

The Influence of Leadership and Organizational Culture on the Performance of Health Personnel Mediated by Work Motivation (Study of Kendari City Hospital Health Workers)

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Abstract

The aim of this research is to determine the influence of leadership and organizational culture on health performance performance mediated by work motivation. This research was carried out on health workers at the Kendari City Regional Hospital, with the consideration that the Kendari City Regional Hospital is one of the advanced level health service facilities belonging to the Kendari City Government which has the task of providing health services to the community. The population of this study is health workers who have the status of State Civil Apparatus, have worked for more than 2 (two) years and serve in the Kendari City Regional Hospital, totaling 267 people. To determine the sample size using the Slovin formula, at a precision level of 5%, from a total population of 267 health workers, a sample size (n) of 160 respondents was obtained. The type of inferential statistics used in this research is the t-test which is used to determine whether groups of scores have significant differences in the level of choice probability. To determine the value of the research t-test statistic, this research data was analyzed using SmartPLS software version 3.0. The results of this study found that Leadership had a positive and insignificant effect on the performance of health workers, Organizational Culture had a positive and significant effect on the Performance of health workers, Work Motivation had a positive and significant effect on the Performance of health workers, Leadership had a positive and significant effect on Work Motivation, Organizational Culture had an effect positive and significant towards Work Motivation, Work Motivation plays a role in mediating the influence of Leadership on the Performance of health workers, and Work Motivation plays a role in mediating the influence of Organizational Culture on the Performance of health workers.

Keywords: Leadership, Organizational Culture, Performance of Health Personnel, Work Motivation.

INTRODUCTION

Government hospitals are part of the state administration system which must provide services to the community. Management has an obligation to improve the quality of hospitals and increase the performance of an organization in anticipating competition in the world of health. Hospitals experience various delays and obstacles in developing the performance of health workers so this is related to leaders and organizational culture to help and encourage health workers in hospitals to maintain good performance in carrying out their work and serving patients. The number of patients in hospitals continues to increase so that services in hospitals must be improved. Health services provided by hospitals must be of high quality, effective and efficient, supported by the quality and quantity of staff. Health workers are required to maintain their quality and professionalism in providing services to patients, always improving their performance and productivity and showing hospitality to each patient and patient's family (Siswandi and Karomah 2019).

The role of leaders in maintaining the performance of health workers is very necessary and must be supported by organizational culture so that employees can continue to maintain and even improve their performance. According to (Kartono, Sugandar, and Azis 2020) leadership is the ability to influence other people, subordinates or groups, directing the behavior of subordinates or other people to achieve organizational or group goals. (Suwatno dan Priansa 2018) said that leadership is the ability to provide a constructive influence on other people to carry out cooperative efforts to achieve planned goals. According to (Jufrizen and Sitorus 2021) leadership is an important factor that determines employee performance and the organization's ability to

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adapt to environmental changes. Effective leadership must provide direction to the efforts of all employees in achieving organizational goals.

Research on the influence of leadership on employee performance has done a lot. It was found that leadership has a significant effect on increasing employee performance (Djafari Naeini et al. 2019) ; (Sikandar et al. 2023) ; (Shayegan, Bazrkar, and Yadegari 2023). This happens because a leader who can provide support to employees will have an impact on improving their performance. This is different from the results of research conducted by (Mubin, Setyaningrum, Retno, and Rezeki 2022) which concluded that leadership had no significant effect on increasing employee performance.

Organizational culture is also a factor that influences an employee's performance. Whether or not organizational culture is good or not plays a very important role in the results that an organization will obtain. According to (Ainanur and Tirtayasa 2018) organizational culture is a system of values believed by all members of an organization which are applied and developed continuously which can be used as a reference for behavior in the organization to achieve predetermined organizational goals. Organizational culture is an important variable that influences performance, especially in the health sector, because it will have an impact on improving service quality, patient safety and performance. Culture plays a very important role in the progress of a company. Each change will assess the stability of the company and the core values tied to the organizational culture.

Research on the influence of organizational culture on employee performance has been conducted by several researchers. It was found that organizational culture has a significant effect on improving employee performance. From the study it was found that the stronger the organizational culture will have an impact on increasing employee performance (Osman, Liu, and Wang 2023) ; (Shin, Mollah, and Choi 2023); (Rahman et al. 2011); (Bautista and Uy 2023). This is different from the research results of (Zhang et al. 2021) which examined the relationship between organizational culture and its influence on employee performance. The research results show that organizational culture has no significant effect on employee performance. The existence of contradictory findings is due to differences in indicator measurements, and the concepts used therefore require further study to answer these contradictions.

