

# The Effect of Quality of Work Life and Organizational Culture on Employee Performance Through Job Satisfaction as Intervening Variable at Ludira Husada Tama Hospital Yogyakarta

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**Abstract.** The title of this research is the analysis of the effect of Quality of Work Life and Organizational Culture on Employee Performance through Job Satisfaction as an intervening variable at Ludira Husada Tama Hospital Yogyakarta. The purpose of this study is to ascertain the role that job satisfaction plays as a mediator in the relationship between employee performance and organizational culture and quality of work life. This research was conducted with quantitative methods and used a questionnaire as a data collection method. The population is 51 employees and the sample used is 51 employees. Therefore, sampling using the census method. The research analysis method uses t-test, f test, simple and multiple linear regression analysis and uses path analysis. The results of this study indicate that the Quality of Work Life and Organizational Culture have a positive and significant influence on Employee Performance, the Quality of Work Life and Organizational Culture have a positive and significant influence on Job Satisfaction, Job Satisfaction cannot mediate the relationship between Quality of Work Life and Organizational Culture on Performance Employee.

**Keywords:** Organizational Culture, job satisfaction, Employee Performance, Quality of Work Life

## 1. Introduction

Basically, the quality of work life is one element of employees who can help the company achieve its goals. Quality of work life is a condition experienced by workers to meet important needs while working in a company [14]. Organizational culture is one of the keys that companies need to achieve company goals if the organizational culture is implemented properly. Culture is the beliefs, values, meanings, and assumptions that are collectively *shared* by a social group to help define the way they interact with each other and reinforce their response to the environment [62]

In achieving company goals, employee performance is a measure of the success of a company. Employee performance is a result or value from the operational activities of a job at a certain period [6]. Job satisfaction is a feeling of satisfaction or pleasure for the achievements that have been obtained by an employee from the tasks and responsibilities that have been completed. Job satisfaction as this attitude shown by employees in doing work, usually shown in work performance, work morale and ,employee discipline [20].

## 2. Literature Review

### 2.1 Quality of Work Life

A broad notion called "quality of work life" directs various types of targeted initiatives that improve working conditions [48]. The first way to categorize the quality of work life is as a collection of employee awareness of job security, job happiness, and conditions for growth and well-being. The second, which is a series of recommendations for improving organizational policies include ing safe working environment, employee involvement, career development policies, and fair remuneration is next reviewed [9].

### 2.2 Organizational Culture

A shared system that is owned by organizational members and sets it apart from other organizations is called organizational culture. When observed, this shared meaning system is a collection of key traits that an organization values [47].

### **2.3 Employee Performance**

Employee performance is the outcome of the quality and quantity of work completed by workers in carrying out the obligations and responsibilities given to them by the organization [28].

### **2.4 Job Satisfaction**

Job satisfaction is defined as meeting job standards and having ideal working conditions [49]. Job satisfaction means an emotional state that shows a positive thing that is the result of an individual's work experience [31].

## **3. Hypothesis Development**

### **3.1 The Effect of Quality of Work Life on Employee Performance**

The quality of work life is an important factor that must be considered by the company. Good quality of work life can affect employee performance. Previous research conducted [54], [8], [67], According to [42], there is a large and positive correlation between employee performance and the quality of their working environment. According to earlier research by [3], the relationship between employee performance and the quality of their working lives is negatively impacted.

H1: The quality of work life is seen to have a favorable and significant impact on employee performance.

### **3.2 The Effect of Organizational Culture on Employee Performance**

The performance of employees is thought to be positively and significantly impacted by the quality of work life. Previous research conducted [52], [16], [60], [26], which leads to the conclusion that corporate culture significantly and favorably affects workers' performance, while the research conducted by [36], [53], and [1] results in the conclusion that there is a negative and insignificant effect on the relationship between organizational culture and employee performance.

H2: It is believed that organizational culture has a favorable and significant impact on employee performance.

### **3.3 The Impact of Organizational Culture and Workplace Quality on Employee Performance**

The implementation of a good quality of work life and organizational culture will improve employee performance. The previous study by [45], According to [35] research, the organizational culture and the quality of work life have a favorable and significant impact on employee performance. Meanwhile, research conducted by [50] concluded that company culture and work life quality had a negative and minimal impact on employee performance.

