

The Influence of Organizational Culture and Loyalty (Trisila Tni Al) on Employee Performance with Quality Service Mediation at Center Hospital Navy (RSPAL) Dr. Ramelan

Radito Soesanto¹, Tuty Sariwulan², Agung Dharmawan Buchdadi³

^{1,2,3}State University of Jakarta

Corresponding Author: Radito Soesanto

DOI: <https://doi.org/10.52403/ijrr.20230168>

ABSTRACT

The purpose of this study was to study, analyze, develop and find the influence of organizational culture, loyalty (trisila TNI AL) and quality service on employee performance in hospitals, using a survey method. The research sample was 345 RSAL dr. Ramelan selected in simple random sampling. The research method used is explanative method. Data analysis used Structural Equation Model (SEM) using AMOS ver. 24.00 to test the validity, reliability of measuring instruments and test the research hypothesis. The results showed: (1) Organizational culture has a direct positive effect on employee performance, (2) Loyalty (trisila TNI AL) has a direct positive effect on employee performance, (3) Quality service has a positive direct effect on employee performance, (4) Organizational culture has a direct positive effect on quality service, (5) Loyalty (trisila TNI AL) has a direct positive effect on quality service, (6) There is no indirect influence of organizational culture on employee performance through quality service, and (7) There is no indirect effect of loyalty (trisila TNI AL) on employee performance through quality service. The results of this study illustrate the importance of organizational culture factors and aspects of loyalty (trisila TNI AL) and quality service to efforts to improve employee performance. (6) There is no indirect influence of organizational culture on employee performance through quality service, and (7) There is no indirect effect of loyalty (trisila TNI AL) on employee performance through quality

service. The results of this study illustrate the importance of organizational culture factors and aspects of loyalty (trisila TNI AL) and quality service to efforts to improve employee performance. (6) There is no indirect influence of organizational culture on employee performance through quality service, and (7) There is no indirect effect of loyalty (trisila TNI AL) on employee performance through quality service. The results of this study illustrate the importance of organizational culture factors and aspects of loyalty (trisila TNI AL) and quality service to efforts to improve employee performance.

Keywords: Organizational Culture, Loyalty (Trisila TNI AL), Quality Service, Employee Performance.

INTRODUCTION

In world developments, political, economic and social developments in society have caused changes in the health sector including hospitals. Hospitals are expected to be able to compete positively with various other hospitals. The success and success of a hospital is determined by the performance of its human resources (HR), so that patients who are treated feel comfortable, calm and do not feel anxious and afraid of being in a hospital where these patients must be treated until they recover. At the beginning of the development of hospitals in Indonesia, history shows that hospitals in Indonesia originated from the

military's health service program during the Dutch colonial period. Military hospitals have the main mission of military health and war preparation. Likewise, the dr Ramelan Naval Central Hospital in Surabaya is the spearhead of the advancement of military health services. In its development, dr. Ramelan RSPAL not only serves members and families of the Indonesian Navy but also the general public. Especially during the Covid-19 pandemic, the TNI Commander said that health workers were needed in efforts to vaccinate people in Indonesian territory.

Human Resources (HR) is one of the most important assets in developing and maintaining the survival of an organization including hospitals. One of the keys to success in achieving organizational goals is employee performance. An organization must be able to display the best performance in order to compete in the business world. In this case RSPAL dr. Ramelan realizes performance through the best service so as to increase patient, family and community satisfaction, because satisfaction is the spearhead of hospital assessment.

On the results of service quality achievements RSPAL dr. Ramelan patient satisfaction is not 100%, meaning that there are still patients who are not satisfied with the services of RSPAL dr. Ramelan. In patients or patient families there are still 4.25% to 7.33% who are dissatisfied. Even though it doesn't look big in numbers, the dissatisfied can stand out more than the satisfied ones. This means that with the type of patient or patient's family that is now more critical, this few dissatisfied will greatly disrupt services. This is proven in the assessment of the Integrity Zone (WBK-Corruption Free Area) RSPAL dr. Ramelan still could not materialize, because what was caught by the ZI assessor was a dissatisfied patient or patient's family.

