



The Impact of Rewards, Work Discipline and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable at PT Dat Hospital Indonesia

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Abstract

The performance of employees at PT. DAT Hospital Indonesia is influenced by several factors, including reward systems, work discipline, organizational culture, and work motivation. The hospital, which has been operating since 2008, strives to maintain high-quality healthcare services, and understanding the drivers of employee performance is critical for achieving organizational goals. This study aimed to explore the relationships between these factors and their impact on employee performance. The research employed a quantitative approach using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) technique to analyze data collected from 103 employees at PT. DAT Hospital Indonesia. Findings show that reward systems, work discipline, and organizational culture all have significant positive effects on employee performance. Furthermore, work motivation was found to mediate these relationships. Higher rewards, good work discipline, and a supportive organizational culture lead to enhanced work motivation, which in turn increases employee performance. These results suggest that the hospital should focus on improving its reward systems, fostering a disciplined work culture, and strengthening organizational values to boost motivation and performance. The study also recommends expanding future research to include variables such as job satisfaction and career development.



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INTRODUCTION

Human resources are one of the determining factors for the success or failure of a company in achieving its goals (Sutrisno, 2019). The success of an organization depends on the employees working within the organization, which is reflected in the performance produced by the employee (Yanti et al., 2023). Performance is extremely important in a company because good performance can improve quality, which in turn can affect the work being done. On the other hand, poor performance can decrease quality, which can affect the work (Munparidah et al., 2023). Performance is the result of work that can be achieved by employees, both individually and in groups, within an organization,

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in accordance with the authority and responsibilities given by the organization to achieve the organization's vision, mission, and goals, by including skills, perseverance, independence, problem-solving abilities, and ethical and moral conduct.

One factor that affects performance is reward, which is a form of compensation given to employees for their job performance to foster recognition or a sense of acceptance within the organization, both in financial and non-financial forms (Shafuwandi, 2019). Rewards are divided into two types: extrinsic rewards, which include salary, benefits, bonuses, interpersonal recognition, and promotion opportunities, and intrinsic rewards, which include job satisfaction, achievement, and autonomy (Rima Ronia et al., 2020).

Research by Widyani et al. (2023) found that rewards have a positive and significant effect on employee performance, a finding supported by Mulyati (2024); Goni et al. (2022); Zakariah (2021); Riansyah (2021); Sofiati (2021); Rima Ronia et al. (2020); Nompo & Pandowo (2020). This means that the higher the value of the reward, the better the employee performance. With good rewards, employees will perform better. This contrasts with studies conducted by Adityarini (2022); Arif (2022); Ariyanti (2022); Sari et al. (2021); Apsari (2021); Aini & Frianto (2020), who found that rewards have a negative effect on employee performance. This means that even if employees are given rewards, it does not affect their performance.

In addition to rewards, another important factor in human resource development is work discipline. With good work discipline, the activities within a company will be in accordance with the company's goals. Discipline is the behavior of someone who adheres to existing rules and procedures, or discipline is the attitude, behavior, and actions in accordance with the organization's regulations, both written and unwritten (Anggraini et al., 2025). According to Yusnandar & Nefri (2020), good discipline reflects a person's sense of responsibility towards the tasks assigned to them. This fosters work enthusiasm, work spirit, and the achievement of the company's, employee's, and society's goals. Discipline plays a vital role in encouraging individuals to achieve success in their work. Without discipline, people do not have clear guidance on what to do, including in the workplace. Instilling discipline results in making discipline a habit for employees. People who succeed in their respective fields generally have high discipline, whereas people who fail often lack discipline.

Previous studies related to work discipline have been conducted by Rahayu and Dahlia (2023), Tanjung and Rasyid (2023), Assa and Daichi (2023), who found that work discipline has a positive and significant effect on employee performance. Other studies by Mirawati et al. (2022) showed that work discipline significantly influences work motivation. Meanwhile, Romi Susanto (2024) found no significant effect of work discipline on employee performance.