H3: The quality of work life and organizational culture are thought to have a favorable and significant impact on employee performance.

### **3.4 The Effect of Quality of Work Life on Job Satisfaction**

Employees will feel content at work if the workplace is of a high standard. According to studies by [4], [43], [21], and [5], there is a strong correlation between job satisfaction and quality of work life. While [41] carried out a study that had a detrimental impact on the connection between job satisfaction and quality of work life.

H4: The quality of work life is seen to have a positive and significant impact on job satisfaction.

### **3.5 The Effect of Organizational Culture on Job Satisfaction**

Employees will feel satisfied at work if they can adapt to and apply organizational culture. It may be inferred from the research of [33], [12], [22], and [29] that organizational culture significantly and favorably affects job satisfaction. According to studies by [37], corporate culture has a negative and negligible impact on job satisfaction.

H5: It is believed that organizational culture has a favorable and considerable impact on job satisfaction.

### **3.6 The Effect of Quality of Work Life and Organizational Culture on Job Satisfaction**

Employees will feel satisfied at work if their employers offer a high standard of living at work and can help them apply organizational culture. Previous research [66], [45], [50] has found a favorable and significant relationship between company culture and job satisfaction.

H6: The quality of work life and organizational culture are thought to have a positive and significant influence on job satisfaction.

### 3.7 The Effect of Job Satisfaction on Employee Performance

A contented workforce will perform better than unsatisfied workers. According to earlier research by [24], [40], [34], and [44], job satisfaction significantly and favorably affects employee performance. While the study by [3] came to the opposite conclusion about the association between job satisfaction and worker performance. Job satisfaction draws on theories from earlier studies, specifically [25], [46], and [47].

H7: It is believed that job happiness has a favorable and considerable impact on employees' performance.

### 3.8 The Effect of Quality of Work Life on Employee Performance through Job Satisfaction

The implementation of a high quality of work life in an organization can enhance staff productivity and job satisfaction. The quality of work life has a favorable and considerable impact on employee performance through job satisfaction, according to earlier studies [54], [15], and [59]. The quality of work life, however, has a negative and negligible impact on employee performance via job satisfaction, claims [3] and [50].

H8: The quality of work life may have a positive and considerable impact on employee performance through job satisfaction.

### 3.9 The Effect of Organizational Culture on Employee Performance through Job Satisfaction

The adoption of a positive organizational culture within a business can enhance worker productivity and job satisfaction as they adjust to the culture. Prior research by [23], [29], and [2] draws organizational conclusions from employee potential After doing research, [38] came to the conclusion that work happiness does not operate as a buffer between company culture and employee performance.

H9: It is believed that corporate culture has a favorable and significant impact on employee performance and work happiness.

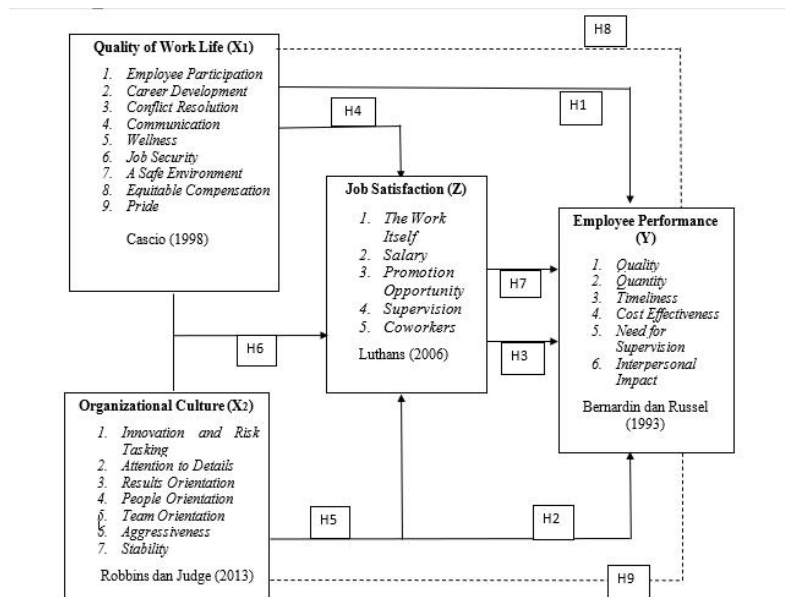


Fig.1. Research Framework

## 4. Research Methodology

This study uses quantitative research methods. The object of this research is the employees of Ludira Husada Tama Hospital Yogyakarta. Collecting data using a questionnaire distributed offline. Total questionnaire data obtained by 51 respondents with a return rate of 100 percent. The study used a Likert scale with a weight of 1-5. The data analysis technique used SPSS 22.

