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## The Influence of Leadership Style, Organizational Culture, Job Satisfaction on Employee Performance in RSUD Dr Soetomo Surabaya

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### Abstract

*This study aims to examine the influence of Leadership Style, Organizational Culture and Job Satisfaction on employee performance at RSUD Dr Soetomo Surabaya. The approach used in this research is a quantitative approach and data were collected through questionnaires to employees. The data obtained was analyzed using SEM analysis technique with totaling 97 respondents. Respondent is a 97 employee at RSUD Dr Soetomo with various division. Data Collection instrument measured on a likert scale. The results obtained leadership style, organizational culture, and job satisfaction have a significant direct and indirect effect on employee performance in the Environment RSUD Dr Soetomo Surabaya. results highlight effective leadership style, which provides clear direction and supports employees, as well as an organizational culture that is positive, inclusive, and supports innovation, has a direct impact on employee performance*

**Keywords:** Leadership Style, Organizational Culture, Job Satisfaction, Performance.

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### INTRODUCTION

Maintaining in the quality of health services in a hospital, an important role that must be considered and maintained is employees who are productive, innovative, creative and always enthusiastic and loyal, supported by proper human resource management and a supportive work environment. Employees are individuals who work for the organization with the aim of achieving pre-agreed goals. They are very important members of the organizational structure and contribute to the success of the organization.

Dr Soetomo Regional Public Hospital Jawa timur or commonly referred to as the abbreviation RSUD Dr Soetomo is one of the government agencies in the East Java region whose job is to provide services in the health sector. Apart from serving in the health sector, Dr Soetomo Hospital also serves as a center for medical education and research by establishing cooperative relationships with several

educational institutions and universities in Indonesia. This form of cooperation can increase knowledge and health services. effort to provide quality health services, RSUD Dr. Soetomo Surabaya has a medical team consisting of skilled doctors, nurses and other medical professionals. They work together to provide optimal care to patients and are committed to maintaining high ethical and professional standards.

According to law number 44 of 2009, a hospital is a health care institution that provides good and complete individual health services (promotive, preventive, quantitative and rehabilitative) by providing inpatient, outpatient and emergency care services, according to the American Hospital Association. In carrying out health service duties, qualified human resources are needed, supported by organizational direction and commitment so that an optimal form of goals is achieved for the community. Within the organization there must be a leader who understands how the direction of this organization is running which is supported by the vision and mission of the organization. In addition, the organization must also have values, beliefs, and behaviors that are owned and practiced by members of the organization, which is called culture. These cultures such as forms of communication, cooperation, innovation, motivation and decision making. A strong and positive organizational culture can create a productive, goal-oriented work environment and encourage employees to give their best.

This research is expected to provide a clearer picture of the factors that affect the performance of employees in the regional public hospital environment and can help develop hospital services and optimal human resource management

## **LITERATURE REVIEW**

### **Human Resource Management**

Michael Armstrong (2014) HRM can be defined as a strategic and coherent approach to manage the organization's most valuable asset-the people who work within the organization, both individually and collectively, to give contribution to organizational goal efforts. From the definition above, it can be concluded that HRM is related to manage people who are in an organization who want to achieve common goals, namely organizational goals. In some of the definitions above too it can be seen that human management starts from the stage of destruction and to the selection stage of performance appraisal and granting of imbalances.

### **Leadership Style**

Franklyn (1951) in Onong Effendy (1993: 200) suggests of that there are three main styles of leadership, namely autocratic / authoritarian leadership, democratic/participative leadership, and free-rein / laissez faire leadership. leadership).

