

Employee Performance Reviewed from Organizational Culture, Information Technology, Workload, and Supervision

Dera Muthia Latifah, Istiatin, Ikhwan Hamzah

Management Faculty, Postgraduate Program, Batik Islamic University, Surakarta
dera.muthia1704@gmail.com

ABSTRACT

This study aims to determine the simultaneous (concurrent) and partial influence of the variables of Organizational Culture, Information Technology, Workload, and Supervision on employee performance at the Clinic.Sportin Cibubur. This study uses a quantitative descriptive approach. A Likert scale is also included to measure organizational culture, informatics techniques, workload, and supervision on the performance of sports clinic employees in Cibubur. This study took place at the sports clinic on Jl. Jambore No. 1, Cibubur, East Jakarta. This study took four months, from December 2025 to March 2026, starting from observation to data collection and research conclusions. The population of this study was all 85 employees of the Cibubur sports clinic. The sample size was 85 employees. The sampling technique used in this study was saturated sampling, meaning that all populations were sampled in the study. After data tabulation, the data were processed using multiple linear regression analysis tools with SPSS 27 software. The results showed that there was a partial and simultaneous influence of the variables Organizational Culture, Information Technology, Workload, and Supervision on employee performance at the Cibubur Sports Clinic.Sportin Cibubur

Keywords: *Performance, Organizational Culture, Information Technology, Workload, Supervision*

INTRODUCTION

Human resources are a crucial factor in determining the success of an organization. In healthcare organizations, particularly sports clinics, the presence of high-performing employees is essential to providing optimal service to the public. Employee performance reflects the level of employee success in carrying out the tasks and responsibilities assigned by the organization. Good performance will impact the quality of service, patient satisfaction, and the organization's sustainability in facing competition in the healthcare sector. Sports clinics, as healthcare institutions that focus on treating sports injuries, rehabilitation, and improving physical fitness, require a professional and high-performing workforce. Employees at sports clinics are not only required to possess technical competence in the fields of health and sports, but also must be able to work effectively and efficiently, and provide maximum service to patients. Therefore, improving employee performance is a crucial aspect that clinic management needs to pay attention to.

However, in practice, various issues related to employee performance in healthcare organizations are still frequently encountered. Several factors that can influence employee performance include organizational culture, information technology utilization, workload, and supervision. These four factors play a crucial

role in creating a conducive work environment that enables employees to perform optimally. (Siahaan et al., 2021)

One factor that can influence employee performance is organizational culture. Organizational culture is a set of values, norms, beliefs, and habits that develop within an organization and serve as guidelines for its members' behavior and work. A strong organizational culture can create a sense of togetherness, increase employee loyalty, and encourage employees to work more productively. Conversely, a weak organizational culture can lead to conflict, decrease work motivation, and negatively impact employee performance. In healthcare organizations such as sports clinics, an organizational culture that supports professionalism, teamwork, and a service orientation is essential to improving the quality of employee performance. (Maryati, 2023)

In addition to organizational culture, information technology also plays a crucial role in supporting employee performance. The rapid development of information technology has brought about significant changes in various fields, including healthcare. The use of information technology can assist employees in managing patient data, expediting administrative processes, improving information accuracy, and supporting more effective decision-making. In the context of sports clinics, information technology can be used for medical record systems, therapy scheduling, patient progress monitoring, and health data management. Optimal use of information technology can make employee work more effective and efficient, thereby improving employee performance. However, the implementation of information technology in organizations also faces various challenges. Not all employees have the same skills in operating information technology, which can create obstacles in carrying out their work. Furthermore, limited technological facilities or systems that are not yet well integrated can also affect the effectiveness of information technology use. Therefore, organizations need to ensure that the implementation of information technology can optimally support employee performance. (Salendra, 2024)

Another factor that influences employee performance is workload. Workload is the number of tasks or tasks an employee must complete within a specific timeframe. Excessively high workloads can lead to fatigue, job stress, and reduced employee productivity. Conversely, excessively low workloads can also lead to employee demotivation. Therefore, organizations need to manage workloads in a balanced manner to ensure optimal employee performance. In a sports clinic, employee workload can be influenced by the number of patients served, the complexity of injury cases handled, and administrative responsibilities. If workloads are not managed effectively, this can impact the quality of service and employee performance. Therefore, effective workload management is essential to maintain a balance between job demands and employee capabilities. (Nurmala, 2024).

