



The role of organizational culture on job satisfaction mediated by perceived organizational support in hospital employees

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ABSTRACT

Background: The role of hospital employees occupies a crucial position in supporting healthcare services for patients, thereby necessitating attention to employee satisfaction. Previous research has reviewed factors related to job satisfaction.

Purpose: This study aims to examine the influence of organizational culture on job satisfaction among hospital employees, with perceived organizational support as a mediating variable.

Method: This research employs a quantitative approach with a cross-sectional study method. The population in this study consists of hospital employees. Participants in this study totaled 313 individuals, selected using purposive sampling technique. Data collection was conducted by adopting psychological measurement tools, namely job satisfaction scale, perceived organizational support scale, and organizational culture scale. Data analysis was performed using the Partial Least Square Structural Equation Modeling (PLS-SEM) technique with the help of SmartPLS 4 software.

Findings: Hypothesis testing results in the structural model evaluation indicate that organizational culture affects job satisfaction through perceived organizational support as a mediator

Implication: Establishing a positive organizational culture and ensuring that employees feel supported in the workplace will help hospitals improve employee job satisfaction.

KEYWORDS

Employee; hospital; job satisfaction; organizational culture; perceived organizational support.

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Introduction

Hospitals are institutions that provide healthcare services to people from all levels of society. As community service institutions, hospitals are expected to meet the demand for optimal services to effectively contribute to the advancement of the national health system (SKN) (Palijama, 2023). The hospital's vision and mission achievement depend on how employees develop their abilities in various fields (Purnami & Warmadewa, 2017). Hospitals must have qualified human resources (HR) to provide optimal health services for the community. This role is not only charged to doctors and nurses but also to other employees to ensure the optimal functioning of services.

A systematic review by Ferreira et al. (2023) examined 153 articles and reports published between 2000 and 2021 concerning patient satisfaction surveys in hospitals from various countries. The results revealed that the factors most commonly associated with patient satisfaction were linked to employee attitudes and characteristics: Doctor Characteristics (46%), Medical Care (27%), Staff Characteristics (21%), Communication with Patients (20%), and Nursing Care (19%). The attitudes and performance of employees can be influenced by their own job satisfaction (Diakos et al., 2022; Novarian & Ramli, 2020). Furthermore, research conducted by Janicijevic et al. (2013) showed a correlation between employee job satisfaction and patient satisfaction. Thus, employees' dissatisfaction with their work or the conditions of the work environment will impact the services provided. When employees are satisfied with their work,

the service they provide to customers will improve, ultimately leading to increased customer satisfaction (Sujarwanta et al., 2023).

The data indicates that healthcare workers in many countries have experienced a decline in job satisfaction, with 70% of hospital workers reporting dissatisfaction (The Commonwealth Fund, 2020). A study conducted in the UK by the General Medical Council (GMC), based on the 2022 Barometer survey, revealed that doctors reported increasing dissatisfaction with their working conditions. In 2022, 43% of doctors reported being dissatisfied with their day-to-day work, compared to 22% in the previous year. This growing dissatisfaction was linked to unmanageable workloads, staff shortages, and limited opportunities for rest and recovery (General Medical Council, 2023). Similarly, research conducted by the Indonesian Ministry of Health in 2019 showed that 45-50% of nurses in Indonesian hospitals were dissatisfied with their working conditions, with key factors such as high workload, low wages, and lack of recognition for their performance identified as contributing to this dissatisfaction (Ministry of Health of the Republic of Indonesia, 2019).

Whether medical or non-medical, employee job satisfaction is a crucial aspect of delivering quality services in hospitals. It represents an individual's overall perception of their work (Spector, 2012). Job satisfaction and job dissatisfaction are properly understood as the outcome of an action (Locke, 1970). When employees feel satisfied with their organization, they are more likely to actively engage in their roles, contributing significantly and showing genuine commitment to their tasks (Robbins & Judge, 2017). Research by Widyaningsih and Sundari (2022) suggests that job satisfaction leads to greater motivation, increased autonomy, and improved work quality among employees. Additionally, employee job satisfaction has a positive effect on performance in task completion (Alfiansyah, 2021; Ramli, 2019).

Job satisfaction is an emotional state characterized by pleasure, resulting from an individual's evaluation of their job as achieving or facilitating the attainment of their job-related values. Conversely, job dissatisfaction is an unpleasant emotional state that arises from assessing one's job as frustrating or obstructing the achievement of those values, or as associated with negative outcomes. Both job satisfaction and dissatisfaction are functions of the perceived relationship between what an individual desire from their job and what they perceive it to offer or entail (Locke, 1969).

Research on job satisfaction began in the 1930s through approaches that identified factors contributing to satisfaction and dissatisfaction (Aziri, 2011). Conceptual models became more structured over time, identifying various factors and dimensions of satisfaction, such as salary, work environment, and relationships among colleagues (Judge et al., 2017; Wright, 2006). Despite its long history, job satisfaction remains a relevant and engaging topic due to the ongoing changes in the dynamic nature of work and organizational structures. Changes driven by technological advancements, the rise of remote work, and shifting employee expectations have contributed to making the factors influencing job satisfaction increasingly complex and dynamic (Das, 2024; Judge et al., 2017). Thus, it can be stated that job satisfaction remains a relevant and compelling research topic to this day due to several reasons related to the dynamics of the evolving work environment and its impact on individual and organizational performance.

