

# **EFFECT OF E-PERFORMANCE, WORK ENGAGEMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING**

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**Abstract.** The application of e-performance-based performance appraisal will help organizations evaluate the performance of their employees effectively and efficiently. High work engagement between employees and their work will make employees maximize their work, so that they will be able to improve organizational performance. An organizational culture that is adhered to by employees will make it easier for the organization to apply the rules and carry out its work program. The purpose of this study was to analyze the effect of e-performance-based performance appraisal, work engagement, and organizational culture on employee performance with job satisfaction as an intervening variable on employees of Doloksanggul Hospital, Humbang Hasundutan Regency. The population in this study were 224 hospital employees with a sample of 143 respondents using purposive sampling technique. Data were analyzed using descriptive statistical analysis and path analysis through IBM SPSS Statistics. The results showed that e-performance based performance appraisal, work engagement, and organizational culture directly had a positive and significant effect on performance. Furthermore, e-performance-based performance appraisal, work engagement, and organizational culture directly have a positive and significant effect on job satisfaction. Job satisfaction mediates the relationship between performance appraisal based on e-performance, job involvement and organizational culture on performance.

**Keywords:** performance appraisal based on e-performance; work engagement; organizational culture; job satisfaction; employee performance.

## INTRODUCTION

Human resources in various types of organizations, is a very important aspect in achieving success because humans are resources that will always be needed to increase the productivity of an organization, (Tajeri, 2020). With the importance of the value of human resources, there needs to be proper management. Human resource management or commonly referred to as human resource management is an acknowledgment of the importance of the organization's workforce as human resources in contributing to organizational goals and the use of several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations, and society, (Riniwati, 2016). Every organization must manage human resources properly and appropriately, including hospitals.

The existence of the COVID-19 pandemic has made the role of hospitals very important because hospitals are organizations that function to serve public health, (Chen et al., 2020). Many COVID-19 referral hospitals have been flooded with visits, even some hospitals are no longer able to accommodate patients, (Sun et al., 2021). Contrary to this, it turns out that there are hospitals that experience the opposite condition, namely non-COVID-19 referral hospitals. The corona virus outbreak has caused a decrease in non-covid inpatient visits, (Antonucci et al., 2020). This condition resulted in a decrease in the occupancy rate (<https://ugm.ac.id/id/berita/19619->

[pandemi-Covid-19-unjuki-keuangan-rumah-sakit](#)).

If the problem continues, it will affect the operational activities and performance of the hospital. In dealing with these problems, it is necessary to have optimal human resource management so that the hospital is able to survive this situation.

RSUD Doloksanggul is a class C general hospital located in Kab. Humbang Hasundutan and is a non-referral hospital for Covid-19, has more than 300 human resources consisting of ASN (State Civil Apparatus), BLUD (Regional Public Service Agencies), and contract workers, (Dwiputrianti, 2020). During the pandemic period, the Hospital experienced a decrease in outpatient visits and non-COVID-19 inpatients, this hampered the hospital's finances and if this condition continued it would greatly affect the hospital's operational activities, (Grimm, 2020). To overcome this, extra performance is needed for employees to be able to overcome the problems being faced.

## METHODS

Type of research was explanatory research with a quantitative approach, using path analysis research methods. In this study, the population amounted to 224 employees with a sample of 143 respondents. The sampling technique in this study used a purposive sampling technique.

**Table 1.** Partial Test (t Test) Sub-Structure I

Model	Coefficients <sup>a</sup>		
	Unstandar rdized Coefficien	Standar dized Coeffici	S i t g

	B	ts		Beta	t
		Std. Error	ents		
1 (Constant)	.655	1.633		.070	.000
E-Performance Based Performance	.145	.088	.145	.088	.145
Work Engagement	.281	.088	.281	.088	.281
Organizational Culture	.507	.080	.507	.080	.507

a. Dependent Variable: Job Satisfaction

Source: Research Results, 2021 (processed data)

Based on the table above, by looking at the value beta on the standardized coefficients, a regression model for sub-structure I can be made as follows:

$$Z = 0.145X_1 + 0.281X_2 + 0.507X_3$$

Based on the regression model of sub-structure I, it can be explained that:

1. The effect of e-performance-based performance appraisal on job satisfaction is positive with an influence value of 0.145, which means that if e-

performance-based performance appraisal increases by 1 unit, then job satisfaction will increase by 0.145.

2. The effect of work engagement on job satisfaction is positive with an influence value of 0.281, which means that if work engagement increases by 1 unit, then job satisfaction will increase by 0.281.

The influence of organizational culture on job satisfaction is positive with an influence value of 0.507, which means that if organizational culture increases by 1 unit, job satisfaction will increase by 0.507.