## 5. Research Instrument Test

### 5.1 Validity Test

Validity test serves to ensure that the measurement includes an adequate and representative set of items that express the concept [56]. The premise for the validity test was the quality of work life, organizational culture of employee performance, and job satisfaction. Software called SPSS 22 was used to process data from 51 respondents. A comparison between  $r_{\text{count}}$  and  $r_{\text{table}}$  (0.281) will be used to assess the statement items for each variable at a significance level of 5%. (0.05). If  $r_{\text{count}}$  exceeds  $r_{\text{table}}$  ( $r_{\text{count}} > r_{\text{table}}$ ), the statement item is deemed valid. In the opposite case, it is deemed invalid or invalid if  $r_{\text{count}}$  is less than  $r_{\text{table}}$  ( $r_{\text{count}} < r_{\text{table}}$ ). Due to their values of  $r_{\text{count}}$  being bigger than  $r_{\text{table}}$  ( $r_{\text{count}} > r_{\text{table}}$ ), all questionnaire items on four variables were found to be valid.

### 5.2 Reability Test

The Alpha Cronbach method is used in this study's reliability testing. The reliability of the respondents' responses to the questionnaire as a measuring tool is determined by the Alpha Cronbach coefficient, which must be more than 0.6. Vice versa, if *Alpha Cronbach* is less than 0.6 then the answer is not reliable. From the calculations, it was found that all variables showed a value greater than 0.6 so that all variables were declared reliable so that the research instrument was suitable for use in research.

## 6. Data Analysis Method

### 6.1 Heteroscedasticity Test

To determine whether a regression model contains variation from residual observations to other observations, the heteroscedasticity test is utilized. Homoscedasticity is the term used when there is still variance between one residual and another observation. [18]. If variance from one residual to another observation still exists, it is called homoscedasticity. The assessment is carried out based on the comparison of significant probability results where if it when greater than 5% or 0.05, it can be said that heteroscedasticity does not exist. It is understood from the analysis's findings that there is no evidence of heteroscedasticity.

### 6.2 Multicollinearity Test

The multicollinearity test checks whether independent variables in a regression model are correlated. There is no association between the independent variables in a good regression model. [18] The processed data exhibits the tolerance value, and the Variance Inflation Factor (VIF) does not experience multicollinearity issues, according to the analysis's findings. The tolerance value of 0.10 proves it. The VIF results for the organizational culture variable ( $X_2$ ) is 3.083, the quality of work life variable ( $X_1$ ) is 3.704, and the job satisfaction variable ( $Z$ ) is 3.685 based on the multicollinearity test.

### 6.3 Normality Test

The purpose of the normality test is to determine if the residual or confounding variables in a regression model are regularly distributed [18]. Kolmogorov Smirnov test is used for this normality test, it can be concluded that the significance value is 0.200. From the table it is known that using data that is normally distributed because the resulting significant value is greater than 0.05.

### 6.4 Simple and Multiple Regression Analysis

Simple and multiple regression analysis it is one of the tools used to determine the effect of the independent variable on one of the dependent variables [61].

### 6.5 Regression Model I

Model for regression analysis I was employed to ascertain the direct relationship between organizational culture and job satisfaction and the variable quality of the work life. The employed linear regression formula is as follows:  $Z = a + b_1X_1 + b_2X_2$  is the equation.

### 6.6 Regression Model II

Model II of Regression Analysis was utilized to ascertain the degree of influence the quality of work life and organizational culture had on employee performance.  $Y = a + b_1X_1 + b_2X_2$ .

### 6.7 Simple Regression

To ascertain the direct impact of employee performance characteristics on job satisfaction, simple model regression analysis was utilized.  $Y = a + b_1Z$  is the linear regression formula that was utilized.

## 7. Hypothesis Testing

### 7.1 Testing Individual Parameter Significant Test (t test)

Explaining that the extent to which the influence of one independent variable on the independent variable explains changes in the dependent variable [18]. This test was carried out using a significance level of 0.05 ( $\alpha = 5\%$ ).