Job satisfaction is a positive feeling that an individual hold towards their job, which is determined by evaluating the job's characteristics (Robbins & Judge, 2017). Job satisfaction consists of a person's feelings and attitudes towards their work. Luthans (2011) explains job satisfaction as a positive emotional state resulting from an individual's appreciation for the work they have completed. Furthermore, Luthans (2011) described five dimensions of job satisfaction: the job itself, salary, promotion, supervision, and colleagues. The earlier description shows that job satisfaction is a feeling that either supports or does not support employees concerning their work and circumstances.

Factors affecting job satisfaction include hospital policies, salary, work situation, responsibilities, career development, or promotions (Runtuwene et al., 2023). Other studies stated that factors that affect job satisfaction are awards, promotion opportunities, and hospital

policies (Aryudi et al., 2023). Research by Danardono and Pribadi (2016) on medical personnel shows that working conditions and income have a relationship with job satisfaction. In addition to these factors, several previous studies have also shown other factors that have an influence on increasing job satisfaction, such as promotion opportunities, job security, benefits (Abuhashesh et al., 2018), organizational culture (Soomro & Shah, 2019; Sutoro, 2020), and the perception of organizational support (Kurtessis et al., 2017; Sun, 2019). Job satisfaction factors are related to fair competition, equal treatment, and promotional opportunities (Aziz et al., 2020) and are connected to antecedents used as a measure of organizational support perceptions, specifically fairness, supervisor support, organizational rewards, and job conditions (Rhoades & Eisenberger, 2002).

A comprehensive understanding of employees regarding the attention and recognition given by the organization can influence employees' work attitudes and behavior (Eisenberger et al., 2020). Employees perceived organizational support is their view of how much the organization values their contributions, offers support, and prioritizes their well-being (Rhoades & Eisenberger, 2002). Employees' positive perceptions of organizational support, including fairness from the company, support from their superiors, awards, and comfortable working conditions, can contribute to higher levels of job satisfaction. Employees who feel supported tend to have higher job satisfaction (Kurtessis et al., 2017). University employees in Pakistan experience a positive and significant impact on their job satisfaction based on their perception of organizational support (Iqbal et al., 2022).

Research by Mustika et al. (2020) shows that the perception of organizational support is a significant predictor of psychological capital and job satisfaction of non-medical staff at Lavelette Malang Hospital. These results align with the research by Septiani and Wijono (2022), which revealed a strong and significant positive relationship between employees' perception of organizational support and their job satisfaction at X Surakarta Hospital; when employees receive greater organizational support, their level of job satisfaction also increases. Andriyanti and Supartha (2021) also explained that the perception of organizational support positively and significantly influences job satisfaction. The research suggests that when a company shows concern for its employees' well-being, it can boost the perception of organizational support and ultimately lead to increased employee job satisfaction.

The culture present within an organization can impact the emotions of employees at work, hospital employees' job satisfaction goes beyond just being content with their work; it also encompasses feeling supported by the organizational culture. The culture present within an organization has the opportunity to bring out employees' feelings in the workplace with varying levels of satisfaction (Judge et al., 2017). This assertion shows that job satisfaction is upheld by an organizational culture that permeates the organizational environment. Employees can reveal that job satisfaction is an emotion experienced by employees based on job evaluations and is an important factor that determines employee productivity from the organization and employee retention (Saxena et al., 2022).

As it is known, organizational culture is a multilevel construct, and this study focuses on the individual level of analysis rather than the organizational level. The extent to which organizational culture affects employee satisfaction depends on its impact on employee perception, rather than on the type of organizational culture that 'objectively' predominates. Therefore, measuring employees' individual perceptions provides a clearer understanding of how organizational culture at the individual level influences key work-related outcomes such as satisfaction and performance (Janicijevic et al., 2018). By measuring culture at the individual level, researchers can also examine the strength of the relationship between an individual's understanding of organizational values and their performance. This provides deeper insights into how individuals' perceptions of organizational culture can influence their decisions and behaviors in the workplace, potentially enhancing both individual and organizational performance overall (Podsakoff et al., 2003).

Several studies show that organizational culture and job satisfaction are positively correlated (Anggri et al., 2022). It can be explained that organizational culture significantly increases job satisfaction for employees of the Pematangsiantar Military Hospital. The organizational culture within employees is influential in their job satisfaction. Organizational culture is a system of beliefs and values formed within an organization and influences the actions of its members (Oktasari et al., 2018). Organizational culture encompasses the shared values, beliefs, assumptions, and behavior patterns that set an organization apart from others (Riggio, 2018). Research conducted on Salatiga Hospital employees found that improving the organizational culture would lead to higher job satisfaction (Wibowo & Putra, 2016). The hospital's organizational culture influences how employees perform their duties.