Motivation is one part that influences credibility in an institution. High motivation and awareness in the workplace will influence employee performance. Someone who has strong positive motivation will have the ability to produce higher performance. Motivation concerns human dignity with all its aspects such as feelings, responsibility, urge and performance. If administrators do not have an understanding of the what, why and how of motivation, then an organization will not succeed in achieving quality goals. A leader is required to provide motivation to employees in accordance with the vision and mission of the organization. A leader's ability to provide motivation greatly influences organizational performance (Cover et al. 2012); (Zhu et al. 2020). However, the findings of (Kumari, Usmani, and Hussain 2015) concluded that the role of work motivation does not have a significant influence on employee performance. There are contradictory findings from several researchers, so it is still necessary to re-examine this relationship.

Performance is the level of achievement of results from carrying out tasks certain aspects and management of human resources to achieve organizational goals and work results achieved by people in relation to their position in the organization. Therefore, in order for individuals in an organization to have high performance, the organization must pay proper attention by appreciating their talents, abilities and guiding them appropriately (Bacal and Nadeau 2013).

Literature of Theory and Hypothesis

Leadership

Leadership is the ability to influence a group towards achieving targets (Robbins and Coulter 2012). According to (Siagian 2022) Leadership is a person's ability to influence other people so that people want to do the leader's will. Leadership has meaning, firstly, as a process to direct and influence people's activities. Second, provide

vision, joy, enthusiasm, love, trust, passion, obsession and consistency. Third, using symbols, providing attention, showing real examples or actions, producing heroes at all levels of the organization and providing effective training (Conrad, Peters, and Austin 1985).

The role of leadership is very important to motivate organizational members to increase their energy to behave in an effort to achieve group goals. Therefore, there are three conditions that appear when leadership occurs, namely first, the leader must show the cause of something happening. Second, the relationship between the leader's behavior and its influence must be observable and third, there must be a real change in the behavior of organizational members and subsequent outcomes as a consequence of the leader's actions (Gibson 2002).

Organizational Culture

Organizational culture is a system that contains basic and dominant values held by members in an organization, becoming a reference for the organization's basic philosophy, which differentiates the organization from other organizations (Robbins and Coulter 2012);(Moeljono 2005);(Dehpande, Ambedkar, and Shewale 1997). Organizational culture is a characteristic formed by members of an organization which also differentiates it from other organizations.

Organizational culture is a pattern containing basic assumptions that are realized and learned by group members, as the correct way to be perceived, thought and felt by all members of the organization in relation to solving organizational problems (Schein 2004). (Gibson 2002) which states that organizational culture contains a collection of values, beliefs, assumptions, perceptions, norms, characteristics and behavioral patterns of members of an organization. Organizational culture as the values that guide human resources in carrying out their obligations and behavior within the organization. Organizational culture as a common pattern of exemplary behavior, common beliefs and assessing organizational members together. Organizational culture can be derived from what people say, do and think within the organizational framework.

Work Motivation

Motivation according to (Fauzi, Wardi, and Thaib 2023) is a state of attitude and psychology, a human mentality that can provide energy, provide encouragement to activities and channel or direct behavior towards achieving needs that reduce imbalance or provide satisfaction. Meanwhile, according to (Yancomala 2014) motivation is the will or desire contained within a person's self that stimulates someone to carry out an action. (Yancomala 2014) also states "work motivation is the desire that exists within a person which stimulates him to be able to carry out an action and work motivation is providing encouragement or something that underlies an individual's ability to carry out something or behavior".

Motivation is a process that explains a person's strength, direction and persistence in an effort to achieve goals (Robbins and Judge, 2013). Motivation as a driving force is intended as a natural urge to satisfy and maintain life. Motivation is a collection of behaviors that provide a basis for a person to act in a way that is directed towards certain specific goals. Based on the definition put forward, it can be interpreted that motivation is the drive that exists in individuals to behave and act to satisfy and maintain a life that is directed towards achieving goals. According to Robbins and Judge (2013), motivation is a process that explains a person's strength, direction and perseverance in an effort to achieve goals.