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- a. Autocratic leadership is a leadership style that has criteria or characteristics that always regard the organization as private property, arrogant, identifies personal goals with organizational goals, considers subordinates as mere tools, does not want to accept criticism and suggestions, is too dependent on formal power, in the act of moving often use a coercive and punitive approach. Indicators of Autocratic Leadership Style: (1) Centralization of Authority (2) Work Productivity (3) Each management decision is considered valid, and its followers are obliged to accept orders without question.
- b. Democratic leadership is a leadership style that has the following characteristics, considering subordinates as the noblest creatures in the world, always trying to synchronize the interests and goals of the organization in the personal interests and goals of his subordinates; happy to receive suggestions, opinions and even criticism from subordinates; always trying to make his subordinates successful and trying to develop personal capacity as a leader. Indicators of a democratic leadership style: (1) Good relations between leaders and employees (2) Respect for employees (3) Management that listens to the aspirations of its subordinates.
- c. Free leadership or Idly (Laissez Faire) This type of leadership is the opposite of the autocratic leadership type. In this type of leadership the leader usually shows passive behavior and often avoids responsibility. A leader with free rein tends to choose a passive role and let the organization run at its own pace. Here a leader has free confidence by giving the widest possible freedom to subordinates by assuming that all his efforts will be successful quickly.

### **Organizational Culture**

Schein (2010), organizational culture is a collection of inherent and unconscious beliefs and norms accepted by members that guide their behavior and provide the basis for a common understanding of their world. Schein stated that organizational culture consists of three levels, namely the unconscious cultural level, the conscious level and the artifact level. The unconscious level of culture is the deepest level which consists of the inherent and unconscious beliefs and norms that determine the way members think and act, the conscious level is the deeper level of cultural organization which consists of values, beliefs and norms that can be acknowledged and explained by members, the Artifact level is the outermost level consisting of symbols, rituals, and buildings that can be observed by outsiders.

### **Job Satisfaction**

Luthans (2006: 243), job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or work experience. According to Luthans (2006: 243), there are five indicators to measure job satisfaction, which are:

1. Satisfaction With The Work Itself This happens when the job provides individual opportunities to learn according to their interests and opportunities to be responsible. Job characteristics and job difficulties involve personality and job satisfaction, and if the creative requirements of employees' jobs are met, then they tend to be satisfied.
2. Satisfaction with Salary The amount of salary received is in accordance with the workload. Money not only helps people obtain basic needs, but is also a means of providing higher level satisfaction of needs. Employees see salary as a reflection of how management views their participation in the company.
3. Satisfaction With Promotion Opportunity to grow in the organization. It also affects a person's level of satisfaction. Positive work environment and opportunities for intellectual advancement and expansion of basic skills
4. Satisfaction with Boss Depends on the ability of the boss to provide technical assistance and behavioral support. There are two dimensions of supervisory style that can influence job satisfaction. First of all, concern for employees, measured by personal interest and concern for employees, such as providing advice and assistance to employees, good communication and learning how well employees work. The second is the climate of participation or influence in decision making which can affect the work of employees. In general, these two dimensions are very influential on employee job satisfaction at the company.
5. Satisfaction with Colleagues Shows how much colleagues provide technical assistance and social encouragement. Cooperative co-workers or team members are the simplest source of job satisfaction for individual employees. Work groups, especially teams, act as a powerful source of support, comfort, advice, and assistance to individual members

## Employee Performance

Mathis and Jackson (2006) Performance is basically what employees do or don't do. employee performance is what affects how much they contribute to the organization. performance improvement for both individuals and groups is the center of attention in efforts to improve organizational performance.

Hasibuan (2005) performance is a result of work achieved by someone in carrying out the tasks assigned to him which are based on skill, experience and sincerity as well as time.

Handoko (2011) states performance as a corporate process in assessing or

assessing employee performance. performance capability someone to show his work performance by completing his work properly and responsibly

## METHOD

The research method uses quantitative at Dr Soetomo Regional General Hospital Surabaya, East Java. The population in this study was 97 respondents, which consisted of general and operational divisions as well as medical and nursing services. Distribution of questionnaires via google form. technical analysis using descriptive and statistical tests SMART PLS 4.0. Assessment of this research question using a Likert scale technique with 5 levels of load scores.

5 Level score load namely : Score 5: Strongly Agree (SS); Score 4: Agree (S); Score 3: Neutral (N); Score 2: Disagree (TS); Score 1: Strongly Disagree (STS).