**Table 2.** Partial Test (t Test) Sub-Structure II

Model	Coefficients <sup>a</sup>		t	Sig.	
	Unstandardized Coefficients	Standardized Coefficients			
	B	Beta			
1	.700	.037	18.75	.000	
	Performance Assessment of Performance-Based	.145	.088	1.633	.105
	Work Engagement	.281	.088	3.145	.002
	Organizational Culture	.507	.080	6.338	.000

	7			
	8,			
	2			
	5			
	7			
Organizational Culture	.50008		3	.
				7
	.059		0	7
			1	4
			6	
Satisfaction Job	.601		3	.
			6	0
	.063		1	0
		.501	9	7

A. Dependent variable: performance  
 Source: Research Findings, 2021 (processed data)

Based on the above table, by looking the value of beta at the standardized coefficients, the regression model can be made to the sub-structure 2 is as follows:

$$Y = 0,054X_1 + 0,337X_2 + 0,509X_3 + 0,501Z$$

Based on the regression model of the sub-structure 2, it was explained that:

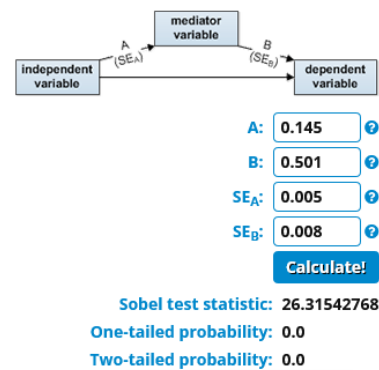
1. Effect of e-based performance assessment of performance against the performance is a positive value effect of 0.054, which means that if the performance appraisal based on e-performance increases by 1 unit, then the performance will increase by 0.054.
2. The effect of work engagement on performance is positive with an effect value of 0.337, which means that if work engagement increases by 1 unit, then performance will increase by 0.337.
3. The influence of organizational culture on performance is positive with an influence value of 0.509, which means that if organizational culture increases

by 1 unit, then performance will increase by 0.509.

4. The effect of job satisfaction on performance is positive with an influence value of 0.501, which means that if job satisfaction increases by 1 unit, then performance will increase by 0.501.

**SOBEL TEST**

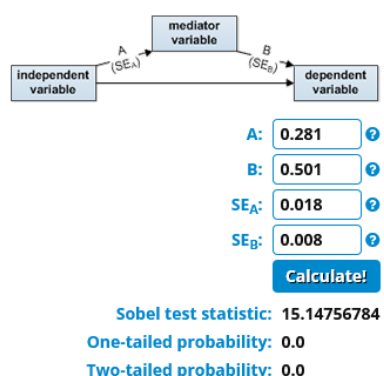
1. The Sobel test of the effect of e-performance based performance appraisal on performance through job satisfaction



**Figure 1.** Sobel Test of Variables E-Kinerja-Based Performance Assessment Based

On Figure 1, it is known that the statistical Sobel test is 26.31 > 1.96 which means that e-performance based performance appraisal has an effect positive and significant on performance through job satisfaction as an intervening variable.

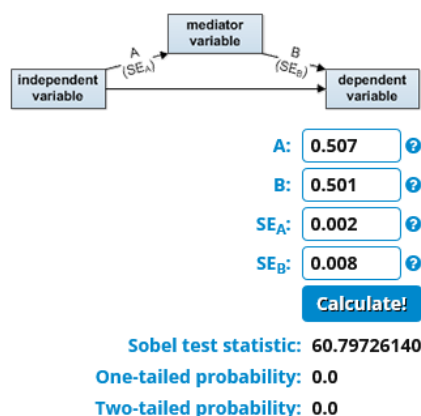
2. Sobel test the effect of work engagement on performance through job satisfaction



**Figure 2.** Sobel Test of Variables Work Engagement

Based on Figure 2 it is known that the Sobel test statistic is 15.14 > 1.96, which means that work engagement has a positive and significant effect on performance through job satisfaction as an intervening variable.

3. Sobel test the influence of organizational culture on performance through job satisfaction



**Figure 3.** Sobel test Variables of Organizational Culture

Based on Figure 3 it is known that the Sobel test statistic is 60.79 > 1.96, which means that organizational culture has a positive and significant effect on performance through job satisfaction as an intervening variable.

Significance on work engagement is 0.018, Sig. t < or 0.018 < 0.05. It defines that work engagement has a positive and significant effect on job satisfaction. Hypothesis 2 is accepted, meaning that the better the work engagement of Doloksanggul Hospital employees, the higher their job satisfaction.

### The Influence of Organizational Culture on Job Satisfaction

Based on the results of the study, it shows that organizational culture at Doloksanggul Hospital had an influence on employee job satisfaction with a result of 0.507, the significance value of organizational culture was 0.002, Sig. t < or 0.002 < 0.05. It defines that organizational culture has a positive and significant effect on job satisfaction. Hypothesis 3 was accepted, meaning that the better the organizational culture of Doloksanggul Hospital employees, the better their job satisfaction.