Performance

Performance is the level of achievement of results from carrying out tasks certain (Wibowo 2006). Performance is a resource management activity organizational people to achieve organizational goals. So based on the overall activities carried out by the organization or company, performance will consist of organizational or company performance, individual performance, employees, group performance. Employee performance as the final achievement an employee and contains several things such as having certain targets achieved, having a time period for achieving targets and realizing efficiency and effectiveness.

Gibson 2002 argue that employee performance is the work results achieved by people in relation to their position in the organization. Meanwhile, according to (Johnson, Kast, and Rosenzweig 1963) performance covers all organizational business objectives. For lower-level managers, performance is a goal that helps achieve

the overall mission. For each organizational unit, management's task is to achieve performance as measured by relevant criteria. Meanwhile, (Jamian, Sidhu, and Aperapar 2013) stated that performance, apart from being influenced by individual commitment and ability, is also influenced by the culture of the company where the person works. Assessment of employee performance in an organization can be subject to several aspects (Wibowo 2014), namely quantity, quality and timeliness.

Hypothesis

H1: Leadership has a significant effect on the performance of Kendari City Hospital health workers

H2: Organizational culture has a significant effect on the performance of Kendari City Hospital health workers.

H3: Work motivation has a significant effect on the performance of Kendari City Hospital health workers.

H4: Leadership has a significant effect on the work motivation of Kendari City Hospital health workers.

H5: Organizational culture has a significant effect on the work motivation of Kendari City Hospital health workers.

H6: Work motivation has a role in mediating the influence of leadership on the performance of Kendari City Regional Hospital health workers.

H7: Work motivation has a role in mediating the influence of organizational culture on the performance of Kendari City Regional Hospital health workers.

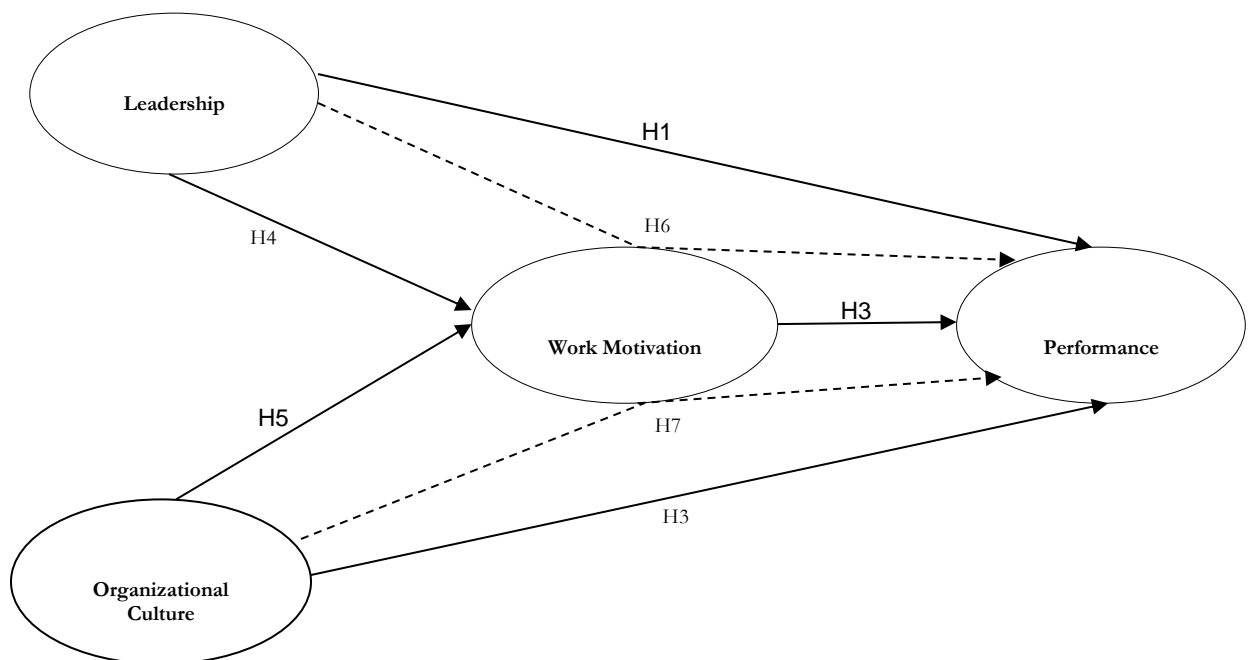


Figure 1. Research Conceptual Framework

METHODS

This research was carried out on health workers at the Kendari City Regional Hospital, with the consideration that the Kendari City Regional Hospital is one of the advanced level health service facilities belonging to the Kendari City Government which has the task of providing health services to the community. The population of this study is health workers who have the status of State Civil Apparatus, have worked for more than 2 (two) years and serve in the Kendari City Regional Hospital, totaling 267 people. To determine the sample size using the Slovin formula, at a precision level of 5%, from a total population of 267 health workers, a sample size (n)