In addition to rewards and work discipline, another factor affecting employee performance is organizational culture. In the era of increasingly intense global competition, hospitals must continue to innovate and improve performance in order to compete with other hospitals. One strategy to improve performance is through the development of organizational culture. In the context of hospitals, a good organizational culture can create a harmonious work environment, a solid team, and quality service that is patient-focused. As part of hospital management, it is crucial to understand how human resources shape the values, beliefs, and attitudes that allow them to adapt to external changes and developments, as well as integrate with the internal strengths of the hospital.

Problems related to organizational culture often occur, such as employees arriving late to work, some employees taking longer breaks than the prescribed one hour, employees rarely staying in their rooms, and some employees not following instructions or company regulations. This delays

the completion of tasks. These conditions indicate poor work discipline, which points to problems related to organizational culture. Understanding organizational culture in this case can be a very important tool for hospitals to understand the human resources within it. Every organization has its own values, which serve as guidelines in running its activities, and this can differentiate one organization from another (Syardiansah et al., 2020).

A strong organizational culture is needed to improve employee performance, which will ultimately affect the overall employee performance. This is supported by studies from Ilahi (2020); Panggabean et al. (2020); Kenny et al. (2022); and Kokiroba et al. (2021). However, this study contrasts with studies by Syanan & Magdalena (2023); Mewahaini & Sidharta (2022); Sugiyono & S (2022); Megasyara et al. (2022); Ferdian & Devita (2020), which state that organizational culture does not affect employee performance.

Employee engagement is influenced by work motivation, which is also a factor affecting employee performance. Employees with good work motivation will approach the tasks given to them more meaningfully and interestingly, leading to higher productivity and better performance. Efforts to motivate employees are one way to realize employee commitment to the company (Setiawan et al., 2022). Work motivation serves as a driving force for employees to achieve company goals. According to Mentang & Stevianus X (2021), motivation is the driving force that enables employees to work enthusiastically, thus completing their tasks responsibly. Motivated employees tend to show better performance, be more innovative, and committed to their tasks. Therefore, understanding how rewards, work discipline, and organizational culture affect work motivation and its impact on employee performance is crucial. Work motivation has an influence on performance, although it is not the only factor that shapes performance.

In improving employee performance, work motivation is one of the most important factors to consider, as it is the driving factor for employees to perform well. Motivation triggers enthusiasm or work drive. In employee performance, motivation is needed to make employees more enthusiastic in their work. However, motivation alone is not sufficient to ensure good performance. With motivation, there will be a desire to work, and with a willingness to work, and teamwork, performance will increase, according to Kariyamin et al. (2023).

Work motivation has a positive effect on organizational commitment. Studies have shown that work motivation positively and significantly affects organizational commitment (Armansyah, 2020; Ermawati & Ardana, 2018; Nurrahmi et al., 2020; Oupen et al., 2020; Siwi et al., 2020; Suputra & Sriathi, 2018; Utarayana & Adnyani, 2020). Work motivation can influence job satisfaction, which directly affects organizational commitment (Setiawan et al., 2022). However, Azizah et al. (2019) in their study concluded that work motivation does not significantly affect organizational commitment at SMK Abdurrahman Wahid.

This research was conducted at PT. DAT Hospital Indonesia, a healthcare business operating since January 10, 2008. PT. DAT Hospital is supported by trained and professional medical staff. This aligns with the vision of PT. DAT Hospital Indonesia to become a general hospital of high quality and excellence with a single tariff. To achieve this vision, PT. DAT Hospital Indonesia's mission is to provide health services to the public with high quality through accurate diagnosis, fast service, and efficient tariffs, applying a single tariff policy for one type of medical service for all classes of care, advancing IT-based health services that are ethical and religious but have high economic value, and generating profits for the development of hospital services through operational efficiency and increasing service volume. In line with the vision and mission of PT. DAT Hospital Indonesia, the

company needs to improve the professionalism of its human resources (HR), as PT. DAT Hospital Indonesia is in direct contact with patients, making qualified and professional human resources essential. PT. DAT Hospital Indonesia employs 139 staff members, making employee performance an important aspect of this research to understand what the public expects from the quality of services they receive. The quality of services, whether good or bad, can be seen from the performance, and this depends on the company's ability to meet the public's expectations.

