



IMPLEMENTATION OF A MODEL FOR IMPROVING RADIOLOGY STAFF PERFORMANCE BASED ON ORGANIZATIONAL CULTURE AND COMPETENCY

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KEYWORDS	ABSTRACT
radiology staff performance, organizational culture, competence, and work motivation.	Good human resources are one of the crucial factors in health care institutions. Improving employee performance and achievement will have an impact on improving company performance. This study aims to determine the extent to which radiology staff performance is influenced by organizational culture, competence, and motivation and implement performance improvement using performance appraisals and potential estimates. The object of this research is the three branches of the XYZ hospital group. The sample in this study used saturated sampling, with the entire population being the sample. Statistical tests use SEM PLS. Based on the analysis results, it is proven that organizational culture and competence have a positive and significant effect on the performance of radiology staff. Organizational culture and competence have a positive and significant effect on the work motivation of radiology staff. Motivation can mediate the indirect influence of organizational culture and competence on the performance of radiology staff. Implementation of performance improvement models using performance assessment and potential estimates. All hypotheses in this research are proven and acceptable. Organizational culture and competence directly and indirectly affect the performance and motivation of radiology staff.

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INTRODUCTION

Hospitals provide health services to individuals and provide superior care services to their patients by balancing improving the quality of hospital services with improving the performance of medical personnel (Minister of Health of the Republic of Indonesia, 2019).

Good human resources are a crucial factor in health service institutions. Increasing staff performance and achievements will have an impact on increasing company performance. HR is necessary for institutional leadership because humans are the locomotive that directs and determines the organization's progress toward future challenges (Neksen et al., 2021).

This research is essential to carry out because the performance of the radiology staff in the XYZ hospital group is one of the crucial determinants when determining the success of achieving the company's vision and mission. In the 2019-2021 period, there was an increase in the performance assessment of radiology staff on the elements of integrity, commitment, trust, and compassion. Only the element of professionalism experienced a decline in 2021. In 2019, the average professionalism assessment was 3.57. In 2020, it was 3.74; in 2021, it decreased by 3.69. The decrease in performance assessment, which was only found in the element of professionalism in the 2021 period from an average of three branches of XYZ Hospital, is the reason for the author to look for factors that are

thought to influence the increase in performance assessment in the radiology department and policy recommendations, suggestions and recommendations can be made. Benchmarks that can be adapted to radiology in other hospital branches so that improvements in radiology performance can be evenly distributed in other branches of the XYZ hospital group that will be built.

Staff performance is the fruit of work assessed in terms of the quality and quantity obtained by staff when carrying out their field of responsibility (Mangkunegara, 2017a). Individuals, environment, skills, and motivation can influence staff performance (Mangkunegara, 2017b). Other things that can influence performance are mental attitude, employee skills, leadership abilities, employee income level, employee education, salary and health, social security, work environment, workplace infrastructure, available technology, and opportunities for success (Sedarmayanti, 2017).

The author conducted a pre-survey to find out related variables that are thought to influence the performance of radiology staff in the XYZ hospital group. The pre-survey was carried out by giving a questionnaire to 15 respondents, making questions based on the variables. The results of the pre-survey carried out in 3 radiology departments were processed by the author. The author conducted a pre-survey on organizational culture, training and development, leadership, work motivation, competence, work environment, work experience, and job satisfaction. The pre-survey produced three variables that were thought to be the most dominant, including organizational culture variables, with ten respondents answering yes; work motivation, with 12 respondents answering yes; and competence, with 11 respondents answering yes.

Professionalism assessment results, there was a slight decrease in 2021. The average assessment in 2019 was 3.57, the average in 2020 was 3.74, and the average in 2021 was 3.69. Some previous research results have research gaps. Several previous researchers have studied the relationship between organizational culture and staff performance. Research produced by researchers found that organizational culture has a positive influence on increasing worker performance (Febriyarso & Ruslan, 2021)(Suryadi & Aima, 2019). Researchers found that the more positive the quality of organizational culture elements, the greater the influence on staff performance (Ikhsan, 2016). On the other hand, research completed by researchers found that organizational culture results did not impact employee performance (Harwiki, 2016).

The second element that impacts the performance of radiology staff in the XYZ Hospital group is competence. Research by researchers shows that worker motivation and work competency harmoniously influence employee performance (Setyawan et al., 2021). On the other hand, in his research, researchers stated that competence has no effect and is not in harmony with increasing employee performance (Hidayat, 2021).