In the report on improving quality and patient safety in the second quarter of 2021, there is an evaluation where the results of evaluating quality indicators show several indicators whose implementation values are

still below standard. Of the 127 quality indicators, there are 29 indicators that have not reached the target. Therefore it is necessary to increase the performance of employees in hospitals, especially at RSPAL dr. Ramelan to always improve service quality, so that community satisfaction will remain very good and the percentage of community satisfaction with RSPAL dr. Ramelan increased not decreased. Whenever employees are satisfied with their jobs and have loyalty to their organization, they can provide better service to external customers, this depends on employees' perceptions of leadership style, (Lenka, Suar, & Mohapatra, 2010).

Attitude of employee loyalty to RSPAL dr. Ramelan is very much needed because it is one of the spearheads of a hospital's success. The existence of an attitude of loyalty at work shows that employees carry out their duties well and have a sense of love for their work. RSPAL employee loyalty dr. Ramelan which is still not good enough can be seen from the quality indicator results in the report on quality improvement and patient safety in the second quarter of 2021, the National Indicator for outpatient waiting time points, the quality achievement is less than the standard 42.51%, while the standard rate is set at $\geq 80\%$. and adherence to the visit time of the doctor in charge of the service, the quality achievement is less than the standard of 77.31%, while the standard figure is set at $\geq 80\%$.

This certainly reduces the performance of the hospital which can be seen from the achievement of hospital targets that have not been achieved. As a TNI hospital, RSPAL Dr. Ramelan not only follows the internal regulations of the Indonesian Navy but also has to follow the laws and regulations according to the Ministry of Health (Kemenkes). Health care workers at RSAL dr. Ramelan consists of military personnel, state civil apparatus (ASN) and honorary workers (PHL). RSPAL employee loyalty dr. Ramelan will continue to increase if all health workers also implement Trisila TNI.

LITERATURE REVIEW

In an organization, information related to performance is very important to note as a basis for evaluating the performance process in the organization as long as it is in accordance with established standards or not. Performance in the organization is the answer to the success or failure of the goals set. Organizational leaders must know and pay attention to the extent of the performance of their employees. According to Bangun (2012), performance (performance) is the result of work achieved by someone based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as work standards.

Organizational culture according Luthans (2006), is a pattern of basic assumptions created, discovered, or developed by certain groups when they adjust to external problems and internal integration that has worked well enough and is considered valuable, and because it is taught to new members as the right way to realize, think, and feel related to the problem. Organizational culture is a system of spreading beliefs and values that develops in an organization and directs the behavior of its members. Organizational culture can be the main competitive advantage instrument, that is, if organizational culture supports organizational strategy, and if organizational culture can answer or overcome environmental challenges quickly and precisely (Soedjono, 2005).

Loyalty towards the company is very necessary because it is one of the spearheads of a company's success. The existence of an attitude of loyalty at work shows that employees carry out their duties well and have a sense of pleasure in their work. Loyalty or loyalty according to Hasibuan (2013) is one of the elements used to measure employees which includes loyalty to their work, position, and organization. Employees will always try to maintain the good name of the company, defending the company from people or groups who want to bring it down. Then

according Sudimin (2003) Loyalty means the willingness of employees with all abilities, skills, minds and time to participate in achieving company goals and keep company secrets and not take actions that are detrimental to the company while still being employees.

Loyalty indicators are almost the same as the values contained in the Trisila TNI AL, therefore the values contained in the Trisila TNI AL also need to be internalized, understood and implemented to all RSAL employees dr. Ramelan. In his remarks, the Chief of Staff of the Indonesian Navy, Admiral Siwi Sukma Adji, SE, MM, said that the joints of the life of Indonesian Navy soldiers cannot be separated from the main doctrines and traditions of the Indonesian Navy, namely the Indonesian Navy's Trisila, which consists of Discipline, Hierarchy. and Military Honor, which are core values that must be upheld and respected (core values) to be implemented in the service and life of every Indonesian Navy soldier. Every Navy soldier is obliged to always maintain this distinctive tradition,

Service quality can only be known if evaluations have been carried out, both on the level of perfection, nature, form, characteristics of health services and adherence to service standards. Everyone has criteria for quality and has different ways of judging. Quality service according to Mukti (2007) defined as the extent to which the reality of the health services provided is in accordance with the latest medical professional standards, whether they have met or exceeded the needs and desires of customers with an optimal level of efficiency. Next Crosby inside Azwar (1996) states that quality is compliance with established standards, whereas Aditama (2003) stated that quality is a service that refers to the ability of a hospital to provide services in accordance with health professional standards and acceptable to its patients.