### 7.2 Simultaneous Significance Test (f test)

Basically all independent variables included in the model indicate whether there is a joint influence on the dependent variable [18]. This test was carried out using a significance level of 0.05 ( $\alpha = 5\%$ ).

### 7.3 Path Analysis

The Sobel test will be used as an extension of multiple regression analysis to identify the association between preset variables. [18].

## 8. Result and Discussion

### 8.1 Descriptive Analysis of Respondents Identity

Respondents from this study were 51 employees of Ludira Husada Tama Hospital Yogyakarta. The dominant characteristics of respondents are female as many as 39 people, the most dominant age is 25-30 years as many as 16 people, the most dominant last education is Diploma as many as 24 people, status the most dominant marriages were 29 people married, the most dominant tenure was less than 5 years as many as 30 people, the most dominant position was in the service division as many as 35 people, and the most dominant income is IDR 2,000,000 - IDR 3,000,000 as many as 35 people.

### 8.2 Descriptive Analysis of Research Variables

The variables of quality of work life, organizational culture, employee performance, and job satisfaction can be categorized in either category by this study. This is evidenced by the quality of work life which has an average of 3.70 in the good category, the organizational culture variable with an average of 3.87 in the good category, employee performance with an average of 3.93 in the good category, and job satisfaction with an average of 3.63 with an average good average.

### 8.3 Simple and Multiple Regression Analysis Regression

*Model I Regression.*

The *Adjusted R Square* obtained is 0.717. This means that 71.1 percent of employee performance can be explained by the variables of quality of work life ( $X_1$ ) and organizational culture ( $X_2$ ). While the remaining 28.9 percent is influenced by other variables that are not included in this research model.

*Model II Regression*

The *Adjusted R Square* obtained is 0.610. This means that 61 percent of job satisfaction can be explained by the variables of quality of work life ( $X_1$ ) and organizational culture ( $X_2$ ). While the remaining 39 percent is influenced by other variables that are not included in this research model.

*Simple Regression.*

The *Adjusted R Square* values of 0.374 or 37.4 percent. so it can be interpreted that 37.4 percent of employee performance can be explained by the job satisfaction variable, while the remaining 62.6 percent is influenced by other variables that are not included in this research model.

### 8.4 Regression Model I

The linear regression equation used is shown:  $Z = a + b_1X_1 + b_2X_2$ . It is evident from the outcomes of multiple regression analysis that the regression equation is  $Z = 8.576 + 0.426X_1 + 0.2207X_2 + \epsilon$ . The variable quality of work life has a positive coefficient of 0.426 which means that the quality of work life ( $X_1$ ) positive relationship with job satisfaction ( $Z$ ) with a significance value of 0.000, so **H4 is proven**. The organizational culture variable has

a positive regression coefficient of 0.220 which means that organizational culture ( $X_2$ ) has a positive relationship with job satisfaction ( $Z$ ) with a significance value of 0.133 so that **H5 is not proven**.

**F test.** The results of the F test show a significant value of the variable quality of work life and organizational culture on job satisfaction of 0.000. Based on these results, then **H6 is proven**.

### 8.5 Regression Analysis Model II

$Y = a + b_1X_1 + b_2X_2$  is the regression formula utilized. It is clear from the outcomes of the multiple regression analysis that the regression equations,  $Y = -7.363 + 0.374 X_1 + 0.327X_2 + \epsilon$ . The variable quality of work life has a coefficient of 0.274 so that the quality of work life has a positive and significant relationship to employee performance, so **H1 is proven**. Regression coefficient for organizational culture is 0.327 so it has a positive effect with a significance value of 0.005 which means that organizational culture has a positive and significant relationship to employee performance so that **H2 is proven**.

**F test.** The results of the F test show a significant value of the variable quality of work life and organizational culture on employee performance of 0.000. Based on these results, then **H3 is proven**.

### 8.6 Simple Regression

The employed equation for basic linear regression is  $Y = a + b_1Z + \epsilon$ . The regression equation is  $Y = 33.190 + 0.647Z + \epsilon$ , as can be shown from the results of simple linear regression analysis. The job satisfaction variable has a positive regression coefficient of 0.647 with a significance value of 0.000 which means that job satisfaction has a positive and significant relationship to employee performance, so **H7 is proven**.

