influencing the performance of hospital employees in Indonesia. Similarly, [Ratnasari et al. \(2020\)](#) identified that job satisfaction mediates

the relationship between organizational culture and employee performance, emphasizing the importance of creating a supportive and fulfilling work environment in healthcare institutions. However, it should be noted that the present study did not examine mediation effects; the current model only tested direct relationships among variables. The reference to [Ratnasari et al. \(2020\)](#) is included solely to situate the findings within broader empirical trends, not to imply that mediation was tested here. Additionally, [Baltazar-Gómez et al. \(2022\)](#) and [Ratnasari et al. \(2020\)](#) also confirmed that both organizational culture and job satisfaction have direct positive effects on employee performance across various sectors, including healthcare.

These results also underscore the interconnected nature of organizational culture and job satisfaction. A hospital that cultivates a positive organizational culture not only shapes desirable work behaviors but also enhances employee satisfaction, which collectively drives improved performance outcomes. This interplay suggests that hospital management should adopt an integrated approach in fostering both cultural and individual factors to optimize employee performance. From a practical standpoint, hospital administrators should prioritize strengthening organizational culture by promoting values such as teamwork, continuous learning, open communication, and leadership support. At the same time, efforts to improve job satisfaction—such as offering competitive compensation, clear career advancement paths, recognition programs, and supportive work environments can further enhance staff performance and, ultimately, patient care outcomes.

The findings of this study demonstrate that both organizational culture and job satisfaction have a statistically significant effect on employee performance at Private Hospital Type C. These results are highly consistent with the hospital's own strategic direction, which emphasizes a strong value-based organizational culture rooted in its vision, mission, and core values. The institution's commitment to delivering holistic care, fostering teamwork, and cultivating a professional yet compassionate work environment creates a positive organizational atmosphere that enhances employee engagement and motivation. In turn, this supportive culture fosters job satisfaction, as employees feel valued, respected, and aligned with the hospital's mission of serving with love and joy.

Although the overall results align with existing research, one exploratory observation emerged during the descriptive analysis: employees in non-medical units appeared to report performance levels like, or in some instances higher than, those in medical roles. Because no statistical comparison (such as a t-test or ANOVA) was conducted to formally test this difference, this observation should be interpreted cautiously and considered preliminary rather than conclusive. This pattern suggests that factors outside the scope of the current model, such as workload distribution, departmental leadership, or role expectations, may influence performance differently across job categories.

Several limitations should also be acknowledged. The use of a self-reported questionnaire introduces the possibility of response bias, as employees may overstate their satisfaction or performance to reflect positively on the organization. This may stem from concerns about disclosing honest evaluations in a hierarchical work environment. Additionally, the study was conducted in a single Type C private hospital, which limits generalizability to larger or public hospitals with different structural and cultural dynamics. Future research should incorporate multi-site data and possibly supervisor-rated performance to reduce self-report bias and strengthen the validity of the findings.

Overall, this study demonstrates that organizational culture and job satisfaction play a decisive role in shaping employee performance within a Type C private hospital, reinforcing both established theory and previous empirical findings. The results highlight how a supportive, value-driven culture and positive employee experiences create a work environment that fosters

motivation, commitment, and better performance, especially in taking care of the patient. At the same time, the study's unexpected patterns across job categories and the inherent limitations of self-reported data remind us that employee behavior is shaped by a wider set of contextual and organizational dynamics. Taken together, these insights underscore the need for hospital leaders to continuously strengthen cultural values and employee well-being while remaining aware of potential biases and structural factors that may influence performance outcomes.

CONCLUSIONS

This study empirically confirms that hypotheses for organizational culture (H_1) and job satisfaction (H_2) have significant positive effects on employee performance at a private hospital Type C in Central Java Province. The hospital's strong value-based culture, rooted in its vision, mission, and core values, plays a central role in shaping a supportive and cohesive work environment that enhances employee engagement, motivation, and accountability. This finding aligns with the theoretical perspective that organizational culture serves as a guiding framework influencing employee attitudes and behaviors, ultimately leading to improved individual and collective performance outcomes.

Job satisfaction was also found to be a crucial determinant of performance. Factors such as fair compensation, supportive leadership, and access to professional development opportunities substantially contribute to employees' sense of fulfillment and commitment. When healthcare workers perceive equity, respect, and recognition within the organization, their willingness to exert extra effort and maintain high-quality service standards increases. The regression analysis demonstrated strong explanatory power, with the model accounting for 65.1% of the variance in performance outcomes, indicating that these two variables together explain a substantial portion of employee performance differences across respondents.

Theoretically, the study reinforces and extends established frameworks. Consistent with existing models, the results show that shared values and norms shape collective behavior, supporting the argument that culture acts as an internal control system influencing performance. Rather than refining existing theories, this study strengthens the empirical support for them by providing evidence from an underexplored context, an Indonesian Type C hospital where collectivist values, hierarchical structures, and unique HRM constraints shape employee experiences. This contribution broadens the applicability of organizational culture and job satisfaction theories to a setting that has received limited academic attention.

Practically, these findings underscore the managerial importance of cultivating an adaptive and inclusive organizational culture that reinforces shared values and professional integrity, while simultaneously ensuring that employees' psychological and material needs are met. For hospital administrators, this means investing not only in infrastructure and technology but also in human capital by promoting transparent communication, equitable reward systems, and ongoing staff development. Strengthening both culture and job satisfaction can yield long-term benefits such as reduced turnover, improved patient care, and sustained organizational excellence, even to enhance service quality in the hospital.

In conclusion, this study demonstrates that strengthening organizational culture and job satisfaction is essential to addressing the HRM challenges faced by Indonesian hospitals. By viewing these factors not merely as administrative concerns but as strategic drivers of performance, healthcare institutions can build more resilient, motivated, and high-performing workforces, ultimately contributing to safer, more reliable, and more compassionate patient care.

LIMITATION & FURTHER RESEARCH

The use of self-reported measures introduces the possibility of social desirability bias, as employees may feel reluctant to report dissatisfaction or poor performance. Conducting the research in a single hospital further limits generalizability, and some unexpected patterns, for example, comparable performance scores between medical and non-medical staff, suggest that other factors, such as leadership style, workload variation, or psychological well-being, may also be influential but were not included in the model. This study was conducted in a single hospital, which limits the generalizability of the findings to other institutions with different sizes, structures, or organizational cultures. Future research should expand to multiple hospitals, integrate supervisor-rated performance or objective metrics, and incorporate additional variables that may mediate or moderate the relationships identified.

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