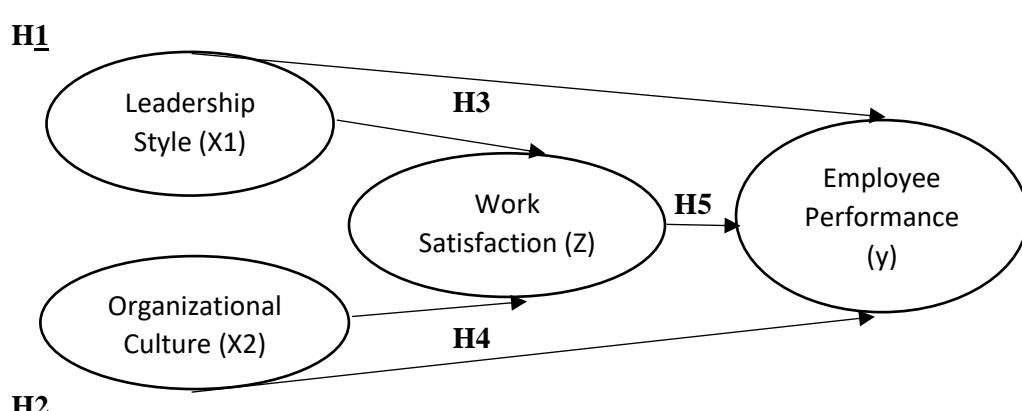


Figure 1. Conceptual Framework

Based on Conceptual Framework, hypothesis of this research are:

Hypothesis 1 (H1): There is a significant direct effect of Leadership Style on Employee Performance

Hypothesis 2 (H2): There is a significant direct effect of Organizational Culture on Employee Performance

Hypothesis 3 (H3): There is a significant indirect effect of Leadership Style on Employee Performance through Job Satisfaction

Hypothesis 4 (H4): There is a significant indirect effect of Leadership Style on Employee Performance through Job Satisfaction

Hypothesis 5 (H5): There is a significant direct effect of Job Satisfaction on Employee Performance

## RESULT AND DISCUSSION

### Measurment Model (Outer model)

Model measurement Show how the represent observed variabel. The reasearch assessed the measurement model using Convergent validity test, descriptive rest, Average Value Extracted (AVE), Cronbach Alpha and Composite Reliability.

### A. Convergent Validity

the data obtained cannot be processed or raw data, it is necessary to analyze and test with PLS. According to Chin (1998),is a loading factor > 0.6

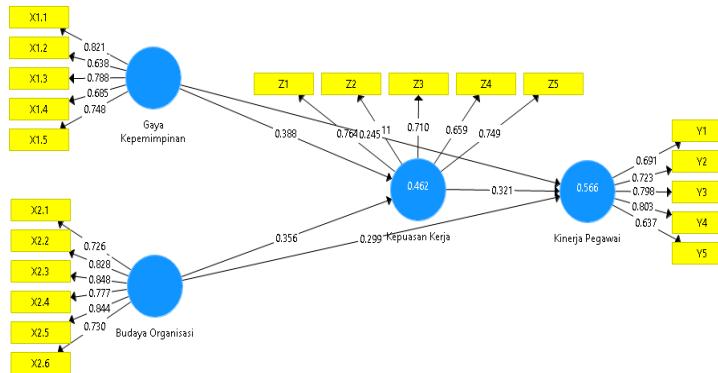


Figure 2 Loading Factor Value

Table 1. Loading Factor

Organizational Culture	Leadership Style	Job Satisfaction	Employee Performance
X1.1		0.821	
X1.2		0.638	
X1.3		0.689	
X1.4		0.788	
X1.5		0.748	
X2.1	0.726		
X2.2	0.828		
X2.3	0.848		
X2.4	0.777		
X2.5	0.844		
X2.6	0.730		

Y1	0.691
Y2	0.723
Y3	0.798
Y4	0.803
Y5	0.637
Z1	0.764
Z2	0.811
Z3	0.71
Z4	0.659
Z5	0.749

### B. Discriminant Validity

Validity testing is carried out to find out how precisely a measuring instrument performs its measurement function (Ghozali, 2016). Discriminant Validity can be determined by the Average Variance Extracted (AVE)/

Table 3. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Organizational Culture	0.63
Leadership Style	0.546
Job Satisfaction	0.548
Employee Performance	0.537

### C. Cronbach's Alpha and Composite Reliability

Reliability test can use two methods, namely Cronbach's alpha and composite reliability. Ghozali (2016) Cronbach alpha measures the lowest value of the reliability of a variable so that the composite reliability value is  $> 0.6$  and the Cronbach Alpha value is  $> 0.60$ . For example Composite Reliability for all constructs is above the value of 0.60.