### 8.7 Path Analysis

A path analysis with results recapitulation was used to determine the mediating role that organizational culture and training play in influencing employee performance.

### 8.8 Sobel test.

To test the effect of mediation, the Sobel test is used as follows:

1. Examine the role that job satisfaction plays in mediating the link between employee performance and quality of work life. Two structural equations, specifically the regression equation illuminating the proposed relationship, are used to determine the path coefficient:

$$Z = a + bX_1 \quad (1)$$

$$Y = a + bX_1 + bZ \quad (2)$$

It can be seen that the Quality of Work Life shows an *unstandardized* 0.566 which is the path value or path P2 (a). It can be seen that the *unstandardized* beta value of Quality of Work Life is 0.592 which is the path value or path P1 (c'). Then, it is known that the *unstandardized* beta value of job satisfaction is -0.064 which is the path value or path P3 (b).

The mediating effect shown by the multiplication coefficient (ab) needs to be tested using the Sobel test with the following formula:

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2} \quad (1)$$

$$Sab = \sqrt{-0.064^2 \cdot 0.114^2 + 0.566^2 + 0.114^2 \cdot 0.166^2 \cdot 0.166^2} \quad (2)$$

$$Sat = 0.095 \quad (3)$$

Next, a statistical t-test of the effect of mediation will be carried out, namely by calculating using the following formula:

$$t = \frac{ab}{sab} = \frac{0.566 \times -0.064}{0.095} = \frac{-0.0362}{0.095} = -0.381$$

$t_{\text{value}}$  of -0.381 which is smaller than  $t_{\text{table}}$  with a significance level of 0.05 of 2.010, it is concluded that the mediation coefficient -0.0362 is not significant and means that job satisfaction does not mediate the relationship between Quality of Work Life and employee performance.

1. Job satisfaction's role as a mediating factor in the link between organizational culture and employee performance.

Two structural equations, specifically the regression equation illuminating the proposed relationship, are used to determine the path coefficient:

$$Z = a + bX_2 \quad (1)$$

$$Y = a + bX_2 + bZ \quad (2)$$

It can be seen that Organizational Culture shows an *unstandardized value of 0.719* which is the path value or path P2 (a). Then, it is known that the *unstandardized* of Job Satisfaction beta is 0.552 which is the path value or path P3 (b)

The effect of mediation shown by the multiplication coefficient (ab) needs to be tested using the Sobel test with the following formula:

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2} \quad (1)$$

$$Sat = \sqrt{0,198^2 0,156^2 + 0,719^2 0,171^2 + 0,156^2 0,171^2} \quad (2)$$

$$sab = 0,129 \quad (3)$$

by calculating using the following formula:

$$t = \frac{ab}{out} = \frac{0,719 \times 0,198}{0,129} = \frac{0,1423}{0,129} = 1,103$$

The coefficient of 0.1423, which indicates that job satisfaction does not mediate the relationship between organizational culture and employee performance, is not significant, according to the calculation of the tcount of 1.103, which is smaller than the ttable with a significance level of 0.05, namely 2.010.

As shown by the t value of -0.381, which is lower than the t table with a significance level of 0.05, which is 2.010, and the mediation coefficient of -0.0362, which reads "There is a significant mediating effect of job satisfaction on the relationship between Quality of Work Life and Employee Perform," it can be concluded that job satisfaction does not mediate the relationship between the quality of work life and employee performance. H8 No proof. Job satisfaction does not mediate the relationship between Organizational Culture and Employee Performance 1.103 which is smaller than  $t_{table}$  by showing a significance level of 0.05 of 2.010, it is concluded that coefficient of 0.1423 is not significant and hypothesis Nine reads "There is a mediating effect which is significant from Job Satisfaction on the relationship between Organizational Culture and employee performance" **H9 Not proven.**