of 160 respondents was obtained. The type of inferential statistics used in this research is the t-test which is used to determine whether groups of scores have significant differences in the level of choice probability. To determine the value of the research t-test statistic, this research data was analyzed using SmartPLS software version 3.0. which is run using computer media.

RESULTS

Goodness of Fit

Goodness of Fit testing of the structural model on the inner model uses the predictive-relevance value (Q2). The R2 value of each endogenous variable in this study can be seen in Table below:

Table 1. R2 Value of Endogenous Variables

Endogenous Variables	R-square
Work Motivation (Y1)	0.707
Performance of Health Workers (Y2)	0.685

Source: SmartPLS Analysis Output Results

The calculation results above show a predictive-relevance value of $0.756 > 0$, meaning that 90.77% of the variation in the health worker performance variable (dependent variable) is explained by the independent variables leadership and organizational culture with the mediation of work motivation used. In this way, the model is said to be worthy of having relevant predictive value or having a strong contribution.

Hypothesis Test

The results of hypothesis testing using the Partial Least Square (SmartPLS) structural equation model show that, the direct influence is that 5 (five) hypotheses are declared significant and 1 (one) hypothesis is declared not significant, while hypothesis testing is carried out using the p-value test on each path. the influence between the dependent variable and the independent variable. The results of hypothesis testing are shown in Table.

Table 2. Results of Direct Effect Hypothesis Testing

Independent Variable	Dependent variable	Path Coefficient	P value	Information
Leadership	Work Motivation	0.260	0.000	Significant
Organizational Culture	Work Motivation	0.608	0.000	Significant
Leadership	Performance	0,149	0.174	Not Significant
Organizational Culture	Performance	0.347	0.010	Significant
Work Motivation	Performance	0.381	0.000	Significant

Source: Primary Data, 2024

Table 3. Results of Indirect Effect Hypothesis Testing

Independent Variable	Dependent variable	Mediation Variables	Path Coefficient	Information
Leadership	Performance	Work Motivation (M)	0,099	Partial Mediation
Organizational Culture	Performance	Work Motivation (M)	0,232	Partial Mediation

Source: Primary Data, 2024

DISCUSSION

The Direct Influence of Leadership on Work Motivation

This research analyzes the direct influence of leadership on the work motivation of health workers at the Kendari City Regional General Hospital. The results of the analysis show that there is a positive and significant relationship between leadership and work motivation, which means that the better the leadership, the higher

the work motivation of health workers. Based on descriptive analysis, leadership and its indicators are perceived well a by health worker, which indicates that they have implemented leadership effectively in service activities. The work motivation of health workers is also perceived as good, showing action, empathy, wisdom, ability to find solutions, growth, social spirit, and visionary in carrying out tasks. This research proves that effective leadership, characterized by self-awareness, self-management and social awareness, has a positive effect on work motivation. However, there is a perception that several indicators of work motivation are still lower than leadership, although they are still in the good category. These results are in line with various previous studies which state that leadership is significant for work motivation, emphasizing the importance of the leader's role in increasing work motivation to achieve organizational goals. This research provides a managerial basis that can be used to increase work motivation through effective leadership. The results of hypothesis testing prove that the influence between leadership and work motivation in this study is directly proportional, where it can be said that the better the leadership in the Kendari City Regional General Hospital, the better the work motivation. This is in line with (Vuong 2023), (Yuan and Cao 2022), (Ouyang, Zhu, and Guo 2020), (Ebire, Onmonya, and Inim 2018) which states that leadership has a significant effect on work motivation.