Motivation is The third factor that influences the performance of radiology staff in the XYZ Hospital group. Research conducted by researchers shows that motivation positively affects employee performance (Prayogi & Nursidin, 2018). Bukhari and Pasaribu's research conclusion partially shows that motivation is not significant in performance (Bukhari & Pasaribu, 2020).

This research observation aims to determine the relationship between organizational culture, competence, motivation, and the performance of radiology staff in the XYZ hospital group. Understand and analyze the influence of organizational culture on the performance of radiology staff in the XYZ hospital group. To understand and analyze the influence of competency on the performance of radiology staff in the XYZ hospital group. To understand and analyze the influence of motivation on the performance of radiology staff in the XYZ hospital group. Understand and analyze the influence of organizational culture on the motivation of radiology staff in the XYZ hospital group. To find out and analyze the influence of competency on the motivation of radiology staff in the XYZ

hospital group. Knowing the indirect influence of organizational culture on performance with motivation as mediation. Knowing the indirect effect of competence on performance with motivation as mediation. To determine, analyze, and design a performance appraisal evaluation form based on organizational culture, competency, and work motivation variables.

The benefit of this research is that the research will determine how organizational culture and competence influence the performance of radiology staff in the XYZ hospital group, with motivation as a mediating variable. It is hoped that the research results can help companies consider and overcome relevant problems related to organizational culture, competence, motivation, and performance of radiology staff in the XYZ hospital group. It is hoped that this research can be a source of additional research and increase knowledge about the field of HR management, especially issues of organizational culture, competency, and motivation related to the performance of radiology staff (Rohim & Budhiasa, 2019).

METHOD

The type of research used is quantitative with an observational survey approach. The population in this study was 40 radiology staff at the XYZ hospital group. In this research, the sampling technique used a saturated sampling technique. The number of research samples this time was 40 respondents. The variables researchers use in this research are exogenous, endogenous, and mediating variables. The exogenous variables in this research are organizational culture and competence. The mediating variable in this research is motivation. The endogenous variable in this study is the performance of radiology staff. Data processing and analysis methods that use Partial Least Square (PLS) are very effective. This method is often referred to as soft modeling because it can eliminate regression assumptions / OLS (ordinary least square) or multicollinearity problems between exogenous variables.

RESULTS AND DISCUSSION

The research results show that organizational culture, competence, and motivation positively and significantly affect employee performance. Furthermore, motivation can also mediate the influence of organizational culture and competence on employee performance.

The influence of each research variable when linked to theory and previous research results can be explained in a detailed discussion of the research results as follows:

The Influence of Organizational Culture on the Performance of Radiology Staff

The regression coefficient result of organizational culture on the performance of radiology staff is 0.259, which is positive. $t_{\text{Calculated}} (2.349) > t_{\text{Table}} (1,68)$ and the p-value is 0,010 (significant), the research results show that organizational culture directly has a positive and significant influence on the performance of radiology staff in the XYZ Hospital Group. This means that the higher the organizational culture that is implemented, the higher the performance of radiology staff will be.

The results of this research align with the findings of researchers, who concluded that organizational culture continuously influences the performance of nurses at the initial hospital in Bros Batam (Susilowati et al., 2020). This is also in line with research conducted by researchers concluding that there is a high correlation between performance variables and the relationship between organizational culture variables (Djaman et al., 2021). The results of research conducted by researchers show that organizational culture has an impression on the performance of Kupang City Alak health center workers (M. Damanik et al., 2023). Researchers showed that organizational culture influences hospital employee performance (Bilqis et al., 2023).

The innovation and risk-taking dimensions have the lowest mean with a value of 3.38 in the medium category, especially the reward indicator for innovative ideas, which has the lowest value with a mean of 3.15 in the medium category. From the results of field interviews, several staff felt that the radiology department needed to give more appreciation for the efforts carried out by radiology staff. This can be a note for the head of radiology to provide a higher appreciation for new ideas. The ability of the head of radiology to accommodate the innovative ideas of radiology staff can spur the performance of staff in the radiology department. The development of advanced technology, examinations, and software in radiology will have more significant potential for use by radiology staff who can think innovatively.

The attention to detail dimension is known to have the highest mean of 3.54 in the high category. This shows that the radiology department has provided good SOP or work procedures, and the radiology staff is committed to implementing good work SOP. This needs to be maintained by the head of radiology to maintain the performance of the radiology staff.