Supervision is also a crucial factor that can influence employee performance. Supervision is the process of monitoring, coaching, and directing subordinates to ensure that work is carried out according to established standards. Through effective

supervision, leaders can provide direction, feedback, and motivation to employees so they can perform better. In healthcare organizations, effective supervision is essential to ensure that patient care complies with established procedures and standards. Effective supervision can also help employees address various challenges they face on the job. Conversely, suboptimal supervision can lead to errors in task execution, decreased work discipline, and reduced employee motivation. (Putri, 2020)

Although these factors have been extensively studied in various organizational contexts, previous research has yielded mixed results. Furthermore, most previous studies have focused on public sector organizations, private companies, and hospitals in general. Research specifically examining the influence of organizational culture, information technology, workload, and supervision on employee performance in sports clinics is still relatively limited. This is despite the fact that sports clinics have distinct characteristics compared to other healthcare institutions, particularly in terms of the types of services provided, the type of workforce, and the technology requirements used. The sports clinic in Cibubur is a healthcare facility that provides services in the fields of sports health and rehabilitation. To improve the quality of service to the community, the clinic needs to ensure that all employees perform optimally. Therefore, it is important to understand the factors that can influence employee performance at the clinic.

Based on the above description, it can be concluded that organizational culture, information technology, workload, and supervision are factors that potentially influence employee performance. However, there are still differences in the results of previous studies and limitations in research conducted in the context of sports clinics. Therefore, this study was conducted to analyze the influence of organizational culture, information technology, workload, and supervision on employee performance at the Sports Clinic in Cibubur.

RESEARCH METHODS

This study uses a quantitative descriptive approach. A Likert scale is also included to measure organizational culture, informatics techniques, workload, and supervision of the performance of sports clinic employees in Cibubur. This study took place at the sports clinic on Jl. Jambore No. 1, Cibubur, East Jakarta. This study took four months, from December 2025 to March 2026, starting from observation to data collection and research conclusions. The population of this study was all 85 employees of the Cibubur sports clinic. The sample size was 85 employees. The sampling technique used in this study was a saturated sampling technique, meaning that all populations were sampled in the study. After data tabulation, the data were processed using multiple linear regression analysis tools with SPSS 27 software. This analysis was used to determine the effect of the independent variables on the dependent variable. The formula used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information :

Y = Employee Performance

- X1 = Organizational Culture
- X2 = Information Technology
- X3 = Workload
- X4 = Supervision
- a = constant
- b1, ... b4 = regression coefficient
- e = error/mistake

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

The multiple linear regression equation is as follows:

$$Y = -0.577 + 0.353X1 + 0.429X2 + 0.090X3 + 0.170X4.$$

The equation can be explained as follows:

- 1) a = -0.577, this means that if the factors of Organizational Culture (X1), Information Technology (X2), Workload (X3) and Supervision are considered constant, this will result in Employee Performance (Y) decreasing by 0.577.
- 2) b1 = 0.353, this means that if the Organizational Culture factor (X1) increases by 1 unit, and Information Technology (X2), Workload (X3) and Supervision (X4) are considered constant, it will increase Employee Performance (Y) by 0.353.
- 3) b2 = 0.429, this means that if the Information Technology factor (X2) increases by 1 unit, and Organizational Culture (X1), Workload (X3) and Supervision are constant, then Employee Performance (Y) increases by 0.429.
- 4) b3 = 0.090, this means that if the Workload factor (X3) increases by 1 unit, and the Organizational Culture (X1), Information Technology (X2), and Supervision (X4) variables are constant, then Employee Performance (Y) increases by 0.090.
- 5) b4 = 0.170, this means that if the Supervision factor (X4) increases by 1 unit, and the variables Organizational Culture (X1), Information Technology (X2) and Workload (X3) are constant, then Employee Performance (Y) increases by 0.170.

For further details, please see the SPSS data processing results table as follows:

Table 1
Summary of Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,577	,828		-,696	,488
Organizational culture	,353	,037	,479	9,623	,000

Information Technology	,429	,060	,465	7,186	,000
Workload	,090	,030	,125	2,988	,004
Supervision	,170	,041	,245	4,140	,000

Source: Data processed in 2026

t-test

The t-test is a hypothesis test to determine whether there is a partial effect between the independent variable and the dependent variable. The results of this analysis are as follows:

- 1) T-test relating to Organizational Culture (X1) on the Performance of Cibubur Sports Clinic Employees (Y).
 From the results of the calculation, the result obtained was $t \text{ count} = 9.623 > t \text{ table} = 1.990$, so H_0 was rejected, meaning there was an influence between Organizational Culture (X1) on Employee Performance (Y).
- 2) T-test related to Information Technology (X2) on the Performance of Cibubur Sports Clinic Employees (Y).
 From the results of the calculation, the result obtained was $t \text{ count} = 7.186 > t \text{ table} = 1.990$, so H_0 was rejected, meaning there was an influence between Information Technology (X2) on Employee Performance (Y).
- 3) T-test relating to Workload (X3) on the Performance of Cibubur Sports Clinic Employees (Y).
 From the results of the calculation, the result obtained was $t \text{ count} = 2.988 > t \text{ table} = 1.990$, so H_0 was rejected, meaning there was an influence between Workload (X3) on Employee Performance (Y).
- 4) T-test related to Supervision (X4) on the Performance of Cibubur Sports Clinic Employees (Y).
 From the results of the calculation, the results of the t count of Supervision (X4) were obtained as $= 4.140 > t \text{ table} = 1.990$, so H_0 was rejected, meaning there was an influence between Work Discipline (X4) on Employee Performance (Y).

Model Feasibility Test

Table 2 Model Feasibility Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	284,233	4	71,058	126,353	,000b
	Residual	44,990	80	,562		
	Total	329,224	84			

Source: SPSS data processing, 2026

From the results of SPSS data processing, the F-count value was obtained at $126.353 > F\text{-table } 2.49$ with a significance level of 0.000. Because the significance value of $0.000 < 0.05$, then together the independent variables namely Organizational Culture (X1), Information Technology (X2), Workload (X3) and Supervision (X4) on Employee Performance (Y).

Analysis of the Coefficient of Determination (R²)

Table 3 Test of Determination Coefficient (R²)

Model	R	R Square	Adjusted Square	R	Standard Error of the Estimate
1	,929a	,863	,857		,750

Source: Processed data, 2025

By using the SPSS program, it can be obtained for R² of 0.857 or 85.7%, meaning that together there is an influence between the independent variables, namely Organizational Culture (X1), Information Technology (X2), Workload (X3) and Supervision (X4) on Employee Performance (Y) of 85.7%, while the remaining 14.3% is influenced by other factors, which were not studied, such as incentives, division of labor, rewards, leadership, work environment and others.

Discussion

From the results of the data analysis, it can be explained that answering the hypothesis is as follows:

1. The Influence of Organizational Culture on the Performance of Employees at the Cibubur Sports Clinic

The results of the data analysis show that there is an influence of organizational culture on the performance of sports clinic employees in Cibubur. This is supported by research by Nursyifa (2023) and Afrizal (2022) which states that organizational culture influences employee performance.

Organizational culture is a set of values, norms, beliefs, and rules that are shared and implemented by all members of an organization in carrying out work activities. A strong organizational culture shapes employee behavior patterns at work, thus influencing how employees interact, coordinate, and complete their tasks and responsibilities. In a healthcare organization like the Cibubur Sports Clinic, a strong organizational culture is crucial for creating a conducive work environment and improving the quality of patient care.

A well-implemented organizational culture will encourage employees to work in a disciplined, responsible manner, and demonstrate commitment to the organization. Organizational values such as teamwork, professionalism, and integrity can shape positive employee work attitudes. With clear norms and rules, employees will better understand the standards of behavior and work they must

adhere to in carrying out their duties. This will result in increased employee effectiveness and efficiency.

Furthermore, a conducive organizational culture can also increase employee motivation. Employees who feel comfortable in their work environment and share the same values as the organization will be more motivated to deliver their best performance. A positive organizational climate can also enhance communication and collaboration among employees, resulting in better and more timely completion of work.

Thus, the better the implementation of organizational culture within an organization, the higher the resulting employee performance. Therefore, organizational culture has a positive influence on improving employee performance at the Cibubur Sports Clinic. A strong organizational culture will help an organization achieve its goals more effectively by improving the quality of employee work.

2. The Influence of Information Technology on the Performance of Cibubur Sports Clinic Employees

The results of the data analysis show that there is an influence of organizational culture on the performance of sports clinic employees in Cibubur. This is supported by research by Syafri, et, al.. (2022); Salendra et, al.. (2024); which states that information technology influences employee performance.

Information technology is a tool used to process, store, and deliver information quickly and accurately using hardware, software, and communication networks. In a healthcare organization like the Cibubur Sports Clinic, information technology plays a crucial role in supporting the smooth operation of staff, particularly in patient data management, administration, and the delivery of service information.