**Table 1. Recapitulation of Hypothesis Testing Results**

Description	Hypothesis	H1
H1	has a favorable impact on how well employees perform at work	<b>Proven</b>
H2	Employee performance is positively impacted by organizational culture.	<b>Proven</b>
H3	Employee performance is positively impacted by company culture and the quality of the work environment.	<b>proven</b>
H4	has a favorable impact on the quality of the working environment and job satisfaction.	<b>Proven</b>
H5	on the beneficial effects of company culture on work satisfaction.	<b>Not proven</b>
H6	The quality of the work environment and organizational culture have a favorable impact on job satisfaction.	<b>Proven</b>
H7	Employee performance is positively impacted by job happiness.	<b>Proven</b>
H8	Job happiness significantly mediates the relationship between employee performance and quality of work life.	<b>Not proven</b>

<b>H9</b>	The relationship between company culture and employee performance is significantly mediated by job satisfaction.	<b>Not proven</b>
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## 9. Discussion

### 9.1 The Effect of Quality of Work Life on Employee Performance

Tested data show that the quality of work life has a favorable and significant impact on employee performance. Given that all other variables are held constant or equal to zero, the variable quality of work life, which has a t value of 4.476 and a significance value of 0.000, serves as evidence that the quality of work life has a positive and significant impact on employee performance. Accordingly, the better the quality of work life, the greater by 0.374 the employee performance will be. The results of this study are in line with those of [54] [8] [67] and who explain that employee performance is positively impacted by the quality of their working environment. While the study by [3] demonstrated that employee performance is negatively and insignificantly impacted by the quality of the work environment.

Employees of the Ludira Husada Tama Hospital in Yogyakarta were the subject of this study to determine whether the hypothesis discovered could be supported by the earlier theory. The used theory of employee performance is from [6] and includes the following performance indicators: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, and Interpersonal Impact. It is believed that the quality of work life has a favorable and significant impact on employee performance.

### 9.2 The Effect of Organizational Culture on Employee Performance

According to established statistics, organizational culture has a positive and significant influence on employee performance. The organizational culture variable has a 0.005 significance level and a 2,936 tcount. The regression value of the test produces a result of 0.327 when all other independent variables are held constant or zero, indicating that if the organizational culture variable increases by one unit, employee performance will also improve by 0.327. The results of this study are in line with a number of earlier studies, including those by [52], [60], and [26], which explain how corporate culture affects employee performance in a positive and significant way.

From several organizational culture theories that have been mentioned above, the researcher uses the theory of [47] with the indicators of *Innovation and Risk Tasking*, *Attention to Detail*, *Outcome Orientation*, *People Orientation*, *Team Orientation*, *Aggressiveness*, *Stability*. This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to find out whether the hypothesis was found in the study which would later be proven by the previous theory. The organizational culture theory used comes from [47] and the employee performance theory comes from [6]. That is, the second hypothesis "It is suspected that there is a positive and significant influence of organizational culture on employee performance" is **proven**.

### 9.3 The Effect of Quality of Work Life and Organizational Culture on Employee Performance

It has been determined, based on the findings of the concurrent test, that organizational culture and the standard of the workplace have a favorable and significant impact on employee performance. The results of the F test, which show that Ho is rejected whereas Ha is approved with a computed F of 40,127 and a significance value of 0.000, serve as an example of this. With a 0.717 coefficient of determination, 71.1 percent of the factors affect both organizational culture and personnel performance. The results of the study are in line with other studies by [45] [35] who explain that organizational culture and work environment quality have a favorable and significant impact on employee performance. Meanwhile, research conducted by [50] explains that the quality of work life and organizational culture have a negative and significant effect on employee performance.

This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to find out whether the hypotheses found later can be proven with the previous theory. The variable quality of work life uses the theory of [49] organizational culture uses the theory of [47] and employee performance uses the theory of [6]. That is, the third hypothesis "It is suspected that there is a positive and significant influence of the quality of work life and organizational culture on employee performance" is **proven**.

### 9.4 The Effect of Quality of Work Life on Job Satisfaction



According to the tested statistics, job satisfaction is positively and significantly influenced by the quality of one's work environment. As evidenced by the variable quality of work life showing tcount 4.181 it can be deduced that  $H_0$  is rejected and  $H_a$  is accepted with a significance value of 0.000. The value of the regression coefficient on this variable is 0.426 so that if the quality of work life variable increases by one unit, the job satisfaction variable will also increase by 0.462 which is assumed if all other independent variables are constant. This means that the increasing quality of work life in the company will lead to increased employee job satisfaction. The results of this study are in line with research conducted [4] [43] [21] [5] which has the result that the quality of work life has a positive and significant effect on job satisfaction. The research conducted by [41] which has the result that the quality of work life has a negative and insignificant effect on job satisfaction.