METHOD

This research is a type of descriptive and verification research. The method used is descriptive survey and explanatory survey methods. The unit of analysis in this study is the individual, namely all members of the organization on duty at RSAL dr. Ramelan, consisting of all members of the organization on duty at RSPAL dr. Ramelan, consisting of TNI-AL soldiers on active duty, the state civil apparatus (ASN), and contract workers recruited by the management of Runkital dr. Ramelan. This research was conducted at RSAL dr. Ramelan, the period of this research is April to December 2022.

The population in this study were 2,524 employees. In this study, a sampling precision of 5% was taken to maintain the representativeness of the research sample, so that a total sample of 345 employees was obtained. The data were obtained using the main technique, namely the questionnaire technique.

Data analysis in this study was carried out through the following process theory based model development, development of flowcharts to show causality relationships, convert flowcharts into a series of structural equations and measurement model specifications, selection of input matrices and estimation techniques for the model built, assess identification problems, and model evaluation.

RESULTS

With regard to male gender respondents, there were 111 respondents or 32.2% of the total respondents. While respondents with female gender were 234 respondents or 67.8%. For respondents based on age <30 years, there were 93 respondents or 27%, ages 30-40 years were 98 respondents or 28.4%, ages 41-50 years were 92 respondents or 26.7%, and ages > 50 years

were 62 respondents or 18%. Based on recent education, the majority of respondents had Academy / Diploma education, namely 184 respondents or 53.3%. S1 educated as many as 87 respondents or 25.2%. High school education equivalent as many as 54 respondents or 15.7%. While respondents with Masters/S3 education were 20 respondents or 5.8%. Furthermore, based on the type of employee.

Equational Modeling Structural Analysis

Analysis of the complete structural model (full model) is carried out after an analysis of the construct variables in measuring or establishing the latent variables tested by confirmatory factor analysis. Analysis of the results of data processing at the full model SEM stage is processed by conducting a Goodness of Fit test and statistical tests. The model fit test aims to measure the suitability of the research data with the research model or measure the suitability of the actual or observational input (covariance / correlation matrix) with the predictions of the proposed model. Full model SEM analysis was performed using SPSS AMOS 24 software. The model suitability test is expected to accept the null hypothesis. In SEM the test was carried out using several Goodness of Fit measures. The model fit test or Goodness of fit aims to measure the suitability of the research data with the research model in other words to measure the suitability of the observation input or covariance/correlation matrix with the predictions of the proposed model. The results of the full model fit test after evaluating the structural model include multivariate normality, data outliers, multicollinearity or singularity, construct reliability and discriminant validity are shown in the following table:

Table 1. SEM Full Model Compatibility Test

Absolute Fit Measure			
Goodness-of-Fit	Cut-off Value	Results	Compatibility
<i>p-value (Sig.)</i>	>0.05	0.000	<i>Marginal Fit</i>
<i>Chi-Square/df</i>	≤ 3	1,471	<i>Good Fit</i>
GFI (Goodness of Fit)	≥ 0.90	0.831	<i>Marginal Fit</i>
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08	0.038	<i>Good Fit</i>

RMR (Root Mean Square Residual)	≤ 0.05	0.044	Good Fit
<i>Incremental Fit Measures</i>			
<i>Goodness-of-Fit</i>	<i>Cut-off Value</i>	Results	Compatibility
AGFI (Adjusted Goodness of Fit Index)	≥ 0.90	0.814	Marginal Fit
CFI (Comparative Fit Index)	≥ 0.90	0.916	Good Fit
IFI (Incremental Fit Index)	≥ 0.90	0.916	Good Fit
RFI (Relative Fit Index)	≥ 0.95	0.764	Marginal Fit
<i>Parsimonious Fit Measure</i>			
<i>Goodness-of-Fit</i>	<i>Cut-off Value</i>	Results	Compatibility
PNFI (Parsimonious Normal Fit Index)	0.60-0.90	0.732	Good Fit
PGFI (Parsimonious Goodness of Fit Index)	0.50-1.00	0.752	Good Fit
AIC (Akaike Information Criterion)	< 2162	2017.638	Good Fit
CAIC (Consistent Akaike Information Criterion)	< 6835,174	2625,574	Good Fit