Organizational culture shapes individuals' work, making it a key factor in employee job satisfaction (Mesfin et al., 2020). The study's findings revealed that health workers had low job satisfaction, with up to 29.40% of employees reporting high satisfaction with the hospital environment in which they worked. The influence comes from the type of organizational culture that is adopted, specifically a hierarchical culture, but the preferred cultural type is an innovative culture. Research conducted by Maulidiyah (2020) on organizational culture stated that organizational culture positively affects the job satisfaction of Bank Indonesia Jember employees. Another study on organizational culture's influence on hospital employees' job satisfaction was conducted by Saxena et al. (2022) and found that 90.5% of employees were satisfied with working at the hospital. A strong and positive organizational culture tends to increase employee job satisfaction.

Robbins and Judge (2015) describe a strong culture as one where noble values are deeply ingrained and widely spread. If most workers or employees share the same opinion on the organization's mission and values, then the organizational culture is strong and holds significant influence over the attitudes and actions of its members. The organizational culture has an impact on how individuals perceive their work and can result in positive or negative attitudes and involvement among employees (Buttery et al., 2023). Next, research by Santos and Gonçalves (2018) shows that organizational culture influences perceived organizational support. A supportive and innovative culture is the type of organizational culture that positively impacts perceived organizational support. A company culture that supports its employees, promotes fairness, and fosters independent and innovative work will result in a highly positive perception of organizational support (Ekmekcioglu & Öner, 2023; Salvador et al., 2022).

The organizational culture molding perceived organizational support will subsequently affect the increasing employee job satisfaction. Sun (2019) explained that having a positive perception of organizational support can lead to job satisfaction. When an organization has a humanistic relationship with its employees, it will create a sense of support for them. Hence, when an organization respects its employees, they feel satisfied and are motivated to reciprocate the respect (Khan & Chandrakar, 2017). Previous research conducted by Emerson (2013) shows that organizational culture affects job satisfaction among government accountant employees. The study also demonstrated how perceived organizational support influences job satisfaction and the role of these perceptions as mediators in the relationship between organizational culture and job satisfaction.

Based on previous studies, it has been shown that many previous studies have explored the relationship between organizational culture, perceived organizational support, and job satisfaction in various sectors of industry (Ekmekcioglu & Öner, 2023; Iqbal et al., 2022; Maulidiyah, 2020). However, specific studies related to the relationship between the three in the context of hospitals are still limited. In addition, the study adopted a mediation approach, exploring how perceived organizational support affects the relationship between organizational culture and job satisfaction, providing more comprehensive insights into the mechanisms underlying the relationship. This is based on the Organizational Support Theory (OST) proposed by Eisenberger et al. (1986), which states that employee perceptions of organizational support affect job satisfaction through social exchange mechanisms.

Research that specifically examines the mediating effect of perceived organizational support on the relationship between organizational culture and job satisfaction in the context of hospital employees is still limited. This study is expected to address the existing gap and make a theoretical contribution by expanding the understanding of the role of organizational culture and perceived organizational support in enhancing job satisfaction, particularly in the hospital context. In addition, practically, the findings of this study can be a basis for organizational management related to the implementation of organizational culture and support for employees to improve job satisfaction, which ultimately has an impact on employee performance and well-being. Based on the explanation above, this study aims to test the influence of organizational culture on hospital employee job satisfaction mediated by perceived organizational support. Figure 1 shows an illustration of the relationship between each variable in the study in the hypothesis model. The hypotheses in this study are: Perceived organizational support mediates the relationship between organizational culture and job satisfaction (H1); Organizational culture has a direct influence on job satisfaction (H2); Perceived organizational support has an influence on job satisfaction (H3); Organizational culture has an influence on perceived organizational support (H4).

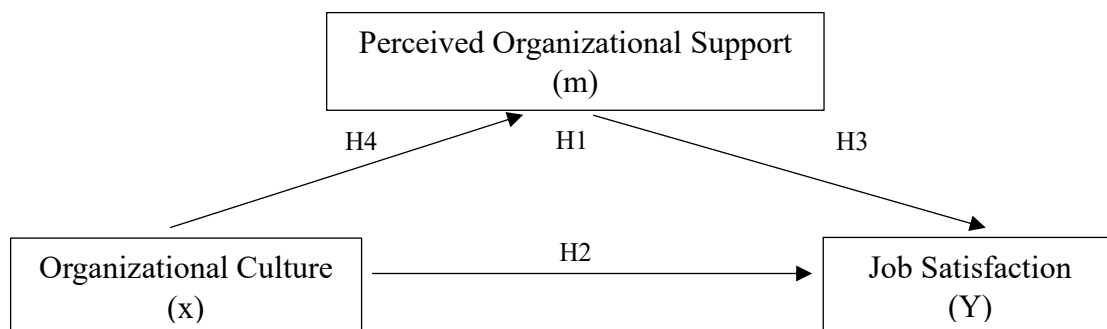


Figure 1. Hypothesis Model of Research Variable

Method

Participants and Procedures

This research employs a quantitative approach utilizing a cross-sectional study method. The study focuses on hospital employees as the population. The sampling technique involves purposive sampling based on several characteristics: 1) being an employee at a hospital, 2) having worked at the current workplace for at least 6 months, and 3) being willing to participate as a research sample. Data collection involves providing measuring tools to samples that qualify in both printed and digital formats (such as Google Forms).