This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to find out whether the hypothesis determined in the study could be proven by the previous theory. The theory of quality of work life used comes from [49] while the theory of job satisfaction comes from [47]. That is, the fourth hypothesis "It is suspected that there is a positive and significant influence of the quality of work life on job satisfaction" is **proven**.

### **9.5 The Effect of Organizational Culture on Job Satisfaction**

According to the data used to test the hypothesis, organizational culture has a small but adverse impact on job satisfaction.  $H_0$  is accepted while  $H_a$  is rejected based on the tcount value of the organizational culture variable of 1.161 and a significance value of 0.133. This shows that at Ludira Husada Tama Hospital Yogyakarta, organizational culture has no effect on employee job satisfaction. This research is in line with several previous studies, including research conducted by [4] [43] [21] [5] which have the result that organizational culture has a positive and significant effect on job satisfaction. Meanwhile, research conducted by Paais and Pattiruhu (2020) concluded that organizational culture has a negative and insignificant effect on job satisfaction.

This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to find out whether the hypothesis that had been found could be proven by the previous theory. Organizational culture uses Robbins and [47] while job satisfaction uses the theory of [27]. That is, the fifth hypothesis "It is suspected that there is a positive and significant influence of organizational culture on job satisfaction" is **not proven**.

### **9.6 The Effect of Quality of Work Life and Organizational Culture on Job Satisfaction**

According to the findings of the simultaneous hypothesis testing that was done, organizational culture and quality of work life are substantial and positively correlated with job satisfaction. The estimated F value of 64,432 with a significance level of 0.000 supports the findings of the F test, indicating that  $H_0$  and  $H_a$  are correct hypotheses. Thus, it can be said that organizational culture and the quality of the work environment have an impact on job satisfaction. Evidenced by a coefficient of 0.610. It can be said that 61.0 percent of job satisfaction can be explained by the variables of quality of work life ( $X_1$ ) and organizational culture ( $X_2$ ). While the remaining 39.0 percent is influenced by other variables that are not included in this research model. The results of this study are in line with several previous studies including the research conducted by Sukma *et al.* (2016), Nawawi (2001) which has the result that the quality of work life and organizational culture have a positive and significant effect on job satisfaction. While the research conducted by Rukminingsih and Mulyanto (2015) has the result that the quality of work life and organizational culture have a negative and insignificant effect on job satisfaction.

This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to find out whether the specified hypothesis can be proven by the previous theory. Quality of work life theory comes from [49] organizational culture comes from [47] and job satisfaction comes from [27]. This means that the sixth hypothesis "It is suspected that there is a positive and significant influence of the quality of work life and organizational culture on job satisfaction" is **proven**.

### **9.7 The Effect of Job Satisfaction on Employee Performance**

The data test that has been conducted indicates that job happiness has a positive and significant impact on employee performance. It is evident that  $H_0$  is not accepted while  $H_a$  is with a tcount of 5.560 and a significance level of 0.000 for the work satisfaction variable. Employee performance will rise by 0.647 units for every unit increase in work satisfaction, according to the regression coefficient for this variable, which stands at 0.647. This implies that employee performance is impacted by job satisfaction. This study supports a number of earlier studies, such as those by [24], [40], [34], and [44], which found a positive and substantial relationship between job satisfaction and worker performance. While the research conducted by [3] which has the result that job satisfaction has a negative effect on employee performance.

This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to find out whether the hypothesis found in this study can be proven by the previous theory. Employee performance uses a theory derived from [6] while job satisfaction uses a theory derived from [27]. That is, the seventh hypothesis "It is suspected that there is a positive and significant effect of job satisfaction on employee performance" is **proven**.

### **9.8 Mediation Effect of Job Satisfaction on the Relationship of Quality of Work Life on Employee Performance**

Based on the data that has been tested, it can be inferred that there is no mediating effect of job satisfaction in mediating the relationship between the quality of work life and employee performance because the t value for the mediating effect of job satisfaction on the relationship between the quality of work life and employee performance is -0.0362, which is not significant at the significance level of 0.05. So that hypothesis 8 reads "It is suspected that there is a significant mediating effect of job satisfaction on the relationship between quality of work life and employee performance." **Not proven**. The findings of this study are consistent with earlier studies by [54], [15], [59] who concluded that the quality of work life has a positive and significant effect on employee performance through job satisfaction. The research conducted by [3], [50] has the result that the quality of work life has a negative and insignificant effect on employee performance through job satisfaction.