Source: Processed output of AMOS 24 (2022)

Based on the output of the fit test of the full SEM model in Table 1, most of the fit model criteria are in the good fit category. Latin (2012) states that four to five goodness-of-fit criteria are considered sufficient to assess the feasibility of a model, provided that each goodness-of-fit criterion, namely the absolute fit measure, incremental fit measure, and parsimony measure is represented. Thus it can be concluded that the goodness-of-fit test of the full model, the SEM model can be accepted in other words there is no significant difference between the covariance matrix of the observed variable data (construct) and the covariance matrix of the specified model. This shows that the two structural equations produced by the fit model in this study can be used to explain the relationship and influence between exogenous and endogenous variables.

Hypothesis test

Testing the direct effect on the research model was carried out using a t-value with a significance level of 0.05. The t-value in the AMOS ver.24 program is the Critical Ratio (CR) value in Regression Weights. If the Critical Ratio (CR) ≥ 1.967 or the probability value (P) < 0.05 then Ho is rejected (the research hypothesis is accepted).

Table 2. Regression Weights After Evaluating the Structural Model

			Estimate	S.E.	C.R.	P
X3	<---	X1	,207	,060	3,431	***
X3	<---	X2	,160	,057	2,824	,005
Y	<---	X2	,128	,049	2,594	,009
Y	<---	X1	,123	,052	2,393	,017
Y	<---	X3	,121	,055	2,178	,029

Source: Processed output of AMOS 24 (2022)

Testing the indirect effect on the research model was carried out by looking at the path coefficient values on each research hypothesis path and followed by the Sobel test. The Sobel test is used to determine the path coefficient value or influence value which is then used to determine whether a variable influences (or mediates) exogenous variable on endogenous variables.

1. Positive Direct Influence of Organizational Culture (X1) on Employee Performance (Y)

Because the Critical Ratio (CR) or t-value is 2.393 > 1.96 and the P value is 0.017 < 0.05 (see Table 2) then Ho is rejected and H1 is accepted which means that there is a positive direct influence on Organizational Culture (X1) on Employee Performance (Y) which is significant.

2. Positive Direct Effect of Loyalty / Trisila TNI AL (X2) on Employee Performance (Y)

Because the Critical Ratio (CR) or t-value is 2.594 > 1.96 and the P value is 0.009 < 0.05 (see Table 2) then Ho is rejected and H1 is accepted which means that there is a positive direct influence on the Loyalty/Trisila TNI AL (X2) on Employee Performance (Y) which is significant.

3. Positive Direct Influence of Quality Service (X3) on Employee Performance (Y)

Because the Critical Ratio (CR) or t-value is 2.178 > 1.96 and the P value is 0.029 < 0.05 (see Table 2) then Ho is rejected and H1 is

accepted which means that there is a positive direct effect on Quality Service (X3) on Employee Performance (Y) which is significant.

4.Positive Direct Influence of Organizational Culture (X1) on Quality Service (X3)

Because the Critical Ratio (CR) or t-value is $3.431 > 1.96$ and the P value is $0.000 < 0.05$ (see Table 2) then H_0 is rejected and H_1 is accepted which means that there is a positive direct influence on Organizational Culture (X1) to Quality Service (X3) which is significant.

5.Positive Direct Effect of Loyalty / Trisila TNI AL (X2) on Quality Service (X3)

Because the Critical Ratio (CR) or t-value is $2.824 > 1.96$ and the P value is $0.005 < 0.05$ (see Table 2) then H_0 is rejected and H_1 is accepted which means that there is a positive direct influence on Loyalty / Trisila TNI AL (X2) to Quality Service (X3) which is significant.

6.Indirect Influence of Organizational Culture on Employee Performance through Quality Service

Based on the results of the Sobel test calculation, the zcount value is 1.855, smaller than the ztable value with a significance level of 0.05 of 1.96, thus proving that Quality Service is unable to mediate the relationship between the influence of Organizational Culture on Employee Performance.