The research data was obtained using a survey technique. Research data collection was carried out offline and online by sharing links through social media. The sample of this study was 313 respondents from medical workers and non-medical workers. The following demographic data of the subjects in this study are shown in Table 1.

Table 1.

Hospital employee demographic data

Criterion	N	Percentage (%)
Gender		
Man	65	20.77
Woman	248	79.23
Work Groups		
Medical Workers	241	77.00
Non-Medical Workers	72	23.00

Table 1.
Hospital employee demographic data

Criterion	N	Percentage (%)
Job Type		
Doctor	10	3.19
Nurse	183	58.47
Midwife	13	4.15
Administration	22	7.03
Finance	22	7.03
Marketing	4	1.28
Pharmacy	5	1.60
Nutrient	8	2.56
Radiographer	9	2.88
Dental Therapist	1	.32
Psychologist	1	.32
Staff	2	.64
Staffing Personnel	8	2.56
Health Promoter	2	.64
HR/HRD	1	.32
Healthcare worker	4	1.28
Sanitation worker	3	.96
Pharmacist	7	2.24
physiotherapy	6	1.92
Public Relations	2	.64
Working Period		
< 1 year	31	9.90
1 year - 3 years	127	40.58
4 years - 6 years	37	11.82
> 6 years	118	37.70
Employment Status		
Contract Employees	166	53.04
Permanent employees	147	46.96
Domicile		
Kalimantan	6	1.92
Bengkulu	5	1.60
Palembang	4	1.28
Central Java	141	45.05
Yogyakarta	113	36.10
Jakarta	6	1.92
West Java	4	1.28
East Java	4	1.28
Sulawesi	20	6.39
Lombok	9	2.88
Jayapura	1	.32

Instruments

The tools used in collecting data in this study use a job satisfaction scale. The job satisfaction scale adopts the scale developed by Aulia and Dania (2023), using the concept of the job satisfaction dimension from Luthans (2011), which consists of the job itself, salary, promotion,

supervision, and co-workers. The validity coefficient of the job satisfaction scale measuring tool is $V=.79$. The reliability coefficient is $\alpha=.911$. This scale contains 15 statement items that are responded to using the 5-point answer response on the Likert scale with a scale ranging from 0-strongly disagree to 4-strongly agree. One example item is "I feel lucky to have a boss who cares so much." In this study, the validity coefficient of AVE on the job satisfaction scale was .525, and the reliability coefficient of *Cronbach* $\alpha=.935$.

The perceived organizational support scale adopts the scale developed by Aulia et al. (2019) using the dimensions of Rhoades and Eisenberg (2002), which consists of the *dimensions of a sense of justice, superior support, and rewards from the organization and working conditions*. The validity coefficient score of the measuring tool is $V=.778$. The reliability coefficient is $\alpha=.895$. This scale contains 12 statement items that are responded to using the Likert scale's 5-point answer response with a scale ranging from 0-strongly disagree to 4-strongly agree. One example item is "My boss often appreciates the work I do." The AVE validity value of the perceived organizational support scale in this study was .594, and the reliability coefficient of *Cronbach* $\alpha=.938$.

The organizational culture scale adopts the scale developed by Aulia et al. (2022) using aspects from Robbins and Judge (2015), which consists of aspects of *orientation, taking risks, attention to detail, orientation to result, orientation to human, orientation to the team, acting aggressive and stable*. In this study, the good and bad or positive and negative organizational culture is measured from the employee's perspective. This is because organizational culture has a great influence on the behavior of organizational members, because the value system in organizational culture can be used as a reference for individual (employee) behavior in the organization to achieve goals or performance results. The validity coefficient score of the measuring tool is $V=.89$. The reliability coefficient is $\alpha=.895$. This scale contains 21 statement items that are responded to using the 5-point answer response on the Likert scale with a scale ranging from 0-strongly inappropriate to 4-strongly appropriate. One example item is "My boss often appreciates the work I do." In this study, two items were removed from the organizational culture scale, leaving a total of 19 items with an AVE validity .509 value and a *Cronbach reliability coefficient* of $\alpha=.946$.

Analytical technique

The data analysis technique used in this study is *Partial Least Square Structural Equation Modelling* (PLS-SEM) analysis using the assistance of SmartPLS 4 software. PLS-SEM is a causal-predictive approach to SEM that emphasizes prediction in estimating statistical models, where the structure is designed to provide causal explanations. The PLS-SEM method enables researchers to estimate complex models with many constructs, indicator variables, and structural paths without imposing distribution assumptions on the data (Hair et al., 2019). PLS-SEM is an analytical technique that can simultaneously test structural models, which include the relationship between independent and dependent constructs, and measurement models, which involve the relationship between indicators and constructs (latent variables). PLS-SEM does not make any assumptions about the specific distribution of data (normal distribution). Evaluation of models in PLS includes assessing the measurement model, the model's goodness and compatibility, and the structural model's evaluation. (Hair et al., 2019).