The Influence of Organizational Culture on Work Motivation

This research analyzes the influence of organizational culture on the work motivation of health workers at the Kendari City Regional General Hospital, showing that organizational culture has a positive and significant influence on work motivation. This means that the better the implementation of organizational culture, the higher the work motivation of health workers. Descriptive analysis shows that organizational culture and its indicators are well perceived by health workers, indicating that organizational culture has been implemented well. Work motivation is also perceived as good, characterized by high confidence, will, loyalty and pride. Organizational culture indicators such as innovation, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability have a direct effect on work motivation. Although several indicators of work motivation are perceived to be quite good, overall the work motivation of health workers is considered adequate. This research is consistent with previous studies by (Gautam and Basnet 2020) which also found that organizational culture has a significant effect on work motivation. These findings show that the better the organizational culture at the Kendari City Regional General Hospital, the higher the work motivation of health workers.

The Direct Influence of Leadership on the Performance of Health Workers

This research examines the influence of leadership on the performance of health workers at the Kendari City Regional General Hospital. The results of the analysis show that leadership has a positive but not significant effect on the performance of health workers. This means that although better leadership tends to improve performance, this effect is not yet significant. Descriptive shows that leadership and its indicators are well perceived by health workers, which reflects that they work efficiently, effectively and productively. (Bautista and Uy 2023) identified four indicators of leadership: participation, initiative, performance, and responsibility. Strategic and decisive leadership is important to empower human resources. However, this research found that human resource empowerment has a negative and insignificant effect on the performance of health workers, which contradicts previous research findings by (Ainanur and Tirtayasa 2018), (Fauzi, Wardi, and Thaib 2023), (Mubin, Setyaningrum, Retno, and Rezeki 2022), (Shayegan, Bazrkar, and Yadegari 2023), which states that leadership has a significant effect on employee performance. Despite important contributions to understanding the mechanisms of leadership influence, this research has limitations, such as the lack of extensive leadership training and effective recruitment procedures, as well as the nature of the study making it difficult to infer the degree of causality.

The Influence of Organizational Culture on the Performance of Health Workers

This research examines the influence of organizational culture on the performance of health workers at the Kendari City Regional General Hospital. The research results show that organizational culture has a positive and significant influence on the performance of health workers, meaning that the higher the organizational

culture, the higher the performance of health workers. Descriptive analysis shows that organizational culture and all its indicators are well perceived by health workers. (Robbins and Coulter 2012) defines organizational culture as the force that makes individuals feel involved in the organization, which is characterized by acceptance of the organization's values and goals, willingness to work hard, and desire to maintain membership in the organization. (Allen and Meyer 1996) also emphasized that employees with a high organizational culture will work with dedication, see task achievement as important, and try to make maximum contributions to the organization. The results of this research are in line with several previous studies, such as research by (Vuong 2023), (Shayegan, Bazrkar, and Yadegari 2023), (Kumari, Usmani, and Hussain 2015) which states that work motivation has a significant effect on performance. Motivation has a positive and significant influence on employee performance, meaning that if motivation is better, employee performance will increase.

The Influence of Work Motivation on the Performance of Health Workers

This research examines the influence of work motivation on the performance of health workers at the Kendari City Regional General Hospital, and the results show that work motivation has a positive and significant influence on the performance of health workers. This means that the higher the work motivation, the higher the performance of health workers. Descriptive analysis shows that work motivation and all its indicators are perceived well by health workers, which reflects the match between expectations and the reality they get from work. According to (Lawler and Boudreau 2009) equality theory, job satisfaction is influenced by the difference between the amount received and that perceived by other health workers. Work motivation is individual, with different incentives according to each individual's value system. The higher the drive or desire, the higher the work motivation. This research is consistent with previous research by (Yu, Zhang, and Wang 2022), (Bautista and Uy 2023), (Kumari, Usmani, and Hussain 2015) which stated that work motivation has a significant effect on performance. Motivation has a positive and significant influence on employee performance, meaning that if motivation is better, employee performance will increase.