Reliability test with Cronbach's Alpha for all construct are recommended above 0.6. Table 4 Cronbach Alpha values In addition, all composite reliability values have a value greater than 0.7 so that it can be concluded that all latent variables have good internal consistency.

Table 4. Cronbach Alpha Test Result

	Cronbach's Alpha	Composite reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Organizational Culture	0.882	0.884	0.911	0.63
Style Leadership	0.791	0.807	0.856	0.546
Job Satisfaction	0.794	0.805	0.858	0.548
Employee Performance	0.782	0.782	0.852	0.537

## 2. Structural Model (Inner Model)

The inner model is a structural model that is used to predict the causality relationship (cause and effect relationship) between latent variables or variables that cannot be measured directly

### A. R-Square Testing

According to Chin (1998), the R square value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

Table 5. R-Square Result

	R Square	R Square Adjusted
Job Satisfaction	0.462	0.45
Employee Performance	0.566	0.552

The table above shows the first r-squared value of 0.462, meaning that the Leadership Style and Organizational Culture variable can only explain Job Satisfaction of 46.2% and the rest is influenced by other factors outside the model. The second r-squared value is 0.566, meaning that the variable Leadership Style and Organizational Culture can only explain 56.6% of Employee Performance and the rest is influenced by other factors outside the model.

## Hypothesis Test

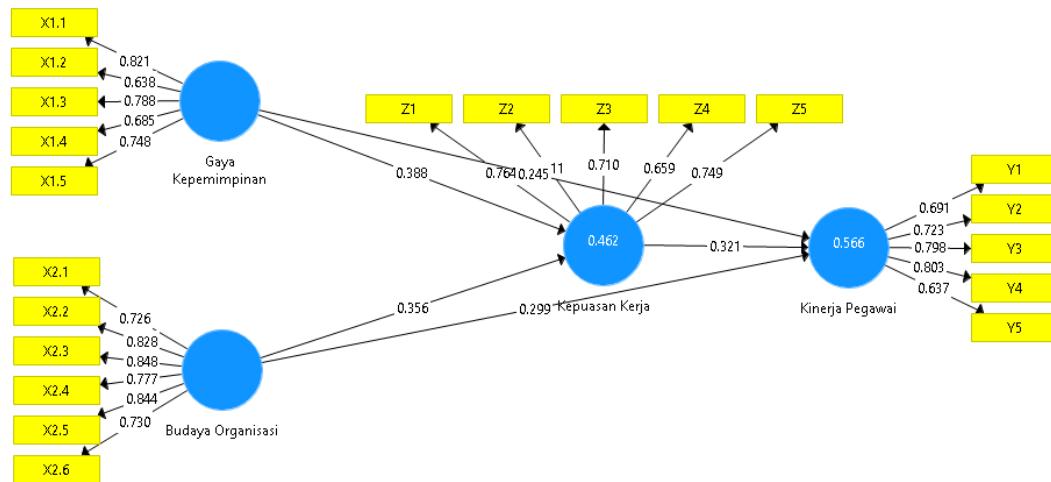


Figure 3. PLS Result Significant Variables

Hypothesis test to find out the relationship between Variables in table 6. Result analysis of the bootstrapping method

Table 5. Analysis Bootstrapping

Correlation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics 0( O/STDEV )	P Values
Organizational Culture -> Job Satisfaction	0.356	0.362	0.091	3.92	0.000
Organizational Culture -> Employee Performance	0.299	0.302	0.100	2.976	0.003
Leadership Style -> Job Satisfaction	0.388	0.394	0.103	3.782	0.000
Leadership Style -> Employee Performance	0.245	0.249	0.114	2.143	0.033
Job Satisfaction -> Employee Performance	0.321	0.322	0.124	2.586	0.010