Result and Discussion

This study aims to test the predicted path model of the role of organizational culture on job satisfaction, with perceived organizational support as the mediating factor. The analysis used is *Partial Least Square Structural Equation Modelling* (PLS-SEM). PLS-SEM can handle non-normally distributed data, and this study demonstrates that the data does not follow a normal distribution, as indicated by the *Kolmogorov-Smirnov Assymp sig test* $=.00 (<.01)$. Therefore, it is important to conduct robust checks to help ensure the model's validity even when some fundamental

assumptions are unmet. Linearity and heterogeneity tests were conducted to ensure robust checks (Hair et al., 2019).

The linearity test was carried out using Ramsey's RESET Test by looking at the significance value of *the p-value* ($>.05$) for the testing of the variable quadratic shape (Sarstedt et al., 2019). The results of the linearity test showed that the quadratic effect (QE) *p-value* of organizational culture on job satisfaction was $=.539$ ($p>.05$), *organizational culture on perceived organizational support p-value* was $=.246$ ($p>.05$), and *perceived organizational support on job satisfaction p-value* was $=.926$ ($p>.05$). The results of the variable estimation showed each *p-value* $>.05$, which showed that the variables correlation between the organizational culture toward perceived organizational support, variables correlation between the organizational culture and perceived organizational support on job satisfaction were linear, or the linear effect of the model was satisfied (robust). A finite mixture of partial least squares (FIMIX-PLS) analysis carried out the heterogeneity test. The results of FIMIX-PLS with 2 segments showed an EN (*normed entropy statistic*) value of $.446$ ($<.5$). These results demonstrate that the data is largely homogeneous, indicating that the heterogeneity test has been satisfied (Sarstedt et al., 2020).

The collinearity test is an assumption that must be met before evaluating the structural model (Hair et al., 2019). The multicollinier examination is crucial in statistical analysis because it can lead to biased parameter estimates, larger standard error values, and wider 95% confidence intervals for the estimated path coefficient parameters. The criteria for the collinearity test is seen from the *Variance Inflation Factor* (VIF) value, which should be below 5; the VIF value above 5 indicates the presence of a collinearity problem (Hair et al., 2019). The results of the collinearity test are shown in Table 2, showing the VIF values below 5, which means that the collinearity test is met and allows for the structural model evaluation to proceed.

Table 2.
Variance Inflation Factor (VIF)

	Bright
Organizational Culture -> Job Satisfaction	3.663
Organizational culture -> Perceived Organizational Support	1.211
Perceived Organizational Support -> Job Satisfaction	3.592

The evaluation of the PLS measurement model in this study consists of a reflective measurement model. Reflective measurement models are evaluated to accurately and consistently measure latent constructs through observable indicators, ensuring the measurement validity and reliability and supporting the development and validation of theories. The reflective measurement model is evaluated based on various factors, including loading factor composite reliability, Cronbach's alpha reliability, average variance extracted (AVE), and validity discriminant criteria such as Fornell and Lacker criteria and HTMT (Heterotrait Monotrait Ratio) (Hair et al., 2021).

Table 3.
Job satisfaction measurement

Variable	Item	Outer Loading	Cronbach alpha	Composite Reliability	AVE
Job Satisfaction	Item JS 1	.744	.935	.943	.525
	Item JS 2	.621			
	Item JS 3	.717			
	Item JS 4	.755			
	Item JS 5	.682			
	Item JS 6	.712			

Table 3.**Job satisfaction measurement**

Variable	Item	Outer Loading	Cronbach alpha	Composite Reliability	AVE
Job Satisfaction	Item JS 7	.718	.935	.943	.525
	Item JS 8	.780			
	Item JS 9	.783			
	Item JS 10	.724			
	Item JS 11	.749			
	Item JS 12	.654			
	Item JS 13	.812			
	Item JS 14	.720			
	Item JS 15	.669			

The measurement results of the job satisfaction variables in Table 3 through 15 items show that all items are valid. The outer *loading value* is located between .621-.812, which shows that the 15 measurement items are well correlated in explaining employee job satisfaction. The degree of reliability of the job satisfaction variable was acceptable, with a .943 composite reliability value and a Cronbach alpha of .935. The convergent validity indicated by the AVE value is .525 (>.50). The level of job satisfaction strength is most prominently indicated by items JS 13, JS 9, and JS 8.

Table 4.**Organizational culture measurement**

Variable	Item	Outer Loading	Cronbach alpha	Composite Reliability	AVE
Organizational Culture	Item OC 1	.666	.946	.951	.509
	Item OC 2	.699			
	Item OC 3	.777			
	Item OC 4	.761			
	Item OC 5	.672			
	Item OC 6	.674			
	Item OC 7	.652			
	Item OC 8	.730			
	Item OC 9	.693			
	Item OC 10	.708			
	Item OC 11	.762			
	Item OC 12	.749			
	Item OC 14	.778			
	Item OC 15	.672			
	Item OC 16	.692			
	Item OC 17	.712			
	Item OC 18	.712			
	Item OC 19	.740			
	Item OC 21	.682			

Based on Table 4 and utilizing 21 items, the measurement of organizational culture variables indicates that 2 items (items 13 and 20) were dropped while 19 items remain valid. The outer loading values range from .652 to .778, demonstrating that these 19 measurement items correlate well in explaining organizational culture. Hair et al. (2017) explained that outer loading values between 0.4 and 0.7 are acceptable, but need to be evaluated if their removal can increase validity or reliability. The reliability of the organizational culture variable can be accepted with

$\alpha=.951$ composite reliability value, Cronbach alpha .946 ($> .70$). The convergent validity indicated by the AVE value is .509. The strong influence of organizational culture lies in items OC 14, OC 3, and OC 4.