This research was conducted on employees of Ludira Husada Tama Hospital Yogyakarta to prove the existing theory and to test the hypothesis that has been determined in this study. The theory used on the variable quality of work life is [49] employee performance [6] and job satisfaction using a theory derived from [27].

### **9.9 Mediation Effect of Job Satisfaction on Organizational Culture Relationship on Employee Performance**

It can be deduced that the mediation coefficient of 0.1423 is not significant and that there is no mediating effect of job satisfaction in mediating the relationship between organizational culture and employee performance because the evidence that has been tested has a tcount of 1.103, which is lower than a ttable with a significance level of 0.05, which is 2.010. So, hypothesis 9 which reads "It is suspected that there is a significant mediating effect of job satisfaction on the relationship between organizational culture and employee performance" is **not proven**. These findings are consistent with study by Mariati and Hanif [29] and [2] which have the results that organizational culture has a positive and significant effect on employee performance through job satisfaction. While the research conducted by [38] and [23] have the result that organizational culture has a negative and insignificant effect on employee performance through job satisfaction.

The purpose of this study was to examine the assumptions established in the study and to support existing theories by conducting research on Ludira Husada Tama Hospital Yogyakarta personnel. The theory used on organizational culture variables is the theory of [47], employee performance using the theory of [6] and job satisfaction using the theory of [27].

## **10. General Discussion**

Individual views are correlated with employee performance, company culture, job happiness, and quality of work life, according to the study's findings. The data collected were 51 questionnaires obtained by distributing questionnaires to employees of the Ludira Husada Tama Hospital Yogyakarta. In previous studies that have been carried out there are several differences in the use of theory for each variable, research location, analytical tools and research results.

In this study, nine possibilities have been investigated. Six of the nine submitted hypotheses have been shown to be true based on the findings of the analysis that has been done. According to these findings, there is a positive and significant impact of organizational culture on employee performance, a positive and significant impact of quality of work life on employee performance, and a positive and significant impact on employee performance. There is a positive and significant relationship between job satisfaction and employee performance, as well as a significant relationship between job satisfaction and organizational culture. There is also an indirect relationship between job satisfaction and employee performance, as evidenced by the positive and significant relationship between job satisfaction and quality of work life (organizational culture on employee performance). There are research factors used in earlier studies that are comparable to research variables used by researchers at Yogyakarta's Ludira Husada Tama Hospital.

This study makes use the theory of [49] idea on quality of work life variable, [47] on the organizational culture variable, Bernardin and Russel on the employee performance variable and [27] on the job satisfaction variable. The conclusion of this study there are six hypotheses that show positive results and three hypotheses that show negative results.

## 11. Closing

### 11.1 Conclusion

Employee performance is positively and significantly impacted by the quality of their working lives. Employee performance is positively and significantly impacted by organizational culture. Employee performance is positively and significantly impacted by corporate culture and the quality of the work environment. Job satisfaction is positively and significantly impacted by quality of work life. Job satisfaction is negatively and insignificantly impacted by organizational culture. Job happiness is positively and significantly impacted by corporate culture and the quality of the work environment. Employee performance is positively and significantly impacted by job satisfaction. The relationship between employee performance and quality of work life is not moderated by job satisfaction. The relationship between company culture and employee performance is not moderated by job happiness.

### 11.2 Suggestion

The following recommendations are based on the analysis and discussion of the data and are anticipated to be helpful for Ludira Husada Tama Hospital in Yogyakarta., including: work for the company is by holding recreational programs for employees. It is recommended that Ludira Husada Tama Hospital Yogyakarta in supporting the improvement of the company's organizational culture can encourage employees to focus on achieving the targets that have been given.

## 12. Research Limitations.

The number of respondents is only 51 people, of course it is still not enough to describe the actual situation. The sample in this study was very limited because Ludira Husada Tama Hospital Yogyakarta implemented a work system in the form of work shifts, so that filling out the questionnaire was only filled by employees who were working at the time and the opportunity to represent research results at the research location was still lacking.

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