The Influence of Competency on the Performance of Radiology Staff

The results of the competency regression coefficient on the performance of radiology staff were 0.328, which was positive. Calculated t value (3.574) > t_{Table} (1,68) and the p -value is 0,000 (significant); thus, the research results show that competence directly has a positive and significant influence on the performance of radiology staff in the XYZ Hospital Group. This means that the higher the competency, be it knowledge competency, skills competency, or behavioral competency, the better the performance of radiology staff will be.

The results of this research align with research conducted by researchers, which concluded that competency has an essential influence on the performance of nurses in RSJ Bali Province (Darma Laksana & Ariani Mayasari, 2021). Research conducted by researchers produced competency variables related to high influence on employee performance (Setio & Gulo, 2021). Researchers explained that competence simultaneously had a significant effect on the performance of nurses at the early Bros Batam Hospital (Susilowati et al., 2020). Research produced by researchers expressing competence influences the performance of hospital employees (Rusvitawati et al., 2019).

The knowledge dimension gets the lowest score with a mean of 3.27, with the lowest indicator in getting job-appropriate training with a score of 3.25. This shows a need for formal education in the field of radiology. This is reinforced by the characteristics of respondents with a Diploma education level of 27 respondents from 40 populations, or 67.5% of the total population. Knowledge of radiology can be obtained through education, and radiology staff's skills can be honed through the repetition of work activities and regular training programs. This can be input for the head of radiology when looking for new employees to emphasize that a Diploma IV or Masters in Applied Radiology may need to be considered further in looking for new radiology staff formations to increase knowledge at the radiology staff level. The head of radiology can consider increasing the competency of radiology staff by providing scholarships for Diploma III staff to obtain a higher level of education in the field of radiology. Another note is managing fund allocation training and development and focusing on developing work skills.

The behavioral dimension received the highest score in the respondent's description, with a value of 3.74. The willingness of radiology staff to help other staff if they need help with radiology staff's compliance with radiology SOP is the key to success in maintaining the polarization of behavior of radiology staff.

The Influence of Motivation on the Performance of Radiology Staff

The regression coefficient result of motivation on the performance of radiology staff is 0.453, which has a positive meaning. Calculated t value (3.833) > t_{Table} (1,68) and the p -value is 0.000 (significant); thus, the research results show that motivation directly has a positive and significant influence on the performance of radiology staff in the XYZ Hospital Group. This means that the higher the employee's motivation, be it physiological needs, safety, social needs, self-esteem needs, and self-development, the greater the performance of radiology staff will be.

The results of this research are in line with research conducted by researchers which explains that motivation has a significant relationship to the performance of Medan Mitra Medika Hospital nurses (Astuti & Lesmana, 2019). Overall, research conducted by researchers shows that motivation substantially impacts the work motivation of Nur Hidayah Hospital employees (Mudayana, 2014). Research conducted by researchers suggests that motivation influences the performance of employees at the Kupang City Alak Community Health Center (M. Damanik et al., 2023). The results of the journal completed by researchers show that motivation variables positively and significantly influence the performance of the Jala Ammar Makassar Marine Hospital (Almukarom et al., 2019). Researchers results explain motivation variables' significant and positive influence on staff performance (Nauli, 2021).

The security need dimension was ranked lowest, with an average value of 3.16. Even though most radiology staff feel the need for a sense of security is sufficient, there are still radiology staff who are worried about it. The old age security indicator has the most minor average, with a value of 2.97. By working in a private company, several radiology staff are worried about their old age security because there is only one old age security other than BPJS employment.

The affection / social needs dimension was ranked highest, with 3.41 in the high category. The attitude of the leadership, head of radiology, and radiology doctors, as well as the support of colleagues, can motivate radiology staff to be more confident.

The Influence of Organizational Culture on Radiology Staff Work Motivation

The regression coefficient result of organizational culture on radiology staff motivation is 0.483, which has a positive meaning. Calculated t value (3.778) > t_{Table} (1,68) and the p -value is 0.000 (significant); the research results show that organizational culture directly has a positive and significant influence on the motivation of radiology staff in the XYZ Hospital Group. This means that the higher the organizational culture implemented, the greater the work motivation of radiology staff will be.

The regression coefficient of organizational culture on motivation is 0.483, more excellent than organizational culture on performance at 0.259. This means that the higher the organizational culture that is implemented, the increase in work motivation of radiology staff will be higher than the performance of radiology staff.