Table 5.

Measurement of perceived organizational support

Variable	Item	Outer Loading	Cronbach alpha	Composite Reliability	AVE
Perception of Organizational Support	Item POS 1	.718	.938	.946	.594
	Item POS 2	.731			
	Item POS 3	.791			
	Item POS 4	.752			
	Item POS 5	.803			
	Item POS 6	.751			
	Item POS 7	.720			
	Item POS 8	.814			
	Item POS 9	.772			
	Item POS 10	.758			
	Item POS 11	.815			
	Item POS 12	.815			

The measurement of the perceived organizational support variable in Table 5 is assessed using 12 items, all of which are confirmed to be valid. The outer loading values range from .718 to .815, indicating a strong correlation among these 12 measurement items in explaining perceived organizational support. The reliability of the perceived organizational support variable is acceptable, with a composite reliability of .946 and a Cronbach alpha of .938 ($> .70$). The convergent validity, represented by an AVE value of .594, is satisfactory. The strong influence of perceived organizational support is particularly evident in items POS 12 (.815), POS 11 (.815), and POS 8 (.814).

Table 6.

Fornell and Larcker

Variable	Organizational Culture	Job Satisfaction	Perceived Organizational Support
Organizational Culture	.713		
Job Satisfaction	.791	.725	
Perceived Organizational Support	.847	.815	.771

The evaluation of discriminant validity is conducted in Table 6 to assess the criteria established by Fornell and Larcker. Discriminant validity is a form of evaluation to ensure that variables are theoretically distinct and empirically validated through statistical testing (Hair et al., 2019). The criteria set by Fornell and Larcker state that the square root of a variable's Average Variance Extracted (AVE) should be greater than the correlation among the variables. The results presented in the Fornell and Larcker table indicate that the discriminant validity of the variables for job satisfaction, organizational culture, and perceived organizational support is still not valid, as the square root of the AVE for each variable remains below the correlation values among the variables. Therefore, it is essential to consider other methods of evaluating discriminant validity.

Table 7.
HTMT (*Heterotrait Monotrait Ratio*)

Variable	Organizational Culture	Job Satisfaction
Organizational Culture		
Job Satisfaction	.831	
Perceived Organizational Support	.896	.860

Hair et al. (2019) recommend HTMT as this discriminant validity measure is considered more sensitive or accurate in detecting discriminant validity. The suggested threshold is below .90 (< .90). The test results shown in Table 7 indicate HTMT values below .90 for variable pairs, thus achieving discriminant validity. Variables exhibit a stronger partitioning of measurement item variance relative to the items measuring them compared to the partitioning of variance among other variable items.

The PLS-SEM model fit is evaluated to ensure the constructed model is valid and reliable, conforming to the empirical data obtained. Several metrics are utilized in this evaluation, including the Standardized Root Mean Square Residual (SRMR) and the Goodness of Fit (GoF) (Hair, 2019). SRMR is one of the metrics used to assess model fit, where lower SRMR values indicate better model fit. In this study, the SRMR value obtained in Table 8 is .06. According to generally accepted criteria, an SRMR value below .08 indicates a good model fit (Hu & Bentler, 1999; Hair et al., 2019). Thus, a 0.06 SRMR value suggests that the proposed model can be regarded as having a good fit with the available data. Goodness of Fit (GoF) is a metric that combines latent validity measures and the quality of the structural model to provide an overall assessment of the model. In this study, the GoF value obtained in Table 8 is .386. GoF values above .36 are considered high (Tenenhaus et al., 2004; Yamin, 2021), indicating that this model possesses overall good quality. With a GoF value of .386, it can be concluded that the model has a very good fit level and can significantly explain the variance in the data.

Table 8.
Model conformance test

Model Fit	Value
SRMR	.060
GoF Index	.386

PLSpredict is a technique used to assess the predictive capability of PLS-SEM models by comparing the predicted values from the PLS-SEM model with those from a benchmark model, such as linear regression (LM). In this study, as shown in Table 9, out of 27 tested items, 16 items exhibited lower PLS_RMSE (Root Mean Square Error) and PLS_MAE (Mean Absolute Error) values compared to the LM_RMSE and LM_MAE values. These results indicate that the PLS-SEM model demonstrates superior predictive ability compared to the linear regression model for most of the tested items. This finding provides additional evidence that the PLS-SEM model employed in this research possesses good predictive validity (Yamin, 2021).

Q-squared (Q^2) is a metric used to evaluate the predictive validity of structural models. Higher Q^2 values indicate a model's ability to predict endogenous variables. As illustrated in Table 9, the Q^2 values range from 0.201 to .476 in this study. According to Chin (1998), a Q^2 value above .02 signifies low predictive validity, above .15 indicates moderate predictive validity, and above .35 suggests high predictive validity. Therefore, the Q^2 values in this research demonstrate that the model exhibits good to highly good predictive validity, depending on the relevant endogenous variables.