## Discussion

The results of the influence analysis between variables and each hypothesis will be explained as follows

### Effect of leadership style on employee performance

The P-value obtained is 0.033, which is smaller than the 0.05 significance level. Therefore, the H1-hypothesis can be accepted. The test results show that leadership style has a significant direct effect on employee performance in the RSUD Dr Soetomo Surabaya. This shows that leaders who have an effective

leadership style can improve the performance of employees in the hospital. Leaders who are able to provide clear direction, empower and provide support to employees can motivate them to achieve better performance. The findings of this study are consistent with other studies, such as Soulthan S. Batubara (2020) said influential directive leadership style significantly to the performance of employees in the Procurement Department of PT Inalum (Persero) and Maudy Rosalina & Lela Nurlaela Wati (2020) there is a positive and significant influence between leadership styles on work discipline, work discipline on employee performance

### **Effect of organizational culture on employee performance**

The P-value obtained is 0.003, which is smaller than the 0.05 significance level. The H2-hypothesis is acceptable. The test results show that organizational culture has a significant direct effect on employee performance at the Dr. Sutomo Surabaya. Organizational culture that is positive, inclusive and supports innovation has a positive impact on employee performance. An organizational culture that promotes cooperation, open communication, and rewards for achievement will encourage employees to work more effectively and efficiently. The findings of this study are consistent with other studies, such as Yohanes Satria Wahyu Permana & Siti Mujanah (2019) organizational culture has a significant effect employee performance both directly and through organizational citizenship behavior

### **Effect of leadership style on employee performance through job satisfaction**

The P-value obtained is 0.036, which is smaller than the 0.05 significance level. The H3-hypothesis can be accepted. The test results show that leadership style has a significant indirect effect on employee performance through the mechanism of job satisfaction. An effective leadership style can increase employee job satisfaction, which in turn contributes to improving their performance. Leaders who provide clear direction, empower and support employees tend to create a work environment that motivates and meets the needs of employees, thereby increasing their job satisfaction and ultimately improving performance.

### **Effect of organizational culture on employee performance through job Satisfaction**

The P-value obtained is 0.046, which is smaller than the 0.05 significance level. The H4 hypothesis can be accepted. The test results show that organizational culture has a significant indirect effect on employee performance through the mechanism of job satisfaction. An organizational culture that is positive, inclusive and supports innovation can increase employee job satisfaction, which in turn has a positive impact on improving their performance. An organizational culture that promotes cooperation, open communication, and rewards for achievement will create a work environment that motivates employees, thereby increasing their job satisfaction and ultimately improving performance.

### **Effect of Job satisfaction on employee performance**

The P-value obtained is 0.01, which is smaller than the 0.05 significance level. Therefore, the H5 hypothesis can be accepted. The test results show that job satisfaction has a significant direct effect on employee performance at the hospital. Employees who are satisfied with their jobs tend to perform better. Job satisfaction can encourage employees to contribute optimally, increase motivation, and commit to the organization. Thus, it is important for hospitals to pay attention to factors that can increase employee job satisfaction, such as a supportive work environment, recognition for achievements, and opportunities for career development

## **CONCLUSION**

Based on the results of the analysis and hypothesis testing, it was found that leadership style, organizational culture, and job satisfaction have a significant direct and indirect effect on employee performance in the Dr. Sutomo Surabaya. An effective leadership style, which provides clear direction and supports employees, as well as an organizational culture that is positive, inclusive, and supports innovation, has a direct impact on employee performance. In addition, job satisfaction is also proven to have a significant direct effect on employee performance. These factors are interconnected, where leadership style and organizational culture indirectly affect employee performance through the mechanism of job satisfaction. By paying attention to and optimizing leadership style, organizational culture, and job satisfaction, hospitals can improve employee performance, provide better service to patients, and achieve better organizational goals.

## **IMPLICATION**

The implication of this research is the need for further research development on servant leadership, employee satisfaction and organizational culture of hospitals in the East Java region. With that, it can be known the factors that influence performance in public services, especially in the health sector, which must be demanded to be effective and optimal

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