7.Indirect Effect of Loyalty / Trisila TNI AL on Employee Performance through Quality Service

Based on the results of the Sobel test calculation, the zcount value is 1.732, smaller than the ztable value with a significance level of 0.05 of 1.96, thus proving that Quality Service is not able to mediate the influence of Loyalty / Trisila TNI AL on Employee Performance.

DISCUSSION

1.Organizational Culture and Employee Performance

From data analysis and hypothesis testing, Organizational Culture has a positive and significant direct effect on Employee Performance with a loading factor of 0.156. This implies that when the measurement was carried out, the respondent's perception of the organizational culture at RSPAL dr. Ramelan went well in supporting employee performance. The results of the hypothesis test support the opinion Jaiswal (2018) conducive organizational culture influences employee performance therefore the efficiency and effectiveness of the organization will be reflected in the results. Then in line with research Taufiqurrahman (2021) organizational culture has a positive and significant effect on Philanthropic Organizations in Malang Raya. The results of this study also support the theory Eddie (2010) which states that organizational culture that is truly managed as a management tool will influence and be a driving force for employees to behave positively, dedicatedly and productively. These cultural values are not visible, but are forces that drive behavior to produce performance effectiveness.

2.Loyalty / Trisila TNI AL and Employee Performance

From data analysis and hypothesis testing, Loyalty/Trisila TNI AL has a direct positive and significant effect on employee performance with a loading factor of 0.171. This implies that when the measurement was carried out, the respondent's perception of the Indonesian Navy's Loyalty / Trisila at RSPAL dr. Ramelan went well in supporting employee performance. The results of the hypothesis test are in line with the results of the study Zahwa et al., (2022) there is a significant effect of loyalty on performance in nursing care at Cilandak Marine Hospital. The higher the loyalty of employees in an organization, the easier it will be for the organization to be able to achieve organizational goals that have been

previously set by the owners of the organization. On the other hand, for organizations with low employee loyalty, it is increasingly difficult for the organization to achieve organizational goals that have been previously set by the owners of the organization. Then it is also in line with the results of the study Ronaldy et al., (2019) shows that there is a positive and significant influence between employee loyalty variables on performance. This shows that the more loyal the employee, the employee's performance will increase, but if employee loyalty decreases, the employee's performance will decrease.

3. Quality Service and Employee Performance

From data analysis and hypothesis testing, quality service has a positive and significant direct effect on employee performance with a loading factor of 0.142. This implies that when the measurement was carried out, the respondent's perception of quality service from RSAL dr. Ramelan went well in supporting employee performance. The results of the hypothesis test are in line with the results of the study Sulfa et al., (2019) shows that the influence of employee service quality on employee performance is positive and significant on employee performance in the Soppeng Regency Personnel and Human Resources Development Agency Office. This means that improving the quality of employee service will be followed by improving employee performance with the assumption that other factors that affect the size of employee service quality are considered constant. Christine Roeleejanto (2016) explained that the way to improve the quality of hospitals can be implemented with the Total Quality Management (TQM) approach. Through the implementation of TQM, it is expected that quality control in hospital services is maintained so that at the end of the accreditation process which is carried out as an obligation for a hospital, it can be used as one of the benchmarks for implementing quality control activities in

hospitals. The results of his research at government hospitals in Jakarta found that the implementation of TQM had a significant influence on employee performance.

4. Organizational Culture and Quality Service

The results of the fourth hypothesis test show that there is a positive direct influence between organizational culture on service quality with a loading factor of 0.223. These results indicate that the existence of an organizational culture that is felt by respondents or employees has a positive impact on quality service. Empirically, this research is in line with the results of previous studies, including research conducted by Wagner (2014) entitled "The associations between organizational culture, organizational structure and quality management in European hospitals" and research Zam et al., (2021) entitled "The Influence of Organizational Culture and Work Environment on Improving Service Quality through Infection Prevention at Regional General Hospitals". The findings of the two studies explain that the application of organizational culture has an effect on improving the quality of service in hospitals. Then a review of the evidence regarding healthcare services revealed that organizational culture has a significant impact on service quality and patient safety (Shortell et al., 2000).