The results of this research align with research conducted by researchers, which stated that organizational culture has a positive and significant effect on work motivation (Putra & Dewi, 2019). Research conducted by researchers shows that organizational culture influences employees' work motivation at the Alak Health Center, Kupang City (M. Damanik et al., 2023). Research conducted by researchers shows that Islamic organizational culture positively influences Islamic work motivation (Rahman & Fuad, 2022).

Organizational culture is the shared values, principles, traditions, and ways of doing things that influence how organizational members act.

A. The Influence of Competency on Work Motivation of Radiology Staff

The results of the competency regression coefficient on radiology staff motivation were 0.390, which was positive. Calculated t value (2.913) > t_{Table} (1,68), and the p -value is 0.002 (significant). Thus, the research results show that competence directly has a positive and significant influence on the motivation of radiology staff in the XYZ Hospital Group.

The regression coefficient of competence on motivation is 0.390, more significant than organizational culture on performance of 0.328. This means that the higher the competency applied, the increase in work motivation of radiology staff will be higher than the performance of radiology staff.

The results of this research align with research conducted by researchers. The analysis shows a positive and significant relationship between competence and employee work motivation (Triyanto & Sudarwanti, 2014). This shows that high competence and significant commitment from employees will be able to increase employee work motivation. It was stated in research conducted by researchers that there is a link between competency in career levels and nurse motivation (Twistiandayani et al., 2020). The results of research conducted by researchers show that the competency variable has a significant positive effect on work motivation (Herlambang et al., 2018). The research results conducted by researchers show that competence and supervision competency positively and significantly affect employee achievement motivation (Darwina et al., 2019). According to research conducted by researchers competence significantly affects employee motivation (Mardiana et al., 2021).

The Influence of Organizational Culture on Radiology Staff Performance through Motivation as Mediation

The estimated parameter of organizational culture on staff performance through motivation shows significant results with a calculated t value (2.657) > t_{Table} (1,68) with a significance level of 0.004 < 0.05 (5%), thus the research results show that motivation can be a mediating influence Organizational culture on the performance of radiology staff at XYZ Hospital Group. This means that organizational culture can indirectly influence performance through motivation. The results of this research show that organizational culture has a direct influence on the performance of radiology staff but also an indirect influence on performance through motivation.

The results of this research are in line with research conducted by researchers. The research results found that motivation plays a significant role in connecting the influence of organizational culture on employee performance (Pane, 2019). Research conducted by researchers showed that motivation can mediate between organizational culture and employee performance (Erika Febianasari & Kustini, 2022). Research conducted by researchers concluded that work motivation plays a role in mediating the influence of organizational culture on employee performance (Tecoalu et al., 2022). Researchers stated that a solid organizational culture, such as openness of information and participation of all organizational members in achieving organizational goals, can continue to be developed. When work motivation increases, it encourages employees to improve the quality and timeliness of their work (Putra & Dewi, 2019).

The Influence of Competency on Radiology Staff Performance through Motivation as Mediation

The parameter estimation of competence on staff performance through motivation shows significant results with a calculated t value (2.278) > t_{Table} (1,68) with a significance level of 0.012 < 0.05 (5%), thus the research results show that motivation can mediate the influence of competence on the performance of radiology staff in the XYZ Hospital group. This means that competence can indirectly influence performance through motivation.

This research's results align with researchers research that work competency and motivation must be managed well to obtain good results from nurse performance (Halawa et al., 2020). Based on research conducted by researchers, motivation can mediate the influence of competence on employee performance (Rochmah & Suhartono, 2022). The results of research conducted by researchers resulted in motivation mediating the influence of organizational culture on the performance of employees at the Alak Health Center, Kupang City (M. Damanik et al., 2023). The results of researchers research show that motivation is a variable that fully mediates the relationship between competence and performance (Agustine Pariesti et al., 2022). The results of research conducted by researchers show that work motivation mediates the influence of employee competence on employee performance (Huda & Abdullah, 2022).

Implementing the Performance Improvement Evaluation Model Based on Organizational Culture, Competency, and Work Motivation in the XYZ Hospital Group.

From field data through the performance assessment form that has been used, performance assessment variables include integrity, professionalism, commitment, trust, and compassion, which are part of corporate values.