Table 9.
PLS predict

	Q^2 predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
JS1	.375	.564	.420	.559	.406
JS10	.303	.577	.420	.551	.403
JS11	.319	.570	.406	.561	.400
JS12	.201	.814	.626	.809	.616
JS13	.434	.601	.455	.589	.449
JS14	.308	.633	.501	.643	.485
JS15	.238	.595	.424	.583	.405
JS2	.211	.844	.666	.853	.691
JS3	.306	.625	.491	.671	.524
JS4	.405	.601	.450	.616	.466
JS5	.258	.553	.395	.527	.374
JS6	.351	.524	.370	.516	.371
JS7	.281	.758	.577	.767	.579
JS8	.394	.560	.419	.571	.431
JS9	.410	.616	.462	.640	.476
POS1	.411	.648	.475	.670	.487
POS10	.386	.609	.445	.640	.465
POS11	.407	.586	.458	.592	.446
POS12	.466	.565	.435	.587	.447
POS2	.403	.504	.359	.528	.379
POS3	.462	.659	.509	.690	.525
POS4	.476	.472	.345	.486	.357
POS5	.432	.597	.441	.629	.462
POS6	.385	.636	.490	.661	.496
POS7	.374	.546	.387	.533	.374
POS8	.462	.545	.418	.565	.406
POS9	.391	.665	.515	.680	.499

The evaluation of structural models pertains to testing hypotheses regarding the effects between research variables. This evaluation assesses the quality and validity of the causal relationships among the proposed latent constructs within the model. Hypothesis testing is evaluated based on p-values, path coefficients, f-squared (f^2), and Upsilon v to examine the magnitude of direct and indirect effects.

Table 10.
Indirect and direct effect

Effect	Hypothesis	Path Coefficient	p-value	95%		f2 / upsilon (v)	
				Lower	Upper	number	interpretation
Indirect	OC \Rightarrow POS \Rightarrow JS	.420	< .001	.312	.545	.257	Tall
Direct	OC \Rightarrow JS	.334	< .001	.208	.454	.103	Low
	POS \Rightarrow JS	.507	< .001	.378	.647	.242	Moderate
	OC \Rightarrow POS	.828	< .001	.761	.881	2.019	Tall

JS = Job Satisfaction; POS = Perception of Organizational Support; OC = Organizational Culture

Based on the results presented in Table 10, organizational culture (OC) has an indirect effect on job satisfaction (JS) through perceived organizational support (POS). This effect is indicated by a path coefficient of .420 with a p -value of less than .001. These findings suggest a positive and highly significant influence. Additionally, the u value of .257 indicates that this effect falls within the high category (Ogbeibu et al., 2020).

The study's findings indicate that perceived organizational support (POS) serves as a significant mediator between organizational culture (OC) and job satisfaction (JS). This role suggests that perceived organizational support is a crucial factor that enhances the relationship between OC and employee JS. These results align with Emerson's (2013) study, which found that POS can mediate the impact of organizational culture on job satisfaction among government accountant employees. Specific organizational cultures can influence individual perceptions that contribute to job satisfaction. Luthans (2011) noted that job satisfaction stems from employees' perceptions of their work environment. These perceptions are shaped by the stimuli or situations employees encounter at work.

In this study, an organizational culture that allows employees to express ideas or considers employee conditions in decision-making will motivate employees to feel supported by the organization. The perceived organizational support that the company provides generates job satisfaction experienced by employees. In their organizational support theory, Eisenberger et al. (1986) explain that perceived organizational support develops when employees believe the organization values their contributions and cares about their well-being. When a positive organizational culture fosters this perception, employees feel more supported and appreciated, which, in turn, increases their job satisfaction. The way employees perceive the organizational culture, whether positively or negatively, can impact the positive or negative attitudes they exhibit toward the organization (Buttery et al., 2023)

The direct influence of OC on JS in Table 10 shows a path coefficient of .334 with a p -value of $<.001$ ($p < .01$). The results showed that organizational culture had a positive and significant effect on job satisfaction, with the 95% confidence interval for this influence being between .208 and .454. However, an f^2 value of .103 indicates an effect in the low category (Hair et al., 2021). This result shows that although organizational culture significantly influences job satisfaction, its influence is not as strong as indirect influence through POS. This claim is consistent with the study by Harun et al. (2024), which shows that organizational culture can significantly affect job satisfaction. Also, a study by Emerson (2013) shows the influence of organizational culture on job satisfaction through perceived organizational support as a mediator.

A positive organizational culture can increase job satisfaction by creating a supportive and harmonious environment, but its direct influence may be limited if other factors do not support it. Certain organizational cultures will have different effects on job satisfaction. Research by Janicijevic et al. (2018) shows that the level of employee job satisfaction varies regularly and significantly on different types of organizational culture, proving that organizational culture is a factor in job satisfaction and it does not affect the level of job satisfaction through harmonization with what employee needs but through the content of its values and norms. Another study by Bourntenas et al. (2014) shows that hierarchical organizational culture does not have an effect on employee job satisfaction compared to the influence of the rewards provided by the organization.