PT. DAT Hospital Indonesia applies Key Performance Indicators (KPIs) to monitor and evaluate employee performance objectively and measurably. The KPI system includes the Point Scale System (PSS), a performance assessment system using a numerical scale to measure the performance, quality, or achievement level of specific criteria. This system is used by HR to evaluate performance, assess competencies, conduct satisfaction surveys, or implement a reward system for employees. When an employee's KPI reaches 100% or at least 70%, they receive incentives in the form of additional PSS points and bonuses. Conversely, if the employee's KPI is low, they may receive punishment in the form of verbal warnings, reduction of PSS, or a written warning.

PT. DAT Hospital Indonesia requires high employee performance to achieve its goals related to public service. Below are the fluctuations in patient percentages:

Table 1. Performance Performance from 2021 to 2024

Years	Omset	Visit	Target	Achievement
2021	92%	43%	100%	Not Achieved
2022	51%	35%	100%	Not Achieved
2023	37%	27%	100%	Not Achieved
2024	34%	31%	100%	Not Achieved
Average	98%	54%	100%	Not Achieved

Data Source: PT. DAT Hospital Indonesia Cibitung 2025

From the table above, it can be concluded that the highest turnover percentage occurred in 2021 and the lowest in 2024, this occurred due to the Covid-19 pandemic which resulted in a decrease in turnover. The highest number of visits in 2021 with 43% and the lowest number of visits in 2023 with 27%. PT. DAT Hospital does not accept Covid-19 patients which results in a significant decrease in visits and turnover. It can be seen that the comparison of the target with the realization of turnover and the number of visits has not reached 100%, which means that the target has not been achieved and the performance performance is decreasing which has an impact on the absence of rewards throughout 2020-2024. The Net Profit (Loss) trend graph from 2021 to 2024 shows significant fluctuations in the year recording quite large losses in 2022.



Figure 1. Profit and Loss Graph from 2021 to 2024
Data Source: PT. DAT Hospital Indonesia Cibitung 2025

Based on the analysis of the 2021 to 2024 income statement, it can be seen that despite a gradual decrease in employee salary and medical service costs, the company still experiences significant losses every year. This shows that spending efficiency has not been able to increase profitability effectively, and employee productivity needs to be increased to match the cost burden incurred. For this reason, a comprehensive evaluation of performance, work systems, and strategies for increasing the capacity and quality of human resources is needed so that the company can achieve better financial performance in the future. The main problem that has a significant impact on employee performance is the imbalance between high workloads and the lack of adequate reward systems and self-development support. This leads to decreased motivation, work boredom, and a lack of sense of belonging to the organization. If left unchecked, this condition can reduce productivity, increase turnover, and exacerbate overall organizational losses. Work discipline is also affected by absence and attendance. The following is employee attendance data from January to December 2024.

Table 2. Attendance Data from January to December 2024

Month	Minimum Attendance Target (%)	Achieved (%)	Not achieved (%)
January	99	94	5
February	99	93	6
March	99	90	9
April	99	92	7
May	99	95	4
June	99	97	2
July	99	95	4
August	99	97	2
September	99	98	1
October	99	96	3
November	99	95	4
December	99	96	3
Average	99	95	4

Data Source: PT. DAT Hospital Indonesia, 2025

The employee attendance rate from January to December 2024 is of particular concern and tends to be poor. According to (Flippo, 2002) If the percentage of the absence rate is 0% to 2% then it is still good, if 3% to 10% then the absence is high. When viewed from Table 1.2 the average employee attendance rate of PT. DAT Hospital Indonesia reaches 4%, meaning that employees are not yet disciplined in working.

The following is a research gap related to the relationship between rewards, work discipline and organizational culture on employee performance which is presented in the following:

Table 3. Research Gap

No	Variable	Researcher	Result	Information
1	Reward for Employee Performance	(Widyani et al., (2023), Mulyati, (2024); Goni et al.,(2022); Zakariah,(2021); Riansyah, (2021); Sofiati, (2021); Rima Ronia et al., (2020); Nompo & Pandowo, (2020)	Positive and significant impact	Inconsistency
		Adityarini,(2022);Arif,(2022); Ariyanti, (2022); Sari et al., (2021); Apsari, (2021); Aini & Frianto, (2020)	No effect	
2	Work Discipline on Employee Performance	(Vicky Sanjaya & Wenny Desty Febrian, 2024), (Euis Lestari Nurzakiah & Wenny Desty Febrian, 2024), (Eni Yuliawati & Nopi Oktavianti, 2024).	Positive and significant impact	Inconsistency
		(Rosmery & Muhammad, 2023)	No effect	
3	Organization Culture on Employee Performance	(Ilahi, 2020); Panggabean et al., (2020); Kenny et al., (2022) dan Kokiroba et al., (2021)	Positive and significant impact	Inconsistency
		Syanan & Magdalena, (2023); Mewahaini & Sidharta,(2022);Sugiyono & S, (2022); Megasyara et al., (2022); Ferdian & Devita, (2020)	No effect	

Source: Data processed by Researchers, 2025

The difference between this study and previous studies lies in the variables selected. This study combines several variables from previous studies, namely rewards, work discipline and organizational culture as independent variables, employee performance as dependent variables and work motivation as intervening variables. This study was conducted on employees of PT. DAT Hospital Indonesia. These things are what make this study new. This study aims to understand the extent to which work motivation as an intervening variable can influence the relationship between rewards,

work discipline, and organizational culture on employee performance, thus providing guidance for organizations to develop more effective policies in increasing productivity.

METHOD

Research methods are techniques used in collecting evidence (Populix, 2023). The research method used in this study is a quantitative research method. Quantitative research methods are a research approach that uses numbers to collect, analyze, and interpret data with the aim of testing predetermined hypotheses (Kurnia, 2023; Populix, 2023). For this research design, the form of causality or cause and effect relationship of the variables studied is used. This study aims to determine the cause and effect relationship between the independent variables and the dependent variables (Mislia & Hanafi, 2023).

Time and Place of Research

This research was conducted at PT. DAT Hospital Indonesia located at Jl. Raya Teuku Umar No.25, Telaga Asih, Kec. Cikarang Bar., Bekasi Regency, West Java 17530. The overall implementation time of this research was approximately three months, from January to March 2025. Starting with the planning and preparation stages, research, data processing and reporting as stated in the table below.

Table 4. Stages of Thesis Writing Activities

No	Information	January				February				March			
		1	2	3	4	1	2	3	4	1	2	3	4
1.	Title Submission	v											
2.	Initial Observation		v	v									
3.	Research Proposal				v	v							
4.	Research						v	v	v				
5.	Data Processing									v	v		
6.	Research Report											v	v

Source: Data managed by researchers (2025)

Population and Sample

The population in this study were the implementing employees of PT. DAT Hospital Indonesia, totaling 139 people. Due to the complex characteristics of the population, this study used probability sampling techniques to take representative samples. The sample was calculated using the Yamane formula with a 5% error limit (0.05), resulting in a sample size of 103 employees.

Measurement Scale

In this study, a Likert scale was used to measure respondents' attitudes and perceptions of the objects or phenomena studied. The Likert scale consists of five alternative answers, namely

Strongly Agree (SS) with a value of 5, Agree (S) with a value of 4, Neutral (N) with a value of 3, Disagree (TS) with a value of 2, and Strongly Disagree (STS) with a value of 1. This scale allows researchers to measure the extent to which respondents agree or disagree with the statements in the questionnaire used in the study.

Data Collection Techniques

Data collection techniques used in this study are literature study and field study. Literature study is conducted by studying literature obtained from books, journals and scientific works related to the main problem being studied. Field studies are conducted by conducting interviews, observations and distributing questionnaires as instruments in this study. The questionnaire in this study was distributed to employees of PT. DAT Hospital Indonesia, complete with statements and answer choices for questions strongly agree, agree, doubtful, disagree and strongly disagree.

Data Analysis Techniques

In this study, data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, which is operated through SmartPLS 3.2.7 software. The analysis process consists of two main models: outer model and inner model. In the outer model, the validity and reliability of the indicators are tested by measuring convergent validity, discriminant validity, composite reliability, cronbach alpha, and average variance extracted (AVE). While in the inner model, the structural relationship between variables is tested using R Square, path coefficients, and effect size (F square) to measure the influence between variables. The hypothesis is tested by looking at the t-statistic and probability values, where the hypothesis is accepted if the t-statistic > 1.96 or $p < 0.05$.