Integrity is being honest and truthful, doing the right thing even if it is unpopular or nobody is looking, taking responsibility, including admitting mistakes and being consistent in how one acts. Description of professionalism is the desire for personal learning, self-development, courage to act as the situation requires, making quality decisions, and being customer-oriented. The description of commitment is caring that you fulfill your obligations and motivation to see the tasks/actions completed. Punctuality in meeting the timelines and prioritizing tasks/time to meet committed deadlines. The description of trust is maintaining confidentiality, trusting others, being trustworthy, and avoiding conflicts of interest. The description of compassion is caring about and understanding others, being sympathetic to others less fortunate, and listening with your heart. The performance assessment model above comes from the HRD department, which is based on corporate or company values as the leading guide for all departments, both internal and external processes. According to researchers, having performance assessments, both directly and indirectly, can improve work performance (Sedarmayanti, 2017). According to researchers, performance appraisal has the benefit of performance improvement, allowing staff and department heads to take appropriate action related to improving performance. A good performance appraisal reflects the work being assessed. Performance appraisal encourages workers to be better and identify and improve declining performance. Performance appraisal requires measurement and analysis standards according to the job. (Elmi, 2018).

Based on the opinions of the experts above, the author created a performance assessment form based on organizational culture, competency, and motivation, which has a limited scope covering only the radiology department so that the results of the performance assessment are expected to be more objective and optimal without straying from the company's goals. The performance assessment sheet can be seen in Figure 1.

Fransiskus Herianto, Sugiyanto, Ahmad Hariri, Siti Masrochah, Rasyid, Lisa Fonisha
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Performance Appraisal and Potential Forecast

Employee's Name	Employee ID
Title	Company
Appraiser's Name	Department	Radiology
Performance Review Period	Employee Level (Rating Performance)	A

INDIVIDUAL TARGET (Key Performance Index) : 80%

RATING SCORE		3 - Meets Target 4 - High Potential 5 - Significant High Potential				
1 - Significantly Below Target 2 - Below Target						
Core Competency	Target	Achievement	Weakness	Score Rating	%	Final Score
Budaya Organisasi Score: 0,5/item	Memiliki ide inovatif dalam pekerjaan/tindak pemeriksaan medis			5	15%	0,75
	Memiliki keberanian dalam mengakui kesalahan					
	Berkomitmen terhadap pelaksanaan SOP					
	Berkomitmen terhadap keputusan yang dibuat					
	Berkomitmen terhadap kepuasan pelanggan/pasien radiologi					
	Memperhatikan keputusan yang diambil					
	Memiliki kerjasama tim yang baik					
	Mendorong tim radiologi untuk lebih maju					
Kompetensi Target score 1-5	Memiliki sasaran individu yang baik			5	20%	1,00
	Memiliki semangat bersaing dalam bekerja					
	Memiliki kompetensi radiologi yang baik					
	Rutin mengikuti pelatihan radiologi					
	Memiliki keterampilan dalam menjalankan tugas					
	Tanggap dan cepat dalam menyelesaikan masalah dalam bekerja					
Motivasi Target score 1-5	Bekerja dengan senang hati			5	30%	1,50
	Taat terhadap norma yang berlaku					
	Memiliki motivasi untuk memajukan radiologi					
	Memberikan apresiasi pada radiologi					
Kinerja Score: 0,5/item	Mendukung rekan kerja			5	35%	1,75
	Memiliki motivasi tanggung jawab					
	Memiliki motivasi untuk mengembangkan diri					
	Mampu menjalankan tugas yang diinstruksikan dengan baik					
	Metakanakan pekerjaan dengan hasil baik					
	Mampu menyelesaikan pekerjaan sesuai target					
	Mampu menyelesaikan beberapa tugas sesuai tenggat waktu					
	Mampu memaksimalkan waktu yang tersedia untuk tugas lain					
	Mampu menyelesaikan tugas sebelum selesai dinas					
	Mampu memaksimalkan sumber daya radiologi					
Mampu menggunakan instrumen kerja dengan efektif						
Mampu menjalankan tugas sesuai bidang kompetensi						
Mampu menyelesaikan beberapa tugas sesuai tenggat waktu						
				100%	5,00	