Proper use of information technology can help employees complete their work more effectively and efficiently. With an adequate information technology system, employees can access the information they need more quickly, resulting in a more structured and organized work process. Furthermore, information technology can reduce errors in data processing because the system can store and manage information more accurately. Information technology also facilitates coordination and communication between employees in carrying out their duties. Through an integrated information system, every employee can quickly access the same information, resulting in better decision-making and patient care. This will undoubtedly have an impact on increasing employee productivity and work quality.

Thus, the better the use of information technology within an organization, the more employee performance will improve. Therefore, information technology has a positive impact on employee performance at the Cibubur Sports Clinic, as it can help employees improve the effectiveness, efficiency, and quality of their work.

3. The Effect of Workload on the Performance of Cibubut Sports Clinic Employees

The results of the data analysis show that there is an influence of workload on the performance of sports clinic employees in Cibubur. This is supported by research by Septiani, et. al. (2023) and Hakman, et. al. (2021) which states that workload influences employee performance.

Workload is the number of tasks or tasks an employee must complete within a specific timeframe, consistent with the responsibilities established by the organization. Workload encompasses the work targets to be achieved, the amount of work, the use of working time, work standards, and the working conditions employees face in carrying out their duties. Proper workload management is crucial for employees to perform their duties effectively and optimally.

A workload that matches an employee's abilities can encourage them to work more productively and responsibly in completing their tasks. When employees are able to manage work targets and utilize work time effectively, their performance will improve. Conversely, if the workload is too high or unbalanced with an employee's abilities, it can lead to work fatigue, stress, and a decrease in the quality of employee performance. Research conducted by Septiani et.al., (2023) shows that workload has an impact on employee performance, where good workload management can increase work productivity. Furthermore, research by Maharani and Budianto (2019) also states that workload has a significant effect on employee performance, because a well-organized workload can help employees complete tasks more effectively. Furthermore, research by Hakman et.al., (2021) shows that a workload that matches an employee's abilities can improve performance, because employees can complete work with more focus and direction.

Thus, it can be concluded that workload influences employee performance. If the workload is managed well and balanced with employee capabilities, employee performance will improve. Conversely, an excessively heavy workload can decrease employee performance by creating excessive work pressure. Therefore, proper workload management is a crucial factor in improving employee performance within an organization.

4. The Influence of Supervision on the Performance of Cibub Sports Clinic Employees

The data analysis results indicate that supervision influences the performance of sports clinic employees in Cibubur. Supervision is a crucial factor influencing employee performance within an organization. Through supervision, leaders can provide direction, oversight, and coaching to employees to ensure work is carried out according to established standards. Effective supervision will help employees better understand their duties and responsibilities, thereby improving work quality and productivity.

Several previous studies have shown that supervision influences employee performance. Research by Andoko and Putri (2020) found that effective

supervision by superiors can improve employee performance because they receive clear direction and guidance in carrying out their work. Furthermore, research by Nuryati et al. (2022) also demonstrated that supervision has a positive and significant impact on employee performance, where supervision and coaching by superiors can help employees work more effectively.

Research by Siahaan et al. (2021) shows that effective supervision can improve employee discipline and responsibility in carrying out their duties, thus improving performance. Furthermore, research by Simanjuntak and Murtiningsih (2025) concluded that targeted and continuous supervision can help employees improve their performance through evaluation and follow-up by management. Another study by Ibort et al. (2021) also found that supervision significantly impacts employee performance due to the monitoring and coaching processes that improve employee work quality.

Based on the results of several studies, it can be concluded that supervision has a positive influence on employee performance. Effective supervision through direction, oversight, coaching, evaluation, and follow-up can help employees improve work quality and optimally achieve organizational goals.

CONCLUSION AND SUGGESTIONS

Based on the research results and discussion regarding the influence of organizational culture, information technology, workload, and supervision on employee performance at the Cibubur Sports Clinic, it can be concluded that all have a positive and significant influence on employee performance. The results of this study provide implications that improving employee performance at the Cibubur Sports Clinic can be achieved by strengthening organizational culture, utilizing information technology optimally, managing workloads appropriately, and improving the implementation of supervision by leaders. A strong organizational culture will create a conducive work environment and increase employee motivation. Good utilization of information technology will speed up work processes and facilitate access to information. In addition, balanced workload management and effective supervision can help employees work in a more focused, disciplined, and responsible manner in achieving organizational goals.

Based on the results of the research that has been carried out, the suggestions that can be given are as follows: For the management of the Cibubur Sports Clinic, it is hoped that they can continue to strengthen the organizational culture through the application of work values, discipline, and cooperation between employees to improve employee performance. Management is expected to increase the use of information technology by providing adequate technological devices and information systems that are easy for employees to use.

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