RESULT AND DISCUSSION

Research Results

Description of Analysis Unit

PT. DAT Hospital Indonesia, which was originally named JPKM Clinic of Doctor Adam Talib, has been operating since 2007 and launched the Doctor Adam Talib Mother and Child Hospital (RSIA DAT) in 2008. This hospital has grown rapidly by adding ICU services in 2011 and finally changed its status to Doctor Adam Talib General Hospital (RSDAT) in 2012. Supported by professional medical personnel, PT. DAT Hospital Indonesia focuses on quality health services with one rate for all classes of care. The vision of this hospital is to become a leading general hospital with quality, while its mission is to provide fast, precise, and efficient health services, based on information technology, and support hospital development through operational efficiency.

Description of Respondent Characteristics

The characteristics of respondents in this study were employees of PT. DAT Hospital Indonesia consisting of 103 employees in the implementation department. Based on gender, the majority of respondents were male (59.3%) compared to female (40.7%). Based on age, most respondents were aged 21-30 years (83.4%), with 16.6% aged 31-40 years. Based on education level, the majority of respondents had a Bachelor's degree (64.08%), followed by a Diploma (35.92%), while no respondents had a Master's degree. Based on length of service, most respondents worked

for 0-2 years (59.2%), followed by 3-5 years (31%), with only a few respondents working for more than 6 years.

Description of Research Variables

This study analyzes employee performance, reward, work discipline, organizational culture, and work motivation variables at PT. DAT Hospital Indonesia. Employee performance shows good work ability (average 3.29), but punctuality needs to be improved (3.07). In terms of reward, employees are satisfied with wages (3.33), but promotion needs to be improved (3.08). Work discipline shows good utilization of facilities (3.34), but punctuality needs to be improved (3.14). Organizational culture shows concern for problems and orientation to employee interests (3.27), but innovation needs to be improved (3.17). Work motivation shows good social relations (3.30), but a sense of security related to benefits needs to be improved (3.11). Overall, some areas, such as punctuality and promotion, need improvement.

Statistical Analysis of Data

This study tested the model using SmartPLS 4, focusing on the outer model and inner model to assess the validity and relationships between variables.

In the outer model, the convergent validity test showed that most indicators had loading factor values greater than 0.7, except for several items that were removed because they had lower loading factor values (for example, item 12 in the reward variable). Discriminant validity was tested using AVE, and all variables had AVE values greater than 0.50, indicating that the model met the criteria for discriminant validity. Composite reliability and Cronbach's alpha also showed values above 0.70 for all variables, indicating high reliability.

In the inner model, the R^2 test showed that work motivation (77%) and employee performance (94.4%) were influenced by the independent variables in the model. Path coefficients indicated that all relationships between variables had a positive and significant influence, with t-statistic values greater than 1.96 and p-values less than 0.05. Effect size (f^2) shows a large influence of organizational culture and work discipline on employee performance.

Hypothesis testing shows that all hypotheses are accepted, both for direct and indirect effects, with a significant influence of reward variables, work discipline, and organizational culture on employee performance, both directly and through work motivation.

Discussion

The Effect of Reward on Employee Performance

The research results indicate that reward has a positive and significant effect on employee performance at PT. DAT Hospital Indonesia. This means that reward is a determining factor in employee performance, where the reward given to an employee can enhance their performance at work. Reward is a form of appreciation given by the company to employees for their achievements, contributions, and performance. The higher the reward, the higher the employee's performance will be. In the reward variable, the indicator of wages received the highest score from the respondents. Statements included in this indicator are that employees receive wages according to their workload, wages reflect their responsibility, and employees are satisfied with the wages provided. This proves that employees receive wages commensurate with their workload, and employees feel satisfied with the wages provided by the company. The wages employees receive contribute to the enhancement of

employee performance. This finding aligns with previous studies by (Nur Fadilah Nilam Cahya & Ading Sunarto, 2024), (Hermin et al., 2024), (Fereshti & Faizal, 2020), (Nuriah & Dewi, 2024), (Sopa & Oci, 2024), (Prety et al., 2024), (Hasnun et al., 2024), and (Elisa Viona & Andriani Lubis, 2024), which found that reward has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