5. Loyalty / Trisila TNI AL and Quality Service

The results of the fifth hypothesis analysis show that there is a positive direct effect between the loyalty/trisila of the Indonesian Navy on quality service with a loading factor of 0.182. This result implies that the loyalty of employees/health workers at RSPAL dr. Ramelan has a good influence on service quality. The results of this study are in line with the results of several previous studies, namely research conducted by Tomic et al., (2018) entitled "An empirical study of employee loyalty, service

quality, cost reduction and company performance" and research Nuk & Adnya, (2021) entitled "The Effect of Relationship Marketing and Employee Loyalty on Customer Satisfaction at Papaya Fresh Gallery Bali Supermarket Stores in 2020" These two studies concluded that there was a direct and positive influence between loyalty and quality service.

Loyalty to work is reflected in the attitude of employees who devote their abilities and expertise, carry out tasks with responsibility, discipline and honesty at work (Poerwopoespito, 2004). The attitude of employees as part of the most important company is loyalty, this loyalty can be reflected in the creation of an atmosphere that supports the workplace, maintaining the company's image and the willingness to work for a longer period of time.

6.Organizational Culture, Quality Service and Employee Performance

This hypothesis test refers to the research objectives of studying, analyzing, developing and finding the indirect effect of organizational culture on employee performance at RSAL dr. Ramelan through quality service (Hypothesis No.6). The results of this study do not support the hypothesis. The analysis and hypothesis testing carried out showed that there was no indirect effect of organizational culture on employee performance through quality service. Because the direct relationship between organizational culture and employee performance is significant but the indirect relationship between organizational culture and employee performance through quality service is insignificant, quality service does not play a role in mediating the relationship between organizational culture and employee performance partially.

7.Loyalty / Trisila TNI AL, Quality Service and Employee Performance

Testing this hypothesis refers to the research objectives of studying, analyzing, developing and finding the indirect effect of Loyalty / Trisila TNI AL on employee

performance at RSPAL dr. Ramelan through quality service (Hypothesis No.7). The results of this study do not support the hypothesis. The analysis and hypothesis testing carried out showed that there was no indirect effect of TNI AL loyalty / trisila on employee performance through quality service. Because the direct relationship between TNI AL loyalty/trisila and employee performance is significant, but the indirect relationship between TNI AL loyalty/trisila and employee performance through quality service is not significant, so quality service does not play a role in mediating the relationship between TNI AL loyalty/trisila and employee performance partially.

CONCLUSION

First: Organizational culture has a positive direct effect on employee performance. This means that an increase in organizational culture will result in an increase in the performance of RSAL dr. Ramelan. Second: Loyalty / Trisila TNI AL direct positive effect on employee performance. This means that an increase in loyalty / Trisila TNI AL will result in an increase in the performance of RSPAL dr. Ramelan. Third: Quality service has a positive direct effect on employee performance. This means that an increase in quality service will result in an increase in the performance of RSAL dr. Ramelan. Fourth: Organizational culture has a positive direct effect on service quality. This means that an increase in work organizational culture will result in an increase in the quality of service at RSPAL dr. Ramelan.

Fifth: Loyalty / Trisila TNI AL direct positive effect on quality service. This means that an increase in loyalty / Trisila TNI AL will result in an increase in the quality of service at RSPAL dr. Ramelan. Sixth: Organizational culture has no indirect effect on employee performance through quality service. This means that an increase in organizational culture will directly improve the performance of dr. Ramelan without having to go through quality

service. Seventh: Loyalty / Trisila TNI AL has no indirect effect on employee performance through quality service. This means that increasing the Loyalty / Trisila of the Indonesian Navy will directly improve the performance of RSPAL dr. Ramelan without having to go through quality service.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCE

1. Aditama, T. (2003). Hospital Administration Management. Jakarta: University of Indonesia.
2. Azwar, A. (1996). Maintaining the Quality of Health Services (second). Jakarta: Sinar Harapan Library.
3. Bangun, W. (2012). Human Resource Management. Jakarta: Erlangga.
4. Edy, S. (2010). Human Resource Management (First). Jakarta: Prenada Media.
5. Hasibuan, MSP (2017). Human Resource Management (Revised). Jakarta: PT. Script Earth.
6. Jaiswal, R. (2018). The influence of Organizational culture on Employee performance leading to Enhanced quality and Reduced cost of Healthcare services in India : Evidences. International Conference on Healthcare Financing Mechanisms, (January).
7. Latan, H. (2012). Structural Equation Modeling, Concepts and Applications using LISREL 8.80. Bandung: Alfabeta.
8. Lenka, U., Suar, D., & Mohapatra, PKJ (2010). Soft and Hard Aspects of Quality Management Practices in Manufacturing-oriented Services. Global Business Reviews. Retrieved from <https://doi.org/10.1177/097215090901100105>
9. Luthans, F. (2006). Organizational Behavior (Ten). Yogyakarta: Andi.
10. Nuk, O., & Adnya, IGBA (2021). The Effect of Relationship Marketing and Employee Loyalty on Customer Satisfaction at the Papaya Fresh Gallery Bali Supermarket Store in 2020. Arthaniti Studies, 1(2), 1–6. <https://doi.org/10.5281/zenodo.4615752>
11. Roeleejanto, C. (2016). The Influence of Leadership, Competence, and Work Discipline on Increasing Employee Performance in the Implementation of Total Quality Management (TQM) to achieve Accreditation status in Several Government Hospitals in Jakarta. III(November), 14–24.
12. Ronaldy, AC, Tricahyadinata, I., & Maria, S. (2019). The effect of employee loyalty, emotional intelligence and work discipline on employee performance. Journal of Management, 11(2), 116–122.
13. Shortell, SM, Jones, Kanan, Rademaker, AW, ... Huang, C. (2000). Assess the impact of total quality management and organizational culture on various outcomes of coronary artery bypass graft surgery patients. Medical Care, 38 No.2.
14. Soedjono. (2005). The Effect of Organizational Culture on Organizational Performance and Employee Satisfaction at Public Passenger Terminals in Surabaya. Journal of Management and Entrepreneurship, 7(1), pp.22-47.
15. Sudimin, T. (2003). The Dilemma of Loyalty and Public Responsibility. Indonesian Management & Entrepreneurs, 32(11), 3–8.
16. Sulfa, Munir, AR, & Romadhoni, B. (2019). The Influence of Apparatus Training and Competency on Employee Performance Through the Quality of Employee Service at the Office of the Personnel and HR Development Agency in Soppeng Regency. YUME : Journal of Management, 2(2).
17. Taufiqurrahman. (2021). The Influence of Organizational Culture on Employee Performance Through Organizational Commitment and Organizational Citizenship Behavior as Intervening Variables (Studies on Philanthropic Organizations in Malang Raya).
18. Tomic, I., Tesic, Z., Kuzmanovic, B., & Tomic, M. (2018). An empirical study of employee loyalty, service quality, cost reduction and company performance. Economic Research-Ekonomiska Istrazivanja, 31(1), 827–846. <https://doi.org/10.1080/1331677X.2018.1456346>
19. Wagner, C. (2014). The associations between organizational culture,

- organizational structure and quality management in European hospitals. *International Journal for Quality in Health Care*, (March 28).
20. Zahwa, RF, Rochyani, D., & Widiastuti, S. (2022). The Effect of Loyalty and Satisfaction on Performance in Nursing Care in the Inpatient Room of Cilandak Marine Hospital. *Malahayati Nursing Journal*, 4(3), 525–536. <https://doi.org/10.33024/mnj.v4i3.6025>
21. Zam, SZ, Nongkeng, H., Mulat, TC, Priyambodo, RA, Yusriadi, Y., & Nasirin, C. (2021). The Influence of Organizational Culture and Work Environment on Improving Service Quality through

Infection Prevention at Regional General Hospitals. Annual International Conference on Industrial Engineering and Operations Management Singapore, 7248–7254.

How to cite this article: Radito Soesanto, Tuty Sariwulan, Agung Dharmawan Buchdadi. The influence of organizational culture and loyalty (Trisila Tni Al) on employee performance with quality service mediation at center hospital navy (RSPAL) dr. Ramelan. *International Journal of Research and Review*. 2023; 10(1): 613-622. DOI: <https://doi.org/10.52403/ijrr.20230168>