The direct effect of POS on JS in Table 10 shows a *path coefficient* of 0.507 with a p -value of $<.001$ ($p < .01$), which means this influence is significant. The results show that perceived organizational support positively and significantly affects job satisfaction. The 95% confidence interval is between .378 and .647. An f^2 value of .242 indicates a moderate effect (Hair et al., 2021). These findings show that perceived organizational support significantly and strongly affects employee job satisfaction.

In their review, Rhoades and Eisenberger (2002) found that perceived organizational support was positively related to various employee outcomes, including job satisfaction, organizational commitment, and job performance. They concluded that perceived organizational support is a predictor of job satisfaction because employees who feel supported tend to have a

more positive attitude toward their work and are more motivated to contribute to the organization's success. This result conforms to the study by Sari (2019), Hidayanti et al. (2020), and Amaradipta et al. (2022), which show that perceived organizational support can affect employee job satisfaction. Employees with positive or good perceived organizational support will give rise to opportunities for employee job satisfaction.

The direct influence of OC on POS in Table 10 shows a *path coefficient* of .828 with a p-value of <.001 ($p < .01$, indicating very high significance). The results show that organizational culture positively and significantly affects perceived organizational support. An f^2 value of 2.019 indicates a very high effect (Hair et al., 2021). This result shows that organizational culture greatly influences employees' perceived organizational support. It means that the more positive and favorable the organizational culture is, the more positive and favorable the employees' perceptions of the support provided by the organization are.

Eisenberger et al. (1986) explained that employees' perceived organizational support is based on their belief that the organization values their contributions and cares about their well-being. A positive and supportive organizational culture will reinforce this belief, thereby increasing employees' perception of the organization's support. When employees feel that the organization's values and practices support their well-being, they will develop the perception that the organization truly cares about and supports them.

A positive organizational culture that supports and values employees can create feelings of employee satisfaction with their work (Kurtessis et al., 2017). Organizational support theory explains that employees form perceptions about the extent to which the organization values their contributions and cares about their well-being. When employees feel supported by the organization in terms of recognition, appreciation, and concern for their well-being, they tend to feel more satisfied with their work (Eisenberger et al., 2020). Therefore, organizations are advised to actively develop and maintain a culture that emphasizes the values of support, appreciation, and concern for employee well-being.

An award program recognizing employees' contributions and achievements will strengthen this organizational culture while motivating employees to contribute better. An organizational culture that supports and values employees is proven to create a satisfying work environment. Overall, these findings underscore the importance of organizational culture in creating a satisfying work environment for employees. Organizations that successfully build and maintain a strong and positive culture will be able to increase employee job satisfaction, which is a key factor in achieving long-term success and sustainability.

This study has several limitations that need to be considered to interpret and generalize the results. First, the sample size used in this study is relatively small. A limited sample size can reduce statistical power and the ability to detect significant effects. Furthermore, a small sample may not represent the broader population, requiring careful generalization of the study's findings. The broad scope of the study population—hospital employees across Indonesia—may also pose a limitation. Regional, cultural, and operational differences among hospitals in various areas can influence the research outcomes and diminish the generalizability of the findings. This study uses a *non-probability* sampling technique, namely *purposive sampling*. Using this sampling method may diminish the sample's representativeness, as respondents were selected based on specific criteria that may not reflect the overall population. Consequently, the results of this research may contain biases and may be less generalizable to a wider population.

Another limitation of this study is that the data utilized is not normally distributed. While PLS-SEM analysis can handle non-normally distributed data, the results may impact the conclusions' validity. Additionally, this study does not explore the relationships among the various aspects of the developed model. Although it has identified and tested the connections between organizational culture, perceived organizational support, and job satisfaction, other relevant constructs remain unexplored in depth. This absence restricts a comprehensive understanding of the dynamics among the studied variables.

Overall, these limitations must be considered when interpreting the research results. Further research is advised to utilize a larger and more representative sample, ensure a normal distribution of data, explore additional relevant aspects, and consider a more targeted population reach to enhance the validity and reliability of the findings.

Conclusion

The research findings conclude that the pathway model illustrating the role of organizational culture on job satisfaction, mediated by perceived organizational support, aligns with the empirical data model based on the evaluation of the measurement model, model suitability, and structural model assessment. The hypothesis test results in the structural model evaluation indicate that organizational culture indirectly affects job satisfaction through perceived organizational support, establishing that perceived organizational support serves as a significant mediator in the influence of organizational culture on job satisfaction of hospital employees. Additionally, organizational culture in hospitals has been shown to exert a significant direct effect on job satisfaction. The organizational support perceived by employees working in hospitals can also directly impact job satisfaction. Furthermore, organizational culture significantly influences perceived organizational support. As a unique and complex organization due to its labor-intensive nature, hospitals exhibit distinct characteristics and functions in delivering medical services, involving a variety of professional groups dedicated to patient care. Therefore, this study highlights the importance of fostering a positive organizational culture and providing support to hospital employees to enhance their job satisfaction. These findings can serve as a reference for decision-makers in developing better management practices and work environments within hospitals. Cultivating a positive organizational culture and ensuring that employees feel supported by their workplace will aid hospitals in improving employee job satisfaction.

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