The research results show that work discipline has a positive and significant effect on employee performance at PT. DAT Hospital Indonesia. This indicates a connection between work discipline and employee performance. In other words, the higher the work discipline, the higher the employee's performance in the production section. Work discipline refers to the attitude and behavior of an employee in adhering to company rules and performing tasks and responsibilities on time. In the work discipline variable, the indicator of utilizing company facilities received the highest score from respondents. Statements from this indicator include that employees do not misuse company facilities, employees maintain company facilities to keep them in good working condition, and employees optimally utilize work facilities. This proves that employees adhere to the regulations set by the company, do not misuse facilities, and take care of facilities to keep them functioning well. Work discipline contributes to increasing employee performance. This result is consistent with studies by (Anggrai ni Hesti Novita, Justita Dura, Agus Rahman Alamsya h, 2025), (Masrurroh Anggeraini, I Made Adnyana, 2024), (Silvia Putri & Yeni Septiani, 2024), (Nur Atikah Arifah, Sukmawati, Mardjuni, Ahmad Jumardin g, 2024), and others, which indicate that work discipline positively and significantly affects employee performance.

The Effect of Organization Culture on Employee Performance

The research results show that organization culture has a positive and significant effect on employee performance at PT. DAT Hospital Indonesia. This indicates a relationship between organization culture and employee performance. Organization culture refers to the behaviors, attitudes, norms, values, and habits that develop within a company, serving as a guide for employees' interactions. In the organization culture variable, the indicator of giving attention to every issue received the highest score from respondents. Statements from this indicator include that employees respond to work issues quickly and do not ignore small problems that may have significant long-term impacts. This proves that employees address work issues promptly and do not overlook minor issues that could escalate later. The organization culture contributes to improving employee performance. This result is supported by research conducted by (Annisa Rahayu, Yusri Ilyas, Ratih Ayu Sekarini, 2024), (Dhita Hafizha Asri & Nova Elisa, 2024), and others, which found that organization culture positively and significantly affects employee performance.

The Effect of Work Motivation on Employee Performance

The research results indicate that work motivation has a positive and significant effect on employee performance at PT. DAT Hospital Indonesia. This suggests a connection between work motivation and employee performance. Work motivation is the internal or external drive that encourages employees to remain engaged, strive, and persist in their tasks to achieve personal and organizational goals. In the work motivation variable, the indicator of social relationship needs received the highest score from respondents. Statements from this indicator include that employees have a good relationship with their supervisors and that communication with colleagues is smooth.

This proves that employees maintain a good relationship with their supervisors and communicate effectively with colleagues at work. This finding aligns with research by (Endah Marendah Ratnaningtyas, et. al., 2024), (Muhammad Haekel Awwali, Endri Sentosa and Sarpan, 2024), and others, indicating that work motivation positively and significantly affects employee performance.

The Effect of Reward on Work Motivation

The research results indicate that reward has a positive and significant effect on work motivation at PT. DAT Hospital Indonesia. This means that reward is a determinant factor for work motivation, where rewards can increase work motivation. According to Jerald Greenberg and Robert A. Baron (Sutoro, 2020), motivation is a process that triggers (arouses), directs (directs), and sustains (maintains) human behavior towards achieving goals. When employees receive a reward, their motivation to work increases. In the reward variable, the indicator of wages received the highest score from respondents, proving that employees receive wages commensurate with their workload, their wages reflect responsibility, and employees feel satisfied with the wages provided. The wages employees receive contribute to enhancing work motivation. This result is consistent with studies by (Fitri Mashanda Mardhatillah, 2025), (Aisyar Mata et al., 2023), and others, indicating that reward positively and significantly affects work motivation.

The Effect of Work Discipline on Work Motivation

The research results show that work discipline has a positive and significant effect on work motivation at PT. DAT Hospital Indonesia. This means that work discipline is a determining factor for work motivation, where work discipline can increase work motivation. According to (Dairi et al., 2020), good discipline reflects an employee's responsibility for their tasks. Work discipline contributes to work motivation, where disciplined employees will be more productive and achieve higher performance. In the work discipline variable, the indicator of utilizing company facilities received the highest score from respondents, proving that employees follow company regulations and optimize work facilities. This result aligns with research by (Masrurroh Anggeraini & I Made Adnyana, 2024), showing that work discipline positively and significantly affects work motivation.