CORPORATE VALUE CAPABILITY : 20%

RATING SCORE		3 - Meets Expectation 4 - Exceeds Expectation 5 - Significantly Exceeds Expectation		
1 - Significantly Below Expectation 2 - Below Expectation				
VALUE	DEFINITION	RATING SCORE	WEIGHTAGE	FINAL SCORE
Critical Judgment	kemampuan untuk menghadapi masalah dan menentukan solusinya		20%	1,00
		Comments :		
Communications	Dapat berkomunikasi dengan baik secara lisan maupun tertulis. Secara efektif menyampaikan dan berbagi informasi dan ide dengan orang lain. Pendengar yang baik dan paham berbagai sudut pandang		20%	1,00
Customer Orientation	Mendengarkan pasien/customer, membangun kepercayaan pasien/customer, meningkatkan kepuasan pasien/customer, memastikan komitmen terpenuhi, menanggapi kebutuhan pasien/pelanggan		20%	1,00
		Comments :		
Interpersonal skill/Teamwork	Kemampuan untuk bekerja sama dengan orang lain, baik itu atasan, rekan kerja, atau klien		20%	1,00
		Comments :		
Inovation / creativity	Menghasilkan ide-ide baru dan mengembangkannya sesuai tujuan perusahaan		20%	1,00
		Comments :		
Total Score Corporate Value				5,00

Individual Goals Score (x 80%)	5,00	80%	4
Corporate Values Capability Score (x 20%)	5,00	20%	1
Final Rating			5
RATING SCALE	E : 0 - 2,5	D : 2,51 - 2,99	C : 3 - 3,49
	B : 3,5 - 4,5	A : 4,51 - 5	A

PERSONAL DEVELOPMENT PLAN				
My Career Aspiration				
Short Term Target (6month) / Target jangka pendek	Long Term Target (>1year) / Target jangka panjang			
My Strengths				
1. Keterampilan, bakat, sikap dan/atau karakter apa yang saya miliki dan dapat saya manfaatkan untuk mencapai aspirasi karir saya?				
2. Pekerjaan yang mendapatkan feedback baik dari rekan kerja?				
3. Kelebihan yang saya miliki?				
My Potential Challenges				
1. Apa keterampilan, bakat, sikap, dan/atau karakter saya yang bertentangan dengan karir saya?				
2. Ketika saya bekerja dengan orang lain, saran apa yang akan mereka berikan kepada saya di bidang perbaikan diri saya?				
3. Apa yang benar-benar menghalangi saya untuk berhasil dalam karir saya?				
My Development Action Plan				
Kekurangan untuk diperbaiki	Apa Rencana Perbaikan Saudara?	Kapan Target Selesai?	Apa Ukuran Keberhasilannya?	Status Penyelesaian (Selesai/Tidak)
Review Comments				
Appraiser				
Employee				
Employee Level				
Superkeeper (A)	Keeper (B)	Solid Citizen (C)	Misfit (D)	Turnover (E)

Figure 1. Radiology Staff Performance Evaluation Sheet

CONCLUSION

Based on the research and discussion above, it can be concluded that the regression coefficient of organizational culture on the performance of radiology staff is 0.259, which is positive. The t value (2.349) > t table (1,68), and the p-value is 0.010 (significant). Thus, organizational culture influences the performance of radiology staff positively and significantly. The results of the competency regression coefficient on the performance of radiology staff were 0.328, which was positive. The t value (3.574) > t table (1,68), and the p-value is 0.000 (significant). Thus, competency influences the performance of radiology staff positively and significantly. The regression coefficient result of motivation on the performance of radiology staff is 0.453, which has a positive meaning. The t value (3.833) > t table (1,68), and the p-value is 0.000 (significant). Thus, motivation influences the performance of radiology staff positively and significantly. The regression coefficient result of organizational culture on radiology staff motivation is 0.483, which has a positive meaning. The t value (3.778) > t table (1,68) and the p-value is 0.000 (significant). Thus, organizational culture influences the work motivation of radiology staff positively and significantly. The results of the competency regression coefficient on radiology staff motivation were 0.390, which was positive. The

t value (2.913) > t table (1,68), and the p-value is 0.002 (significant). Thus, competence influences the work motivation of radiology staff positively and significantly. The estimated parameter of organizational culture on staff performance through motivation shows significant results with a value of count (2.657) > Table (1,68) with a significance level of 0.004 <0.05 (5%); motivation can mediate the relationship between organizational culture and radiology staff performance. The parameter estimating competency on staff performance through motivation shows significant results with a value of count (2.278) > Table (1,68) with a significance level of 0.012 <0.05 (5%). Thus, motivation can mediate the relationship between competency and the performance of radiology staff. Recommendations for implementing a model for improving radiology staff performance evaluation using the rating scale method with an individual target of 80% and a corporate value of 20%. Targets are taken based on indicators for each exogenous and endogenous variable.

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