The Role of Work Motivation in Mediating the Influence of Leadership on the Performance of Health Workers

The results of research on the direct influence of leadership on the performance of health workers obtained positive and significant path coefficient values. This shows that leadership influences the performance of health workers through work motivation. With the path coefficient being positive and significant, it means that there is a unidirectional influence between leadership and the performance of health workers, with a real effect after working motivation. This shows that the role of work motivation variables as mediating influences between leadership variables and health worker performance variables is very important. These results show that the influence between leadership and the performance of health workers which is mediated by work motivation in this study is positive and significant, so it can be said that work motivation plays a very important role in mediating the influence of leadership to further improve the performance of civil servants in public hospitals. Kendari City Region. The results of the empirical analysis of the direct influence of leadership on the performance of health workers through work motivation obtained a positive and partially significant value. This means that leadership has a direct effect on the performance of health workers through work motivation. The role of work motivation is apart from the view of (Lumpkin and Dess 1996) which states that work motivation refers to a company's need to obtain styles, practices and methods of decision making. In this research, work motivation empirically intervenes in the influence between leadership and performance. The findings of this research are in line with the research results of (Vuong 2023), (Ebire, Onmonya, and Inim 2018), (Ouyang, Zhu, and Guo 2020), (Kumari, Usmani, and Hussain 2015) (Cover et al. 2012) (Zhang et al. 2021). Leadership has a positive and significant effect on motivation, meaning that if leadership gets better, work motivation increases. Motivation has a positive and significant influence on employee performance, meaning that if motivation is better, employee performance will increase.

The Role of Work Motivation in Mediating the Influence of Organizational Culture on the Performance of Health Workers

This research confirms that organizational culture has a positive and significant impact on the performance of health workers through work motivation at the Kendari City Regional General Hospital. The implementation

of an organizational culture that includes innovation, attention to detail, orientation to results, people and teams, aggressiveness and assertiveness, directly contributes to the performance of health workers in various aspects such as quantity, quality, time, cost, service orientation, integrity commitment, discipline, cooperation, and leadership in organizational activities. Work motivation is a significant mediator between organizational culture and the performance of health workers, indicating that motivation plays an important role in improving performance as a result of a good organizational culture. Empirical analysis confirms that organizational culture directly influences the performance of health workers through work motivation, with a partially significant value. This confirms that work motivation, especially those related to the need for achievement, power and affiliation, acts as an important mediator in the relationship between organizational culture and the performance of health workers at the Kendari City Regional General Hospital. Organizational culture in an organization will improve performance through work motivation in line with research by (Gautam and Basnet 2020), (Bautista and Uy 2023), (Kumari, Usmani, and Hussain 2015), (Ouyang, Zhu, and Guo 2020) organizational culture has a positive and significant effect on motivation, meaning that if organizational culture gets better, work motivation increases.

CONCLUSION

Leadership on the performance of health workers shows that leadership has a positive and insignificant effect on the performance of health workers. Based on these results, it can be said that the existing leadership has not been able to improve the performance of health workers at the Kendari City Regional General Hospital.

Organizational culture has a positive and significant effect on the performance of health workers. This means that the better the organizational culture, which is manifested by innovation, attention to detail, results orientation, employee orientation, team orientation, aggressiveness and stability, is able to improve the performance of health workers at the Kendari City Regional General Hospital.

Work motivation has a positive and significant effect on the performance of health workers. Based on the results of this research, the influence between work motivation and the performance of health workers in this study is directly proportional. This means that work motivation which is manifested by expectations, instrumentalism and valence can provide good performance for health workers at the Kendari City Regional General Hospital.

Leadership has a positive and significant effect on work motivation, meaning that in this research it is directly proportional, it can be said that the better the leadership in the Kendari City Regional General Hospital (RSUD), the better the work motivation. These results are predominantly reflected by indicators of self-management in leadership achievement.

Organizational culture has a positive and significant effect on work motivation. The influence between leadership and work motivation in this research is directly proportional, it can be said that the better the organizational culture in the Kendari City Regional General Hospital (RSUD), the better work motivation will be.

Work motivation plays a role in mediating the influence of leadership on the performance of health workers. The influence is significant, both direct and indirect, so the mediation is considered full or perfect mediation of the work motivation of health workers at the Kendari City Regional General Hospital (RSUD) so that it can provide good performance to health workers.

Work motivation plays a role in mediating the influence of organizational culture on the performance of health workers, because the influence is significant, both direct and indirect, the mediation is considered full or perfect mediation of the work motivation of health workers at the Kendari City Regional General Hospital (RSUD) so that they can provide good performance to health workers.

Future research can use a longitudinal design to observe the causality of leadership and organizational culture variables on the performance of health workers which is mediated by work motivation.

To be able to generalize the influence of leadership and organizational culture on the performance of health workers which is mediated by work motivation, further research needs to be conducted other than at the Kendari City regional general hospital.

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