The Effect of Organization Culture on Work Motivation

The research results show that organization culture has a positive and significant effect on work motivation at PT. DAT Hospital Indonesia. This indicates that organization culture is a determinant factor for work motivation. According to Purba & Sudibjo (2020), organizational culture reflects characteristics and traits within the work environment that influence employees' behavior. A positive organizational culture can guide employees regarding expected performance standards and values. In the organization culture variable, the indicator of giving attention to every issue received the highest score from respondents, proving that employees address work issues promptly and do not ignore small problems. This finding aligns with studies by (Zesmi Yenti, Arna Suryani & Fakhrul Rozi Yamali, 2024) and (Dinday Ayu, et.al., 2021), stating that a positive culture increases motivation and performance.

The Effect of Reward on Employee Performance Through Work Motivation

The research results indicate that reward has a positive and significant effect on employee performance through work motivation at PT. DAT Hospital Indonesia. This means that reward,

mediated by work motivation, is a factor that improves employee performance. As employees receive rewards, their work motivation increases, leading to better performance. This finding is consistent with studies by (Novi Sandra & Antony Sentoso, 2024), showing that work compensation positively influences employee performance through work motivation.

The Effect of Work Discipline on Employee Performance Through Work Motivation

The research results show that work discipline has a positive and significant effect on employee performance through work motivation at PT. DAT Hospital Indonesia. This means that work discipline, mediated by work motivation, is a factor that enhances employee performance. Disciplined employees are more productive, leading to higher performance. This finding is consistent with research by (Masrurroh Anggeraini & I Made Adnyana, 2024), indicating that work discipline positively and significantly affects employee performance through work motivation.

The Effect of Organization Culture on Employee Performance Through Work Motivation

The research results show that organization culture has a positive and significant effect on employee performance through work motivation at PT. DAT Hospital Indonesia. This indicates that implementing a good organizational culture, mediated by work motivation, can enhance employee performance. A positive culture provides guidance on performance expectations, helping employees achieve higher performance. This finding aligns with research by (Robi Sanjaya, Chablullah W & Saijiyo, 2024), which found that organizational culture positively influences employee performance through work motivation.

CONCLUSION

Based on the data analysis and the previous discussions, the study concluded that reward, work discipline, organization culture, and work motivation all have significant positive effects on employee performance at PT. DAT Hospital Indonesia. The findings suggest that higher rewards lead to improved employee performance, and disciplined employees tend to have better work outcomes. Furthermore, a positive organizational culture fosters an environment that enhances employee performance, and motivated employees are more likely to perform well. The research also found that reward and work discipline positively affect work motivation, which in turn, influences employee performance. This indicates that reward systems and disciplined behaviors can act as drivers for improving motivation, leading to enhanced performance.

The study's implications highlight the importance of maintaining and improving employee skills, fair and competitive reward systems, and a disciplined work culture. Effective use of company facilities and a responsive organizational culture contribute significantly to employee performance. Additionally, fostering a conducive social environment within the workplace can boost employee motivation, thereby enhancing their overall performance.

For PT. DAT Hospital Indonesia, the study recommends improving time management training to address issues related to task completion delays. It also suggests revising the promotion system to ensure transparency and fairness, as well as strengthening work discipline by implementing more rigorous time management policies. The company should also create a supportive environment that encourages innovation and risk-taking, as well as providing health and pension benefits to improve employee security and motivation.

For future research, the study suggests including additional variables such as compensation, job satisfaction, and career development to provide a broader perspective. Expanding the sample to

include a more diverse set of employees across different sectors would also provide more comprehensive insights. Additionally, using a wider range of references could enhance the robustness of future studies.

However, the study has several limitations. It focused on only four independent variables and one mediating variable, excluding other potential factors that could influence employee performance. The data was gathered solely through questionnaires, limiting the depth of the analysis, and the sample was restricted to operational employees at PT. DAT Hospital Indonesia, which may affect the generalizability of the findings.

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