### The Influence of E-Kinerja-Based Performance Assessment on Performance

Based on the results, the study indicates that e-performance-based performance appraisal at Doloksanggul Hospital had an influence on employee performance with a result of 0.054, the significance value of e-performance-based performance appraisal was 0.006, Sig. t < or 0.006 < 0.05. It defines that e-performance-based performance appraisal had a positive and significant effect on performance, (Wahyudi, Herlambang, & Martini, 2022). Hypothesis 4 was accepted, meaning that the better

the e-performance based performance appraisal conducted by RSUD Doloksanggul for its employees, the better the performance will be.

### **Effect of Work Engagement on Performance**

Based on the results of the study, it shows that work engagement at Doloksanggul Hospital had an influence on employee performance with a result of 0.337, the significance value of work engagement was 0.001, Sig.  $t < 0.001 < 0.05$ . (Wahyudi et al., 2022). Hypothesis 5 is accepted, meaning that the better the level of work engagement owned by Doloksanggul Hospital employees, the better the performance will be, ([ARITONANG](#), 1993).

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

Based on the results of the study, it shows that organizational culture at Doloksanggul Hospital had an influence on employee performance with the result of 0.509 ([Delima](#), Maidin, & Saleh, 2020), the significance value of organizational culture was 0.008, Sig.  $t < 0.008 < 0.05$ . It defines that organizational culture has a positive and significant effect on performance. Hypothesis 6 was accepted, meaning that the better the organizational culture of Doloksanggul Hospital employees, the better their performance will be.

### **Effect of Job Satisfaction on Performance**

Based on the results of the study, it shows that job satisfaction at Doloksanggul Hospital had an influence on employee

performance with the result of 0.501, the significance value of job satisfaction was 0.007, Sig.  $t < 0.007 < 0.05$ . It defines that job satisfaction has a positive and significant effect on performance, (Pushpakumari, 2008). Hypothesis 7 was accepted, meaning that the higher the job satisfaction level of the Doloksanggul Hospital employee, the better the performance will be.

### **The Effect of E-Kinerja-Based Performance Assessment on Performance through Job Satisfaction**

Based on the test results, it can be seen that e-performance-based performance appraisal had a positive and significant effect on performance through job satisfaction, in other words job satisfaction mediated the relationship of e-performance-based performance appraisal on performance with value was Sobel test statistic  $26.31 < 1.96$  and significance is  $0.00 > 0.05$ , ([Shen et al.](#), 2017). This means that Hypothesis 8 was accepted.

### **Effect of Job Engagement on Performance through Job Satisfaction**

Based on the test results, it can be seen that job engagement had a positive and significant effect on performance through job satisfaction with the Sobel test statistic value of  $15.14 > 1.96$  and a significance of  $0.000 < 0.05$ . This means that Hypothesis 9 was accepted.

### **The Effect of Organizational Culture on Performance through Job Satisfaction**

Based on the test results, it can be seen that organizational culture had a positive and significant effect on performance

through job satisfaction with a statistical Sobel test score of  $60.79 > 1.96$  and a significance of  $0.000 < 0.05$ , (Ciuonzo, De Maio, & Rossi, 2015). This means that Hypothesis 10 was accepted.

## RESULTS AND DISCUSSION

### The Effect of E-Kinerja-Based Performance Assessment on Job Satisfaction

Based on the results, the study indicates that e-performance-based performance appraisal at Doloksanggul Hospital had an influence on employee job satisfaction with a result of 0.145, the significance value of e-performance-based performance appraisal is 0.005, Sig. t < or  $0.005 < 0.05$ . It defines that e-performance based performance appraisal has a positive and significant effect on job satisfaction. Hypothesis I was accepted, meaning that the better the e-performance based performance appraisal conducted by RSUD Doloksanggul for its employees, the better job satisfaction will be.

### The Effect of Job Engagement on Job Satisfaction

Based on the results of the study, it shows that work engagement at Doloksanggul Hospital had an influence on employee job satisfaction with a result of 0.281, the value.

## CONCLUSIONS

Based on the results of data analysis and discussion, the following conclusions can be drawn:

1. Performance appraisal based on e-performance has a positive effect and significant on job satisfaction work.
2. Engagement has a positive and significant effect on job satisfaction.
3. Organizational Culture has a positive and significant effect on job satisfaction
4. Performance appraisal based on e-performance has a positive and significant impact on performance.
5. Work engagement has a positive and significant effect on performance
6. Organizational Culture has a positive and significant impact on performance.
7. Job satisfaction and significant positive effect on the performance.
8. Assessment of performance based on e-performance and significant positive effect on performance through job satisfaction.
9. Attachment to work has a positive and significant effect on performance through job satisfaction.
10. Organizational culture has a positive and significant effect on performance through job satisfaction.

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